

# Talent Management in Professional Service Companies

## *- The Art of Keeping the People that Keep you in Business*

**Abstract** Today's increasingly mobile, competitive and globalized labour markets have resulted in a vast and growing demand for skilled professionals worldwide. Simultaneously, macroeconomic and demographic trends are forecasted to intensify a future shortage of skilled and qualified workers. Consequently, global as well as local organisations are facing considerable recruitment challenges. Companies that are dependent on skilled labour but unable to attract and retain talent are subject to severe operational risks. Therefore, having an attractive company profile is of paramount importance. *Employer branding* has subsequently become a strategic priority for organisations in their quest for winning the war for talent. Previous research on employee recruitment has identified and validated a number of factors that both affect people's appeal to an organisation and benefits corporate recruitment practices. However, little research has been done on the specific organisational attributes that affect applicants' job switching propensity; highly relevant for any recruiting organisation.

The overall purpose of this thesis is to identify how different organisational attributes affect an individual's general job satisfaction and further, how those attributes affect an individual's job switching propensity. Furthermore, the thesis investigates the incidence of *prospect theory* and *loss aversion* in job switching situations. Two extensive quantitative surveys with 1408 respondents in total and three qualitative expert interviews form the basis of the analysis. Results from our quantitative and qualitative data do not fully support the prevalence of loss aversion in job switching situations. However, results support the fact that functional factors have the highest explanatory power for individual's job switching propensity. Thus, it is through the organisational attributes and core activities that companies ultimately can influence individual's attraction to an organisation, incorporate the laws of attraction and win the war for talent on the tight labour markets.

**Keywords** Branding; corporate branding; employer branding; recruitment; human resources; talent management; talent acquisition; employee retention; retention strategy; generation Y; work environment; employment advertising; job search behaviour; job market signalling; healthy workplaces; prospect theory; loss aversion

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# 1. INTRODUCTION

*“The benefits of a great workplace are widespread. Motivated and energised employees lead to better customer satisfaction, lower staff turnover, less sick leave and easier recruitment.”*

Henry Stewart (2012)

## 1.1 Background

*“You can win the war for talent, but first you must elevate talent management to a burning corporate priority”*

McKinsey Quarterly (1998)

Ever since the 1970's, developed economies have moved away from the manufacturing sector and transcended into the service sector. Elaborate macro-economic data displays that, in developed countries, the service sector represents around 70-80% of the total output in GDP (Dhyre & Parment 2013; Pikkety 2014). Trends in developed countries further show that, while the actual production has moved to low-wage countries, qualified occupations with higher skill requirements have remained domestic. Moreover, technological improvements have resulted in higher proficiency, and working as an elevator repairwoman, mechanic or machinist today requires much more prerequisites than before (Dhyre & Parment 2013). The post-industrial service economies have spawned a crying need for talented workers on a global level (Sutherland, Torricelli & Karg 2002; Ewing, Pitt, de Bussy & Berthon 2002). However, in tandem, demographic trends center around an ageing and retiring population. The fraction of the western world population aged 15-60 (from which most employees are drawn) is predicted to decline significantly by 2050 (Wilden, Gudergan & Lings 2010). Since the service sector is playing an increasingly dominant role in advanced as well as emerging economies (Mosley 2007), human resources today constitute some of the firm's most important assets (Aaker 1991; Backhaus & Tikoo 2004, Buttenberg 2010). This, together with the increased proficiency and knowledge intensification makes it essential for companies to recruit, attract and retain highly skilled employees (Ewing *et al* 2002). The scarcity of skilfull employees have led to a phenomena scholars refer to as the “*war for talent*” among companies (Boudreau & Ramstad 2007). In addition, information technology and new ways to communicate has facilitated the information exchange and increased the information transparency between employers and employees; lowered search and signalling costs, increased the mobility and decreased the risk of adverse selection among the educated elite (Wilden *et al.* 2010; Universum 2014; Dyhre & Parment 2013).

Hence, in today's increasingly competitive and globalised labour markets, organisations are facing abundant recruitment challenges. Since it is hard, expensive and difficult to find, attract and retain skilful employees (Erlandsson 2005), *employer branding* is often used as a long-term strategy to face the intensified competition for top talents (Dhyre & Parment 2013; Sullivan 2014). Needless to say; companies with a good reputation and image have an advantageous position and a distinct edge in the employer marketplace (Harari 1998), and this is also why *employer branding* has gained massive interest in recent years. “*Employer branding has been gaining popularity in the business community over recent years, and there is now widespread recognition of its importance as a potential business differentiator*” (Liu, 2010 p.1). By crafting and implementing unique and company-specific employer branding strategies, companies can diversify themselves and stand out in the massive recruitment clutter.

## **1.2 Problem Area**

*“The labour market can be characterized as a buyers’ market, in which employers compete for the scarce good of qualified, motivated employees”* (Grobe 2008)

OECD forecasts that, by the end of 2050, ten active workers will support an average of more than seven inactive older people, compared to a ratio of four out of ten in 2000 (Christiaans 2013). Simultaneously, the worldwide demand for skilful employees is highly likely to increase, considering the fast development of new sectors such as nanotechnology and information technology. This development, combined with emerging economies such as China, Singapore and India, generates a crying for educated workers on a global level (Christiaans 2013). Companies are thus expected to meet a severe future lack of qualified personnel. In addition, talent acquisition are often stretching recruitment resources to the limit. For instance, it is estimated that on average an incorrect executive level recruitment costs in the range of 700 000 SEK (PwC 2007). Another dimension of the problem with the shortage of skilful employees is the departure or emigration of individuals with technical skills or knowledge from organizations, sometimes referred to as “brain-drain” (Dhyre & Parment 2013). Companies experience high employee turnover when talented, creative, highly trained and sometimes irreplaceable employees leave the organisation. This pressing issue is not only harmful to productivity, but also profitability (Caillier, 2011). Why this brain-drain takes place is often based on personal preferences, career ambitions or motivating factors all derived from a mismatch and failure to meet expectations from employees (Ibid).



The excess demand for skilled workers in the labour market poses two major threats for organisations with the ambition to retain intellectual capital to the firm. First, if companies fail to attract qualified personnel in the first place, it will be difficult for them to survive. Second, if companies fail to keep their talents, it will be difficult for them to remain competitive and innovative (Universum 2014). When studying at employer value propositions (EVP) such as recruitment ads and career centre homepages, one is quickly struck by the homogeneity among companies and what they offer their employee prospects in terms of salaries, career advancements and work tasks (Handelsdagarna Work Fair Catalogue 2014, Armada Work Fair Catalogue 2014). Thus, it seems like companies consent on what aspects to include in their value proposition, however few have clear and unique selling points. As the labour market increasingly resembles any market with marketing processes and mechanisms, companies would benefit from understanding what drives and shapes the market in order to properly differentiate themselves (Sutherland et al 2002).

Every year, the employer branding agency Universum conducts one of Sweden's most comprehensive and large-scale surveys, where tens of thousands of students answer questions about the most attractive employers in Sweden. In the most recent report (2014), it was concluded that *having a creative and dynamic work environment* was one of the top five most important attributes for becoming an attractive employer. This is also supported by Professor Richard Wahlund's Image Barometer (2012), conducted at Stockholm School of Economics (SSE). In his latest Image Barometer, Wahlund concluded that there is a discrepancy regarding what students consider to be important and what the employers are offering in their marketing towards potential employees. For instance, offering "*a work environment/corporate culture that suits me*" was considered to be of highest importance for students. However, those two parameters was not the focal point in the marketing efforts at the universities only one out of five companies even mentioned the work environment in their ads (Ibid). However, it should be mentioned is that compared to previous years, mentioning the work environment in the job description was twice as common. Indicating that companies to a certain extent have started to realise that soft organisational attributes such as the work environment is of superior importance, but that the majority of the companies still need to assess this aspect in order to match the demands from potential employees. If employers want to keep talented workers, it is useful for

them to have increased insight what the crucial factors are and how the decision making process works when potential employees evaluated them. The advantages generated from a strong employer brand are numerous. For instance, strong employer brands have proven to have an increased customer loyalty and profitability (Dhyre & Parment 2013). In addition, a strong employer brand can lead to increased productivity as a result of more engaged and motivated employees (Stewart, 2012). Other proven and positive effects are cost efficiency by less employee turnover, reduced sick leave and decreased recruitment expenses; additional expected outcomes from having an attractive employer brand (Ibid). In addition, it is widely known that exit intentions are lower among satisfied and high-performing employees (Caillier 2011).

Hence, it can be concluded that the future will bring a significant shortage of skill supply and that companies recognises employer branding is an applicable tool for winning the war for talents. However, when assessing the current knowledge state, it was clear that there are great ambiguities with regards what organisational attributes that drives employer attractiveness and how to incorporate them in the corporate communication. Employer branding and its related concepts such as employer attractiveness, are characterized by a lack of structure and a general confusion with regard to definitions and terminology (Buttenberg, 2010). Furthermore, relatively little research has explored the role specific organisational attributes plays in job switching propensity among employees; crucial information for any recruiting organisation. Hence, there are widespread academia and praxis conflicts within the employer branding area; indicating that there is still a wide divergence, theoretical inconsistency and noteworthy gap in contemporary research within this field (Smith 2011; Gomes & Neves 2010). All this taken together proves the relevance of the purpose of this study, outlined below.

### **1.3 Purpose of the Study**

*“Voluntary turnover is a major concern for organisations, because losing talented workers can decrease productivity and simultaneously increase costs, as new employees have to be recruited and trained”* (Caillier 2011)

The overall purpose of this study is to identify how different organisational attributes affects individual's general job satisfaction, and further how those attributes affects individual's job switching propensity. More specifically; we will outline a comparative view of what students, professionals and experts value in the employer branding context. Additionally, the purpose is to exert conclusions and arrive at some explicit suggestions for marketing practitioners on how to

manage their employer branding strategy and how to leverage effective communication. To achieve this, the purpose of this study is threefold:

- (i) First, the purpose is to test whether *loss aversion* according to prospect theory applies to individual's job switching propensity, in this case if there is a perceived difference between leaving for a new contract versus staying with current employer
- (ii) The second purpose of this thesis is thus to identify what *psychological, economic and functional* organisational attributes that are of importance for the employer switching propensity
- (iii) The third purpose of this thesis is to compare what organisational attributes *experts, professionals* and *students* value in the employer branding context

To achieve these purposes, three different data sources are employed. First, previous literature will be thoroughly assessed in order to clarify the current knowledge state. Second, we will conduct in-depth interviews with experts within the employer branding industry. Third, we will employ quantitative data analysis from two different groups; students and professionals.

#### **1.4 Intended Knowledge Contribution**

*"If you want to get the calibre of employees that you want, employer branding is no longer optional but essential"*  
(Management Today 2013)

Employer branding is often used to facilitate recruitment processes and exert talent retention. However, employer branding is a multidisciplinary tool that requires full comprehension in order to reach its full potential (Backhaus & Tikoo 2004; Dhyre & Parment 2013). Despite ample research highlighting the importance of employer branding, this area in its infancy, and very scarce resources have been assigned to explore employer branding in the context of unobservable company characteristics (Erlandsson, 2005; Gomes & Neves 2010; Hansson interview 17/9 2014). This is quite surprising, since soft parameters such as company culture has proven to be the most important parameters when considering employers (Dhyre & Parment 2013). In addition, recent research is highlighting that the work environment is of crucial importance when people consider their next employer (Universum, 2014). Furthermore, much research have studied the relationship between applicants' perceptions of an organisation and intentions to pursue a job application (e.g. Cable & Turban, 2003; Gatewood *et al.*, 1993; Edwards, 2010 Lemmink *et al.*, 2003; ; and Turban *et al.*, 1998). Nevertheless, previous research does not give adequate, consistent or concrete information about the root causes of the drivers of individual preferences on organisational attributes such as the work environment (Eklund & Karlsson 2014; Erlandsson 2005; Dhyre & Parment 2013).

This thesis seeks to contribute to the contextual understanding of the employer branding framework. By identifying behavioural patterns and outlining differences in the job switching propensity among students and professionals, the aim is to employ an envisioning and delineating approach to the proposed problem (MacInnis 2011). This thesis further intends to add new insights to how and why specific job choice decisions are made, in order to give explicit advice on how to transform recruitment practices into a competitive weapon. Moreover, conventional dimensions covering psychological, economic and functional factors associated with job characteristic outcomes (c.f. Ambler and Barrow, 1996) are examined. Since recruitments at senior- and middle management levels are costly, time-consuming and unpredictable in their outcomes (PwC 2007), there is a general interest for companies to learn more about employer branding in the near work environment. The great operational risk alleviation and cost savings associated with high employee retention further motivates the relevancy of this thesis. Additionally, Sullivan (2014) states that since there is a direct connection between successful recruitments and improved business results; calling for further importance to untangle the ambiguities about what influences the placement choices of the educated elite. By explaining this in a coherent and comprehensive fashion, this thesis knowledge contribution will be to provide companies with tools how to assess employer branding in a new way. To our knowledge, the prospect theory and loss aversion theories have not been applied to job switching situations in this way before. In conclusion, research of economic, functional and psychological factors and their explanatory power in job switching situations can be extended to new areas in accordance with our purpose. The knowledge contribution of this paper is to explain this further in order for managers to understand how to keep and attract talents to their companies. By combining insights from the academic world, practical experience and the authors' pioneering research, the findings in this thesis will contribute with additional theoretical understanding and some inspiring insights of employer branding.

### **1.5 Delimitations**

In line with Gruber et al. (1993), it is important to distinguish workers with different levels of seniority and experience. Accordingly, job preferences are highly likely to differ substantially depending on the skill- or hierarchical levels of any individual (Schmidtke 2002). Consequently, it was concluded that a distinction between *senior professionals with experience and students*

*with limited experience* was necessary. This distinction is also “*consistent with the recruiting divisions observed in many human resources departments and that implicitly confirms the relevance of this categorization*” (Backes-Gellner and Tuor 2014 p.276). Due to the comprehensive and sometimes resource intense suggestions that are outlined, the thesis should be of interest for companies with the ability and capability to allocate significant resources and a great part of their marketing budget for their employer brand. It is important to distinguish the product brand from the service brand. Due to their different characteristics and level of complexity (for instance, services are intangible, inseparable, variable and perishable), product brand experiences tend to be a lot simpler to manage than service experiences (Mosley 2007). Due to this complexity, service companies have been late in their adaptation to brand management strategies: “*Despite the (hopefully) straightforward personal interactions involved, the total service experience involves many different component parts and therefore presents significant challenges to delivering a consistent, on-brand experience*” (Ibid p.124). This indicates that service brands might have a somewhat higher need for further expertise in how to attract new employees. Therefore, this thesis and its implications are therefore relevant for *large, professional service sector companies*. However, small and middle size companies may also find some of the implications useful and applicable, but probably to a lesser extent. Furthermore and with respect to the expected cross-country cultural differences and preferences, our results are valid for the *Swedish labour market only*. Further delimitations include the type of organisations taking part in our survey. Since we accessed and used the trade union Vision’s membership directory, a mix of municipalities, county councils, private enterprises, non-profit organisations and enterprises constitutes the statistical basis. However, participants mainly work within business, law, technology or IT. Positions are mixed even though “*skilled white-collar workers*” is the main segment of interest. Most organisations are well-known big brands based in the Swedish market.

## 1.6 Thesis Outline

This thesis is organised as follows: First, we present a review of relevant literature in branding, employer branding and relevant behavioural economic theories. Then, we develop a conceptual framework and construct a hypothetical model to explain and test theories about the employer branding concept. Next, we explain our methodology in detail, followed by our empirical data

findings from our qualitative and qualitative research. Finally, we conclude the paper with a discussion of the implications and limitations of the thesis and directions for future research.

## 2. THEORETICAL FRAMEWORK

*“The war for talent is over. Talent has won!” (Josh Bersin)*

### 2.1 Corporate branding

*“A corporate brand embodies company values and a promise of value to be delivered. It may be used to differentiate your company from your competitors, based on your strengths, your corporate culture, corporate style and future direction”. Shuterland et al 2002*

An early definition of branding goes as follows: branding is *“the name, term, sign symbol (or a combination of these) that identifies the maker or seller of the product”* (Kotler 1997, p. 443). However, this is a rather deficient and generic definition, and today’s textbook definitions of the branding concept are far more nuanced and complex (Sutherland et al. 2002). Rather than being outsourced on the marketing department, corporate branding has become a top strategic priority for many successful companies, and covers far more aspects than solely pleasing the customers (Ambler & Barrow 1996; Ritson 2002). Corporate brand management includes branding in four different domains, namely customer, investor, supplier and employer branding.

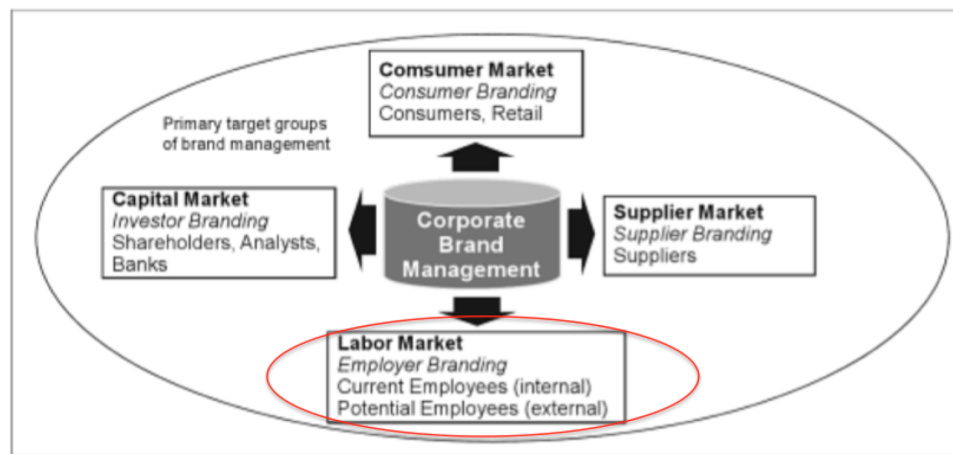


Figure 1; *The Corporate Brand Grobe* (2008) p. 14

The ultimate aim with corporate branding is to generate high brand awareness, recall and recognition among customers, since this affects purchase intentions significantly (Aaker 1991; Keller 1993). However, in today’s competitive landscape, companies have a hard time being heard in the massive ad-clutter (Rosengren 2008). Accordingly, marketing scholars have been trying to develop frameworks for understanding the psychological underpinnings in purchase situations. While the corporate brand is targeting many different stakeholders, this thesis focuses on the labour market and thus the employer branding to current employees (internal) as well as

the potential/former employees (external) (Grobe 2008). Recent research challenges the conventional wisdom that companies must put customers first, instead claiming that you should prioritize your employees first (Nayar 2010). Just like consumers make purchase decisions based on their brand perceptions and expectations of the brand experience, potential employees will base their attitudes and attraction to an organisation based on their perceptions of the company's core values and employer brand (Liu 2010). The knowledge on how to manage relationships with potential, current and former employees is denoted *employer branding* and will be assessed in the next chapter: *2.2 Employer Branding*.

The Rossiter & Percy Grid (1997) is a useful framework for assessing purchase motivation and different levels of involvement; a model applicable on employer branding. According to the model, there are two parameters of importance in any purchase situation: the level of involvement (being high/low based on the fiscal/psychological risk involved) and purchase motivation (whether the underlying motivation that drives behaviour in the category is positive or negative). The tactics used in each grid differ substantially (c.f., Rossiter & Percy 1997); negative motivations requires relevant and convincing information about how to *solve and/or avoid a problem*, while positive motivation requires information on how to *transform the customer from the current to the desired state*.

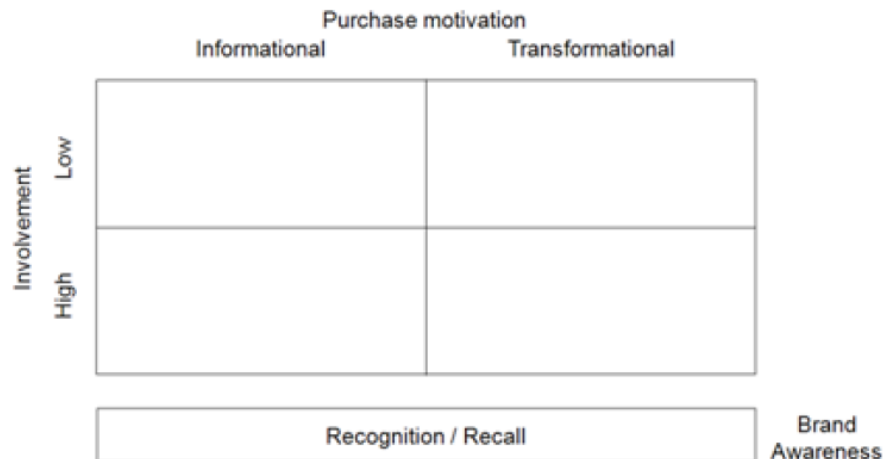


Figure 2; The Rossiter & Percy Grid



## 2.2 Employer Branding

*“Employer branding is a generalized recognition for being known among key stakeholders for providing a high-quality employment experience, and a distinctive organisational identity which employees value, engage with and feel confident and happy to promote to others” (Martin et al 2011)*

Gatewood et al (1993) states that a job seeker's image of the corporate brand highly influences their retention to the company as an employer. Just as a positive company image is expected to lead to increased purchase intent for the company's products (Yoon, Guffey & Kijewski 1993), a good external reputation and a strong corporate image is expected to affect employer attractiveness positively (Weigelt & Camerer 1988). A reputable organisation with a good brand image also serves as a guarantee and reduces the risk for adverse selection for job seekers (Aaker 1996). In previous literature, brand image is usually defined as a compilation of all perceptions related to the brand's attributes, benefits and attitudes (Keller 1993). A company's brand image is thus an expression of the associations and attributes that are linked to the brand, stored in the mind of the consumers (Keller 1993; Keller 2001). Since job seekers create their perceptions of future employment and employers in the same way that consumers form their perceptions of products, these associations of the brand image can be leveraged in the same way as product brands are leveraged (Hedevåg & Pohl 2005). Previous research have shown that the image of an employer brand has a significant impact on job seekers' attraction to the company (Gatewood et al 1993; Turban & Greening 1997; Wahlund 2012), to the extent that the greater the awareness, the more knowledge the students had, and the more positive their attitudes towards the employers were, the more attractive were the employers (Wahlund 2012).

Further research has shown that jobseekers' attitudes and willingness to apply for a position is highly influenced by the perceived characteristics and organisational attributes of that company (Lievens & Highhouse 2003; Backhaus & Tikoo 2004). This means that the company image and reputation will affect the corporate attractiveness (Backhaus & Tikoo 2004). This is also confirmed by Gatewood et al's (1993) research, concluding that the corporate related associations that are the main drivers of employee attractiveness since they have a clearly pronounced effect of strengthening the brand image. Thus, it could be useful for companies to understand how job seekers create perceptions of potential employers, and what they can do to improve their external reputation in order to attract talents' interest in their organisation (Turban & Cable 2003; Collins & Stevens 2002).

