

Employer Branding Phenomenon: A Systematic Review Conceptualization at Higher Education Institutions

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ABSTRACT

This research aims to uncover the dimensions of employer branding (EB) that attract and retain employees working at the university, both lecturers and education personnel. This research uses a systematic literature review with the PRISMA diagram. The database used comes from Scopus and Emerald with journal criteria, open access, English language, obtained 6 articles to be analyzed. The dimensions used are social values, development values, diversity, economic values, interest values, reputation values, working environment values, and work life balance. Some use Reward strategy, People orientedness, Leadership development to measure employer branding. In addition, it uses the EB dimension of employee retention and employee attraction. This study examines the object of employer branding research in higher education related to exploring the dimensions of the perspective of academic workers including lecturers and education personnel. In addition, it finds the grand theory used in constructing employer branding.

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1. INTRODUCTION

The development of ICT still has an impact on changing business models, capital acquisition is getting easier, and competitive advantages are increasingly pseudo, as a result of which it is hypercompetitive. The market context is not limited geographically but customization and global society are the target markets. This condition affects the labor market to be more selective and competitive because the Company needs the best human resources but prospective employees also tend to selectively choose the Company so the phenomenon of "the war of talent" appears. In line with the publication of the Harvard Business Review in 2016 regarding the

findings of the labor market in the United States companies spend 10% more in recruitment costs as a way of convincing potential applicants to join and accept the job offered. That way it requires a strategy that is able to attract talented potential applicants, and this strategy is known as employer branding. Employer branding brings the disciplines of human resources (HR) and brand management in a single conceptual framework assuming the Company is analogous to a brand and customers are "employees" so that company performance will be influenced by a positive attitude towards the brand that is formed because it believes that the "brand" exists for its

employees. This concept describes a set of functional, economic, and psychological benefits that employees generate, and are identified by the employer company [1]. That way the right strategy is needed to get and maintain employees' Potential [2], [3].

Employer brand is the brand image and reputation of the organization as an employer and workplace, not the context of the company's brand. [4] To apply, the concept of Sustainable HRM is needed that is able to integrate the employee value proposition from an employee perspective, one of which is a company that pays attention to employee work-life balance, this is a positive image and is able to promote the good of the companies. Having the best employees has a positive impact, namely having a source of competitive advantage as an intangible asset category sourced from competencies, capabilities, and relationships from its human resources so that it is difficult to be imitated quickly by competitors, and this makes the companies superior in the labor market. The success of an employer branding strategy is seen from employer branding as an umbrella in integrating recruitment and retention activities into the HRM strategy, ensuring company-controlled recruitment practices are aligned and representative of the company and its job offerings. [5] Employer branding ensures that HR policies are softer in recruiting and engaging the workforce, increasing creativity, developing job satisfaction, allowing for organizational decision-making, and thus increasing retention, as well as being able to increase organizational engagement and commitment at the same time. [6]–[13] Even employer branding is able to lead to showing extra-role behaviors and consequently greater organizational efficiency or can increase OCB in organizations [14], [15] Until now, employer branding is still relevant to continue to be researched, especially for non-profit organizations, because it is still rarely researched [5].

One of the interesting things is that the University is a non-profit organization to produce quality graduates and this will be achieved if the academic community both

lecturers and education staff, there is very little research to track that addresses the question of revealing the dimensions of employer branding in universities, previous researchers also think that this topic is relevant in research in the academic sector because the competition map also applies to universities, namely obtaining and Maintaining talented academic workers so that the educational process becomes better, namely producing quality graduates and able to compete globally namely world-class universities. [16]–[19]. This is the reason why there needs to be research regarding employer branding practices for academic workers at universities. To get a complete construct, it is necessary to identify the right dimensions or indicators for academic workers because the characteristics of the work are different from profit-oriented companies. The alignment of indicators reflects the value proposition with university policy implications as perceived based on the wants and needs of academic workers.

The method used is a systematic literature review, which identifies the employer dimension of research that has been carried out by experts in the same unit of analysis to help construct the appropriate dimension and avoid researcher bias if done traditionally. This employer branding concept has been running for 25 years and in Scopus data there are still few who use literature reviews, especially identifying dimensions for university academic workers that are recognized as the originality of this research. Based on this explanation, the research questions are:

RQ1: What dimension employer branding at higher education institutions?

