## **TABLE OF CONTENTS**

PRE	FACE	VII
ACI	KNOWLEDGEMENTS	XI
	ILE OF CONTENTS	XIV
	T OF FIGURES	XVI
	T OF TABLES	XVII
LIS	LIST OF ABBREVIATIONS	
1	INTRODUCTION	1
	1.1 Problem statement and the relevance of the topic	2
	1.1.1 RBV perspective	<u>2</u>
	1.1.2 Demographic challenge	10
	1.1.3 Generational paradigm	12
	1.1.4 National culture in a globalised world	18
	1.2 Objectives of the research	20
	1.2.1 Theoretical objectives	21
	1.2.2 Practical objectives	21
	1.3 Epistemological disposition	22
	1.4 Structure of the book	25
2	CONCEPTUAL BACKGROUND AND THEORETICAL FOUNDATIONS OF THE RESEARCH MODEL	29
	2.1 Recruitment marketing as a cross-function of modern HRM	30
	2.1.1 Current state of research on recruitment marketing	36
	2.1.2 Current state of research on employer branding	46
	2.1.2.1 Employer brand	50
	2.1.2.2 Employer attractiveness and employment	
	expectations	55
	2.2 Concept of generation Y	61
	2.3 Comparative culture studies	82
	2.3.1 Cultural dimensions according to Hofstede	87
	2.3.2 Cultural dimensions according to the GLOBE study	92
	2.3.3 Cultural dimensions according to Trompenaars	- 0.7111000000000000000000000000000000000
	and Hampden-Turner	96
	2.3.4 Lewis's categories of culture	100
	2.4 Research gaps and research questions	108
3	CONCEPTUAL FRAMEWORK	117
	3.1 External factors	118
	3.2 Organisational and employee factors	122

XIV



	3.3 Action parameters	124
	3.3.1 Indirect action parameters	124
	3.3.2 Direct action parameters	125
	3.4 Effectiveness and efficiency indicators	126
4	DEVELOPMENT OF THE RESEARCH MODEL	133
	4.1 Overview of the research model and operationalisation	
	of the main constructs	136
	4.1.1 Operationalisation of the independent variable (IV) Gen Y	136
	4.1.2 Measurement of dependent variables (DVs)	138
	4.2 Generation of hypotheses	139
5	METHODS OF EMPIRICAL RESEARCH	153
_	5.1 Empirical setting, sample description, and data collection	154
	5.2 Construct validity and scale reliability	156
_	5.3 MMR, interaction effects, and simple slopes analysis	158
6	RESULTS OF THE STUDY	163
	6.1 Descriptive statistics	164
	6.2 Bivariate correlations	169
	6.3 Evaluation of the model	174
	6.4 Results of the hypothesis tests	178
	6.5 Interaction effects and the analysis of simple slopes	183
7	DISCUSSION AND RECOMMENDATIONS	197
	7.1 Practical implications	200
	7.1.1 Target group segmentation	201
	7.1.2 The importance of Gen Y attitudes	202
	7.1.3 Assessment of the nationality factor	203
	7.1.4 A clear strategy and the team behind employer	
	branding efforts	204
	7.1.5 The weight of EB attributes within the holistic EB	205
	7.1.6 Authentic communication	205
	7.1.7. The importance of appropriate recruitment channels	206
	7.1.8 Personal networks of Gen Yers	208
_	7.1.9 The importance of employer branding metrics	209
	7.2 Scientific appraisal of the research	214
	7.3 Limitations of the study and implications for future research	215
RE	FERENCES	220