Every year, Fortune publishes articles about corporate attractiveness as they compile lists on the best companies to work for. It is interesting to denote that *“the best companies typically experience as much as 65% less voluntary turnover of their competitors, saving money in employee recruitment and training. In addition, independent financial analysts regularly study the financial performance of “100 Best” companies. Analysis shows publicly traded 100 Best Companies consistently outperform major stock indices by a factor of 2”* (Fortune 2014). In addition, Stewart (2012, p 11) concludes that *“The benefits of a great workplace are widespread. Motivated and energised employees lead to better customer satisfaction, lower staff turnover, less sick leave and easier recruitments.”* Thus, there seems to be a correlation between employment satisfaction and business performance, something that will be discussed more in chapter 5; implications. Regarding image associations to companies, job satisfaction theory suggests that individuals seek employers that are perceived to satisfy their *functional, psychological* and *economic* needs to the highest extent (Hedevåg et al 2005). Job satisfaction for current employees can be seen as the mental and spiritual satisfaction that an individual receives from his work through the satisfaction of the above mentioned needs (Askaripour & Alavi 2003).

In the tight labour market, a strong employer brand has many beneficial effects for companies; inter alia it can reduce costs associated with attracting skilful employees (Ewing *et al.*, 2002). Apart from having to stretch recruitment resources to the limit when searching for candidates, companies with weak employer brands might not be able to attract the talent required to deliver high quality services (Dhyre & Parment 2013). Without skilled staff, companies might have to lower the service quality or pay an overpriced salary for talents, clearly affecting profitability and margins negatively (Ibid). When employee retention improves, this also mitigates the costs of continual re-hiring of personnel. Attractive companies (e.g H&M) can offer lower wages due to the power of their strong employer brand (Ritson 2002, Dyhre & Parment 2013). In addition, research show that a strong employer brand will, in itself, attract a larger selection of job seekers, not to mention more high-quality applicants (Edwards, 2010; Gatewood et al 1993; Sovina & Collins 2003). This exhorts companies to find out what factors that contribute to employer branding attractiveness and integrate these into the employer brand (Berthon *et al.*, 2005). The loyalty successful employer brands can create is not only a long-term investment, but it is also a

strategic tool for managing the war for talents (Universum, 2014). In fine, it has been concluded that employer satisfaction and company performance are strongly correlated (Dhyre & Parment 2013).

What is then a strong employer brand and how can it be achieved? The first (and most frequently cited) attempt to conceptualize employer branding was made by Ambler and Barrow in the mid 1990's. This definition reads: "*the package of functional, economic and psychological benefits provided by employment, and identified with the employing company*" (Ambler & Barrow 1996 p. 187). Employer branding accordingly concerns the many different associations an employing organisation could have, such as salary levels, company culture, status, experiences, career opportunities and more (Dhyre & Parment 2013). Employer branding is also defined as the process of attracting, recruiting, on-boarding, training, developing, and retaining current and future employees (Barrow & Mosley, 2005). This process can and should be assessed with strategic marketing and effective communications. Traditionally in customer marketing, company's communications often aim at differentiating themselves. Employer branding communication, on the other hand, must not only aim at being creative and interesting. In order to be effective, employer branding communication requires more on trust and credibility and further needs to create feelings of relevance, interest and engagement (Liu 2010). Today, there is no universal model for measuring employer branding attractiveness, neither is there a general conclusion of what explains employer attractiveness. Moreover, numerous attempts to conceptualize the employer branding framework have been made in recent years, however they tend to be very company specific and thus tend to lose their generalizability (Berthon *et al* 2005). One quite recent and exhaustive attempt to conceptualize the employer branding framework has been done by Barrow and Mosley (2005). They developed an employer branding framework aiming to explain the concept in the broader, organisational context as well as in the local, practical context. This model covers twelve areas that the authors claim are crucial elements for successful employer branding. The model is quite pioneering since it embodies both the managerial and employee perspective. However, the model has been criticized for being rigid and for neglecting to analyse how the different areas work together or affect each other (Eklund & Karlsson 2014), again reducing generalizability.

Due to the great ambiguity, it was concluded that a general and comprehensive approach was most appropriate when assessing previous research within the employer branding area (Dhyre & Parment 2013; Berthon, Ewing & Hah 2005). Accordingly, the essence of Ambler and Barrow's (1996) established model (comprising *psychological*, *functional* and *economic* factors) was merged with another universal and widely accepted framework: World Health Organisation's (2010) framework on healthy workplaces. Thus, this merged and modified contextual model will constitute the conceptual ground of the theoretical framework, empirics and implications for this thesis.

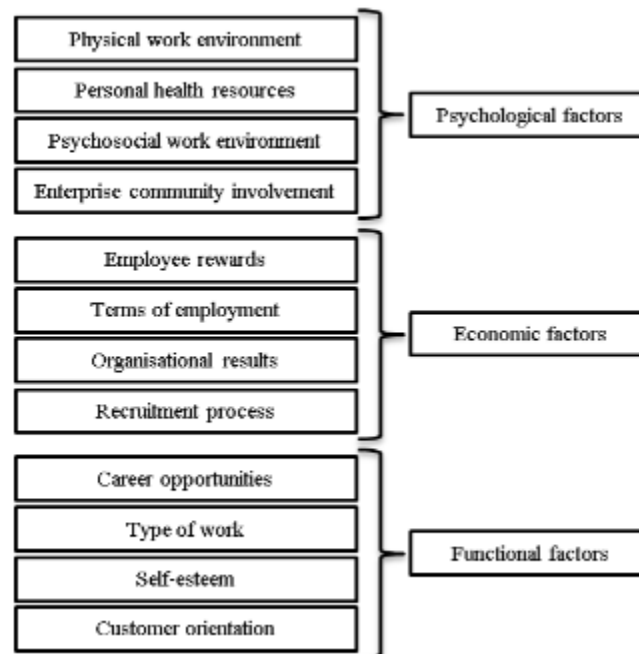


Figure 3; Conceptual model framework (Authors' modification)

### 2.2.1 Psychological factors

A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting. - Russell H. Ewing

The World Health Organisation's (WHO) (2010a) framework on healthy workplaces have four avenues connected to psychological factors - physical work environment, personal health resources, psychosocial work environment and enterprise community involvement.

#### 2.2.1.1 Physical work environment

The physical work environment can be referred to as things that can be detected by the human senses. Examples include noise level, air quality and temperature, lighting, machines and

interior. Apart from the direct impact on worker's safety, these attributes have a clearly pronounced effect on the physical and mental well-being of the employees (WHO 2010a). One common way of improving the physical work environment are investments in ergonomic equipment (WHO 2010a). Barrow & Mosley (2007) argues that companies that allocates a lot of resources and efforts to optimize the work environment have a more positive employees. Companies that invest in the physical work environment are signalling that they care about their employees and their well-being (Ibid). Research indicates that offering an eligible work environment have shown to have a direct positive effect on the company's ability to attract job seekers (Gatewood et al 1993; Lievens & High House 2003). Gatewood et al (1993) and Sutherland et al (2002) even state that work environment attributes are of greater importance than the organisational and business-related attributes in the job applicant decision-making process. However, in this thesis the physical work environment is considered to be a hygiene factor and will therefore not receive much attention in the analysis.

#### 2.2.1.2 Personal health resources

Personal health resources encompass the supportive environment, such as health services, information and resources an enterprise provides to workers to support or motivate their efforts to improve or maintain healthy personal lifestyle practices. Some examples include the health care contributions, supplying healthy food and no-smoking policies. Furthermore, providing information about alcohol and drugs is another relevant example of personal health resources that have a direct impact the psychological well-being among employees.

#### 2.2.1.3 Psychosocial work environment

Psychosocial work environment is connected to the company culture, atmosphere and codes of conduct. This includes organisational values, attitudes, beliefs and practices; all affecting the mental and physical well-being of employees (Jacobsen & Thorsvik 2008). The elements of the psychosocial work environment can be seen as workplace stressors that may cause emotional or mental stress to workers. In order to limit problems related to the psychosocial work environment reallocating work to reduce workload and enforcing zero tolerance for discrimination are two examples. WHO (2010) encourages organisations to foster a work environment where co-workers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed.

Another important aspect of the psychosocial work environment includes leadership. Leadership is defined as "*a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task*" (Chemers 1997 p. 21). A good, supportive, encouraging and trustworthy leadership often enables people to work at their best, and leadership is responsible for continually analysing and developing the organisation's effectiveness and ability to meet the needs of its members (Stewart 2012). The numerous theories about what makes an effective executive and a good leader and an falls outside the scope of this thesis. Additionally and in line with Herzberg (1968) (c.f. section 2.3 *Two factor theory*), good leadership should be considered as a hygiene factor and will therefore not receive any further attention. Management literature often advocates engagement as part of leadership style (Jacobsen & Thorsvik 2008), since engaged leaders and employees are more likely to be responsive to problems and also how to collectively cooperate in addressing them (Ibid). Other theories calls for trust and task ownership among employees, since an overly controlled work environment have been proven to have demotivating effects among employees (Stewart 2012). In addition, having a culture that supports and encourages innovation is also common in leadership guidelines and theory, since an open and permissive environment contributes to increase job satisfaction among employees. The organisational structure and leadership will determine the organisation's culture, success and satisfaction (Ibid).

#### 2.2.1.4 Enterprise community involvement

Enterprise community involvement comprises the activities, expertise and other resources an enterprise engages in or provides to the social and physical community in which it operates. These elements also affect the physical and mental health, safety and well-being of workers and their families. In other words, this includes activities, expertise and resources provided to both the local and the global environment. Some examples include implementation of voluntary controls over pollutants into the air or water and allowing workers to volunteer for non-profit organisations during work hours (WHO 2010a).

In our study we hypothesise that there is a strong relationship between employee's satisfaction with psychological factors and their intentions to switch employers, however that they will be subordinate to functional factors. Therefore, we hypothesise that, in our model:

***H1: Satisfaction related to psychological factors decreases the propensity to switch employers the second most***

## **2.2.2 Economic factors**

Economic factors concerns employee rewards, terms of employment, organisational results and the recruitment process.

### 2.2.2.1 Employee rewards

Offering the right type of reward and recognition to different individuals will keep them stimulated and happy (StrengthsFinder 2014). Thus, identifying what motivates individuals and connect rewards and recognitions to business objectives could be mutually beneficial. For instance, bonuses are a common incentive for motivating employees to work hard to achieve their goals. However, employee rewards do not only include monetary rewards. Non-monetary rewards such as career advancements (being a functional factor) constitutes important rewards and motivators in organisational theory (Jacobsen & Torsvik, 2008).

### 2.2.2.2 Terms of employment

Employee images and perceptions of the company's terms of employment is often a result of the internal communication and actions from management. In service companies, employees and their capabilities de facto constitutes the value proposition of a company. Having established that the brand personality is built up by the users (Söderlund 2000) and their user imaginary (Keller 2001), the importance of employee images, terms of employment, attitudes and perceptions should not be neglected. Informed candidates will always do their own due diligence and exhume information about how things actually evolve at a potential employer. The internal employer branding practices will always have to support the promises that have been made by the external employer branding communications (Mandhanya 2010). While the external employer branding is highly necessary to anchor the image and create a good reputation on the labour market, the internal employer branding are of equal importance. Without full organisational permeation, understanding and execution of the employer branding concepts, companies will soon lose their ability to attract top talents (Ibid).

### 2.2.2.3 Organisational results

Excellent organisational results are often linked to high employer attractiveness (Fortune 2014). In the annual Fortune-listing, the 100 best companies to work for outperform major stock indices by a factor of 2. Working for companies that excel in their operations thus seems to attract

talented people. Regardless the potential causality, attracting talented brains will help develop company operations and contribute to operational excellence.

#### 2.2.2.4 Recruitment process

The recruitment process is vital in aspect of the employer branding process (Dhyre & Parment 2013). In the recruitment process, the candidate will be introduced to the culture and people of the employing organisation. The recruitment process can highly influence the individual decision making process (Buttenberg 2010). Organisations should recognise that the recruitment process holds great opportunities to showcase the organisational identity. Employing organisations must also make sure to make an significant effort in all steps of the recruitment process. In order to be successful in retaining and attracting personnel, the recruitment process should have equal strategic importance and similar design as the client process (Dyhre & Parment 2013). Tonality, direct and fast communication/feedback and availability can be the determining factor whether a candidate rejects or accepts an offer. The more unknown your employer brand is among your target group, the more resources must be spent in order to create awareness (Ibid). When awareness is achieved, organisations can start to attract employees. In the second step of the recruitment process the employing organisation must make sure to accommodate the candidate's on-boarding process. This can be done by reinforcing the employer brand prior to the start date, for instance by delivering a well-planned, welcoming and smooth introduction and welcoming packages. Once up and running, the employee must be stimulated, compensated and motivated to stay. Any inability to be responsive to individual needs and desires might result in individuals leaving, recruitment costs increase sharply eroding the employer brand that does not succeed in keeping and satisfying the employees (Ibid). To successfully acquire and manage future and potential employees companies will have to properly measure, improve and maintain an efficient recruitment practice (Buttenberg 2010).

Based on those theories, we hypothesise that there is a relationship between individual's satisfactions with economic factors their intentions to switch employers. However, since we believe that functional and economic factors are superior to economic, we hypothesise that:

***H2: Satisfaction related to economic factors decreases the propensity to switch employers the least***



### **2.2.3 Functional factors**

The functional factors concerns career opportunities, type of work, self-esteem and customer orientation.

#### 2.2.3.1 Career opportunities

Defining clear career paths within the organisation is not only a good way of motivating employees, but also important from a productivity perspective. Career opportunities is a recurring theme in the top rankings of organisational attributes (Karriärbarrometern 2013). To be competitively and intellectually challenged is one of the most important career goals for professionals (Universum 2014). Thus, learning, development and career advancement is a very important aspect for the employer brand. Due to the outspoken need for learning and development within organisations, new managerial tools for this purpose have emerged. For instance, top employees such as PwC uses assessment tests to identify worker's top talents and develop them into strengths. When people discover and work with their unique combination of strengths, they become more productive and engaged and thus perform better (StrengthsFinder 2014). Being assigned a mentor and career coaching has proven to be strongly stimulating and are two common ways of enhancing the career opportunities within companies (Dhyre & Parment 2013).

#### 2.2.4.2 Type of work

The type of work carried out by employees is certainly one of the significant factors affecting employer attractiveness (Karriärbarrometern 2014). In their annual survey *Karriärbarrometern*, Universum (2014) concluded that type of work constitutes the top three most important factors for students and professionals.

#### 2.2.4.2 Self-esteem

The fundamental values, personal self-esteem and culture of an organisation are based on the personality of each employer at the workplace. One of the most frequently used models illustrating this is the "*Big five personality traits model*" (Goldberg 1993). In the model, personality consists of five dimensions - openness, conscientiousness, extraversion, agreeableness and neuroticism (Ibid). These traits are not only relevant to personality in general, but also to one's professional personality. Consequently, the traits affect employees' behaviour at the workplace. This personal traits model implies - just like the product brand - that an employer brand has a personality (Ambler & Barrow 1996). Thus, an employer brand can (and should)

highlight the uniqueness of an organisation's employment offering and should be positioned on a market just like a traditional product brand would require (Backhaus and Tikoo 2004).

Values and personal self-esteem of an organisation are often embodied by the shared values, such as company culture and ethical compass (Trollestad 2000). These values, core values and a vision together with the value base form the internal brand identity, which we know has a great significance for the external image of the organisation (Urde 2003). Furthermore, the fundamental values are characterized by an organisation's moral beliefs and codes of conduct (Hogedal 2003). It could be interesting for employers to know what attitudes, behaviours and abilities that will help to build a strong brand. However, little empirical studies have investigated if there are significant correlations between the fundamental values and employer's attractiveness (Lannergård & Oddbjörn 2013).

Trait	Explanation
Openness	Curious, original, intellectual, creative, open to new ideas
Conscientiousness	Organised, systematic, punctual, achievement oriented, dependable
Extraversion	Outgoing, talkative, sociable, enjoyable, enjoys being in social situations
Agreeableness	Affable, tolerant, sensitive, trusting, kind, warm
Neuroticism	Anxious, irritable, temperamental, moody

Figure 4; The big five personality traits model (Goldberg 1993)

#### 2.2.4.4 Customer orientation

The internal communication should ensure that employees understand and align with the brand- and customer promise; often referred to as internal marketing (Mosley 2007). The internal communication is aimed at creating service-mindedness and a customer-oriented behaviour within the company. This focuses employee attention on the internal activities that demand change in order to improve marketplace performance and creating motivated and customer-oriented employee (Bekkers 1993; Rafiq 2000). Previous research have concluded that companies with strong customer focus have more satisfied employees. Strong customer focus further correlates with higher profitability and productivity, something that is referred to as the service profit chain (Dyhre & Parment 2013).

Due to the fact that functional factors are highly-ranked in terms of employer attractiveness, we hypothesise that:

***H3: Satisfaction related to functional factors decreases the propensity to switch employers the most***

In the following sections (2.3-2.9), we will assess psychological theories we find relevant for our research questions and purpose.

### **2.3 Motivation through the design of work; the Two-factor theory**

The two-factor theory studies the relationship between incentives, satisfaction and job performance within organisations. According to Herzberg (1968), the presence of certain factors in the workplace enables job satisfaction, while the absence of a separate set of factors can increase employee dissatisfaction. The two factor theory is employing Abraham Maslow's hierarchy of needs, a model first presented in 1943 and still widely used in psychology as well as organisational theory (Burshell & Robin 2011). Maslow's model consists of a hierarchy of needs embodied like stairs to demonstrate how people prioritize between different human needs. The primary idea implies that the needs at the lower level must be satisfied before higher goals are of interest for the individual. For a detailed and explaining picture, please see *Appendix 9.5*.

Herzberg applied Maslow's theories to organisational settings connected them to peoples mental health and attitudes towards management and administration. Herzberg modified Maslow's fundamental theory by adding a new dimension in terms of a two-factor model of different job characteristics. What Herzberg's two-factor model suggests is that if managers want to improve job attitudes and productivity, they must recognize the need to and attend to both sets of characteristics. The hygiene factors will not influence people's motivation, but if they are absent, they can lower motivation. Motivational factors on the other hand can increase employee motivation. Relying on this model, the hygiene factors are considered as less interesting to discuss. Accordingly, the hygiene factors will receive less attention than the satisfier factors throughout this paper.

### **2.4 Status quo bias**

*"To do nothing is within the power of men"* Samuel Johnson

When facing a job switching decision, individuals will have two options. One is to proactively act, the other to do nothing. Whatever choice is being made, it will certainly impact the future for

the decision-maker. Previous research have concluded that - in job decision making processes under uncertainty - humans tend to put disproportional decision weight to the status quo option (Samuelson & Zeckhauser 1988). This status quo bias undermines rational decision making as the universal paradigm. What does this imply for companies and their recruitment- and employer branding practices? Decision problems related to job switching situations often come with influential labels. One alternative carries the status quo option, while the other will involve risk and uncertainty. When companies try to attract employees, their framing might in fact influence the decision of the employee. Knowing that, when choosing among alternatives, decision makers exhibit a significant status quo bias, companies should aim at having a neutral rather than a status quo framing when approaching candidates (Ibid).

The relevant question is then whether framing alternatives increases the likelihood of that option to become chosen. The stronger an individual's preference for a selected alternative, the weaker the bias. For companies, it would be useful to find influential ways of framing alternatives to increase the likelihood of them being chosen. If successful, companies can have a significant effect on the individual decision making. However, this framing-knowledge is nowhere to be found.

## **2.5 Prospect- and loss aversion theory**

*"That though our sympathy with sorrow is generally a more lively sensation than our sympathy with joy, it commonly falls much more short of the violence of what is naturally felt by the person principally concerned"*

Adam Smith, *The Theory of Moral Sentiments* 1759

### **2.5.1 Loss aversion theory**

Already in 1759, Adam Smith proposed that individuals are more inclined to feel that winning something is perceived worth less than losing that same thing; *certis paribus* (Wahlund & Marell, 2011). This phenomenon is referred to as *loss aversion*. The *loss aversion* theory is a central component of Kahneman and Tversky's famous *prospect theory* (1979; 1984). The *prospect theory* is a behavioural economic theory exploring the psychology of utility theory in human decision-making under risk. This theory is one of the most well-known and influential models of decision making under uncertainty. Furthermore, the prospect theory applies when the decision-maker has to choose among alternatives which outcomes are more or less probable; resembling any job switching situation. The core of the prospect theory is that losses loom larger than gains, indicating that people base their decision-making on the potential value of losses and

gains, rather than the final outcome. Moreover, when assessing the value of those gains and losses, people tend to frame the alternatives by using individual reference points, and more specifically: *“The heuristic cues are anchored in individual’s reference points in the outcomes for a particular decision. Rather than being rational in their decision-making, individuals have a propensity to isolate consecutive probabilities instead of treating them together”* (Kahneman, Knetsch & Thaler 1991 p. 200). This reference dependence indicates that that people do not evaluate final outcomes, but rather base decisions on gains and losses relative their individual reference point (Schmitdt & Zank 2012).

Human decision-making under risk has been thoroughly assessed by previous research (c.f. Schmidt & Zank 2012; Spence 1973 and Wahlund 1998). When humans make decisions under uncertainty or risk (i.e choosing among employment alternatives which outcomes are more or less profitable) there are two observed functions that affects this mental process. The *value function* serves as a utility function with three distinct characteristics: *“First, people tend to encode outcomes as deviations from a reference point in terms of gains and losses. Second, the shape of the value function inhibits the notion that individuals are more sensitive to differences between outcomes the closer they are to the reference point, implying a non-linear function: the value function is concave for gains and convex for losses. The third characteristic of the value function is that it is steeper for losses than for gains: “Losses loom larger than gains”* (Wahlund & Marell 2011 p. 3). What are then the implications of the value function? It serves as a graphic illustration of the loss aversion theory; framing human’s irrational behaviour during decision-making processes when outcomes are uncertain. The loss aversion value function incorporate two other concepts of importance. First, *the endowment effect* is commonly observed and comprises situations when individuals place a larger value on something that is within their possession compared to things of equal value that is not (c.f., Thaler 1991).