RQ2: What are the theoretical lenses that could underlie the Employer Branding?

2. LITERATURE REVIEW

2.1 Employer Branding

The development of the theory used is not limited to human resource management but the science of psychological contract and customer relationship management [20] But some opinions say using the concept of

human resource management strategies, competitive market strategies, and leadership [21]. However, in other studies, employer branding takes into account aspects of organizational behavior and human resource management.

Employer branding is the role of employees in creating and maintaining the company's product brand attributes through their work behavior. Employer Branding is the process of building a unique corporate identity and values that distinguish a company from its competitors. It means that employer branding refers to the company's efforts to communicate with the employees who are there and the candidates who are there because it is a place to work". [22], [23] Thus, this employer brand activity is an effort from the organization to position itself as an employer and an attractive place to work for job seekers. The goal is to create a positive impression that in this company job seekers can develop or be much better than their competitors. It is understood that this employer branding activity is how to promote and give hope to job seekers that the company is the right place and is an ideal office and can be proud of so that employees will state that the company is ideal. Employer brand is a concept that helps in building an organization's reputation as a great company. This reputation further brings an engaged response from existing employees to customers. The customer experience of a brand largely depends on the interaction of customers with employees of the company. This happens in the case of services where the brand is the result of the relationship between the company, its employees, and its customers. These added relationships between stakeholders enable high-performance work systems that, in turn, result in better company performance. Thus, the employer is used to help the employer build identification and reputation to make the employer use the source management of the source human resource [24].

2.2 Systematic Literature Review

Systematic Literature Review (SLR) is a literature review method developed by Barbara Kitchenham in 2007 through her

paper entitled Guidelines in performing Systematic Literature Reviews in Software Engineering. This SLR helps author discover the development of science on research topics and answer predetermined research questions. SLR has advantages over traditional review, namely the existence of research protocols such as critical stages in searching for data, having search criteria or research questions, and the results can be meta-analyzed and narrative. The main goal of SLR is to avoid bias and subjective questions from researchers.

3. METHODS

This study uses Systematic Review and Meta-Analyses (PRISMA) as a valid protocol to find literature to be analyzed. There are six criteria including: 1. Defining eligibility criteria, 2. Defining information sources, 3. Study selection, 4. Data collection process, 5. Data item selection, 6. Eligibility criteria.

SLR uses inclusion criteria, namely direction in identifying and selecting literature to be more targeted. The inclusion criteria (IC) of this study are:

IC1: This is a journal article presented in English, open access, and focuses on the research subjects of business, economics, management, psychology, and multidisciplinary. The reason is to fit the research questions related to employer branding from a human resource management perspective.

IC2: Focus on research questions that include the dimensions of Employer Branding used by universities. Articles that do not meet the inclusion criteria will be removed from the research data.

After defining the inclusion criteria define the search database. The database used is Scopus and additional articles from Emerald because it is a publisher that is often referred to by academics around the world in the field of management. Furthermore, conduct manual screening by IC1-IC2. For databases Scopus uses keywords. Study selection was conducted in three stages as

follows: Using search keywords following the research objectives,

1. TITLE-ABS-KEY ("employer branding" AND universities OR university OR "higher education") AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "ECON") OR LIMIT-TO (SUBJAREA, "SOCI") OR LI

MIT-TO (SUBJAREA , "PSYC") OR LI

MIT-TO (SUBJAREA , "MULT")) AN D (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "re"))

2. Exploring and selecting the article titles, abstracts, and keywords on the basis of the eligibility criteria.
3. Exploring and selecting all articles not eliminated in the previous selection by fully reading all articles while adhering to the eligibility criteria.

