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Employer Branding as a tool for employer attractiveness. -
How can Lyse AS become a more attractive employer for
their target audiences?

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Employer Branding as a tool for employer attractiveness.

How can Lyse AS become a more attractive employer for their target audiences?



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Business Administration with specialisation in
Human Resource Management*

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Abstract

Purpose of this paper

Lyse AS is a corporate group operating in the Energy and technology industries and like their competitors they are in search of the best-skilled workers. After the oil crisis in 2014, which saw the unemployment rate increase from 2,1% to 4,5%, the labour market is now recovering. Competition for talent is fierce as both oil and IKT companies in the region are also searching for the best-skilled workers. Turnover at Lyse has increased by 40% between 2015 and 2017, and the challenge for Lyse is, therefore, not only to be an attractive employer for the best-skilled workers in engineering, business and IKT, but also to retain the most talented employees after they join the company. The purpose of this paper is to answer the following question: *How can Lyse become a more attractive employer for their target audiences?* Also, the aim is to find out if there are any demographic differences between gender, age, education field and student or non-student status. Finally, it will be essential to find out the effect digital platforms have on employer attractiveness, as this is the modern way of communicating with the target audiences. Answering these questions will help Lyse implement an employer branding strategy and help them be competitive in the labour market.

Methods used to answer the questions

Previous research on employer attractiveness, including the most valued attributes when choosing an employer, was used to construct a quantitative questionnaire. 17 items in the employer attractiveness scale were used to identify which attributes are valued the most and 236 subjects in Lyses target groups participated. Questions about the effect a company's webpage, social media and job application system can have on employer attractiveness was also answered by participants. Secondary data was also used to help identify what current applicants feel about the organisation.

Results

The research identified 16 of 17 items being essential when choosing an employer and especially development and social value are important for all subjects in the sample group. The perceived importance levels of the different attributes varied between male and female participants, as females generally scored higher on all attractiveness attributes. The perceived importance levels of the components of employer attractiveness partially varied according to the education field and age,

but not between students and non-students. Results also show that social media has an essential role in communicating with the target audiences, and poor user-friendliness, visual representation and content on a company's website and job application system has a demoralising effect on job applicants.

Conclusion

To become a more attractive employer, Lyse must develop an employee value proposition (EVP) by combining the results from this research with the attributes that current employees find most attractive. This means further analysis internally is the next step, to be able to identify any similarities between the external target groups and the current employees. It will also be important to identify critical areas among the attributes that need improving internally. Linking the EVP to the identity, corporate brand and vision of Lyse will be important to help current employees identify themselves with the employer brand. Finally, by using social media and the company's webpage to communicate with their target audiences, Lyse has the tools in place to succeed in becoming a more attractive employer. However, as employer branding is an on-going process and not a short-term project, it requires investing the necessary resources. Only then can Lyse achieve their goal of becoming a more attractive employer for their target audiences.

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1.0 - Introduction

1.1 - Background of Lyse AS

Lyse AS is a corporate group that operates in the Energy and technology industries. The company's headquarters are based in Stavanger, Norway, and sixteen regional municipalities in the county of Rogaland own the company. In 2018, Lyse AS had an after-tax profit of 1.06 billion NOK, and there are around 1200 people employed at the corporate group. (Lyse, 2018)

Hydropower has always been the area of expertise for Lyse, which was also the reason the company was founded initially in 1947 as Lyse Kraftverk. Lyse was responsible for the production, transportation and delivery of electricity in the local area, which also involved building and maintaining power lines and infrastructure in the region. Today, Lyse owns and manages 11 hydropower plants and has part ownership in five other hydropower plants.

In 1998, the company became a corporate group and changed its name to Lyse Energi AS. One of the goals of the new corporate group was to become more diverse and venture into new industries. In 2001, they entered the telecommunication business, and today the daughter-company Altibox AS provides TV and internet services through fibre optic broadband to over 500.000 customers in Norway. In 2013, the company also ventured into the IoT market through the daughter company Smartly. Efficient "smart-home" solutions, for both the private and business markets, are the goals of the company. In 2015, the company changed its name from Lyse Energi AS to Lyse AS, to reflect that the company was no longer only in the energy industry but also the technology sector.

1.2 - Reason for choosing Lyse as case study company

In the autumn of 2018, I had an internship at Lyse in the Human Resource department. During my three months there, I became aware of one of the corporate group strategy goals of becoming "an attractive employer." There are between 150 and 200 yearly recruitments at Lyse and being efficient throughout the whole recruitment process is vital to succeed with the goal of being an attractive employer. However, there is no clear strategy or goal as to what the company means by being an attractive employer. With a team of only four full-time employees working with recruitment, it is difficult to find the resources and time to work on a clear strategy on making Lyse an attractive employer. I,

therefore, wrote a pre-study on a possible employer branding strategy for Lyse AS and decided to continue working on this subject for my bachelor assignment. I also continued to work there in the spring of 2019, so it became one of my areas of work at the company too.