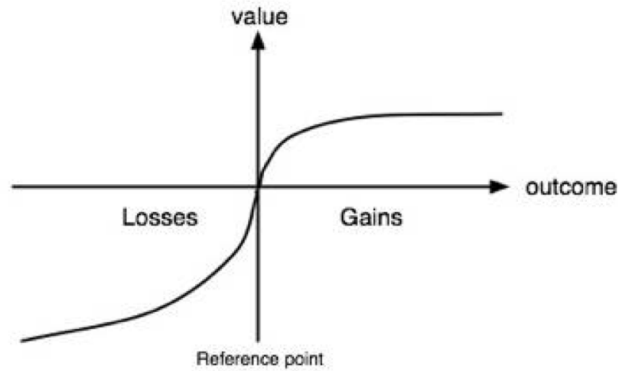


Figure 5; The value function in loss aversion

Samuelson & Zeckhauser (1988) further assess the endowment concept in their paper from 1988, where they introduced the term “status quo bias” after documenting a general tendency toward the retention of the status quo in decision making. Whether those theories hold true in recruitment processes have, to the authors’ knowledge, not been extensively researched and empirical support for loss aversion on a general level has been mixed in the literature (Hankuk & Aggavall 2003). Moreover, previous research on the prospect theory under decision making often uses one single attribute; price, (c.f Kalyanaram & Little 1994; Putler 1992), while job decision making is expected to involve far more attributes than just monetary rewards. In addition, the prospect theory has been extensively applied in the finance and insurance industry, however there are few significant applications of the prospect theory outside those two domains (Barberis 2013). Thus, the psychological underpinnings of loss aversion in recruitment processes seem to have been neglected and calls for further research within the field.

The theoretical findings in chapter 2.3, 2.4 and 2.5 have generated the following hypothesis:

***H4: Employees are generally more willing to stay with their current employer than leaving for a new contract***

## **2.6 Principal-agent problem and contract framing**

In the context of a new employment contract, a principal-agent setting occurs. This thesis assumes a reversed power relationship and challenges the traditional roles on the labour markets. Applying the principal-agent problem with this rationale, the agent (here the *employing organisation*) is able to act in its own best interests rather than those of the principal (here, *the employee*). In the principal-agent setting, the information asymmetry results in a non-optimal risk allocation; enabling *moral hazard* (i.e. when the employer withholds information, manipulates the conditions or exaggerates the benefits of the ex-ante contract).

Job choice is a dynamic process where job seekers move through various stages (Barber 1998). In recruitment situations, the principal and agent negotiate a contract that specifies payment details depending on an ex post state signal. A state signal is a type of decision- influencing information trying to align worker's preferences with the desired outcomes of the contract. Incorporating decision-influencing information into employment contracts in order to motivate risk- and effort averse *workers* has long been fundamental managerial issue (Frederickson & Waller 2005). However, discussions about the importance for *organisations* to fulfil their obligations (and the consequences if they fail to) seems to be neglected in the general debate. When an employer offers a contract and the worker accepts the offer, its up to the employing organisation to find the optimal effort level in order to fulfil its obligations stated in the contract. Generous contracts are both expensive and resource intense. The challenge for any HR manager is to get the rest of the management to recognize the need for a good employer brand image; transforming those "costs" into long-term investments in the employer brand.

Mismatches on the labour markets are expensive and undesirable for both parties. Thus, there is a mutual interest for a good match, yet relatively scarce resources have been devoted to unravel the matching mechanisms (Dybre & Parment 2013). There are substantial risks for both parties if they fail in demolishing the obstacles for a good match. From the employer perspective, the risk of hiring someone with insufficient capacities will eventually lead to high employee turnover and increased learning and training costs. For the potential employee; the risk of having an insufficient, inconsistent, and/or incorrect image of a prospective employer's work environment may result in dissatisfaction, frustration and even depression (Schmidtke 2002). In line with Wilden et al's (2010 p.8) reasoning: *"given the risk to both parties, it is in the best interests of a potential employee to find out as much as they can about a prospective employer, and for a prospective employer to signal to the employment market their competencies and characteristics."*

## **2.7 Affect, cognition and mental accounting**

*"Recruiting organisations will benefit by leveraging the reasons why job seekers are attracted to an organisation, since this will increase their ability to hire top performing employees"* Jones (et al. 2014)

Social psychology is based on three principles, often referred to as the *ABC* (**A**ffect; **F**eelings, **B**ehaviour; **I**nteractions and **C**ognition; **T**hought). Human beings use affect, behaviour, and cognition to interact with others and understand the world that we live in. The ABC in cognitive sciences thus comprises a highly complex information-processing system that receives, stores, retrieves, transforms and transmits information (Thaler 1985). In economic situations, *mental accounting* attempts to describe the process whereby people code, categorize and evaluate economic outcomes. Developed in the 1980's by Richard Thaler, this behavioural theory is occupied with describing how people evaluate economic outcomes in decision-making processes. A common definition goes as follows:” *Mental accounting refers to the cognitive processes that individuals use to encode, organize, evaluate, and keep track of financial activities*”. (Frederickson et al 2004 p.713). In mental accounting theory, *framing* functions as a subjective interpretation and valuation of a particular transaction. This individual framing then determines the expected utility of a certain action and thus serves as a value function for a transaction. When framing a decision, it is being assessed by two values. The *acquisition value* is the cost of acquiring the output of the transaction. The *transaction value* is the value attached to the transaction; meaning that the transaction value is zero if the actual price that a person is paying is equal to the so called mental reference price for the item. In case the actual price is lower than the reference price, the transaction utility will be positive (Thaler 1985).

Looking at the type of transaction a job switching situation offers, it is without doubt a high involvement, high-involvement, transformational situation (Rossiter & Percy 1997). Previous research within the field of social psychology and human resources management (HRM) have been trying to define what exact job attributes that workers find attractive and satisfying as a basis for their mental accounting. For instance, Boswell et al. (2003) confirms that there are significant differences among different kinds of workers, however they find one universal preference with regards to the soft and non-observable characteristics such as career- and personal development, atmosphere, participation, corporate culture, career perspectives and challenging tasks. This suggests that the psychological and functional characteristics are as important as for example wages or classic fringe benefits for workers deciding on a job offer (Backes-Gellner et al. 2010). “*However, these soft characteristics are usually unobservable for potential employees, and so, as suggested earlier, workers are indeed in position of asymmetric*



*information and must find a way to obtain credible information before they make their job decision” (Ibid, p. 5).*

When trying to make useful decisions such as switching jobs, individuals apply mental accounting. Like loss aversion, mental accounting is also subject to many logical fallacies and cognitive biases due to individual reference points and restrictions that may affect the valuation process (Thaler 1999). In line with the prospect loss aversion theory, the *value function* (Kahneman and Tversky 2000), applies to mental accounting. Here, the value function has three features: (1) it is defined over gains and losses relative to a reference point; (2) there is a diminishing sensitivity, meaning that the value function is concave for gains, and convex for losses; and (3) it reflects loss aversion, that is, losses loom larger than gains of equal magnitude. Research states that the perception and experience of outcomes strongly influences how decisions are made and evaluated (Thaler 1999). In mental accounting, both *ex ante* and *ex post* benefit analyses are employed. What is remarkable with mental accounting theory is that it violates the economic principle of exchangeability, and thus matters in decision-making processes (Thaler 1999).

## **2.8 Signalling theory**

Nobel Prize-winning economist Michael Spence’s (1973) work on *signalling theory* provides a rich theoretical framework that can be applied on talent management. The signalling theory describes behavioural patterns when two parties (in this case employees and employing organisations) have access to different information. This information asymmetry depends on the fact that the sender first needs to invest in a signal, later enabling this signal to generate a wage that (hopefully) exceeds their individual costs of acquiring this signal (Backes-Gellner and Tour 2010). Understandably, the sender will have more information about his/her capabilities, and must therefore communicate or *signal* this information (e.g through his/her educational efforts). This signals must be then be decoded, interpreted and valued by the receiver. Assessing Spence (1973), and assuming that, “*prior to accepting a job offer, prospective employees cannot directly observe all preferred job or company characteristics*” (Backes-Gellner and Tour 2010 p. 4). This is a dilemma since “*it is important to recognize which of a firm’s readily observable characteristics function as reliable signals for unobservable workplace quality.*” (Ibid p. 4) The issue for organisations then is to send reliable signals that facilitates the decision making process

and decreases the information asymmetry. In line with Spence's original theory "*assuming that the marginal product of employees possessing certain signals is equal to the wages paid for these signals, potential employees are...paid higher or lower wages depending upon their possession of a particular signal*". (Ibid p. 4) Knowing that all signalling efforts comes with a cost, recruiting organisations must find ways to signal their unobservable job quality to potential employees. The task of employer branding would, in this case, be to ensure that "*the acquired characteristic is a reliable signal and not just cheap talk or a marketing trick*" and therefore "*signalling costs must be sufficiently negatively correlated with the unobservable quality.*" In our case, with the preferred workplace attribute (Ibid p. 4).

Utilising information economics and signalling theory, Wilden et al (2010 p. 58 ) also examine the nature and consequences of employer branding. They state that what influence the perception and employer attractiveness the most is "*the clarity, credibility, and consistency of the potential employers' brand signals; perceptions of the employers' brand investments; and perceptions of the employer's' product or service brand portfolio*". Thus, information seekers on both sides embrace the *signalling theory* to formulate their own quality judgements about each other. Labour markets are generally characterized by information asymmetry; motivating the job seekers as well as the employers to collect information to disarm ambiguities. Since employees/employers rarely have perfect information about a prospective employer's/employee's productivity or capabilities, it is in their mutual interest to lower search costs and avoid adverse selection (Wilden et al. 2010). Thus, information seekers on both sides embrace the *signalling theory* to formulate their own quality judgements about each other. Knowledge workers on an executive level are highly likely to be in a position to choose which employer they will sell their services to (Sutherland et al. 2002). Previous research have concluded that job rejectance/acceptance decisions often are based on the interpretation of the signals that the company has sent. (Ibid).

Thus, in order to secure skilfull management and avoid brain drain, companies must know and understand what signals to send out and what the effect of those could be. Employers can try to reduce the information asymmetry by sending appropriate signals via *employer branding* whilst the employee can do the same by the efforts stated in his/her CV (Ibid).

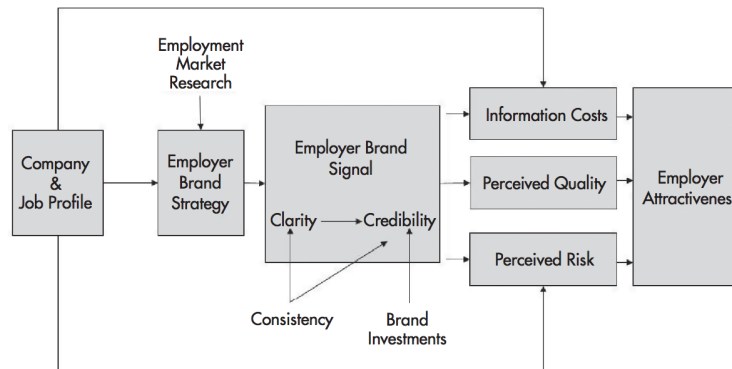


Figure 6; The Employer Brand Signal (Wilden et al. 2010)

Not to be overlooked, existing employees also constantly receive signals from the organisation about their efforts to be desirable and suitable as an employer, and those interpretations origin from both brand signals and direct experiences. Dell, Ainspan, Bodenberg, Troy, and Hickey (2001, p. 10) claim that *‘the employer brand establishes the identity of the firm as an employer. It encompasses the firm’s values, systems, policies, and behaviours toward the objectives of attracting, motivating and retaining the firm’s current and potential employees’*. Thus, this indicates that *“companies can overcome risks and uncertainties experienced by potential and existing employees by purposefully designing an employer brand aimed at the employee market”* (Wilden et al. 2010). Thus, employer brand could serve as signalling that moderates the ability to retain, attract and convince future and current employees.

## 2.9 Employer brand equity

“Potential or existing employees will react differently to similar recruitment, selection, and retention efforts from different firms because of the underlying employer brand equity associated with these firms” Backhaus & Tikoo, 2004

Aaker (1991, p. 15) defines brand equity as follows: *“brand equity is a set of brand assets and liabilities linked to a brand ... that add or subtract from the value provided by a product or service to a firm and/or to that firm’s customers.”* A high brand equity reduces perceived risk and information costs for the job seeker and therefore benefits the employer brand (Wilden et al 2010). Liu (2010 p.8) et al further argues that: *“The effectiveness of a brand signal to employees is dependent on its consistency, its clarity, its credibility, and the associated brand investment. Accordingly, employee-based brand equity should ultimately be considered as a component of a wider framework of brand equity complementing existing conceptualizations of customer-based brand equity.”* Elements like brand equity, preferences for the current state of affairs and other

psychological phenomena all impact on employer switching propensity. For this reason, it is important to consider what is seen as a loss and what is seen as a gain in terms of the prospect theory.

After assessing sections 2.6-2.9 we hypothesise that:

***H5: Satisfied employees are generally more willing to stay with their current employer than leaving for a new contract***

***H6: Dissatisfied employees are generally more willing to leave for a new contract than staying with their current employer***

## **2.10 Hypothesis and conceptual framework**

### **2.8.1 Conceptual framework**

In accordance with Hair *et al.*, (2007) the development of a conceptual model for this thesis followed three steps: (1) identification of variables and constructs, (2) specification of hypotheses and relationships, and (3) preparation of a conceptual model that visually represents the theoretical basis of the research. When reviewing previous research, it is clear that it was both ambiguous and still in its infancy. In order to deal with the research questions, a framework based on different perspectives was used. Experts, experienced professionals and inexperienced students all add their perspectives to the information base of the thesis. This will increase validity and reliability due to the substantial supply of data and the representative selection that have been made. Each target group responds to a number of questions creating indices under each of the three categories of variables - economic factors, functional factors and psychological factors. These categories are based on the general employer framework designed by Ambler and Barrow in 1996. At the end of each section, information will be summarized and the main messages will be presented. Survey is the best alternative in research projects that involve collection of information from a large sample of individuals.

In this thesis, we have developed a conceptual model based on a fusion of Ambler and Barrow's (1996) employer branding framework and WHO's universal principles and guidelines on a healthy workplace. We chose the WHO model because the common factors that appear in the model are universally supported in the research literature (WHO 2010a). The guidelines have been validated by experts and practitioners in the fields of health, safety and organisational health (Ibid). The model can be implemented in all workplaces regardless their size and cultural context. This guarantees the validity and objectivity of the model and enables a general and valid application of it.

### 2.10.2 Hypothetical model

In this section, we have summarized all our hypotheses by constructing the hypothetical model displayed below (fig. 7). The model graphically illustrates the included constructs and hypothesised relations which will be examined in this study. Building on the literature that has been reviewed and the proposed hypotheses, we have adapted frameworks from Ambler & Barrow (1996) and WHO (2010a).

This has resulted in the two following research questions:

***RQ1: Is there a perceived difference between leaving for a new contract vs staying with current employer? (H4, H5, H6)***

***RQ2: What specific factors trigger employees to switch jobs and staying with their current employer, respectively, based on the perception of employer brand image? (H1, H2, H3)***

These research questions are linked to theory according to the hypothetical model beneath. Details related to the actual model can be found in chapter 3.5.

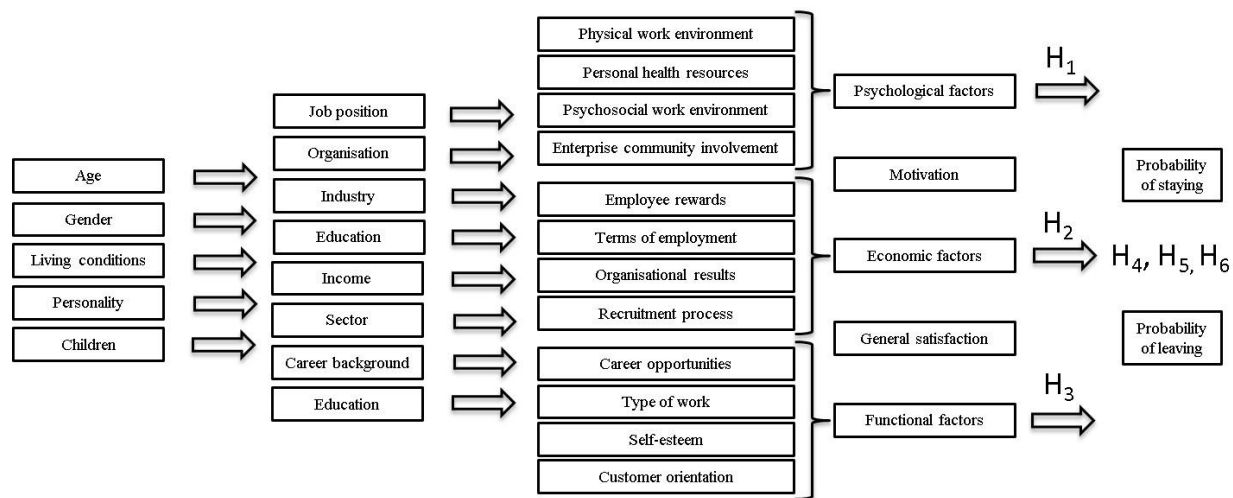


Figure 7; Hypothetical model

The focus of the first research questions can be identified mainly as descriptive since it tries to describe to what extent loss aversion can be applied to job switching situations. The second research question is mainly explanatory since it concerns a causal relation between variables as it aims to explore what factors of employer attractiveness that are important in job switching situations. Building on models and theories retrieved from multiple studies in this field of research, this study has confirmatory nature.

### 3. METHOD

"Research is formalized curiosity. It is poking and prying with a purpose" – Zora Neale

#### 3.1 Research purpose

The overall purpose of this study is to describe to what extent functional, economic and psychological factors explain the job switching propensity among different groups of individuals. Since the aim of this thesis is to clarify and create an understanding of a contextual problem as well as causal relationships between chosen variables, the purpose is both *descriptive* and *explanatory* (Bryman & Bell 2011). The contextual and hypothetical model we have developed (c.f. ure 7; *Hypothetical model*) is based on previous research by Ambler and Barrow (1996) and modified in order to assess the identified research gap within the employer branding field.

#### 3.2 Research strategy

In order to answer our two research questions, we formulated a strategy based on conventional research methodology (cf. Bryman & Bell 2011).



Figure 8; Overview of research strategy

Since the authors aim at deriving conclusions from both empirical data and existing theories, this thesis has an abductive approach (Bryman & Bell 2011). Given the current knowledge state combining inductive and deductive methods was considered the best theoretical approach. When designing the research strategy, it was concluded that a method comprising a quantitative *and* a qualitative perspective was optimal. Quantitative methods are used to discover generalizable, macro propensities. On the other hand, qualitative methods aim at going deeper and identifying liaisons and connections that nevertheless could be of equal importance as the quantitative findings unfold. Due to the conceptual problems and widespread inconclusively within employer branding research (Dhyre & Parment 2013), this type of complementing research strategy will be both significant and relevant to conduct. Thus, the purpose of the qualitative study is to

understand and describe practitioners' perspective on the identified problem, while the quantitative studies aims at revealing overall attitudes on employer branding aspects.

The statistical program SPSS was used in the data analysis and the statistical significance level was set to 5% in most cases. The quantitative data analysis was divided into two parts - one for the study among students and one for the study among professionals. The student survey was mainly analysed using Wilcoxon signed-rank testing of mean values because of the ordinal scale. However, the professional survey is different and needed to be analysed in a different way, mainly through regression analysis.

### **3.3 Questionnaire development**

The quantitative study among professionals should be seen as the main study and focal point of this thesis. The purpose here was to identify the background variables and preferences of a large number of employees to reach conclusions of whether the prospect theory can be applied to an employment setting. Inference was one of the tools for doing this. As shown in the model beneath, the three main factors originally presented by Ambler and Barrow are used to set the general design of the quantitative model. However, since research shows that there is no ultimate framework for individual sub-categories in a general setting, collected data from literature and qualitative studies suggests what factors that primarily should be considered. Thus, four index variables have been generated and linked to each of the three main categories. Each index variable has three underlying independent variables. For example, the work environment factors are based on the universal WHO framework, further strengthening reliability (WHO 2010a). All parameters are summarized under one of the three main categories - psychological, economic and functional factors. In addition, the causal model below (fig. 8) is a theoretical model with an intermediate index variable linked to motivation and another index variable linked to general satisfaction. This is a complement to the satisfaction of psychological, economic and functional factors. Furthermore, background as well as personality variables are used in order to control for the influence of these factors. Regarding personality, the big five personality traits explained above are considered (fig. 4). However, since not all traits are relevant for the purpose of the study, index variables have been generated based on two of the relevant traits - conscientiousness and agreeableness.

The two original dependent variables are labelled “probability of staying” and “probability of leaving”. These are index variables with three underlying variables each. We examined loss aversion in individual choice settings through validation. This allowed us to examine the psychological phenomenon of loss aversion in an employment setting that corresponds to principal-agent theory.

In order to obtain a high degree of reliability and validity, it is important to have a questionnaire that is well formulated and constructed. Therefore, we asked experts for advice and developed our questionnaires in collaboration with Professor Richard Wahlund as well as professional statisticians at Vision, our thesis partner. The primary data collection method for this study is a self-completion survey through self-completion structured questionnaires. There are three elements of importance when conducting a survey: the general design of the survey, the presentation of the survey for validation and the method for survey administration (Bryman & Bell 2011). Those topics will be dealt with in the following sections.

### **3.4 Pre-study**

Before launching the student and professional surveys, we wanted to validate a full comprehension of the questions. Accordingly, we launched two pilot surveys and asked ten friends (five for the professional and five for the student survey), to fill them in. We then observed how they interpreted each question and asked them if they had any difficulties in understanding it. By sitting next to the volunteers taking the pilot survey, we were given full control and direct feedback on comprehensibility of the pre-surveys. One weakness of the pre-study is of course the sample characteristics and the small sample size. However, we decided that it would at least give an indication of the quality of each survey at a first stage. In addition, due to the fact that our survey has been reviewed and validated by our supervisor Richard Wahlund, no further emphasis was considered necessary for the pilot surveys. As expected, the pre-surveys resulted in minor changes and improvements such as formulations and vocabulary.

### **3.5 Data collection method**

To get a more holistic and heuristic view and increase the contextual understanding of the employer branding phenomena, we have used a quantitative as well as a qualitative data collection method to match the research strategy explained above. Having three different respondent groups; students, professionals and experts, we applied the qualitative perspective on



the expert group. This is also in line with Bryman and Bell's (2011) recommendations in data collections where qualitative studies are suggested when wanting to disclose deep, rich data. Aiming for generalizability, a big sample is preferred for quantitative data. We therefore constructed electronic surveys, one for the students and one for the professional segment. In line with Bryman & Bell (2011), electronic surveys are a cheap and quick method of large data collection, and the absence of the researcher avoids any influence of the interviewer. Thus, electronic surveys and SPSS were used to collect and analyse the responses of the student- and professional groups. To increase the response rate in the student survey, we gave the respondents the opportunity to participate in a competition to win 3 cinema tickets. The use of incentives in this way has been proven effective in studies by Berthon et al (2005) and Collins & Stevens (2002).