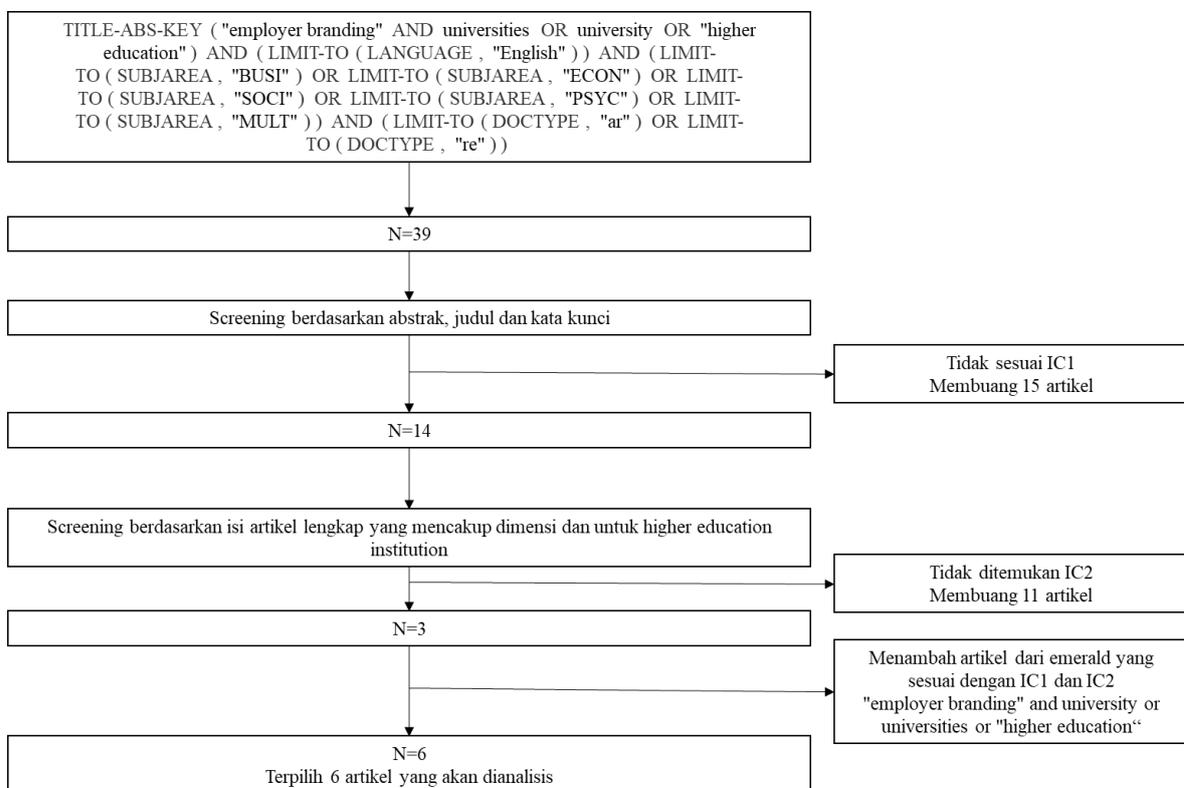


Figure 1. PRISMA diagram Flow

4. RESULTS AND DISCUSSION

Based on search keywords limited to employer branding applications in higher education institutions and limitations in the subjects of business-management, economics-

econometrics-finance, social science, psychology and multidisciplinary, the types of article documents and reviews for the last 12 years, namely from 2011-2023, obtained the distribution of publications from year to year as in Figure 2.

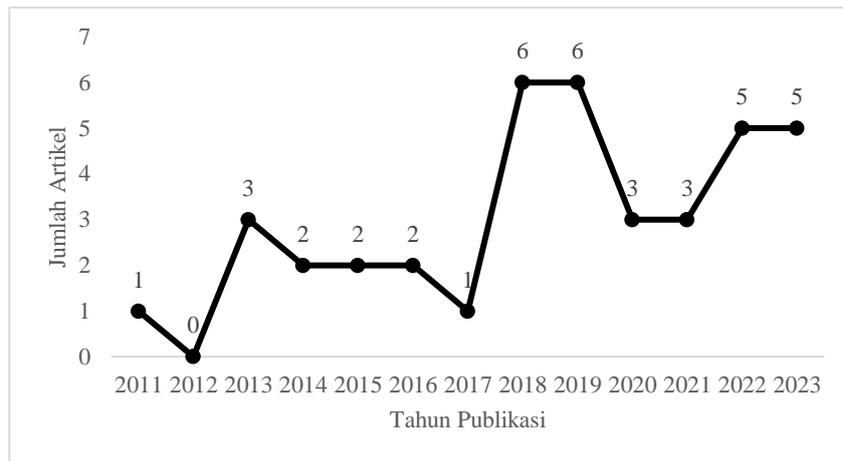


Figure 2. Number of Publication over 12 Years of Employer Branding at Higher Education Institutions Scopus Database

From Figure 2, know that the research on employer branding applications in higher education institutions is still relatively small, namely under 10 published articles where 2018 and 2019 are the most publication years related to research topics, namely 6 publications. However, if you look at the

criteria of IC1 and IC2, only 3 articles are included in the criteria add the articles from Emerald with the keywords "employer branding" and university or universities or "higher education" and obtain 3 articles so that the total articles to be analyzed are 3 articles as described in Table 1.

