

Employment Preferences - A Review

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ABSTRACT

The attraction and retention of talent is imperative with the fast paced changes of the corporate world and the challenges that organisations have with an increasingly globalised world. It is imperative that multiple perspectives from diverse regions are considered for these purposes.

The current paper reviews five papers from diverse regions and considers their opinions. The paper considers the views of authors regarding employer branding and the attributes which are attractive when considering employment opportunities. The perspectives regarding image, attraction of applicants through various stages of recruitment and environment are also considered.

Keywords: *Employer brand, attraction, attributes*

INTRODUCTION

There are multiple challenges that organisations have regarding the management of their human resources. It is important for them to ensure that they attract appropriate people to them so as to ensure that there is adequate talent with the organisation. It is thus crucial that they consider the relevant matters regarding the preferences of the potential employees so as to be able to adequately target their recruitment efforts. The present review paper draws from the works of authors from different regions so as to present a comprehensive picture regarding the current opinions concerning the subject.

Attributes That Students Consider Attractive

The strategies for employer branding have been discussed by Chhabra and Sharma (2014) so as to determine the attributes that students consider attractive when considering employment opportunities. They have considered the current scenario and the context and utility of employer branding.

The emphasis of their study is regarding campus recruitment and they have also considered the channels of communicating the employers of a specific brand. For these purposes the tools they have considered include questionnaires and semi structured interviews. Their sample consists of management students from management schools in Delhi. Their methodology includes questionnaires (350 with a 57% response) and semi structured interviews. They have analysed the preferences regarding variables such as organisational

attributes, image of the brand and channels of communication. They have also considered various employer branding strategies of specific companies (McDonald's Restaurants, Barclays Bank, Fujitsu Services and London and Quadrant Housing Group) and have analysed them.

The authors have listed the preferences regarding organisational attributes. Their studies showed that the culture of the firm, brand and payment are the attributes considered important for people. They have considered the association between brand image and chances that people would apply for them (Results suggest a correlation of 0.307). They have also made suggestions regarding the choices of channels of communication. The authors have further made a conceptual model for employer branding considering employer attractiveness and branding strategies.

Attraction of Applicants through Different Stages

Uggerslev, Fassina and Kraichy (2012) have discussed the characteristics that affect the attraction of applicants. They have considered these from the perspective of different stages of the process which is followed by organisations.

They have discussed whether certain characteristics determine the attraction of applicants and the specific stages when they have a major role. Thus they considered whether the features of the organisation, job, recruitment process, perceived alternatives or recruiter behaviours affect attraction and the stages

when these would comparatively affect applicants.

They determined studies for their research as per defined standards (232 studies that had 250 samples, 3518 coefficients and a total sample size of 108632).

They have considered meta-analysis and semi partial correlation for their purpose.

They have determined that perceived fit is an important predictor during the entire recruitment process for the applicants. Organisational characteristics are also important for determining applicant attraction though these differed through the stages. The recruitment process gained importance as a predictor during the subsequent stages.

They have suggested that firms could try to encourage views regarding an appropriate fit and also try to attract those with values attuned to that of the organisation.

Attracting Talent and Employer Branding

Botha, Bussin and de Swardt (2011) have considered employer branding from the perspective of talent attraction and retention. They have tried to bring forth a model for the employer branding considering these perspectives.

They have considered several aspects which could affect the employer brand such as the requirements of the target group, differentiated employer value proposition, strategy regarding people, consistency and communication of the brand of the employer for their purpose.

Their approach is inductive and non-empirical towards deriving a conceptually made employer branding model. They have considered textual data. They have studied 129 scripts and picked 24 articles from them for the purpose of their research.

They have determined that the needs of the target group, differentiated employer value propositions, strategy regarding people, communication and employer branding metrics are associated with the employer brand. The authors have made a conceptual model as per these aspects which impact the brand of the employer which further affects talent acquisition and retention. They have suggested that their model could enable making appropriate choices so as to enhance performance.

Association with the Image of The Organisation and Attraction

Andreassen and Lanseng (2010) have discussed how

appropriate employees can be attracted by organisations and have considered it with reference to employees associating themselves with the image of an organisation and their views regarding it.

They have considered whether opinions of employees regarding congruency between their image and the image of the company affect their attitudes regarding employment with that organisation. They have also considered that factors such as normative beliefs and compliance could influence the attitudes of these employees.

The methodology they had was survey based where 243 students from a European business school were asked regarding specific companies (Pan Fish, Procter and Gamble, Elkem, McKinsey and Company, Osram and PricewaterhouseCoopers). They considered 211 questionnaires with an 87 per cent response.

They have determined that the congruency between the image of the employee and the company is more important than norms and compliance when shaping attitudes regarding employment.

They have suggested that service sector organisations must attempt to draw the most appropriate employees so as to enhance their brand.

Environment and Attractiveness of Employment Opportunities

Hanson-Rasmussen, Lauer & Lester (2014) have discussed the association between environmental sustainability and the ways business students consider employment opportunities. They have also considered the emphasis that the students might place regarding such practices and their attraction for such organisations.

The approach taken by the authors for their purpose is that of a survey among business students. Their sample population consists of approximately 365 students with almost an 85 per cent response. The variables they considered included the prominence of environmentally viable practices, evolving ecological paradigms and opinions regarding the responsibility of organisations for the environment, attractiveness of the employment opportunity, and the possibility of employment with such organisations.

They have determined an association between the prominence that people place regarding environmentally viable practices and the possibility that they would consider employment with such

employers. They have suggested that companies should emphasise their sustainable practices for attracting appropriate people.

Conclusion

The papers discussed illustrate different aspects of employer branding and the attributes which could attract applicants regarding employment opportunities. These could differ as per regions and occupations. Further research could consider larger surveys and comprehensively and comparatively analyse organisational characteristics that interest applicants and the reasons for these.

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