To get a more holistic view of the employer branding industry, we interviewed three different experts/organisations actively working with employer branding questions. First we met with the CEO of Great Place to Work, a consultancy firm that could give more insight on the *company* perspective. Second, we met with representatives of Universum; representing the *student* perspective. Lastly, Vision gave us the *employee* perspective. All in all, we believe this gave us a better comprehension of the different approaches within the employer branding industry.

### 3.5.1 Qualitative data collection

We used semi-structured interviews in the expert panel, and the reasons for this are several:

- The purpose of the qualitative expert interviews was to get a genuine understanding of the employer branding concept rather than replicating the cross-case comparability covered by the quantitative surveys
- Semi-structured interviews allowed the interview subjects to talk freely about specific issues of interest and leave room for discussing topics that might not evolve from a strict and steering manuscript

Our expert panels consist of representatives from three different employer branding organisations, all listed below. All interviews have been followed up with additional emails and phone calls. For detailed information on these processes, please see *Appendix 9.2*.

**Maria Grundén**, CEO at a Great Place to Work (GPTW). Interview took place on 23 September, 2014. GPTW is a global organisation with offices in 48 countries worldwide. Every

year, GPTW conducts the world's largest workplace study and - in the light of the results - announces a global quality award for the world's best workplaces. More than 6 000 organisations participate in their annual surveys. GPTW employee survey called the Trust Index is the world's most widely used tool for analysing and benchmarking organisations towards the top performance within a particular industry. More than 10 million people work for the organisations that are being evaluated. For this reason, we contacted Maria Grundén, CEO for GPTW Sweden. For the full qualitative interview, please see *Appendix 9.2* and Empirics chapter 4.1. GPTW has developed two indices measuring the perceived employer quality; Trust Index evaluating employer's perceived workplace quality and Culture Audit describing the culture profile and evaluating managerial contributions to a great workplace.

**Kaj Ossman**, Project manager Talent Networks at Universum. Interview took place on 12 September, 2014. Universum has built the largest career preference data sample in the world over the last 25 years. Each year the Universum Ideal Employers Survey is taken by millions of students, graduates and professionals in more than 40 countries. Partnerships with more than 2 200 universities and academic institutions make sure that the student preference of Universum corresponds to the fields of studies that companies are recruiting from. The data set makes it possible for businesses to look at historical preference trends and project these to future opportunities in order to communicate with talent properly. Career preference data allows client partners to focus directly on their target universities and even on specific types of talent to unlock insights. Universum's holistic employer branding process provides employers with a deeper insight of their brand image, competitors and talent's career preferences. Universum advises companies on optimal employer brand positioning and works alongside clients to develop an employer brand image that is attractive and sustainable. The aim for Universum is to generate big data sets through deriving the key performance indicators of talent attraction and retention strategies.

**Matts Hansson** HR-manager, **Karin Ottosson** CCO and **Therese Svanström Andersson**, CEO at Vision. The interview took place on 17 September, 2014. Vision is a trade union comprising 170 000 members in more than 4000 different occupational categories including for instance managers, engineers, human resources specialists, social workers, economists, administrators and

assistants. The expert panel's own perspectives and insights have generated a greater generalisability and also provided a wider perspective and better understanding of the employer branding concept.

Expertise have been used for various purposes - both to add general knowledge about trends and patterns within employer branding among stakeholders, but also to understand and evaluate the different factors linked to the employer branding framework and model of this thesis. The experts involved in the study all represent well-known and respected employer branding organisations. In-depth interviews are conducted on representatives working for the international organisations Great Place to Work and Universum as well as for the Swedish trade union Vision. As a result of this, several independent perspectives are considered, which contributes to the validity and independence of the study. Great Place to Work delivers lists and rankings to identify and classify attractive workplaces. They also assist companies in how to improve workplace culture and leadership (Grundén 2014). Universum provides market insights, communication solutions and advisory services (Universum 2014). Vision is one of the big trade unions in Sweden supporting employees in all kinds of situations. Their knowledge is not limited to certain positions or industries, but is linked to employees of any kind. However, white-collar employees are highly represented, which adds value to the purpose of this thesis (Vision 2014).

### 3.5.2 Quantitative data collection

#### *Professionals*

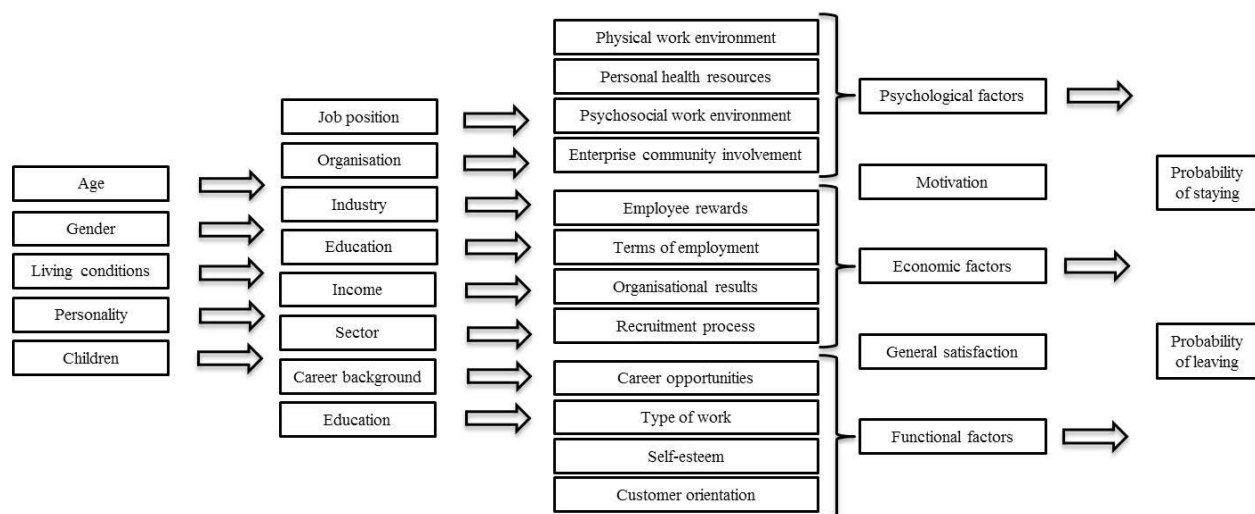


Figure 9; Conceptual model used for answering the research questions

The conceptual model above is based on the well-established Ambler and Barrow framework further explained in chapter 2.2 (Ambler & Barrow 1996). Functional, economic and psychological are all used and since the model is established in the scientific community, it contributes to increased reliability and validity. Different stages in the causal model including background variables are added. Motivation and general satisfaction are intermediate variables. These were all tested and the ones that are significant are presented in the results.

Our survey was distributed electronically to 9000 professionals in the Swedish business life. This was done in collaboration with the Swedish trade union Vision, granting us access to their member directory. The survey was sent out randomly and across the business-, law-, technology- and IT sector on 22 October, 2014. A reminder was sent out on 27 October. On 29 October, the survey was closed and answers collected. The net response rate was 17,5%. However, since the database contained some incorrect/old e-mail addresses and missing values, the assailable gross response rate was 14,5 %. After reviewing the completed surveys, we controlled for incomplete answers and respondents who consistently answered the same values throughout the entire survey. After controlling for this, we were left with a sample consisting of 1300 respondents.

### *Students*

The quantitative study among students tested hypotheses in the field using a sample of somehow active job seekers who regularly evaluate different employer's EVP. This sample adds to the report in the way that they represent the perspective of individuals with limited experience. As a result, implications of what employers should focus on, based on target audience is highlighted. This contributes to the practical relevance of the outcome of the report.

In terms of statistical design, the quantitative questionnaire among students is rather replicable and similar to the one created for professionals. However, some questions were adjusted and expressed in a slightly different way in order to fit the student segment (for explicit questions, please see *Appendix 9.2.3*). A few parameters were irrelevant for this sample and thus deleted. Since students are not able to base their impressions on current job positions, they needed to

answer questions from a theoretical point of view. This is different from actual employees and this needs to be kept in mind when analysing the data.

By using social networks and randomly sending out emails to students at SSE we succeeded in collecting 112 answers. We sent out approximately 800 requests in total, giving us a response rate of 14%. Respondents from mainly the big Swedish universities took the survey. However, there was a significant overrepresentation of students from SSE. This may indicate an overrepresentation of slightly more career- and business-oriented students and affects validity. After a review of the students' completed surveys, we chose to take away 4 respondents as these consistently answered the same values throughout the survey. We based our statistical analysis and results on a sample of 108 respondents.

### **3.6 Quantitative data analysis**

The data analysis was naturally divided into two parts - one for the student survey and one for the professional one. The latter can be seen as the main one considering the purpose of the study. Unfortunately, some questions in the raw-data file for professionals had improper formats. Thus, about 3000 cells had to be decoded manually. This was much needed, however it resulted in a considerable stress and time loss for the authors. Apart from Wilcoxon signed-rank tests, the advanced statistical tools explained beneath were applied to the dataset of the professional survey.

#### **3.6.1 Factor-and reliability analysis**

In terms of all research questions, extensive factor and reliability analysis were conducted in order to be able to create indices. Factor analysis splits variables into groups with internal consistency. Exploratory factor analysis and component analysis with Varimax rotation were conducted. The aim was to reduce a large set of variables to a smaller and more manageable number of underlying factors. KMO values greater than 0.7 indicate that factor analysis is a suitable method, and this was the case in all of the factor analysis. Variables were eliminated unless they met the following requirements (Berthon et al 2005): Factor loading  $> 0.6$  on one factor and less than 0.4 for all other factors; Eigenvalue  $> 1$ , indicating that factors explain most of the variance in the data. For research question 1, the factor analysis tool was used for the creation of two indices - switching employers and staying with the current employer, respectively. Each of the two indices - switching employers and staying with the current

employer – is based on the three questions for leaving and staying, respectively (*Appendix 9.2.2*). For research question 2, the same method was used to create indices of employer satisfaction and motivation variables, for example. Details about the results can be found in chapter 4. Doing a factor analysis divided the variables into factors that were then further evaluated to see whether it was possible to create indices. After creating factors, reliability analysis showed whether we could create an index of a specific factor. In order to ensure that the internal consistency was sufficient, Cronbach's alpha was used. Factors which alpha value exceeding 0.7 moved on to the indexing process. In cases where a factor only consisted of two variables, Pearson correlation was considered. If the correlation exceeded 0.5 an index was generated because correlations above this value could be classified as high and that could cause multicollinearity (Cohen 1992). Variables were included to 100% in only one index. Finally, the indices were named and were ready to be used for various tests and for regression analysis.

#### 3.6.2 Dummy variables

Concerning nominal and ordinal variables, we created dummy variables to enable analysis integration. The dummies were given a value of either 1 or 0. Age was relatively linear in terms of employer switching propensity. However, for respondents over the age of 50, it could be observed that the linear relationship was less prevalent. Therefore we created a dummy variable for respondents over the age of 50.

#### 3.6.3 Statistical testing

Apart from the previously used Wilcoxon signed-rank tests, paired t-tests were conducted in order to test the difference in mean values between the dependent index variables in research question 1. Since the difference in mean values between the index for leaving and staying, respectively, was proven to be small after a paired t-test, a factor- and reliability analysis was conducted on all of the six variables for leaving and staying. As a result of the outcome, one index measuring employer switching propensity was created. Details about the results can be found in chapter 4.

#### 3.6.4 Multiple and hierarchical regression analysis

In order to answer research question 2, multiple regression analysis was conducted using employer switching propensity as the dependent variable. The adjusted R-square value was an indicator of the prevailing co-variance between the independent variables and employer switching propensity. In order to identify the complete picture of what affects employer

switching propensity, we not only used the indices created, but also all the independent variables excluded from each index. Hierarchical regression was used in order to gradually add variables to the model in accordance with research (Pallant 2001). Eliminating or adding a variable may change the adjusted R-square value and this change ( $\Delta R^2$ ) was analysed. We based our regression analysis not only on indices and ordinary variables, but also on factors. Thus, the two different models could be compared in order to verify the results.

In all regression models, we controlled for multicollinearity between the independent variables, which is a result of internal correlation between the independent variables. The tool used was Condition Index (CI). Values in the range of 20-30 indicate a certain level of multicollinearity and values greater than 30 indicate that multicollinearity is prevalent in the model (Hair, Andersson, Tatham & Black 1998). Most statistical pitfalls were considered to the best of our ability throughout the analysis. However, in some cases we noted a Condition Index (CI) value in the range between 20 and 30 or close to that. This indicates a certain level of multicollinearity between the independent variables. However, in cases where  $CI > 30$ , variables were usually eliminated until  $CI < 30$ .

Another tool for identifying multicollinearity is to look at the variance inflation factor (VIF). This was considered in each regression and in order not to have multicollinearity, the VIF should be lower than 10 (UCLA 2014). This was the case in each regression model used in results and for this reason, the risk of multicollinearity was reduced.

When comparing different regression models, we looked at unstandardised beta values if questions had the same interval scale from 1-7. If we took different scales into account, we used standardised beta. In order not to worry about the number of independent variables used, we looked at adjusted R-square. In addition, we controlled for heteroskedasticity and a Durbin Watson test ensured that no autocorrelation was prevalent in the model. Values between 1,5 and 2,5 were normally seen as sufficient.

### **3.7 Standards of quality and verification**

#### **3.7.1 Reliability; Quantitative studies**

Reliability; the absence of stochastic errors, is essential for successful results and relates to the consistency in the research findings. The objective is to assure that if the study is replicated by another researcher, she would arrive at the same findings and conclusions (Yin, 2003). To obtain reliability, we made sure to follow several methodological guidelines suggested in the pre-requesting course for the master thesis at SSE. For instance, Bryman & Bell (2011) suggest that, in order to measure a particular concept, independent measurements all have to produce the same result. In practice, we were very strict in the data collection procedure. We carefully controlled for reliability in indices, multicollinearity, autocorrelation and heteroskedasticity. The framework of psychological, economic and functional factors by Ambler and Barrow is well-established and accepted. So is the WHO framework for a healthy work environment. Furthermore, we decided to launch a pre-study and to consult the survey with our professor. What could be a problem in terms of reliability is the fact that the survey was distributed through a third party organisation, in our case the trade union Vision. However, we delivered the completed survey to them and was in close contact with their statistician, making it possible for us to really follow the data collection procedure.

### 3.7.2 Validity; Quantitative studies

In this thesis, we consider internal validity (i.e. how the study addresses the validity of making causal inferences about the intervention of the study) carefully. We avoid selection bias in the main survey for professionals due to the randomised and very large sample. In the student survey there is a large selection of SSE students, however the student survey should be seen as an additional, redundant effort rather than a central component of this thesis.

In terms of external validity, we consider this thesis rather generalizable; reflecting the switching propensity of the Swedish population in general. Owing to the strength in the randomised survey distribution by Vision, this enabled a diverse mix of positions, age and gender; all contributing to increased generalizability. Inevitably, there is a focus on certain industries, somewhat constraining the generalizability. Another validity limitation is that the pre-study was conducted by friends/colleagues of the authors. However, since the questionnaires were validated and developed in collaboration with Professor Richard Wahlund, we decided that the external validity was still satisfactory.



### 3.7.3 Replicability; Quantitative studies

This thesis is replicable since another researcher could follow the same procedure, granted that the interviewees and Vision would approve on a cooperation with similar setup. In *Appendix 9.2*, we have attached our questionnaires that could be replicated by another researcher to confirm our findings.

### 3.7.4 Credibility; Qualitative studies

In this thesis, an extensive qualitative data collection was conducted. On each interview, we were given documents and information that validated the credibility of what was said on the interviews. The interview material has partly, but not fully, been approved by the persons who provided the information gathered during the study (due to lack of time; we were not able to get a content confirmation from Maria Grundén from GPTW). This might impact the qualitative credibility somewhat negatively. However, on the interview with Mrs Grundén, communications were clear and transparent with no difficulties or complex issues. A full outline of the interview and questionnaire material can be found in *Appendix 9.2*.

### 3.7.5 Transferability; Qualitative studies

Due to the fact that Great Place to Work has evaluated employer branding trends for more than 25 years, and the fact that Universum is considered to be a the pioneering organisation, we believe that they have created tools for assessing employer branding as accurately as possible. These organisations also look at various industries and dissimilar seniority levels. In other words, transferability can be considered satisfactory. In addition, when comparing findings from the qualitative studies research context to identify similarities. Since they were very similar, we believe that the findings are be transferable.

### 3.7.6 Dependability; Qualitative studies

If the researcher has made mistakes in conceptualizing the thesis, been careless in collecting the data, or improperly interpreted the findings and reporting results there is low dependability. In this thesis, we have clearly presented the logic used for selecting interviewees and those are also clearly presented. For this reason, we believe the level of dependability is sufficient.

### 3.7.7 Conformability; Qualitative studies:

The results of our qualitative studies were often confirmed by other researchers. This provides good confirmability of the study. Our research questions lack political influence to the best of our ability. Since we work with several organisations serving different political purposes and we

conduct three different studies, we believe that an independent perspective is valid for the outcome.

## 4. EMPIRICS AND ANALYSIS

“There are three kinds of lies; lies, damn lies and statistics” Mark Twain

This chapter exhibits the empirical findings from our quantitative and qualitative data sets. Observations are displayed based on the structure of the method described in the matrix below:

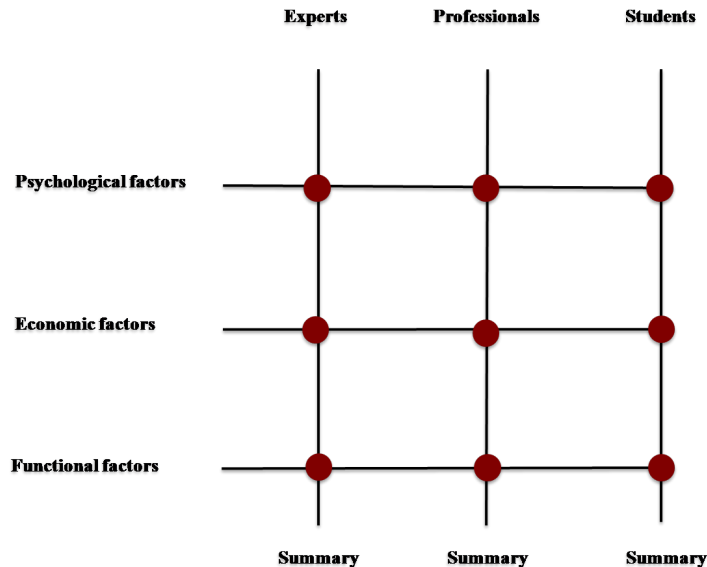


Figure 10; Empiric research structure

### 4.1 Experts

As been mentioned, our expert panel consists of representatives from Universum, Great Place to Work and Vision. The results from the qualitative interviews is found below.

#### 4.1.1 Psychological factors; Experts

*“To many organisations, employer branding equals participations in career- and student fairs. Employer branding is so much more than that. Companies must employ an inside-out perspective in order for changes to take place”*

Maria Grundén, CEO Great Place to Work.

Great Place to Work (GPTW) has developed a patented managerial tool called the *TrustIndex*; an employer branding tool based on 25 years of research data and millions of employee surveys world wide. This index covers the employee perspective of organisational attractiveness, and is modeled on five crucial dimensions (*trust, respect, pride, justice and camaraderie*) for a great place to work. Those five psychological factors constitutes a good foundation for assessing the overall employee satisfaction and wellbeing within a company. When interviewing Maria Grundén, CEO of GPtW Sweden, she is confident that all these parameters are crucial for

people's willingness to stay or leave with the current employer. However, the key factor in all organisations is trust. *“When people **trust** the people they work for, have **pride** in what they do and **enjoy** the people they are working with, it is hard not to have a great workplace.”* According to Grundén (2014 23/9), the level of trust within an organisation can be defined as the employees' perception of managers' perceived competence and proficiency, ability to communicate in a comprehensive and coherent way and consistency working towards the company vision.

The level of respect within an organisation can be defined as to what extent employees feel that they are respected by the management, how well the interaction between management and employees are working, how the management acts for showing concern for the employees. The level of justice within an organisation can be defined as to what extent employees feel that they are equivalently treated by the management, whether management acts objectively and to what extent employees feel that they are fairly treated by the management. The level of pride relates to what extent the employees feel pride in what they do, and the external reputation of the employing organisation. The level of camaraderie is measured through the perceived level of familiarity, community and amiability within the organisation. It is interesting to denote that, in this model, economic factors are not even mentioned.

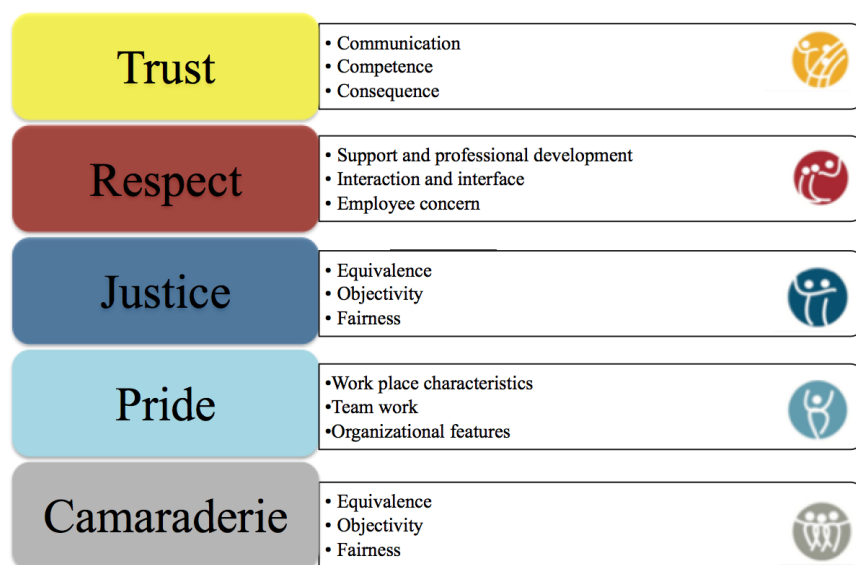


Figure 11; Great Place to work TrustIndex

The relevance of GPTW's model is also confirmed by Kaj Ossman, project manager at Universum (2014), who emphasises the following psychological factors as the most crucial factors when individuals consider switching jobs: *“Working with something that really interests them, nice colleagues and having fun at work, work-life balance, they want to feel a high degree of recognition, self-fulfillment and belonging, they consider the labour market as any other consumption market, they want good leadership, clear internal career paths, constant development and support”* Maria Grundén further claims that relevant company values, combined with high management credibility and good leadership are important psychological factors for any prosperous business. According to Mrs Grundén, a good foundation for leadership is transparent communications. Availability is another thing that companies should prioritise, since this enables good communication. Clear, transparent communication facilitates for employees to know what's expected of them and thus to fulfil those expectations in an efficient way. This will also result in that people will proactively handle situations in line with company guidelines. On an aggregated level, good communications will increase company productivity. Consistency is another aspect of importance for employer attractiveness. When employees experience that the management is reliable and consistent in what they say and promise, higher credibility will be achieved, and increased satisfaction will follow.