Table 1. Recapitulation of Selected Articles

No.	Authors	Title	Journal	Indexing
1	[25]	University brand as an employer: demystifying employee attraction and retention	Vilakshan – XIMB Journal of Management	EBSCO Google Scholar
2	[26]	Employer branding and talent retention: perceptions of employees in higher education institutions in Uganda	Industrial and Commercial Training	Scopus Q2 H-index 38 SJR 2022 0,44
3	[27]	Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector	Administrative Sciences	Scopus Q2 H-index 28 SJR 2022 0,53
4	[28]	Factors relating to the attraction of talented early career academics in South African higher education institutions	SA Journal of Human Resource Management	Scopus Q2 H-index 12 SJR 0,32
5	[29]	EMPLOYER BRANDING AS RECRUITMENT AND RETENTION TOOL FOR THE UNIVERSITIES	This book contains the full text of papers and posters presented at the International Conference on Education and New Developments (END 2020), organized by the World Institute	-

			for Advanced Research and Science (W.I.A.R.S.)	
6	[30]	The Mediating Effect of Person-Organization Value Fit on the Relationship Between University Branding and Academic Staff Citizenship Behavior	Academic Journal of Interdisciplinary Studies	Scopus Q2 H-Index 10 SJR 0,18

From table 1 it is obtained that the articles to be analyzed are 4 articles indexed by Scopus, 1 journal indexed by EBSCO and 1 article in proceedings. Next, make a recapitulation of this research question, namely:

RQ1: What dimension employer branding at higher education institutions?

RQ2: What are the theoretical lenses that could underlie the Employer Branding?

Dimensions of Employer Branding in Higher Education Institutions

Based on research data obtained from Table 2, information was obtained that the academic staff who were respondents were lecturers and education staff from various levels of position. Based on the selected articles, 2018 is the highest year related to the publication of articles discussing EB topics, namely [28] using the EB dimension reflects the extent to which workplaces value their employees where the brand concept used refers to a set of intangible attributes and qualities that attract prospective employees to offer their services to organizations that represent a proportion of employee value (EVP) in return for good efforts. has been done at work. (CIPD, 2015) EB dimensions are leaders, companies, jobs and rewards, attractive salaries, institutional popularity, career growth, supportive work environment, job recognition, and work-life balance. [31], [32]. In addition, higher education managers believe that factors such as reputation and image, organizational culture and identity, strategic vision, corporate social responsibility, and work and surrounding environment are core to building a corporate branding that appeals to academics. [33]. A study by [34] suggests that the opportunity for academics to make their own decisions about

their work improves their perception of the university's brand.

The research conducted by Noor UI [27] uses EB dimensions adapted from Berthon et al. (2005) with some modifications to set this scale according to Pakistani culture. According to this study, EB is used as a way for universities to attract and retain the best workers, namely application value, development value, interest value, and work-life balance which adopts research instruments according to [35]. The result is a positive and significant development value in increasing employee retention. The basis of this finding is The level of competition is fierce, most employees will be loyal to the organization which can ensure employee development programs, the more employees are rewarded for their work, the more confident employees are when working and staying in the organization, besides that, an important attribute for individuals is individual growth through the provision of various career opportunities and job security. [36]. Interestingly, this study adds suggestions related to the EB dimension, namely management values, diversity values, and psychological values. Psychological value is a value that is related to the freedom of movement of an employee with no fear or risk of life. The basis is if the university accepts foreign workers and is also in a vulnerable country or deal with conflict.

Another research is by [26] using dimensions from Kasekende, [26] consisting of Reward strategy, People orientedness, and Leadership development. This study aims to examine the relationship between EB and Talent retention as a university's effort to retain desired workers to meet business goals.

Reward strategy

HR practices, such as competitive rewards and competency rewards, determine an organization's reputation as the employer of choice by identifying and differentiating an organization in the market that makes employer brand perceptions. Reward strategy is a form of appreciation from the university to its employees. The university's health and financial stability make it an organization with strong future prospects, offers competitive non-financial benefits (e.g. gym, insurance, medical care), the university values competence, offers the opportunity to travel abroad to its employees without discrimination, offers competitive financial benefits (e.g. salary, bonuses), has encouraging policies employee integrity.

