

Employment Advertisements and Corporate Image

Gerard Ryan

Escola Universitària del Maresme (Universitat Pompeu Fabra)

Inma Rodríguez-Ardura

Universitat Oberta de Catalunya

Marcel Gubern

Escola Universitària del Maresme (Universitat Pompeu Fabra)

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Extended abstract

1. Objectives

The study that we aim to develop will be in three parts, in which we will attempt to achieve specific objectives.

Firstly, we will highlight the essential elements that should form part of any advertisement of offer of employment, from the perspective of the advertising organisation. This will help to define the most appropriate policies for job advertisements for companies as a function of who they are, their general objectives, of the managerial culture, of their politics of human resources and of marketing, etc.

Next, we will carry out an empirical analysis of the communication strategies actually adopted by companies in order to make known the offers of employment in their normal practice. We will highlight the principal media utilised by them, the professional profiles searched for through these communications, the differences that could arise between different areas of businesses, the relationship between the investments in communication in this environment and the size of the organisation, and other issues.

In the final part, we will carry out a contrast between the outputs obtained in the previous sections. This will allow us to verify the degree of efficiency of the publicity and communication policies with regards to offers of employment in the media analysed. Also, we will examine the effects of these advertisements on the corporate image of the organisations as well as the consequences for clients' perception of the firm.

2. Background

It is of vital importance to develop an adequate communications policy in order to attract the most qualified applicants for each position advertised. This policy needs to be integrated with the general marketing strategy of the firm. This is essential since all company communications deliberate or accidental have a consequence on the firm's corporate image and on the positioning of the firm in the minds of the various public (current and potential clients, suppliers, distributors, shareholders, employees, etc.)

3. Methodology

To aid the development of the empirical analysis we will benefit from the data of the Cranfield Network for Strategic Human Resource Management. This data base will, amongst other information, collect data on the job advertising and recruitment practices of companies in the EU. This data will be examined in conjunction with data referring to the essential characteristics of the firms involved, such as size, age, industry classification etc.

We will also utilise the results of a study, which analyses a sample of eight hundred job advertisements published in the specialised sections of the larger Spanish newspapers.

4. Expected Results.

With this study, we expect to obtain a general perspective of the communication policies adopted by European companies in relation to their job advertisements. This perspective will be generated by examining empirical data obtained in a much broader study, which examines several aspects of human resource practices in these firms.

From our analysis we aim to test the extent to which these communications achieve the expected objective of attracting suitable applicants as well any further consequences of these communications on the positioning and image of the firms in the minds of their various publics.

Since the currently available data are extremely diffuse and have not been systematically analysed, we believe it is premature to advance possible results or scenarios. However, in the opinion of many Human resource experts in Spain, the employment advertisements of Spanish companies are sporadic and ad-hoc stemming from the needs of a specific job vacancy rather than as part of a more systematic marketing and communications strategy.

5. Discussion

On the side of the firm, there is a lack of awareness in terms of considering job advertisements as an excellent opportunity to portray the corporate image, communicating attributes such as quality, prestige, etc. amongst the general public who might not even be directly interested in the job offer.

The cost of publicity must be considered as an investment to be optimised not only by attracting the most adequate candidates for the jobs offered, but also by aiding an all-embracing corporate image strategy.