

# Employer Branding as a Talent Management Tool: A Systematic Literature Revision

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**Abstract:** The aim of this paper is to present a systematic literature revision (SLR) that shows the relationship between the concept of employer branding (EB) and talent management (TM). Based on the EB model proposed by Backhaus and Tikoo in 2004, and the macro-contingent model for talent management introduced in 2019 by King and Vaiman, we intend both to analyse the theory correlating the EB concept and TM, and to identify TM dimensions that are reflected on the EB concept. A systematic literature revision was carried out using the Preferred Reporting Items for Systematic Reviews (PRISMA) protocol in order to identify and sum up the most relevant studies of the last 10 years concerning these topics. Findings show that scientific literature on the subject grew considerably in the last four years, reflecting the rising concern over the creation of an employer brand at the organisational level. EB explores talent attraction and retention particularly, though, unexpectedly, is also becoming a concept explored by nations to attract a qualified workforce. Analysing selected articles, we may conclude that EB is clearly considered as a tool within the largest process of talent management.

**Keywords:** employer branding; talent management; systematic literature revision



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## 1. Introduction

The market paradigms in existence have suffered a radical change since the 1980s following the changes in the economic paradigm due to the evolution from an industrial economy to a knowledge economy [1]. Consumers have become more demanding, and that rapidly resulted in shorter and shorter product and process life cycles. Markets that were, until that point, part of more or less stable economies suffered the impact of globalisation, and ‘turbulence, disorder and unstable balance became the main features of the new competitive landscapes’ [2] (p. 17).

This background of fast changes and the global economy leveraged by technological evolution provided an unprecedented focus on the importance of people possessing knowledge within organisations. Attraction and retention of talent by organisations became consequently more and more strategic and vital to organisational success and sustainability. As mentioned by Michaels, Handfield-Jones, and Axelrod, [3] the biggest organisational competitive advantage is the ability of the organisation to develop and maintain (i.e., manage) talent both in turbulent and stable times. The search for tools capable of managing talent has assumed great relevance over the last decade. EB has emerged as one of the most complete tools based on the culture and reputation of each organisation.

EB provides employer value proposition (EVP) and emerges as a differentiation tool, as well as an identification and employees’ commitment mechanism [4] towards each organisation: ‘the employers’ brand role and impact rise to a new relevance within talent and employees ‘careers management’ [5]. Therefore, the present research aims to show evidence of the importance of the EB concept to talent management, especially as a tool