People orientedness

In human resource management practices, nurturing talented employees as a way of strengthening EB through the creation of a pleasant workplace and offering a work balance can improve the competitiveness of employees and universities. [26]. Various ways to realize a pleasant Company will not be realized if the Company is not oriented toward human resources. According to [37], employer branding factors such as fun workplaces make organizations more attractive to job seekers, thus making organizations take less effort to develop their talents. People-oriented in this study measured through: universities are pleasant places to work, value international diversity, universities ensure work-life balance, employees are offered challenging workloads, universities are open, friendly, and sincere workplaces, and emphasize honesty. Peng

Leadership development

Leadership development in the context of employer branding refers to the process of improving skills and leadership qualities in an organization to strengthen its employer's brand. It involves training and developing leaders who can effectively contribute to the development of a strong employer brand [38]. Leadership plays an important role in shaping an employer's brand by influencing factors such as organizational fit, perceived organizational

reputation, transparency, strong management, and working atmosphere or being able to create a conducive work environment [39], [40]. In this study leadership development is measured through the question The University is a workplace where innovative and creative thinking of employees is encouraged and rewarded, the University is investing heavily in R&D to attract potential employees interested in research, creativity, and innovation, Employees are offered training and development to advance themselves. The results of this study state that reward strategy and people-orientedness have a statistically significant and positive relationship with talent management, but leadership development does not.

Research from [25] used the dimensions of employee retention and employee attractiveness as a way to measure university employer branding using employee retention and employee attractiveness which were validated in [41] research, namely: Employee attraction is measured by the question: Organization provides good service conditions., I find organization as a means of career development, Organizational guiding principles are satisfactory, The organization offers good rewards and opportunities, The organization's behavior towards employees is ethical, The organization offers quality services, and The information provided by us to the organization is kept confidential, The organization also carries out activities for the benefit of the wider community. Employee retention is measured by questions: There are many opportunities for my career growth in this organization, The Organization provides us with job security, the Organization's image is satisfactory, the Organization recognizes our performance, the Organization has good quality management practices, Organization provides equal opportunities to all employees. The consideration of using this dimension is that there is an argument that university employees have different perceptions of public and private employers and employees find private universities less profitable and attractive than public ones so

the focus is on how to attract and retain employees.

However, research conducted by [29] uses 4 dimensions adopted from [42], [43] namely Economic value – the degree to which the employer provides above-average rewards, compensation and benefits, job security and promotion. Researchers and HR practitioners unanimously agree on the inevitable presence of this element in the majority of motivation systems. Reputation value – the degree to which an employer meets employee expectations and perceptions, supports fair business relationships, and owns unique intellectual property assets. A university's reputation is linked to international rankings (e.g. QS World University Rankings). Development value - the degree to which the employer provides recognition, self-esteem, confidence,

and career enhancement experience that serves for future employability. Working environment value - the degree to which the environment and conditions in the workplace support the needs and expectations of employees.

Another article analyzed is from [30] adopted from [44] with the dimension of reputation value explaining the good name of the university and the employee's pride in it. Social value is There is a friendly relationship among individual colleagues in this university. Development value is that the university provides good internal training opportunities within the university. Economic value is the ability of universities provide competitive salary packages than others operating in the same field. Diversity value is that there is a wide variety of jobs within the university.

Table 2. Recapitulation of Selected Article Research Questions

Authors	Unit Analysis	Research Method	Dimension of Employer Branding
[25] "University brand as an employer: demystifying employee attraction and retention"	Employees working in the private and public universities in the state of Uttar Pradesh, India n=141 employees	Quantitative Software: SPSS	Dimension EB uses Employee retention and Employee attractiveness.
[26] "Employer branding and talent retention: perceptions of employees in higher education institutions in Uganda"	The scademic staff of Makerere University and Kyambogo University at UGANDA with A total of 218 respondent	Quantitative: Confirmatory factor analysis (CFA) and structural equation modeling Software: AMOS	Menggunakan dimensi dari Kasekende, M., Mafabi, S. and Matongolo, A. (2018): 1. Reward strategy 2. People orientedness 3. Leadership development
[27] "Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector"	The units of analysis were teachers and administrative staff members of three universities in Islamabad, i.e., National Defense University (NDU), National University of Sciences and Technology (NUST) and COMSATS University there are 204 respondents.	Quantitative: Multiple regression and Exploratory Factor Analysis (EFA) Software SPSS	Adapted from Berthon et al. (2005) with some modifications to set this scale according to Pakistani culture These dimensions included: 1. application value, 2. development value and 3. interest value. 4. work life balance adopted by Dabirian et al. (2017)