#### 4.1.2 Economic factors; Experts

When new job contracts are signed, most professionals would accept a lower income level than initially desired, given that functional and psychological factors compensate for this loss (Universum 2014). This fact supports our theoretical assumption that psychological and functional factors are superior to economic factors. However, Maria Grundén (23/9 2014) states that income can impact the switching propensity for professionals when there is a significant difference between current income and the income offered by the new employer. However, this mainly occurs when specialists are recruited or head hunted, which is not the general case. A higher income offered by the current employer could increase the staying intentions with the current employer (Ossman, 12/9 2014). This highlights a possible effect of loss aversion and status quo bias.

It is interesting to denote that the GPTW TrustIndex model does not even include economic factors other than some minor questions on the experienced salary satisfaction. The overall

conclusion in the industry is that economic factors have lost importance (Grundén 23/9 2014). From the company perspective, competing on salary is an expensive and risky strategy since it can quite easily be copied by any competitor with greater financial capacity. Offering competitive salaries could instead be considered as a hygiene- rather than a motivational factor. Salary in itself is not the factor that explains the propensity to stay or leave in the general case (Interviews with Grundén 23/9 2014 and Ossman 12/9 2014).

Vision is a trade union and, accordingly, the main emphasis is on economic factors such as solid income insurances, collective agreements and professional advice regarding rights and responsibilities at work. However, they also highlight the growing importance of the other factors and agree that those areas are sometimes easier to address when it comes to job switching situations (Hansson 17/9 2014). Despite their fundamental importance, income-related factors are considered as hygiene factors (c.f. Chapter 2.3 comprising Herzberg's two-factor theory) and will not receive much attention in the analysis

#### 4.1.3 Functional factors; Experts

In their annual survey, Universum defines what organisational attributes that people associate with their ideal employer. The highest-ranked associations in the most recent study were innovation and excitement (Karriärbarrometern 2014). Both of these associations constitutes functional factors in our model. This favours the perception of that functional factors triggers and increases the switching propensity. Universum (2014) further states that there are four drivers of employer attractiveness among students. These can be identified as employer reputation and image, job characteristics, people and culture ad remuneration and advancement opportunities. Considering the content of these four drivers, they correspond well to our conceptual framework.

The most important attribute for students when assessing employer attractiveness is *leaders who support the professional development*. The second most important attribute is *high future income*. The third most important attribute was to *offer a creative and dynamic work environment*. The fourth and fifth most important attributes were also related to the professional development (Universum 2014). Therefore, one can see that functional factors in terms of professional development are the most important attributes among students. It was satisfactory to denote that our own qualitative student study validates those results.

When discussing the probability to stay or leave the current employer for students, it is important to keep in mind that about 55% of all students want to stay for up to four years at their first employer and the other 45% want to stay for five years or more (Universum 2014). Thus, there is a time aspect to consider when discussing the probability to stay or leave the current employer. This is very hard to control for in a quantitative approach with students who are not yet part of the labour force. In addition, more or less no professional employees expect to stay with their first employer for their entire career, but they normally expect to have two to five employers (46%) or six or more employers (40%) throughout their careers (Universum 2014). This certainly affects the quantitative results of the professional sample since the total amount of time spent with the current employer is a driver for considering a new job. Since people rarely stay with each employer for a fixed number of years, it is very hard to predict the magnitude of the impact of this factor. However, it can be concluded that the longer a certain employee has been working for a specific employer, the more willing should he or she statistically be to start looking for a new job.

Vision is very centred around the functional factors, comprising legal- and professional advice regarding career advancements, ergonomics and the work characteristics. The presence of these factors provides a fundamental feeling of security and stability, enabling the employees to focus on their work rather than worrying for the future (Hansson 17/9 2014).

#### 4.1.4 Empiric summary; Experts

It is clearly proved by the Universum Karriärbarmeter (2013) that professionals represent an active segment in terms of looking for a new job position. More than 50% of all professionals claim that they have applied for a new job position internally or externally of their current employer within the last year. In summary, experts state that the most important psychological factor in job switching situations is trust meaning belonging among employees and good leadership from a management level. What is interesting to denote is that, when analysing these factors in our quantitative survey among professionals; they are all significant for the employer switching propensity, further validating those conclusions.

Furthermore, another important result from the expert interviews is that economic factors have lessened its importance. Offering a competitive salary should be considered as a hygiene- rather than a motivational factor. Salary in itself is *not* the crucial factor that explains the propensity to stay or leave the current employer (Grundén 2014 23/9, Ossman 12/9 2014 and Hansson 17/9 2014). The most important attribute for students when assessing employer attractiveness is leaders who support the professional development of their employees (Ossman 12/9 2014). This also corresponds to the findings of the quantitative study among professionals to a large extent. In addition, it can be concluded that the longer a certain employee has been working for a specific employer, the more willing should he or she statistically be to start looking for a new job. Of course, this also affects the propensity to switch employers. Universum (2014) claims that as many as 30% of all professional employees are interested in finding a new job within the next year. This indicates that many professionals have the propensity to leave their current employer for a more attractive offer. In addition, there is no significant difference between different industries (Universum 2014). Thus people in the business-, technology- or IT- sector all agree on that the *professional development attributes* are the most important functional factors. We were pleased to see that results from our professional survey validated those results; career development is extremely important; disregarding industrial affiliation.

## **4.2 Professionals**

Regarding RQ1, we found a small yet significant difference in mean values between propensity to leave and stay with the current employer (fig. 1-2 in *Appendix 9.3*). When dividing the sample into two groups - one including respondents who are generally satisfied with the current employer and one including respondents who are generally dissatisfied with the current employer – one can see that there is a minor difference between propensity to leave versus to stay. Since satisfied people have more to lose in job switching situations, they are more willing to stay than to leave. However, the significance is connected to the large sample and mean values only differ to a very small extent as in the general case above (fig. 3-4 in *Appendix 9.3*).

In terms of the dissatisfied respondents, one can see that the outcome is the same as for the satisfied respondents. However, this difference is even smaller and it is not significant on a 10% level (fig. 5-6 in *Appendix 9.3*). Overall, there is a small indication of loss aversion, but it is



weak and a smaller sample size would most likely not make it significant. For this reason, the prospect theory cannot be applied in a general setting in job switching situations.

The next step was to derive conclusions related to what specific factors that trigger employees to switch jobs vs. staying with their current employer, respectively. Therefore, we conducted factor- and reliability analysis to enable the creation of one index measuring employer switching propensity. This, as a result of the conclusion of RQ1. In order to avoid co-variance between the independent variables, factor- and reliability analysis suggest generation of two indices for satisfaction and motivation variables. No index was supported for the personality variables. These are the two indices created:

- Motivational culture and career development satisfaction
- Employee rewards satisfaction

The motivational culture and career development satisfaction index contains many variables related to psychological and functional factors according to figure 3. These were not able to be separated according to our factor- and reliability analysis since it would have resulted in multicollinearity. As employer switching propensity is regressed on the two indices and the rest of the independent variables including dummy variables, significant results are shown in the table below (fig. 12). In order to see the original regression and the full list of variables included, please see figures 7-9 in *Appendix 9.3* In the final regression below, adjusted R-square is 48% at a 5% significance level. The same result on a 10% significance level is presented in figures 10-12, *Appendix 9.3*.

Independent variable	B	Std. Error	Standardised beta	t	Sig.	Tolerance	VIF
Motivational culture and career development satisfaction index	-0,734	0,041	-0,659	-17,732	0,000	0,318	3,142
Duty-bound	-0,090	0,043	-0,054	-2,092	0,037	0,657	1,521
Self-disciplined	0,111	0,033	0,086	3,354	0,001	0,675	1,481
Dummy middle management or higher	0,301	0,067	0,098	4,508	0,000	0,931	1,074
Dummy more than 5 years at current position and employer	-0,216	0,063	-0,076	-3,439	0,001	0,897	1,115
Dummy 50 years or older	-0,326	0,062	-0,116	-5,226	0,000	0,894	1,119
Satisfaction with support for a healthy lifestyle	0,058	0,019	0,071	3,028	0,003	0,795	1,258
Satisfaction with stress reduction and work-life balance	-0,078	0,024	-0,089	-3,177	0,002	0,559	1,788
Satisfaction with correspondence of work tasks and competence	0,068	0,026	0,074	2,633	0,009	0,552	1,813
Closeness to dream job	-0,059	0,025	-0,071	-2,394	0,017	0,493	2,027
Dependent variable: Employer switching propensity <i>R</i> <sup>2</sup> =0,49 <i>Adjusted R</i> <sup>2</sup> =0,48 <i>Durbin-Watson</i> =1,938							

Figure 12; Regression model at a 5% significance level

As displayed below (fig. 13), employer switching propensity declines over the lifetime. It can be seen that older people are less willing to switch employers. At the same time, general satisfaction remains consistent over time, and so do satisfaction with motivational culture and career development as well as satisfaction with employee rewards.

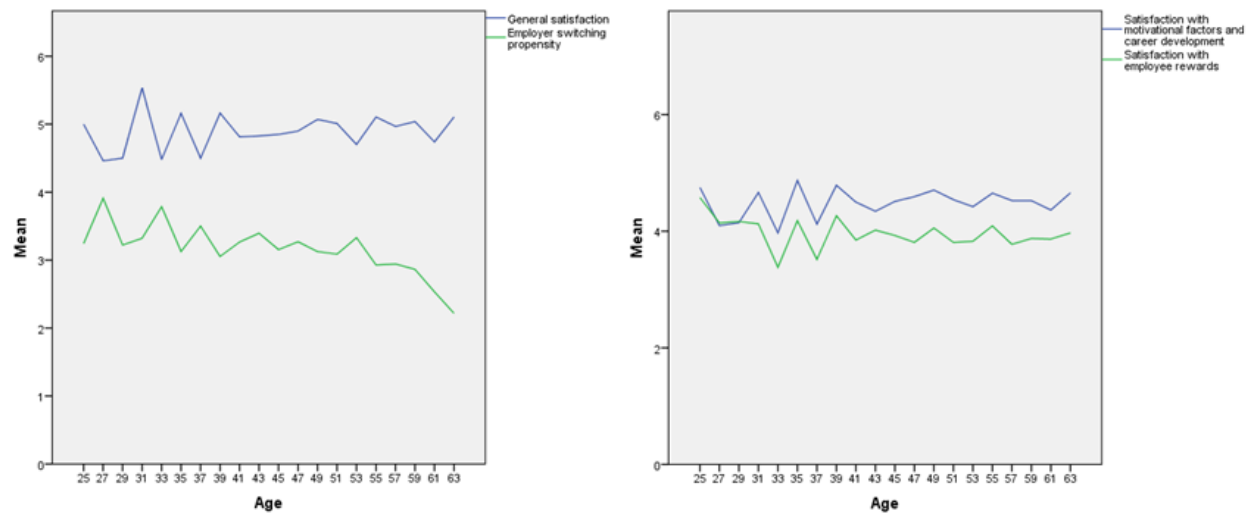


Figure 13; Professional's employer switching propensity and satisfaction

When analysing relationships between the different categories of variables presented in the theoretical model in chapter 3, the results below (fig. 15) are the most significant results. The results in figure 12 are based on independent variables and indices while the results in figure 15 are based on factors according to chapter 3.6.4. After conducting factor analysis, variables were included in different factors. Regression analysis resulted in the standardised beta values presented in the model (fig. 15). One can see that the results are very similar to the version with indices instead of factors, which verifies that values are valid (fig. 12 and fig. 15).

Apart from the satisfaction variables, one can see that a bunch of background variables show significant values in figure 15. For example, the private sector factor shows that respondents working in the private sector are more satisfied with the support for a healthy lifestyle. We did not identify a significant difference between industries. In total, about 50% of the variance of employer switching propensity is explained by the model.

#### 4.2.1 Psychological factors; Professionals

Back to figure 12, stress reduction and work-life balance have a small absolute standardised beta value (-0,09); indicating a fairly small effect on employer switching propensity. However, the variable is significant in the regression so its effect cannot be neglected. In addition, some psychological factors are covered by the motivational culture and career development satisfaction index, which has a substantial effect on employer switching propensity. As a result,

some psychological factors certainly have a significant effect on employer switching propensity. The effect is rather substantial according to the power of the motivational culture and career development satisfaction index. However, since there is too much correlation between the variables of this index, it cannot be specified in this part of the analysis exactly whether psychological or functional factors have the most explanatory power in terms of employer switching propensity. On the other hand, the expert and student parts of this thesis claim that functional factors are the highest-ranked ones.

#### 4.2.2 Economic factors; Professionals

In line with previous research, economic factors play a diminishing role with regards to employer switching propensity. When regressing employer switching propensity on a number of variables and indices, one can see that no economic factors are significant on a 5% level (fig. 12). However, an income index can be found when using a 10% significance level (fig. 10-12 in *Appendix 9.3*). It can also be found when the actual factors are used in the regression below (fig. 15). On the other hand, the standardised beta value is fairly low (-0,08). In figure 14, it can even be seen that as the income level increases, employer switching propensity remains fairly stable. This can be interpreted in the way that economic factors are less important in the regression.

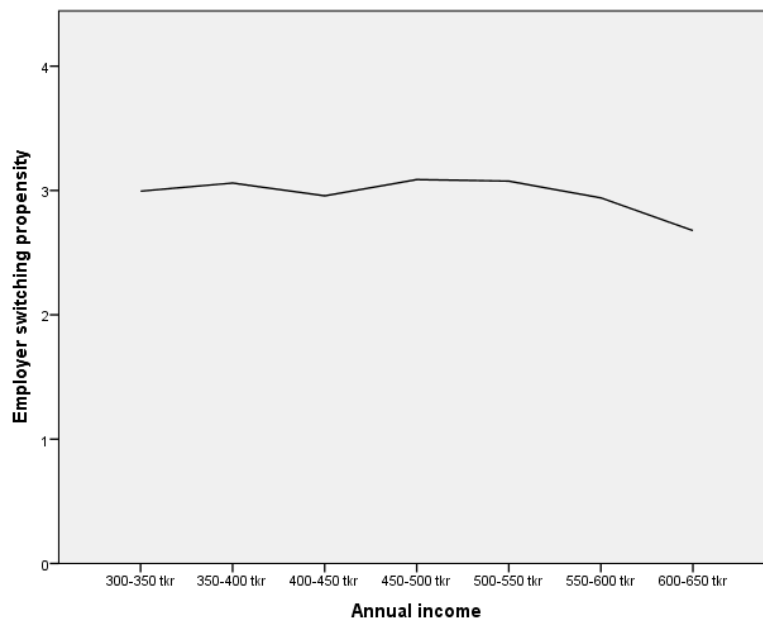


Figure 14; Employer switching propensity and annual income

#### 4.2.3 Functional factors; Professionals

Since the motivational culture and career development satisfaction index has a high absolute standardised beta value (-0,66), it can be seen that functional factors are among the most considerable ones for explaining employer switching propensity. Even though it contains psychological factors too, the expert and student studies indicate that functional factors have more explanatory power than psychological factors.

#### 4.2.4 Empiric summary; Professionals

In summary, there is a small indication of loss aversion but it is weak and a smaller sample size would most likely not have made it significant. For this reason, the prospect theory cannot be applied in a general setting in job switching situations.

In terms of what affects employer switching propensity, motivational culture and career development satisfaction play a significant role. In order to avoid co-variance between the independent variables these factors create an index. However, experts and students indicate that functional factors explain employer switching propensity to a larger extent than psychological factors. In addition, economic factors play a diminishing role in the regression.

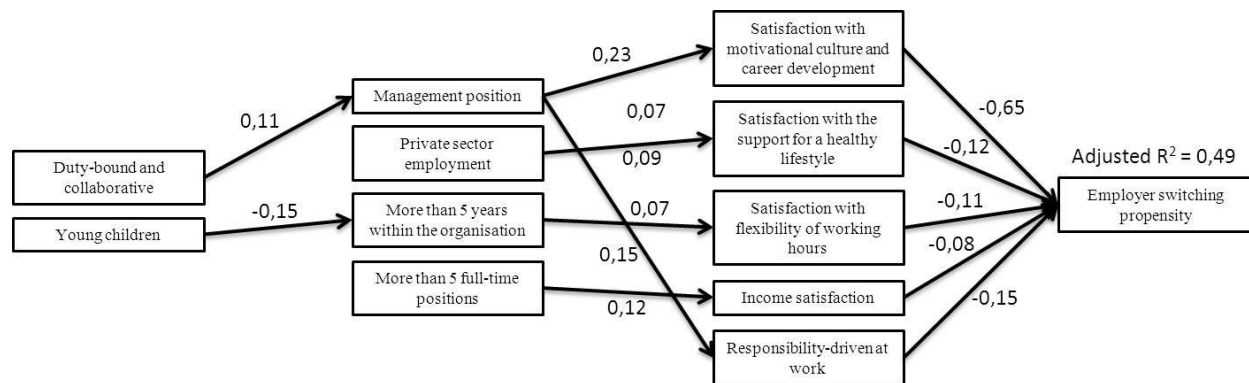


Figure 15; Summary of empiric results for the professional segment

### 4.3 Students

#### 4.3.1 Psychological factors; Students

When comparing what factors students consider most important for leaving and staying with an employer, respectively, there are almost no significant differences between the two cases. Thus, there is no general evidence on a statistical level that the two cases are separated from a student

perspective. However, two factors are different on a significant level. One of them is enterprise community involvement and the other one is an economic factor (fig. 13 in *Appendix 9.3*).

In terms of psychological factors, students rank psychological factors as the least important factor type both for switching employers and staying with the current one (fig. 14-15 in *Appendix 9.3*). This can be identified as a difference compared to professionals. On the other hand, the main focus of this thesis is employees and for that reason, student results are not as important as the results of the main study conducted on professional employees.

#### 4.3.2 Economic factors; Students

According to students, significant differences in employee rewards are found for the question of leaving an employer versus staying (fig. 13 in *Appendix 9.3*). Employee rewards such as income tend to be more important for staying with an employer than it is for leaving. This is discussed above in the expert section, and the observation is linked to statements made by various experts interviewed in the qualitative study. Even though functional factors seem to be more important both for switching employers and staying with the current one, terms of employment as an economic factor is right after in the student ranking of the most important drivers in both of the two cases (fig. 14-15 in *Appendix 9.3*.)

#### 4.3.3 Functional factors; Students

According to students, functional factors in the form of career opportunities and type of work are the most important drivers both for switching employers and staying with the current one (fig. 14-15 in *Appendix 9.3*). Thus, building human capital is a vital activity in any growing business and functional factors are the most important ones for employers to focus on when dealing with students, as well.

#### 4.3.4 Empiric summary; Students

Even though functional factors are more important both for switching employers and staying with the current one, students consider economic factors to be the second most significant ones and psychological factors tend to be less important. In regard to psychological and economic factors, these are slightly differently rated by employees compared to students. Employees state that economic factors are the least important factors and psychological factors is found somewhere in between.

#### 4.4 Empiric summary; aggregated level

The results taken together show that the hypotheses are dealt with according to the following:

#	Hypothesis	Accepted/ Rejected
H <sub>1</sub>	Satisfaction related to psychological factors mediate the propensity to switch employers the second most	Accepted
H <sub>2</sub>	Satisfaction related to economic factors mediate the propensity to switch employers the least	Accepted
H <sub>3</sub>	Satisfaction related to functional factors mediate the propensity to switch employers the most	Accepted
H <sub>4</sub>	Employees are generally more willing to stay with their current employer than leaving for a new contract	Rejected
H <sub>5</sub>	Satisfied employees are generally more willing to stay with their current employer than leaving for a new contract	Rejected
H <sub>6</sub>	Dissatisfied employees are generally more willing to leave for a new contract than staying with their current employer	Rejected (insignificant)

Fig. 16: Overview of hypotheses acceptance/rejection

The implications of these results will be discussed in the section below; *Managerial Implications*.

## 5. MANAGERIAL IMPLICATIONS

*"Businesses will live and die based on their ability to attract the right talent for the job." - D. Leonard (2000)*

The overall purpose of this study was to identify how different organisational attributes affect individual's general job satisfaction and further, how these attributes affect individual's job switching propensity. This purpose was decomposed into three subsidiary aims, namely:

- I. *To test whether loss aversion according to prospect theory applies to individual's job switching propensity and, in this case, if there is a perceived difference between leaving for a new contract versus staying with current employer*

Results from our quantitative studies indicated that the prospect theory did *not* apply to individual's job switching propensity and further that there was a small but still significant perceived difference between leaving for a new contract versus staying with current employer.

- II. *To identify what psychological, economic and functional organisational attributes that are of importance for the employer switching propensity*
- III. *To compare what organisational attributes experts, professionals and students value in the employer branding context*

In chapter 4, we outlined what specific economic, functional and psychological factors that experts, professionals and students respectively consider to be the key drivers of employer switching propensity. Thus, our three purposes have been fulfilled.

This thesis contributes to additional empirical evidence on that employer branding dimensions are relevant for explaining organisational attraction. This also explains applicants' propensity to switch jobs. Undeniably, a job-switching situation involves risk and uncertain decision making for the individual involved. In such situation, an individual's probability weighting seems to play a more central role than loss aversion. Could it be so that the specific organisational attributes of the current employers have more affect any other employer brand under consideration? Under attribute trade-off scenarios, employer's top-quality tiers could demonstrate a lack of loss aversion. Overall, we found that these was a small but still significant perceived difference between leaving for a new contract versus staying with current employer. This indicates that the employer switching propensity is unpredictable and that conclusions must derived from an organisational- rather than an overall level. The same volatile behaviour was observed among students. In line with Thaler's (1985) reasoning, if recruiting companies succeed lowering the



perceived acquisition value but increase the transaction value, the switching propensity might increase. Our empirical results combined with insights from the theoretical framework have resulted in the following managerial implications for each factor respectively:

### **5.1 Implications of psychological factors**

Companies carefully need to address the psychological factors in the recruitment process. For example, we derived significant results indicating that professionals value the parameters of stress reduction, work-life balance and support for a healthy lifestyle. For this reason, companies need to know that these areas must be emphasised in order to attract employees. Furthermore, trust and corporate culture are additional psychological factors that managers should prioritize. The complex nature of how to create a trusting and enjoyable corporate culture falls outside the scope of this thesis. However, since we found strong evidence for the fact that those parameters lessens the switching propensity, our suggestion is that companies should allocate resources to make this a top strategic priority. For explicit results of the four avenues connected to psychological factors, please see *Appendix 9.3*.