1.3 - Labour market situation

The unemployment rate in Norway has always been low compared to other countries worldwide. Between 2009 and 2018, the unemployment rate has always been below 3% nationally in Norway (Nav, 2018). In comparison, the unemployment rate in other countries has been higher. 10% in France, 7% in the United Kingdom and 5% in Germany (Google public data, 2019). For Lyse, the primary labour market has been in the local region of the county of Rogaland. Here the labour market has historically been around 2,1% (Nav, 2018), but because of the oil crisis in 2014, this number increased dramatically to 3,4% and 4,5% in 2015 and 2016 respectively. In 2018 the unemployment rate in Rogaland fell again to 2,8% which is still higher than the average between 2009-2014, but the labour market is recovering after a few difficult years. The labour market has therefore once again become challenging for employers, as all companies will try to attract the best-skilled workers and employ them. That also means that current employees will also be looking for opportunities elsewhere and turnover at Lyse has increased by 40% between 2015 and 2018, from 3,7% to 5,5% (Lyse, 2018) The challenge for Lyse is therefore not only attracting the best talent to the company but also keeping hold of their current and future employees. It is therefore crucial that Lyse develop and implement a clear strategy into attracting and retaining the best talent at the company.

1.4 - Primary Target audiences and competition

With Lyse being in different industries, there has been a need to recruit the best talents from many different areas of the labour market. The local, regional labour market has been the primary target for Lyse, but also universities like the Norwegian University of Science and Technology (NTNU) are part of the target audience for the company, as they wish to employ the best-skilled technology engineers in the field of energy and environmental studies. Lyse has also always had to compete with the oil companies in Stavanger for the best-skilled workers. Not only engineers but also the best talents in innovation, management, finance and marketing. With the oil crisis in 2014, many of these skilled-workers had to

find work elsewhere, and some ended up at Lyse. Now that the oil industry is starting to grow again and the unemployment rate is falling, many of these talents are being lured back into the oil companies due to the possibility for higher wages. Since Lyse cannot compete with wages on offer in the oil industry, the company has to look at other ways of attracting the best-skilled workers from their target audiences to Lyse. In recent years IKT and technology is another area that the corporate group want to attract new graduates from, and here they face competition from more well-known IKT companies. Attracting the most talented IKT and technology students to Lyse, especially the daughter companies Altibox and Smartly, is necessary to be competitive in a global and dynamic technology market.

1.5 - Scope of this paper

The purpose of this paper is to answer the following question: *How can Lyse become a more attractive employer for their target audiences?*

It will also be interesting to see if there are specific areas and values that members of Lyses target audiences value the most when choosing an employer. Also, are there any demographic differences? Does it matter what age group they belong in, if they are male or female or even what type of education they have? How does Lyse compare to the competition? Do the target groups prefer other companies and why? Finally, what effect does the company's digital platforms have on employer attractiveness.

Answering these questions will help Lyse develop and implement a strategy in reaching their goal of becoming an attractive employer.

2.0 - Literature review

To help answer the question of how Lyse can become an attractive employer for their target audiences, it is first necessary to define the terms employer attractiveness and employer branding. After this, the paper will identify what areas must be evaluated in helping Lyse implement their employer brand strategy.

2.1 - Employer Attractiveness

“In an era where skills and knowledge of employees are amongst the main competitive enablers, organisations cannot ignore the significance of attracting and retaining talented people” ((Hallén, 2007; Minchington, 2010; Mohaptra, 2005; Prinsloo, 2008) as cited in Botha, Bussin & De Swardt 2011, p. 2.)

Employer attractiveness can be defined as *“the benefits that potential employees envisage they could get by working in a particular company”* ((Berthon, Ewing & Hah, 2005; Pingle & Sharma, 2013) as cited in Reis & Braga, 2016, p. 105). Other research uses the term *“employer image”* when talking about an organisation’s employer attractiveness (Bankins & Waterhouse, 2019; Lievens & Slaughter, 2016; Moser, Tumasjan & Welp 2017). An employer image can be defined as *“an amalgamation of transient mental representations of specific aspects of a company as an employer, as held by individual constituents”* (Highhouse et al. 2009, as cited in Lievens & Slaughter, 2016, p. 409). Essential elements in this definition include that an image is held by individuals, might fluctuate, targets specific aspects (versus an overall impression), and is cognitive (Lievens & Slaughter, 2016.) Employer attractiveness and image can be linked to attributes in the world of marketing, as *“a widespread and longstanding categorisation in marketing have been the distinction between functional (instrumental), symbolic, and experiential attributes”* (Keller 1993, as cited in Lievens & Slaughter, 2016, p. 411.) *“Instrumental attributes refer to job seekers' associations about more tangible characteristics of the organisation that have practical value (e.g., location, pay, benefits, or advancement opportunities)”* (Lievens & Slaughter, 2016), while symbolic attributes *“describe the organisation in terms of subjective and intangible qualities that attract people to a company (e.g., the organisation is trendy and prestigious to work at)”* (Highhouse et al. 2007, as cited in Lievens & Slaughter 2016). Finally, *“experiential attributes refer to actual experiences with the employer through past applications or recruitment events”* (Lievens & Slaughter 2016.)