<p>[28] “Factors relating to the attraction of talented early career academics in South African higher education institutions”</p>	<p>The sample for this study included early career academics from a selected merged South African HEI they are 23 respondent.</p>	<p>A qualitative approach: interpretivist approach: Deep interview</p>	<p>Black, Manohar and Stehli (2013), there are leaders, the company, the job and the rewards.</p> <p>Annapoorna (2015) such as attractive salary, popularity of the institution, career growth, supportive work environment, recognition of work and work–life balance</p> <p>Saurombe, Barkhuizen and Schutte (2017) such as reputation and image, organisational culture and identity, strategic vision, corporate social responsibility and work and surrounding environment</p> <p>Lichy and Pon (2015) showed that the opportunity for academics to make their own decisions regarding their work enhanced their perceptions of the employer brand</p>
<p>[29] “Employer Branding as Recruitment and Retention Tool for The Universities”</p>	<p>10 articles of employer branding they are: EB generally from (Backhouse and Tikoo, 2004; Gilani and Cunningham, 2017; Lievens, F., Slaughter, J., 2016; Theurer et al., 2016)</p> <p>EB Higher education institution from Bakanauskiene et al., 2011; Brosi and Welpe, 2014; Erasmus et al., 2015; Hemsley-Brown et al., 2016, Hamidizadeh, Ali & Fadardi, Mansoureh. 2019</p> <p>EB both potential and current employees from (Lane, 2016),</p>	<p>Literature review</p>	<p>Berthon et. Al., (2005) and Uppal et. Al. (2018) There are:</p> <ol style="list-style-type: none"> 1. Economic value 2. Reputation value 3. Development value 4. Working environment value
<p>[30] The Mediating Effect of Person-Organization Value Fit on the Relationship Between University</p>	<p>Sampled from different 7 private universities, including academic staff members (teaching assistants to</p>	<p>Quantitative use mediating effect.</p>	<p>Adapted from the study of Berthon et al. (2005) and modified by Schlager et al. (2011). They are: reputation,</p>

branding and Academic Staff Citizenship Behavior	professors) there are 332 respondents.		<ol style="list-style-type: none"> 1. social values, 2. development values, 3. diversity, and 4. economic values
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Theories About Employer Branding

Of the 6 articles analyzed, 3 articles explain the grand theory of employer branding, namely the social exchange theory. Employer branding is called social exchange theory because it is based on the principle that individuals engage in relationships and interactions with others based on the expectation of receiving benefits and rewards in return for their contributions. In the context of Employee Branding focuses on implicit contracts that promise employees a unique work experience in terms of material and non-material benefits, thus, organizations establish social exchange relationships with employees. It is based on fulfilling employee aspirations and promises as employees reciprocate in the form of higher retention, performance, and commitment levels or demonstrating that offering value to employees results in higher loyalty and loyalty[45]. In addition, it is based on reciprocity theory where social rules imply that one must pay and the individual/person rewards good actions and punishes bad ones. In the context of the study, if the company (management) imparts values to its employees, employees will be morally bound to remain motivated and loyal to the company, proving it to be a shared process.

Such reactions to organizational (management) actions increase the retention rate of employees within the company.

5. CONCLUSION

The dimension of employer branding from the perspective of university employees, both lecturers and education staff, refers to [42] but made adjustments according to [43], [35] including the dimensions used are social values, development values, diversity, economic values, interest values, reputation values, working environment values, and work-life balance. However, according to [26], the dimensions are Reward strategy, People orientedness, and Leadership development. Meanwhile, [25] use the EB dimension of employee retention and employee attraction. Each dimension chosen is adjusted based on the characteristics of the work of lecturers and education staff and based on the social exchange theory, namely individuals engage in relationships and interactions with others based on the expectation of receiving benefits and rewards in return for their contributions and this becomes reciprocity theory. The limitation of this study is that only 2 data databases are used so it is better to add from other databases such as Google Scholar.

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