### **5.2 Implications of economic factors**

Constituting a fundamental aspect of the employer contract, economic factors (i.e. remunerations) also needs to be carefully addressed by the employing organisation. Most job seekers desire a high income, however, knowledge workers are more or less expecting satisfactory compensations, relating back to Herzberg's (1968) motivational theories. Nevertheless, economic factors are important for generating stability and security among their employees (Vision 2014). Offering a competitive salary is necessary, but companies competing solely on salary are subject to operational risks. Simply offering a good pay can easily be copied by competing firms, guarantees no loyalty from the employee and will consequently increase the switching propensity significantly. This indicates that financial incentives should not be the main focus in the recruitment process. This is also validated by companies like H&M; infamous for their substandard wages policy, but still managing to attract super talents due to their strong employer brand and image relating to psychological and functional factors. However, what is interesting to note is that students tend to value economic factors much more highly than experienced professionals. This implies that organisations offering competitive salary levels could include this in their marketing efforts aimed at students, but exclude this information when

approaching the professional segment. For explicit results of the four avenues connected to economic factors, please see *Appendix 9.3*.

### **5.3 Implications of functional factors**

Functional factors, mainly *career development*, constitute the most important driver for the employer switching propensity in our model. There was no significant difference between different industries; indicating a general consensus and further highlighting the importance of the career development factor. Offering good professional development was highly significant in terms of employer switching propensity. Therefore, our suggestion is that managers should offer various career programmes that attract employees and motivate them in their work and future development.

Our expert panel was united in their view of what makes an ideal employer. They claimed that the highest-ranked factors are innovation and excitement. For this reason, one option in terms of career development is that companies should open up positions for more innovative, challenging and dynamic work tasks. We believe that this would increase the attractiveness of the employer. Another interesting observation based on the expert part was that the employer switching propensity increased the longer a certain employee has been working for a specific employer. Even though this is not supported by our survey data, it indicates that firms should not put all emphasis on the new recruitments, but also make sure that the “*golden oldies*” are happy and stimulated rather than neglected and taken for granted. For explicit results of the four avenues connected to functional factors, please see *Appendix 9.3*.

### **5.4 Explicit advice for recruiting organisations**

In this section, we will outline suggestions based on a mix of already established frameworks that we find essential, combined with our own conclusions. This, we believe, is a good way of leveraging findings of other researchers, but still adding new insights based on our own research.

#### **5.4.1 Conduct a situation analysis**

As one first step in becoming the ideal employer, our recommendation is to conduct a comprehensive situation analysis. Dhyre & Parment (2013) have developed good framework for this purpose with relevant questions all managers need asking in order to set a direction and formulate their employer branding objectives:

1. Who are we?	2. How are we perceived?	3. What is our strategy?	4. Resource allocation	5. Employee perceptions	6. Communication	7. Forecasting
<ul style="list-style-type: none"> <li>•What is our <i>raison d'être</i>?</li> <li>•What are our goals and vision <ul style="list-style-type: none"> <li>• How do we achieve them?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•How are we perceived by our customers?</li> <li>•What are our strengths, weaknesses, competitive advantages and challenges?</li> </ul>	<ul style="list-style-type: none"> <li>•What is our short term and long term strategies to achieve our goals and objectives?</li> </ul>	<ul style="list-style-type: none"> <li>•Do we have enough resources to fulfill our promise?</li> </ul>	<ul style="list-style-type: none"> <li>•Do we have sufficient resources to realise our ambitions?</li> </ul>	<ul style="list-style-type: none"> <li>•How are we perceived by current, potential and future employees?</li> <li>• Is this coherent and in line with how we want to be perceived?</li> </ul>	<ul style="list-style-type: none"> <li>•What external factors will be crucial in order for us to reach our goals in three, five and ten years ahead?</li> </ul>

Figure 16: Situation analysis Dhyre & Parment (2013)

Remembering that a situation analysis is not static, these questions should be asked frequently in order to detect any deviations and act on potential changes.

#### 5.4.2 Design your employer branding communication framework

Having conducted a situation analysis, the next step is to design the employer branding framework. Liu (2010) identified an employer branding communication framework we believe most organisations will find useful when crafting their employer branding strategy. At a first glance, this framework very much resembles fundamental marketing techniques. However, the focal point of the employer branding communication should be to balance the information asymmetry by sending appropriate signals that are relevant for the target group (Liu 2010).

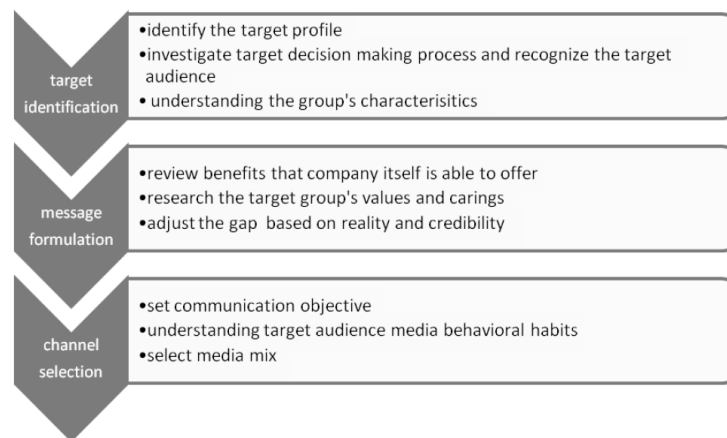


Figure 17: Employer branding communication framework Liu (2010)

#### 5.4.3 Communicate effectively

“Information asymmetry needs consistency, clarity, and credibility and associated brand investments to fill within employer brand. “ (Liu 2010)

In order to become the employer of choice, companies must provide a tailored program to the target audience. Below are some basic guidelines that we encourage all companies to follow when implementing their employer branding communication plans:

*Language and tonality:* There is a reason for the profession *copywriter*. Mastering a nuanced and flawless communication is hard (Dhyre & Parment 2013). Information should be concise, clear and direct to evoke interest among the target group. In accordance with the Rossiter-Percy grid, an employment is a high-involvement and transformational purchase (Liu 2010). Thus, marketers should strive at finding the key techniques for promote brand awareness, generate a positive brand attitude and increase the switching propensity among the target group. Apart from delivering high credible and trustworthy information, companies must aim at creating an emotional and favourable feeling of the company (Ibid).

*Channels:* To whom do you want to communicate? Where are they? Where do they look for information about your company? What do they want to know? Knowing the *search behaviour* of the target group is also of crucial importance (Dhyre & Parment 2013). Needless to say, recruiting communications on executive- and student level will require different channel, information and effort levels. Generic company- and role descriptions on the career website will not be enough for companies that want to be innovative and thriving. Do something different and unexpected when you accentuate your EVP, knowing that creativity favour brand attitudes: “*By signalling greater effort on behalf of the advertiser and a greater ability of the brand, advertising creativity enhances both brand interest and perceived brand quality*” (Dahlén, Rosengren & Törn 2008), creative job advertising is encouraged.

*Information:* What specific characteristics and organisational attributes should companies market to students and professionals respectively and how? What exact dimensions should be emphasised in order to obtain a successful corporate communication and an effective recruitment practice? By eliciting information from the employee’s job-choice decision processes, a comprehensive overview and indicators of how to attract, engage and retain talent can be extracted. A well-crafted communications strategy has great potential to further increase the attractiveness and competitive power of organisations. To concretise, visualize and communicate your ambitious work also will signal a high degree of professionalism to the labour market (Liu 2010).

#### 5.4.4 Before employing: Optimize the recruitment experience!

The recruitment process is vital in the employer branding process. Thus specific recruitment processes might influence the propensity to switch jobs, and this should be taken into account for the recruiting organisations. Employer branding is not about attracting everybody. *It is about being able to attract employees that are right for your organisation* (Dhyre & Parment 2013). Just like a professional sales representative handles his clients (high customer service, availability, responsibility, customization, etc.), recruiting companies should strive for optimizing the recruitment experience by:

*Making it personal:* Preparations for the interview: read up on the candidate. Do not ask things that are already covered by the CV. Rather, ask things about his/her background, family situation, personality and passions. The key is to make the candidate feel special, selected and unique. Too late feedback and carelessness throughout the recruitment process signals that you are unprofessional recruiters that do not care for your potential employees (Ibid). This can lessen candidate's attraction to you significantly and you might even end up with no candidate at all.

*Keep track of time:* Another important parameter in the recruitment process is the time aspect. Rapid feedback and a high degree of availability will signal a genuine interest in the candidate; precluding other firms deprive you of the same candidate. Tell the candidate when to expect interview feedback and make sure to get back to him/her as promised.

*Collaborate with professional recruitment firms:* No sophisticated recruitment strategy resources in place? Outsource! Efficient recruitments takes time, resources and commitment. If they are poorly managed, it will backfire. Besides, professional recruiting organisations have established networks, exhaustive search capacity/techniques and numerous databases where the best candidates might be hidden. Traditional employment efforts (i.e putting an ad in the newspaper) traditionally only target those *who are actively look for a job at that time*. Professional recruiters have teams completely devoted to finding and evoking interest among top individuals who might need professional persuasion techniques in order to trigger a switching behaviour. You do not want to miss that opportunity, do you? A good and well conducted recruitment process should be

considered as any long term investment from the firm. Companies that do not invest in good recruitment processes will soon find themselves outdone by those who do (Ibid).

*Make reference calls:* Because this will signal a high degree of quality assurance. When decided to proceed with a candidate, ask for at least three references. This will signal that you are keen on quality-assuring your recruitment process. Moreover, hazards, unprofessional behaviours and other risks can be identified and eliminated at this stage.

*Use Occupational Personality Questionnaires and proficiency tests:* There are a wide variety of tests (personality, skill and motivational tests) to get a more comprehensive view of the candidate. If tests are conducted, you will manifest that quality assurance lies within your policies. This will also result in a higher degree of pride, since the individuals will know that colleagues have been through the same process. Additionally, tests are a good compliment to the interview, especially personality and motivational tests. Here, organisations can see the potential organisational cultural fit, not to mention what drives individuals. If tests are conducted, it is important that the candidate gets chance to look at and discuss the results, even if they were not satisfactory.

*The LinkedIn face-lift:* Social media is no longer used for solely for entertainment, but to find valuable and trustworthy information (Liu 2010). Whereas Facebook mostly is used to find unmitigated information, *LinkedIn* is a forum where informed candidates are highly likely to have a good look at your company's and employee's LinkedIn-accounts before considering any recruitment. What information is displayed? How do the employee's photos look? Making sure that you signal a high level of professionalism is needed and important. Having company policies with what type information to convey and how it should look is an easy way to achieve consistency.

*The Company career-site face-lift:* Company websites is one of the most crucial platform for recruitments. When asking where potential employees look for company information, this was by far the most common answer in the nationwide Karriärbarrometern conducted by Universum (2014). Ideally, job seekers visiting the company website will leave with an incipient and

growing interest for the employing organisation. Video interviews with selected employees and tutorials with the aim to let visitors know how it is to work at your company is one example on how to increase transparency. In addition, typical job titles and roles with responsibility descriptions could decrease information asymmetry and give a clear overview of the hierarchy and career path that lies ahead. We are firm believers of the fact that this could very much increase the application conversion rates. Due to its potential of becoming a crucial asset for companies, the strategic importance of the employer must be recognized. Companies need to constantly manage potential employees' brand perceptions and stay tuned regarding their preferences in information content, format and communication channels. P&G are often praised for their pioneering employer branding communications. A quick look at their website generated the following conclusions that we recommend all companies to undertake:

- Design. A well thought out and intuitive interface facilitates the easy navigation and improves the experience for the visitor
- Testimonials and storytelling. Showcasing the company culture and the people working there provides a rich communication and an instant manifestation of who you are and what you stand for
- Interaction. Is it easy to get in touch with you? Availability is key for providing application assistance
- Distinction. Is the recruitment application disregarding the seniority level of the applicant? Maybe it is time to think again (Liu 2010).

Conveying vivid, comprehensive and trustworthy information about the company could generate more encouragement and evoke curiosity for the visitor (Ibid). Manifesting who you are and what your organisation stands for is an important part of the employer branding process. For instance, video tutorials with visual 3D-guiding and avatars constitutes one example of an innovative and diversifying way to get attention.

*Introduce smoothly* Welcoming packages before start, system orientations, being assigned a mentor and social activities, team building and kick-offs are all tools for facilitating integration and increase the sense of camaraderie and belonging for the newcomers (Dhyre & Parment 2013).

#### 5.4.5 When employed: Maintaining employer branding success!

Having crafted and implemented an employer branding strategy, how can companies know that they are on track and doing the right things? How can companies know if strategies are efficient and complied? Just like companies constantly need to develop their service offering to clients, they also need to develop their EVP to their employees.

When recruiting, do you succeed in attracting the right profiles? What share of applications are relevant and worth proceeding? Is this rate increasing? These types of questions can help the recruiting organisation to see if they send out the right signals (Buttenberg 2010). It is easier to reduce a positive attitude with an argument indicating losses to be expected than to reduce a negative attitude with an argument indicating gains to be expected (Wahlund and Marell 2011). How could this be applied in recruitment situations? It could be so that if the aim with a recruitment effort is to encourage people to switch jobs, it should be more effective to argue what will be lost if the person do NOT switch jobs rather than to argue the benefits of switching. If the aim is to make people more negative towards their current situation, it would be more effective to argue what will be lost if that person does stay with the same employer rather than arguing what will be gained when switching (Wilden et al 2010). Since individual's unique reference points and mental framings are expected to influence the decision making process, this thesis aims to assess the components and driving forces behind the decision making process. If companies want to reduce job vacancies, they need to start signalling the quality of their labour relations via employer branding. Desirable signals could significantly reduce labour shortages, secure the executive management and function as a long-term and indispensable investment. Their value to potential employees and their indirect effects on productivity via improved recruitment success.

To conclude, any employer brand will require continuous improvements and modifications in order to stay tuned with the constantly evolving trends in the labour market. Companies that are able to recognise and act on the changing needs of the workforce will have strong competitive advantages over the ones who cannot. As been mentioned, employee surveys like the one GPTW has developed together with employee workshops and structured exit interviews all add valuable insight that facilitates to keep track on the current situation. The *employee lifecycle* is a process



that all employees will experience. The efforts made by the recruiting organisation will determine its length and agility. Each stage in the lifecycle is equally important and will require quality assurance. By supporting the employee through all stages in the process (providing relevant EVPs and ensuring job satisfaction) the employing organisation can ensure a durable, profitable and long-term skill development (Dhyre & Parment 2013). In addition, having a solid plan and evaluation measures could help identifying strengths and weaknesses in the employment experience. Another highly important aspect of maintaining employer branding success is to make sure that employees are stimulated. In line with Sutherland et al (2002), not providing skilled employees with opportunities to grow and advance will eventually result in them leaving for organisations that do.

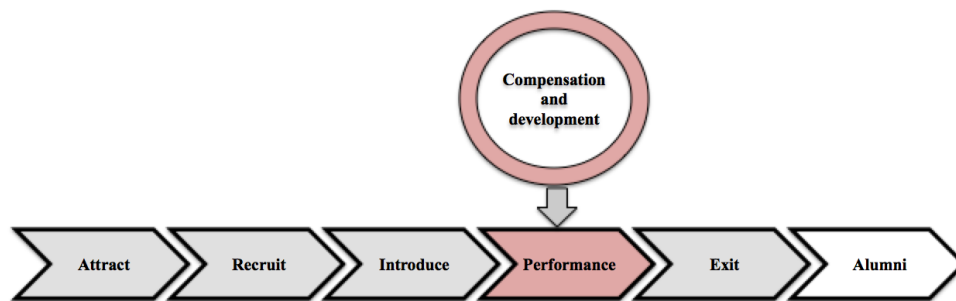


Figure 18, The employee cycle. Dhyre & Parament 2013 p. 21

Buttenberg (2010) have outlined useful performance indicators of recruitment, retention and productivity for quality assurance in the recruitment process. Without tools to properly measure and analyse the recruitment process, companies will have a hard time evaluating the efficiency of employer branding activities. For organisations to keep track of their employer brand effectiveness, the following model constitutes a good framework for the recruitment process evaluation:

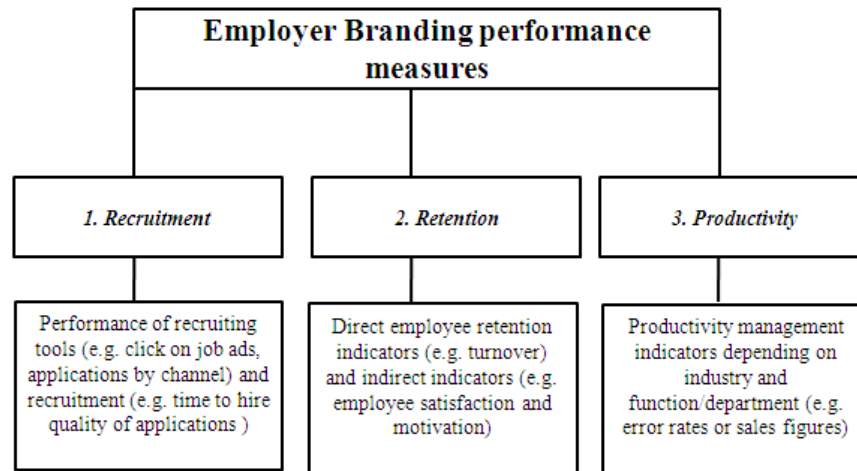


Figure 19; Employer Branding Performance Measures (Buttenberg 2010)

#### 5.4.6 Happy exits: If things do not work out

Humans are unpredictable and impossible to control. Sometimes, no matter how rigid and flawless recruitment process you have, recruitments fail. This can depend on numerous factors or risks that were more or less impossible to predict. If things do not work out, it is highly important to make a happy, smooth exit. When mismatches occur, it is also important to ask why. *Structured Exit Interviews* are a common way to gain further insights into the employer brand, since leavers are more likely to express their true opinions. Structured exit interviews also manifests a true employee engagement, since this demonstrates that even leavers views are valued (Dhyre & Parment 2013). Ambitious organisations might even engage in finding a new placement for the leaving individual. This will strengthen the bonds and add a professional edge to the recruiting organisation. Alumni networks is another relevant example of appreciated efforts. By having a clear exit strategy, companies can become better at detecting problems and identifying patterns. Employees leaving on a good note can in fact constitute one of your best brand ambassadors, knowing that WOM-effects and recommendations are extremely powerful (Reichheld, 2003).

We believe that companies that follows the suggestions outlined in section 5.1-5.6 not only will signal a high degree of professionalism that will strengthen their employer brand. We further believe that these actions will decrease information asymmetry and perceived risk, clearly frame the EVP and provide individuals *as well as the recruiting organisation* with good evaluation tools for making informed decisions.

## 6. DISCUSSION

“A physician, and perhaps a presidential advisor as well, could influence the decision made by the patient or by the President, without distorting or suppressing information, merely by framing of outcomes and contingencies.”

Kahneman and Tversky 1984

In this thesis, we could not apply the prospect theory to individual's job switching propensity. The reasons for this are several. First and foremost, any job-switching situation is a multi-attribute setting that comprises many trade-offs. Hence, the effect of losses and gains may not be observed on an aggregate level (Hankuk & Aggavall 2003). These deviations can be explained by a difficulty in deriving the final result. To conclude and align with previous research: “*Loss aversion for one attribute may dominate loss diversion for some other attribute*” (Ibid, p 123). This indicates that individuals attach multiple priorities and decision weights when faced with a job switching decision. These priorities are impossible to derive in a loss aversion context. In addition, individuals are less likely to concretize and grasp a comparable magnitude of losses in relation to gains in those situations. This is the main reason, we believe, why it was impossible for us to detect any loss aversion tendencies. A full and comprehensive explanation to why the switching propensity cannot be explained by these conventional theoretical arguments is still ambiguous and calls for further research.

In a normal context, for example when buying an item in the store, customers can apply clear and distinct trade-offs between attributes such as quality and price. The same holds true in gaming situations, where individuals risk propensity decides their loss aversion. In those situations, individuals can rather easily base their decisions on their priorities, since those scenarios entail a clearly defined risk and possible outcome. Those simple and straightforward conditions do not apply in a job switching situation; being far more nuanced and complex; involving many different psychological processes. Could it be so that individuals are confused about the opportunity costs in their decision making, since there are no clear and distinct trade-offs between the alternatives? It is contemplated that the weighting functions differ between perceived losses and gains, however there is not sufficient research to draw this conclusion. Our empirical results further demonstrated that some company characteristics exert a significant impact on the switching propensity, while others had no impact at all. It was surprising to denote that the size of the company had no significant impact on the overall satisfaction level. Furthermore, satisfaction related to ethical and environmentally friendly actions had no

significant impact on staying intentions among professionals. We consider economic factors to be mainly hygiene factors; something that companies must provide to their employees. On the other hand, we had positive and significant results for motivational culture and career development, for example. Those factors should be considered as motivational factors that, if leveraged with intelligence, could be translated into a competitive weapon for recruiting organisations.

Our research found another pronounced effect for strong employer brands; they constrain applicants job switching behaviours. Likewise, our results indicated that a weak employer brand constrains the process that leads employees staying with their current employer when being offered a job. Any job switching situation involves a change in the total utility, and the potential positive or negative magnitude of this change is highly likely to impact the direction of the decision being made. What the prospecting theory says is that humans evaluate alternatives based on the change this alternative brings. This change is classified as a loss or gain depending on how the alternative is being framed. The marginal utility is decreasing for both losses and gains, however people tend to consider losses more negative than an equivalent loss. However, it could be so that the framing of the potential change (i.e. how a job offer is formulated and presented) will affect the the valuation and the changing propensity. If companies can help individuals clarify and concretise the outcomes of the alternatives by framing them better, individual's propensity to switch might increase. One implication is thus that the recruiting organisations can try to influence the job switching propensity by manipulating the framing of the alternative by pushing organisational attributes that are attractive for the specific individual. Providing a better comparison of what the individual is expected to gain from giving up her current situation might also facilitate the decision making process and tilt the switching propensity in the desired direction. In order to be a rational decision maker, an individual needs to have a clear goal, be able to evaluate the utility in relation to the presented alternative, know all possible consequences of the chosen alternative, know the opportunity cost and use all this information to reach a decision. In job switching situations, no rational decision can be made since this situation is characterized by great uncertainty. This uncertainty in turn will trigger affective, cognitive and conative processes in the human mind. It is possible that people simply are unable to consider job switching as a gain/loss situation due to the proven difficulty of

attaching objective and rational evaluation grounds in their decision making. The affective, cognitive and conative processes thus still remains ambiguous and indefinite. Recruiting companies needed employ a constructive way of understanding the complex thinking, cognitive structuring and the processes involved in a job switching situation since this will affect the propensity to stay or leave the current employer. Definite knowledge of how job switching will affect individual's life is never available in advance. Consequently, people form employer branding expectations, beliefs and attitudes under great uncertainty. However, attitudes *can* be influenced via employer branding in the recruitment process.

Communication aiming at *alleviating* the psychological and- fiscal risk involved in job switching situations is one way of increasing transparency. This can be done by defining the underlying motivation that drives behaviour in the category (Rossiter & Percy 1997). Thus, companies need to invest in investigating what exact information that the target audience value, incorporate this information in their employer branding communication and signal this in a consistent, clear and credible way.

Today's globalised, interprofessional and integrated labour markets suffer from a severe shortage of skilled labour supply. Accordingly, future competition for talents will sharpen and become very fierce and intense. Attracting and retaining intellectual capital to the firm will therefore become of paramount strategic importance. An interdepartmental collaboration and strategic fusion of the employer branding concept with the overall firm strategy constitutes a powerful competitive weapon to win the war for talents. For companies to thrive in the tight labour markets, they need to address the ongoing fragmentation of the workforce, undertake the constantly evolving laws of attraction and leverage the emergence of new technology. Organisations that do not undertake the laws of attraction and make employer branding into a burning corporate priority will soon find themselves spending a vast amount of resources on finding and convincing employees about their legitimacy. In addition, the lack of skilled workers may force businesses to lower company goals and objectives or pay unjustifiably high salaries at the expense of profitability and margins, an undesired state for any prosperous business.

## 7. LIMITATIONS AND FUTURE RESEARCH

“The surest way to make mistakes is to consider yourself infallible.” Pierre Boiste

### 7.1 Limitations

“The fundamental difficulty in applying prospect theory in economics is that, even if we accept that the carriers of utility are gains and losses, it is often unclear what a gain or loss represents in any given situation. This difficulty remains unresolved; addressing it is a key challenge.” Nicholas C. Barberis

The theoretical, empirical and managerial implications of this study should be read with some prudence. First and foremost, we could not validate that the prospect theory applies in the contextual model that we initially developed. Due to the possible weak link with psychological theory in this thesis, it is possible that our surveys have failed to include independent variables that affects the psychological processes in job switching situations. Due to the fact that the conceptual model in this thesis have been thoroughly assessed with previous research and developed in collaboration with professor Richard Wahlund, we believe it is highly unlikely for this to happen. However, with regards to its potential impact on results, it is important to recognize this fact. The limitations of this thesis further concerns the quantitative data collection method, which was conducted with an electronic survey distributed on one occasion by a third party. There is a risk of response bias in this thesis since a self-completion questionnaire distributed by a third party implies loss of control for the researchers. In these settings, it is impossible to know if the respondents bothered to answer/complete the questionnaire truthfully. The issues mentioned in this section could have been addressed if the questionnaire would have been handed out personally. Another matter is the fact that we collaborated with a union and their members. Casual relationships therefore might apply, and we cannot be certain that the respondents are representative of the entire Swedish population.

Regarding the credibility in qualitative study, this could have been more thorough. Although this thesis has affirmed that the prospect theory does not apply to the job switching propensity, the analysis falls short of a fully adequate account of these complex phenomena. Other effects may require the introduction of new variables or concepts that have not been considered in this treatment. The pre-surveys in this study could have been more thorough. However, due to the low level of complexity in the questionnaires and the development and improvement meetings that we have conducted with our professor at the school, this was not considered as a major problem.

## **7.2 Future research**

In order to encompass a more thorough understanding of what drives individual preferences in recruitments processes, prospect theory should be applied in more extensive studies. The contextual model we have used and developed is a good tool for analysing reference-dependent behaviours in the individual context. However, the individual reference points are expectations generated by mechanisms that cannot be observed since they are a result from the mental accounting in the decision maker's mind (Schmitdz & Zank 2012). Future research could focus on how to address this problem properly. In line with Thaler's reasoning (1999), the job switching propensity is highly likely to be subject to many logical fallacies and cognitive biases due to individual reference points and restrictions that may affect the valuation process. In addition, the components of an attractive employer brand are also likely to change over time. It was therefore challenging to predict any robust advice in the marketing and communication process. For instance, an economic recession may alter the importance of financial security, making it superior to soft parameters such as a creative and dynamic work environment. A longitudinal study comparing employer branding components over time would be an effective way to detect and explain any discrepancies. This could also help companies to adjust their communication to the current market situation. We therefore encourage scholars to pay attention these areas.

The majority of our respondents in the student survey were students from one university (SSE). Because of that, the generalizability of the results is limited to only apply to students of SSE. A replication of the results of this study using a different population sample also would add to the generalizability of these results and generate a better understanding of how companies can attract talented students. Our final suggestion on further research is to investigate how the explanatory variables really affects academics' real life choice of employers. Cognitive psychologists have previously validated that the intended behaviour are rarely translated into actual behaviour (Hedevåg & Pohl 2005). It would therefore be interesting to follow academics and professionals in their career and compare the intended and actual career paths they pursue in order to detect any behavioural discrepancies that might apply in those situations.

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## 9. APPENDIX

### 9.1 Definitions and Clarifications

**Loss aversion** means people's tendency to strongly prefer avoiding losses to acquiring gains (Kahneman & Tversky 1984).

**Status quo bias** means the condition of having a preference for the current state of affairs. The current baseline, known as a *status quo*, is taken as a reference point and any change from that baseline is perceived as a loss (Kahneman et al. 1991).

**Endowment effect** means that people ascribe more value to things merely because they own them. In other words, people will tend to pay more to retain something they own than to obtain something owned by someone else. This is the case also when there is no cause for attachment or even if the item was only obtained minutes ago (Roeckelein 2006).

**Talent management** refers to the process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for the company (Mandhanya 2010).

**Employer branding:** *“The package of functional, economic and psychological benefits provided by employment, and identified with the employing company”* (Ambler and Barrow 1996). Employer branding is also all activities connected to talent attraction, engagement and retention strategies deployed to enhance a company's employer brand that encompasses the firm's value systems, policies and behaviours, towards the objective of attracting, motivating and retaining the firm's current and potential employee (Minchington 2010; Shuterland 2002).

**Employer value proposition (EVP):** The employer brand evolves around the specific EVP; the organisation's unique employment offer, and in an ideal world this is a perfect match between what the employers want and what's expected from them. The EVP can be used as a tool to improve candidate attraction, engagement commitment and motivation. An EVP should be clear, true, concrete, distinguished and contain an emotional association (Dyhre & Parment 2013).



**Health:** “A state of complete physical, mental, and social well-being, and not merely the absence of disease” (WHO 2010b)”.

**Healthy workplace:** A healthy workplace can be defined according to the following (WHO 2010b):

*A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace by considering the following, based on identified needs:*

- health and safety concerns in the physical work environment;*
- health, safety and well-being concerns in the psychosocial work environment including organisation of work and workplace culture;*
- personal health resources in the workplace provided by the employer; and*
- ways of participating in the community to improve the health of workers, their families and other members of the community.*

**Organisational attractiveness:** we will follow Aiman-Smith, Bauer & Cable’s (2001) definition, namely that organisational attractiveness is the “*general perceived desirability of a potential work relation with an organisation, and it is an affective response towards an organisation as a place to work*”.

**Work environment:** The work environment is the unique characteristics of a workplace including people, processes, policies, place and atmosphere of the company.

## **9.2 Interview and questionnaire material**

### **9.2.1 Study 1: Experts**

#### **Great Place to Work**

**Interviewee: Maria Grundén**, CEO at a Great Place to Work (GPTW)

Date: 23/9 2014

#### **Introduction and background**

1. Please tell us about your professional background? For how long have you been working for GPTW?
2. What is your role at GPTW and what responsibilities do you have?
3. What experience and knowledge do you have within Employer Branding?

#### **GPTW and Employer Branding**

4. What industries does GPTW work with and what characteristics represent the people you are dealing with (job position, age, education etc)?
5. Please tell us about the market for Employer Branding from your perspective
6. Who are your direct and indirect competitors?
7. What is your unique selling point (USP) towards other organisations within employer branding?
8. How do you create the models that you use? How are they designed and in what ways do they differ from the models of your competitors?
9. What is the general interest for your services among other organisations?
10. What is the biggest obstacle or mistake among organisations when it comes to the issue of creating and maintaining a good Employer Brand?
11. What are the trends in Employer Branding? What has changed over time?
12. How and why do preferences about what is good Employer Branding differ between individuals?
13. How do preferences about what represents an attractive employer differ between industries?
14. How do preferences about what represents an attractive employer differ between job positions?
15. How do preferences about what represents an attractive employer differ between the size of companies (number of employees)?

#### **Verification of the quantitative model**

##### **1. Without access to the proposed model**

16. What factors do you think are the most important ones for the attractiveness of employers?
17. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?
18. What factors are the most important ones in making an employee stay with the current employer?

## **2. With access to the proposed model**

19. What factors do you think are the most important ones for the attractiveness of employers?
20. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?
21. What factors are the most important ones in making an employee stay with the current employer?
22. What factors related to personal lifestyle do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?
23. What factors related to personality do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?
24. What factors related to experience do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?

## **Universum**

**Interviewee: Kaj Ossman**, Project manager Talent Networks at Universum

Date: 12/9 2014

## **Introduction and background**

1. Please tell us about your professional background? For how long have you been working for Universum?
2. What is your role at Universum and what responsibilities do you have?
3. What experience and knowledge do you have within Employer Branding?

## **Universum and Employer Branding**

4. What industries does Universum work with and what characteristics represent the people you are dealing with (job position, age, education etc)?
5. Please tell us about the market for Employer Branding from your perspective
6. Who are your direct and indirect competitors?
7. What is your unique selling point (USP) towards other organisations within employer branding?
8. How do you create the models that you use? How are they designed and in what ways do they differ from the models of your competitors?
9. What is the general interest for your services among other organisations?
10. What is the biggest obstacle or mistake among organisations when it comes to the issue of creating and maintaining a good Employer Brand?
11. What are the trends in Employer Branding? What has changed over time?
12. How and why do preferences about what is good Employer Branding differ between individuals?
13. How do preferences about what represents an attractive employer differ between industries?
14. How do preferences about what represents an attractive employer differ between job positions?
15. How do preferences about what represents an attractive employer differ between the size of companies (number of employees)?

## **Verification of the quantitative model**

### **1. Without access to the proposed model**

16. What factors do you think are the most important ones for the attractiveness of employers?
17. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?
18. What factors are the most important ones in making an employee stay with the current employer?

### **2. With access to the proposed model**

19. What factors do you think are the most important ones for the attractiveness of employers?
20. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?
21. What factors are the most important ones in making an employee stay with the current employer?
22. What factors related to personal lifestyle do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?
23. What factors related to personality do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?
24. What factors related to experience do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?

### **Vision**

**Matts Hansson** HR-manager, **Karin Ottosson** CCO and **Therese Svanström Andersson**, CEO at Vision

Date: 17/9 2014

#### **1. Your role:** Please tell us about yourselves?

- a. Background?
- b. For how long have you been working for Vision?
- c. What is your role at Vision and what responsibilities do you have?
- d. **Vision:** How many members does Vision have and what industries do you work with? What characteristics represent you members (job position, age, education etc)?
- e. Please tell us about the market for Employer Branding from your perspective
- f. What challenges does Vision have? Competitors? What is your unique selling point (USP) towards other trade unions?
- g. Information packs or publications you would recommend?

#### **2. Our role**

- a. Who we are
- b. What we do and how we can contribute to you work
3. In what areas of Employer Branding can we add to your expertise?
4. Feedback on our research questions, purpose or thesis in general to make it relevant for you

### **Employer Branding services and preferences**

5. What is the general interest for your services among other organisations?
6. What is the biggest obstacle or mistake among organisations when it comes to the issue of creating and maintaining a good Employer Brand?
7. What are the trends in Employer Branding? What has changed over time?
8. How and why do preferences about what is good Employer Branding differ between individuals?
9. How do preferences about what represents an attractive employer differ between industries?
10. How do preferences about what represents an attractive employer differ between job positions?

11. How do preferences about what represents an attractive employer differ between the size of companies (number of employees)?

### **Verification of the quantitative model**

#### **1. Without access to the proposed model**

16. What factors do you think are the most important ones for the attractiveness of employers?

17. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?

18. What factors are the most important ones in making an employee stay with the current employer?

#### **2. With access to the proposed model**

19. What factors do you think are the most important ones for the attractiveness of employers?

20. What factors are the most important ones in making an employee leave the current employer for a new job at another employer?

21. What factors are the most important ones in making an employee stay with the current employer?

22. What factors related to personal lifestyle do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?

23. What factors related to personality do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?

24. What factors related to experience do you think are the most significant ones for explaining the answers to question 16-18 (question 19-21)?

### 9.2.2 Study 2: Professionals

## Block 1

Hi,

Together with students at The Stockholm School of Economics, Vision is conducting a survey with focus on employer attractiveness. The survey should not take more than 5-10 minutes to complete. The results will be used only for educational purposes and you remain anonymous throughout the process.

Thank you for your support!

Gender?

☐ Female

☐ Male

Year of birth (e.g. 1979 etc)?

How likely is it that you will switch jobs and employers in the next year?

	...absolutely not do so					...absolutely do so	
	1	2	3	4	5	6	7
I will...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How many children aged 0-5 do you have at home?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ More than 4

How many children aged 6-10 do you have at home?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ More than 4

How many children aged 11-15 do you have at home?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ More than 4

How many children aged 16 or older do you have at home?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

- ☐ 4
- ☐ More than 4

Imagine that you would be offered a job position similar to the one you already have and with the same salary at another employer. How likely is it that you would reject such job offer and stay with your current employer?

	...absolutely not do so				...absolutely do so		
	1	2	3	4	5	6	7
I would...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Where do you live?

- ☐ Central area in Stockholm, Göteborg eller Malmö
- ☐ Suburban area in Stockholm, Göteborg eller Malmö
- ☐ Other area with more than 1 000 inhabitants
- ☐ Other area with less than 1 000 inhabitants

What is your main educational background?

- ☐ Lower than highschool degree or similar
- ☐ "Folkhögskola"
- ☐ Highschool degree or similar
- ☐ University courses but no complete programme
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Higher than master's degree

How likely is it that you will stay with your current employer in the next year?

	...absolutely not do so				...absolutely do so		
	1	2	3	4	5	6	7
I will...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



How satisfied are you with the following attributes of your employer?

	Very dissatisfied		Neither satisfied nor dissatisfied			Very satisfied	
	1	2	3	4	5	6	7
Accessibility of fitness facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ergonomics (e.g. working posture)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational willingness to donate money to charity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility of health check-ups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My weekly working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for a healthy lifestyle with healthy food and a non-smoking behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feeling of meaningfulness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to influence and give input to colleagues and managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My overall income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temperature at my workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work of creating an equal workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work of creating an ethical and environmentally friendly workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What job position do you have?

- ☐ Full-time  
☐ Part-time, more than half-time but less than full-time  
☐ Half-time  
☐ Part-time, less than half-time  
☐ Other, please specify  
  
☐ I am unemployed

In what industry does your employing organisation mainly operate?

—

- ☐ Finance, law or marketing
- ☐ Technology or IT
- ☐ Health care
- ☐ Social work
- ☐ Education or research
- ☐ Other, please specify:

To what industry do your work tasks mainly correspond?

- ☐ Finance, law or marketing
- ☐ Technology or IT
- ☐ Health care
- ☐ Social work
- ☐ Education or research
- ☐ Administration
- ☐ Other, please specify:

For what sector does your employing organisation mainly provide services?

- ☐ Public sector
- ☐ Private sector
- ☐ Non-profit sector
- ☐ I do not know

What is the main focus of your organisation?

- ☐ Private enterprise
- ☐ "Kommun"
- ☐ "Landsting" or region
- ☐ Enterprise owned by a "kommun" or "landsting"
- ☐ Non-profit organisation
- ☐ Other, please specify:



☐ I do not know

How many employees does your employer have (please consider the entire organisation, but only subsidiary if your employer is part of a corporate group)?

- ☐ Small enterprise (0-49 employees)
- ☐ Medium sized enterprise (50-249 employees)
- ☐ Big enterprise (>250 employees)

What position do you have within your organisation (please consider the entire organisation, but only subsidiary if your employer is part of a corporate group)?

- ☐ Top management
- ☐ Middle management
- ☐ Lower than middle management

Do you have budget responsibility?

- ☐ Yes
- ☐ No

Do you have HR responsibility?

- ☐ Yes, this is the number of employees I am responsible for (in total):
- ☐ No

How willing are you to switch employers?

	...absolutely not willing to do so			...absolutely willing to do so			
	1	2	3	4	5	6	7
I am...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with the following attributes of your employer?

	Very dissatisfied		Neither satisfied nor dissatisfied			Very satisfied	
	1	2	3	4	5	6	7
The work of limiting stress and mental illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My income based on actual working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Correspondence of work tasks and competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Noise and light level at my workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility of working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial strength of the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-confidence generated as a result of working for the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to recruit competent employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to market the organisation towards potential employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain competent employees within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagine that you would be offered a job position similar to the one you already have and with the same salary at another employer. How likely is it that you would accept such job offer and switch employers?

	...absolutely not do so				...absolutely do so		
	1	2	3	4	5	6	7
I would...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For how many full years have you held a position that generally requires any kind of university degree?

☐

- ☒ 0 years
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ More than 10 years

For how many full years have you held your current position at your current employer?

- ☐ 0 years
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ More than 10 years

For how many full years have you worked for you current employer (any position)?

- ☐ 0 years
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ More than 10 years

How many positions that are at least half-time have you held so far in your professional career, your current position included?

- ☐ None
- ☐ 1 position
- ☐ 2-3 positions
- ☐ 4-5 postions
- ☐ 6-10 positions
- ☐ More than 10 positions

How willing are you to continue working for your current employer?

	...absolutely not willing to do so				...absolutely willing to do so		
	1	2	3	4	5	6	7
I am...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with the following attributes of your employer?

	Very dissatisfied		Neither satisfied nor dissatisfied			Very satisfied	
	1	2	3	4	5	6	7
Ability to offer creative and innovative solutions to the recipient of the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to work internationally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Springboard for my future career through hands-on training and courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job variation with many different tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-monetary benefits (car leasing, mobile subscription, extended holiday etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development related to work tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acceptance, belonging and trust within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership and organisational culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career opportunities within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to offer the recipient of the service the right things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Some questions about yourself:

	Fully untrue		Neither true nor untrue			Fully true	
	1	2	3	4	5	6	7
I prefer to do things I have planned to do in advance to doing things spontaneously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good collaboration skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a compassionate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a suspicious mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a duty-bound person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a self-disciplined person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The general impression of your job:

	Fully untrue		Neither true nor untrue				Fully true
	1	2	3	4	5	6	7
I feel happy with my current job position and employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take great responsibility for my work tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My current position and employer is close to my dream job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel very motivated with my current job and employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generally like my employer very much	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my employer to people I know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am ready to spend much time and effort on my current job to satisfy the requirements of my employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know my current employer very well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am generally very satisfied with my current job position and employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your estimated yearly income before taxes, both fixed and variable compensation (e.g. bonus) included?



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● **END OF PROFESSIONAL SURVEY**

### 9.2.3 Study 3: Students



Year of birth (e.g. 1979 etc)?

Where do you live?

- ☐ Central area in Stockholm, Göteborg eller Malmö
- ☐ Suburban area in Stockholm, Göteborg eller Malmö
- ☐ Other area with more than 1 000 inhabitants
- ☐ Other area with less than 1 000 inhabitants

What is your main educational background?

- ☐ Lower than highschool degree or similar
- ☐ "Folkhögskola"
- ☐ Highschool degree or similar
- ☐ University courses but no complete programme
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Higher than master's degree

What is the main focus of your studies?

- ☐ Finance, law or marketing
- ☐ Technology or IT
- ☐ Health care
- ☐ Social work
- ☐ Education
- ☐ Administration
- ☐ Other, please specify:

What do you want to work with after you have finished your studies?

- ☐ Finance, law or marketing
- ☐ Technology or IT
- ☐ Health care
- ☐ Social work
- ☐ Education
- ☐ Administration
- ☐ Other, please specify:

What initial monthly salary do you expect (SEK)?

How many part-time job positions have you held so far, any current part-time position included?

How many full-time job positions have you held so far, any current full-time position included?

How important do you consider the following attributes to be at any employer you find good enough to work for?

	Very unimportant		Neither important nor unimportant			Very important	
	1	2	3	4	5	6	7
Accessibility of fitness facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ergonomics (e.g. working posture)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational willingness to							

Please rank the factors in terms of importance for not switching jobs and employers, but staying at the current position of the current employer? 1=most important, 12=least important

- ☐ Physical work environment
- ☐ Employee rewards
- ☐ Career opportunities
- ☐ Personal health resources (e.g. support for a healthy lifestyle)
- ☐ Terms of employment
- ☐ Type of work
- ☐ Psychosocial work environment (e.g. limiting stress)
- ☐ Organisational results
- ☐ Self-esteem (e.g. acceptance, belonging and trust)
- ☐ Enterprise community involvement
- ☐ Recruitment process
- ☐ Customer orientation

How important do you consider the following attributes to be at any employer you find good enough to work for?

	Very unimportant		Neither important nor unimportant			Very important	
	1	2	3	4	5	6	7
Ability to offer creative and innovative solutions to the recipient of the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to work internationally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Springboard for my future career through hands-on training and courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job variation with many different tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-monetary benefits (car leasing, mobile subscription, extended holiday etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development related to work tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acceptance, belonging and trust within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership and organisational culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Block 1

Hi,

Thank you for taking this survey on employer attractiveness. I should not take more than 5-10 minutes to complete. The results will be used only for educational purposes and you remain anonymous throughout the process. At the end of the survey you have the chance to fill in your email address and participate in a competition. Three cinema tickets will be distributed among the participants.

Thank you for your support!

Where do you study?

- ☐ Stockholm School of Economics
- ☐ KTH
- ☐ Stockholm University
- ☐ Linköping University
- ☐ Lund University
- ☐ Uppsala University
- ☐ Göteborg University
- ☐ Umeå University
- ☐ Other, please specify:
- ☐ I do not study

Gender?

- ☐ Female
- ☐ Male

donate money to charity

Accessibility of health check-ups

My weekly working hours

Support for a healthy lifestyle with healthy food and a non-smoking behaviour

Feeling of meaningfulness

Ability to influence and give input to colleagues and managers

My overall income

Temperature at my workplace

The work of creating an equal workplace

The work of creating an ethical and environmentally friendly workplace

Please rank the factors in term 12=least important

- ☐ Physical work environment
- ☐ Employee rewards
- ☐ Career opportunities
- ☐ Personal health resources (e.
- ☐ Terms of employment
- ☐ Type of work
- ☐ Psychosocial work environme
- ☐ Organisational results
- ☐ Self-esteem (e.g. acceptance,
- ☐ Enterprise community involve
- ☐ Recruitment process
- ☐ Customer orientation

For how many years have you

- ☐ Less than 1 year
- ☐

- ☐ 1-3 years
- ☐ 3-5 years
- ☐ More than 5 years

For how many years have you been working part time?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ More than 5 years

How important do you consider the following attributes to be at any employer you find good enough to work for?

	Very unimportant		Neither important nor unimportant			Very important	
	1	2	3	4	5	6	7
The work of limiting stress and mental illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My income based on actual working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Correspondence of work tasks and competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Noise and light level at my workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility of working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial strength of the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-confidence generated as a result of working for the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to recruit competent employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to market the organisation towards potential employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain competent employees within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rank the factors in terms of importance for not switching jobs and employers, but staying at the current position of the current employer? 1=most important, 12=least important

- ☐ Physical work environment
- ☐ Employee rewards
- ☐ Career opportunities
- ☐ Personal health resources (e.g. support for a healthy lifestyle)
- ☐ Terms of employment
- ☐ Type of work
- ☐ Psychosocial work environment (e.g. limiting stress)
- ☐ Organisational results
- ☐ Self-esteem (e.g. acceptance, belonging and trust)
- ☐ Enterprise community involvement
- ☐ Recruitment process
- ☐ Customer orientation

How important do you consider the following attributes to be at any employer you find good enough to work for?

	Very unimportant		Neither important nor unimportant			Very important	
	1	2	3	4	5	6	7
Ability to offer creative and innovative solutions to the recipient of the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to work internationally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Springboard for my future career through hands-on training and courses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job variation with many different tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-monetary benefits (car leasing, mobile subscription, extended holiday etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development related to work tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acceptance, belonging and trust within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership and organisational culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organisational reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career opportunities within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to offer the recipient of the service the right things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain using only one word the most important attribute you can think of in terms of your future employer?

Some questions about yourself:

	Fully untrue		Neither true nor untrue			Fully true	
	1	2	3	4	5	6	7
I prefer to do things I have planned to do in advance to doing things spontaneously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good collaboration skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a compassionate personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a suspicious mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a duty-bound person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a self-disciplined person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you would like to participate in the competition and have the chance to win three cinema tickets, please fill in your email address:

## • END OF STUDENT SURVEY

### 9.3 SPSS output

#### Professionals

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Index byta jobb 3 - Index stanna jobb 3	,111	,897	,025	,063	,160	4,483	1305	,000

Fig. 1. Paired t-test all employees

#### Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Index byta jobb 3	3,10	1306	1,507	,042
Index stanna jobb 3	2,99	1306	1,448	,040

Fig. 2. Mean comparison all employees

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Index byta jobb 3 - Index stanna jobb 3	,129	,865	,030	,071	,187	4,352	855	,000

Fig. 3. Paired t-test satisfied employees

#### Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Index byta jobb 3	2,55	856	1,218	,042
Index stanna jobb 3	2,42	856	1,117	,038

Fig. 4. Mean comparison satisfied employees

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Index byta jobb 3 - Index stanna jobb 3	,029	,949	,049	-,068	,127	,595	367	,552

Fig. 5. Paired t-test dissatisfied employees



**Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Index byta jobb 3	4,24	368	1,464	,076
	Index stanna jobb 3	4,21	368	1,398	,073

Fig. 6. Mean comparison dissatisfied employees

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,743 <sup>a</sup>	,552	,507	,991	1,936

a. Predictors: (Constant), Villighet mycket tid och energi hos arbetsgivaren, Dummy uppdrag åt privat sektor, Dummy hemmaboende barn 11 till 15 år, Dummy hemmaboende barn över 15 år, Dummy storstad, Dummy universitetutbildning, Nöjdhet utlandstjänstgöring, Planerande, Dummy mer än 5 positioner halvtid eller mer, Dummy 50 år och äldre, Misstänksamhet, Dummy kön, Dummy hemmaboende barn 0 till 5 år, Dummy stor arbetsgivare, Dummy 500000 SEK årsinkomst och mer, Nöjdhet träningsmöjligheter, Dummy hemmaboende barn 6 till 10 år, Nöjdhet styra över arbetstider, Dummy privat företag, Medkänsla, Dummy budgetansvar, Nöjdhet inte bli av med jobbet, Dummy mer än 5 år nuvarande arbetsgivare och position, Nöjdhet temperatur, Självdisciplin, Nöjdhet skänka pengar, Nöjdhet stöd till hälsosamt liv, Nöjdhet andra förmåner, Nöjdhet ljud- och ljusnivå, Nöjdhet arbetsuppgifter mot kompetens, Nöjdhet arbetstid per vecka, Nöjdhet finansiell styrka, Nöjdhet ergonomi, Nöjdhet jämställdhet, Nöjdhet hälsokontroller, Ansvar för arbetsuppgifter, Dummy chef, Nöjdhet variation arbetsuppgifter, Samarbetsförmåga, Nöjdhet rekrytera kompetent personal, Index nöjdhet med lönevillkor, Pliktrogenhet, Dummy mellanchefer eller högre, Nöjdhet stressminimering och balans i livet, Dummy mer än 5 år nuvarande arbetsgivare oavsett position, Nöjdhet karriärförberedande lärande och kurser, Närhet till drömjobbet, Nöjdhet etisk och miljövänlig, Dummy personalansvar, Nöjdhet arbetsuppgifternas utvecklande förmåga, Index nöjdhet med motivationskultur och utveckling i jobbet

b. Dependent Variable: Index mobilitetsbenägenhet

Fig. 7. Overview of original regression model

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	610,018	51	11,961	12,173	,000 <sup>b</sup>
	Residual	495,227	504	,983		
	Total	1105,245	555			

a. Dependent Variable: Index mobilitetsbenägenhet

b. Predictors: (Constant), Villighet mycket tid och energi hos arbetsgivaren, Dummy uppdrag åt privat sektor, Dummy hemmaboende barn 11 till 15 år, Dummy hemmaboende barn över 15 år, Dummy storstad, Dummy universitetutbildning, Nöjdhet utlandstjänstgöring, Planerande, Dummy mer än 5 positioner halvtid eller mer, Dummy 50 år och äldre, Misstänksamhet, Dummy kön, Dummy hemmaboende barn 0 till 5 år, Dummy stor arbetsgivare, Dummy 500000 SEK årsinkomst och mer, Nöjdhet träningsmöjligheter, Dummy hemmaboende barn 6 till 10 år, Nöjdhet styra över arbetstider, Dummy privat företag, Medkänsla, Dummy budgetansvar, Nöjdhet inte bli av med jobbet, Dummy mer än 5 år nuvarande arbetsgivare och position, Nöjdhet temperatur, Självdisciplin, Nöjdhet skänka pengar, Nöjdhet stöd till hälsosamt liv, Nöjdhet andra förmåner, Nöjdhet ljud- och ljusnivå, Nöjdhet arbetsuppgifter mot kompetens, Nöjdhet arbetstid per vecka, Nöjdhet finansiell styrka, Nöjdhet ergonomi, Nöjdhet jämställdhet, Nöjdhet hälsokontroller, Ansvar för arbetsuppgifter, Dummy chef, Nöjdhet variation arbetsuppgifter, Samarbetsförmåga, Nöjdhet rekrytera kompetent personal, Index nöjdhet med lönevillkor, Pliktrogenhet, Dummy mellanchefer eller högre, Nöjdhet stressminimering och balans i livet, Dummy mer än 5 år nuvarande arbetsgivare oavsett position, Nöjdhet karriärförberedande lärande och kurser, Närhet till drömjobbet, Nöjdhet etisk och miljövänlig, Dummy personalansvar, Nöjdhet arbetsuppgifternas utvecklande förmåga, Index nöjdhet med motivationskultur och utveckling i jobbet

Fig. 8. ANOVA of original regression model

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6,955	,525		13,235	,000		
Planerande	-,047	,036	-,043	-1,290	,198	,815	1,227
Samarbetsförmåga	,029	,066	,018	,444	,657	,523	1,913
Medkänsla	-,029	,059	-,020	-,487	,627	,521	1,920
Misstänksamhet	-,023	,031	-,024	-,744	,457	,852	1,174
Pliktrogenhet	-,148	,071	-,088	-2,075	,038	,499	2,006
Självdisciplin	,097	,050	,077	1,953	,051	,568	1,760
Index nöjdhet med motivationskultur och utveckling i jobbet	-,825	,083	-,750	-9,913	,000	,156	6,430
Index nöjdhet med lönevillkor	,050	,036	,058	1,378	,169	,499	2,004
Dummy storstad	,066	,119	,018	,554	,580	,860	1,163
Dummy universitetutbildning	-,112	,096	-,040	-1,166	,244	,774	1,292
Dummy uppdrag åt privat sektor	,125	,186	,022	,673	,501	,843	1,187
Dummy privat företag	-,045	,327	-,005	-,136	,892	,783	1,277
Dummy stor arbetsgivare	,007	,113	,002	,064	,949	,784	1,276
Dummy mellanchefer eller högre	,220	,146	,068	1,508	,132	,443	2,257
Dummy budgetansvar	,009	,130	,003	,066	,948	,489	2,045
Dummy personalansvar	,131	,179	,041	,729	,466	,283	3,535
Dummy mer än 5 år nuvarande arbetsgivare och position	-,164	,123	-,057	-1,333	,183	,491	2,038
Dummy mer än 5 år nuvarande arbetsgivare oavsett position	-,212	,151	-,061	-1,399	,162	,467	2,141
Dummy mer än 5 positioner halvtid eller mer	,241	,100	,077	2,402	,017	,862	1,160
Dummy 50 år och äldre	-,486	,106	-,161	-4,600	,000	,726	1,377
Dummy 500000 SEK årsinkomst och mer	-,100	,180	-,019	-,557	,578	,765	1,307

Dummy hemmaboende barn 0 till 5 år	-,783	,611	-,041	-1,282	,200	,883	1,132
Dummy hemmaboende barn 6 till 10 år	,418	,491	,028	,852	,395	,824	1,214
Dummy hemmaboende barn 11 till 15 år	-1,453	,622	-,075	-2,337	,020	,852	1,173
Dummy hemmaboende barn över 15 år	,080	,378	,007	,211	,833	,874	1,144
Dummy chef	,060	,157	,020	,382	,702	,330	3,035
Dummy kön	-,113	,099	-,039	-1,143	,254	,746	1,340
Nöjdhet träningsmöjligheter	,002	,027	,003	,087	,931	,641	1,561
Nöjdhet ergonomin	,004	,037	,004	,110	,912	,568	1,760
Nöjdhet skänka pengar	,046	,030	,054	1,509	,132	,682	1,467
Nöjdhet hälsokontroller	-,016	,026	-,025	-,623	,533	,574	1,741
Nöjdhet arbetstid per vecka	-,028	,035	-,031	-,787	,432	,589	1,697
Nöjdhet stöd till hälsosamt liv	,070	,034	,082	2,063	,040	,567	1,765
Nöjdhet temperatur	,013	,032	,016	,419	,675	,613	1,633
Nöjdhet jämställdhet	,049	,044	,053	1,108	,268	,386	2,592
Nöjdhet etisk och miljövänlig	-,049	,046	-,051	-1,062	,289	,379	2,635
Nöjdhet stressminimering och balans i livet	-,100	,039	-,115	-2,546	,011	,438	2,282
Nöjdhet arbetsuppgifter mot kompetens	,073	,039	,081	1,878	,061	,476	2,101
Nöjdhet ljud- och ljusnivå	,036	,033	,041	1,085	,279	,625	1,600
Nöjdhet styra över arbetstider	,007	,038	,008	,197	,844	,558	1,793
Nöjdhet rekrytera kompetent personal	,001	,038	,001	,021	,983	,458	2,184
Nöjdhet inte bli av med jobbet	-,046	,037	-,045	-1,259	,209	,682	1,467
Nöjdhet finansiell styrka	,031	,035	,035	,879	,380	,565	1,769
Nöjdhet utlandstjänstgöring	-,062	,030	-,072	-2,036	,042	,718	1,393
Nöjdhet karriärförberedande lärande och kurser	,053	,039	,063	1,372	,171	,424	2,357
Nöjdhet variation arbetsuppgifter	,010	,047	,011	,215	,830	,336	2,980
Nöjdhet andra förmåner	,036	,030	,047	1,214	,225	,587	1,703
Nöjdhet arbetsuppgifternas utvecklande förmåga	,045	,053	,050	,845	,398	,259	3,865
Ansvar för arbetsuppgifter	,057	,073	,032	,773	,440	,517	1,933
Närhet till drömjobbet	-,099	,041	-,119	-2,425	,016	,367	2,722
Villighet mycket tid och energi hos arbetsgivaren	-,021	,044	-,020	-,468	,640	,477	2,095

a. Dependent Variable: Index mobilitetsbenägenhet

Fig. 9. Original regression model

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,715 <sup>a</sup>	,511	,499	,994	1,982

a. Predictors: (Constant), Närhet till drömjobbet, Dummy hemmaboende barn 0 till 5 år, Dummy hemmaboende barn 11 till 15 år, Dummy mer än 5 positioner halvtid eller mer, Dummy mer än 5 år nuvarande arbetsgivare och position, Självdisciplin, Dummy mellanchefer eller högre, Nöjdhet stöd till hälsosamt liv, Planerande, Dummy 50 år och äldre, Index nöjdhet med lönevillkor, Nöjdhet stressminimering och balans i livet, Pliktrogenhet, Nöjdhet karriärförberedande lärande och kurser, Nöjdhet arbetsuppgifter mot kompetens, Index nöjdhet med motivationskultur och utveckling i jobbet

b. Dependent Variable: Index mobilitetsbenägenhet

Fig. 10. Overview of regression model at a 10% significance level

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	672,732	16	42,046	42,547	,000 <sup>b</sup>
	Residual	644,319	652	,988		
	Total	1317,051	668			

a. Dependent Variable: Index mobilitetsbenägenhet

b. Predictors: (Constant), Närhet till drömjobbet, Dummy hemmaboende barn 0 till 5 år, Dummy hemmaboende barn 11 till 15 år, Dummy mer än 5 positioner halvtid eller mer, Dummy mer än 5 år nuvarande arbetsgivare och position, Självdisciplin, Dummy mellanchefer eller högre, Nöjdhet stöd till hälsosamt liv, Planerande, Dummy 50 år och äldre, Index nöjdhet med lönevillkor, Nöjdhet stressminimering och balans i livet, Pliktrogenhet, Nöjdhet karriärförberedande lärande och kurser, Nöjdhet arbetsuppgifter mot kompetens, Index nöjdhet med motivationskultur och utveckling i jobbet

Fig. 11. ANOVA of regression model at a 10% significance level

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,858	,331		20,745	,000		
	Index nöjdhet med motivationskultur och utveckling i jobbet	-,749	,058	-,679	-12,850	,000	,268	3,725
	Index nöjdhet med lönevillkor	,053	,030	,062	1,771	,077	,619	1,616
	Planerande	-,065	,031	-,060	-2,105	,036	,922	1,084
	Pliktrogenhet	-,160	,057	-,096	-2,787	,005	,629	1,589
	Självdisciplin	,139	,042	,112	3,281	,001	,642	1,557
	Dummy mellanchefer eller högre	,423	,091	,133	4,638	,000	,918	1,089
	Dummy mer än 5 år nuvarande arbetsgivare och position	-,292	,084	-,101	-3,464	,001	,874	1,144
	Dummy mer än 5 positioner halvtid eller mer	,208	,087	,067	2,403	,017	,967	1,034
	Dummy 50 år och äldre	-,455	,090	-,152	-5,054	,000	,834	1,199
	Dummy hemmaboende barn 0 till 5 år	-,757	,457	-,046	-1,657	,098	,954	1,048
	Dummy hemmaboende barn 11 till 15 år	-1,274	,506	-,070	-2,519	,012	,972	1,029
	Nöjdhet stöd till hälsosamt liv	,065	,026	,079	2,530	,012	,774	1,291
	Nöjdhet stressminimering och balans i livet	-,086	,032	-,099	-2,659	,008	,539	1,854
	Nöjdhet arbetsuppgifter mot kompetens	,072	,033	,080	2,147	,032	,545	1,833
	Nöjdhet karriärförberedande lärande och kurser	,056	,031	,067	1,801	,072	,541	1,848
	Närhet till drömjobbet	-,086	,034	-,103	-2,551	,011	,459	2,180

a. Dependent Variable: Index mobilitetsbenägenhet

Fig. 12. Regression model at a 10% significance level

## Students

Test Statistics <sup>a</sup>		
	Ranka betydelse för att inte byta jobb- Organisationens samhällsengage mang - Ranka betydelse för att byta jobb- Organisationens samhällsengage mang	
Z	-4,136 <sup>b</sup>	-2,437 <sup>c</sup>
Asymp. Sig. (2-tailed)	,000	,015

a. Wilcoxon Signed Ranks Test

b. Based on positive ranks.

c. Based on negative ranks.

□

Fig. 13. Paired t-test students

Descriptive Statistics			
	N	Mean	Std. Deviation
Ranka betydelse för att byta jobb-Fysisk arbetsmiljö	113	7,2743	2,47577
Ranka betydelse för att byta jobb-Lönepolitik	113	5,0354	2,93053
Ranka betydelse för att byta jobb-Karriärmöjligheter	113	3,5575	3,04999
Ranka betydelse för att byta jobb-Personliga hälsoresurser (t.ex. stöd till ett hälsosamt liv)	113	8,2124	3,08351
Ranka betydelse för att byta jobb-Arbetsvillkor	113	4,0885	2,54796
Ranka betydelse för att byta jobb-Arbetsuppgifter	113	3,6814	2,55394
Ranka betydelse för att byta jobb-Psykosocial arbetsmiljö (t.ex. stressreducering)	113	5,7876	2,74008
Ranka betydelse för att byta jobb-Organisationens lönsamhet	113	8,0000	2,19171
Ranka betydelse för att byta jobb-Självkänsla (t.ex. acceptans, tillhörighet och förtroende)	113	4,7699	2,80309
Ranka betydelse för att byta jobb-Organisationens samhällsengagemang	113	9,1239	2,69634
Ranka betydelse för att byta jobb-Organisationens rekryteringsförmåga	113	9,3894	2,77564
Ranka betydelse för att byta jobb-Kundfokus	113	9,0796	2,52184
Valid N (listwise)	113		

Fig. 14. Mean values for students to leave for another employer



	N	Mean	Std. Deviation
Ranka betydelse för att inte byta jobb-Fysisk arbetsmiljö	108	6,6759	2,64338
Ranka betydelse för att inte byta jobb-Lönepolitik	108	4,3056	2,91454
Ranka betydelse för att inte byta jobb-Karriärmöjligheter	108	3,5741	2,64470
Ranka betydelse för att inte byta jobb-Personliga hälsoresurser (t.ex. stöd till ett hälsamt liv)	108	7,8611	3,12499
Ranka betydelse för att inte byta jobb-Arbetsvillkor	108	4,1296	2,23854
Ranka betydelse för att inte byta jobb-Arbetsuppgifter	108	3,7870	2,73110
Ranka betydelse för att inte byta jobb-Psykosocial arbetsmiljö (t.ex. stressreducering)	108	5,9352	2,58056
Ranka betydelse för att inte byta jobb-Organisationens lönsamhet	108	8,3056	2,29774
Ranka betydelse för att inte byta jobb-Självkänsla (t.ex. acceptans, tillhörighet och förtroende)	108	4,9722	2,91454
Ranka betydelse för att inte byta jobb-Organisationens samhällsengagemang	108	9,5833	2,33272
Ranka betydelse för att inte byta jobb-Organisationens rekryteringsförmåga	108	9,5093	2,58137
Ranka betydelse för att inte byta jobb-Kundfokus	108	9,3611	2,36982
Valid N (listwise)	108		

Fig. 15. Mean values for students to stay with current employer

## 9.4 Valance loss vs. possession loss

Brenner, Rottenstreich, Sood & Bilgin (2007) further assess the psychology of human's loss aversion tendencies. In their paper, they distinguish between two types of loss aversion defined by the interpretation and definition of what a particular loss means to an individual. The first type of loss is referred to an undesirable loss; a “*valance loss*” (VLA) i.e when an undesirable change takes place (switching to a less desirable job). The other type of loss is explained as a possession loss; (PLA) (i.e. when an individual loses something that has been in their possession i.e a position within a company).

	Possession gain	Possession loss (PLA)
Valance gain	Being offered a job that is considered to be better than the current position	Giving up an unattractive position
Valance loss (VLA)	Being offered a job that is considered to be less attractive than the current situation	Giving up an attractive position

**Valance gain and losses in recruitment situations. Author's modification.**

Brenner et al. (2004) concludes that: “...*possession losses are accentuated relative to corresponding possession gains; PLA states that transitions of items out of one's possession are exaggerated relative to transitions into one's possession: departures loom larger than arrivals. In sum, whereas VLA proposes a greater weight on negative developments, PLA proposes a greater weight on items leaving one's possession*”. Due to the fact that people are more concerned about losing things in their possession then acquiring a new item, any PLA will imply an exaggeration in the evaluation of this change compared to the corresponding VLA. Consequently, the prediction is that any PLA will imply a tendency to switch due to the fact that the pleasure of giving up an unattractive item will offset the pleasure of any positive development, i.e. giving up an unattractive item (Brenner et al. 2004). On the contrary, “*a VLA implies a tendency to avoid such switches and stay with the current possession (i.e., an endowment effect), because the pain of the negative development (receiving the new unattractive item) will tend to outweigh the pleasure of the positive development (giving up the current unattractive item)*” (Ibid).

Applying the VLA/PLA theories to job switching situations, individuals should contrast the value of staying with the current position with leaving for the new employment contract. Thus, if

only VLA operates, individuals should show a tendency of staying with the current position, disregarding any potential improvement. On the contrary, *“If only PLA operates, the tendency to stay with possessed goods should be mirrored by a comparably sized tendency to switch away. In job switching situations, there will be valence asymmetries. One possible explanation for a tendency to remain with a possessed option is a generalized inertia, or a decision threshold that simply favours the status quo”*. (Ibid)

Further research on loss aversion combined with PLA suggests that any loss aversion is strongly influenced by the history of ownership of an attractive item and, in particular, increased with the length of ownership (Strahilevitz and Loewenstein 1998). This is something that recruiters will have a hard time to influence. Another conclusion from previous research is that any VLA *“implies a consistent psychophysical asymmetry between negative and positive changes, and there is not a priori rationale for why that asymmetry would change for different types of items or currencies”*. In recruitment situations, the probabilities of outcomes are not explicitly given, let alone known. Knowing that people attach decision weights to risky choices, those weights will highly influence the likelihood of the action taken. The weighing of alternatives will depend on the perceived likelihood of an event; an event being subject to biases.

## 9.5 Herzberg's motivational- and hygiene factors