2.1.1 – Employer attractiveness and internal job satisfaction

Employer attractiveness is generally associated with the positive job satisfaction among employees (Arrehag & Persson, 2014; Berthon, Ewing & Hah, 2005), and also an essential contributor to good work morale (Arrehag & Persson, 2014). Other research indicates a relationship between employer attractiveness and productivity, especially for service-oriented organisations (Ghielen, Francken, De Cooman & Sels 2018.) All companies in the Lyse corporate group are either entirely or partially service-orientated, and that suggests that Lyse must not only focus on attracting qualified professionals to the company but also on keeping them satisfied.

2.1.2 - Employer attractiveness in Lyse's labour markets

"The new economy is characterised by a volatile talent demand-supply equation set against erratic attrition trends and boundless cutthroat competition, and organisations have never had a tougher time in finding, managing and nurturing talent" ((Cheese et al., 2007; Mohaptra, 2005, as cited in Botha et al., 2011, p. 2.) With Lyse recruiting from knowledge-intensive labour markets, like IT and engineering, *"employer attractiveness is an important concept, where attracting employees with superior skills and knowledge comprises a primary source of competitive advantage"* (Pingle & Sodhi, 2011, p. 1.) Successfully identifying what particular benefits employees expect and cherish is therefore vital for Lyse, especially amongst target audiences where competition for talent is fierce. *"In employment markets characterised by high competition, obtaining suitable employees becomes increasingly problematic, as the number of applicants per vacancy declines"* (Wilden, Gudergan & Lings, 2010, p. 4.) Career paths and job intentions are also influenced by employer attractiveness (Reis, Braga & Trullen, 2017), and recognising the benefits that define Lyse's employer attractiveness will, therefore, influence the recruitment and selection processes. It will also influence the retention of professionals after they have joined the company (Helm, 2013.) Becoming an attractive employer is especially vital in labour markets with a shortage of skilled workers, for example, in the IT and local, regional market, both vitally important to Lyse. *"A limited supply of highly-qualified candidates, combined with high workforce mobility, results in considerable hiring, training, and development costs"* (Dabirian, Paschen & Kietzmann 2019, p. 1.)

2.2 - Employer Branding

Identifying the attributes that will attract highly skilled workers to Lyse is essential in becoming an attractive employer, but equally important is communicating the benefits to the target audiences. *“Corporate leaders and their human resource functionaries are moving towards placing a high premium on employer branding as a critical success factor for companies striving for competitive advantage in the talent war”* ((Cheese et al., 2007; Crous, 2007; Minchington, 2006) cited in Botha et al., 2011, p. 2.) Employer branding is *“the sum of a company’s efforts to communicate to existing and prospective staff that it is a desirable place to work”* (Lloyd, 2002, cited in Berthon et al., 2005, p. 153.) Furthermore, a company’s *“employer brand is associated with an organisation’s differentiated attractiveness in terms of functional, economic and psychological benefits”* ((Ambler & Barrow, 1996; Corporate Leadership Council, 2007; Donath, 2001; Minchington, 2006) as cited in Botha et al., 2011, p. 2.) Lyse needs to *“identify the attributes of their own organisation that employees find most attractive to link the employer brand with the identity of the organisation and the interests of employees”* (Maxwell & Knox, 2009, p. 1.) Positively portraying an organisation, through advertising and job postings, increases applicants’ interest in the company, and is an underlying assumption of traditional recruitment (Gatewood et al., 1993.) Employer Branding takes traditional recruitment into the world of branding and *“is the active management of an organisation’s image, identity and overall reputation in attracting larger and higher quality job applicant pools”* (Bankins & Waterhouse, 2019, p. 1.) Whereas traditional branding focuses on the customer, employer branding focuses on the employee. Employer branding is about marketing the company and what it has to offer to both potential and existing employees.

2.2.1 - External employer branding

“External marketing of the employer brand is designed primarily to attract the target population but is also intended to support and enhance the product or corporate brands. It is fundamental to employer branding that the employer brand is consistent with all other branding efforts of the firm” (Sullivan, 1999, as cited in Chhabra & Sharma, 2014, p. 50.) It is therefore crucial that recruitment teams work closely together with the brand and marketing department. Earlier research claims that *“many organisations are not developing or maintaining their employer brand correctly”* (Minchington, 2006, as cited in Botha et al. 2011, p.

2), and “*talent shortages can render organisations vulnerable in terms of competitive sustainability*” ((Boshard & Louw, 2010; Charest, 2011; Prinsloo, 2008), as cited in Botha et al. 2011, p. 2.) Employer attractiveness also depends on the jobseekers beliefs about a company, including the reputation and attributes they value the most (Reis et al., 2017.) Research in 2014 suggests that a company would have to pay, on average, 10% more in additional wages to make up for a poor reputation and even then only 28% would still choose to join the company (Burgess, 2016). “*Effectively communicating an employer's unique and positive aspects increases employer attractiveness in the labour market as a whole and, more specifically, among potential skilled candidates*” ((Backaus & Tikoo, 2004; Collins & Kanar, 2013; Edwards & Edwards, 2013; Pingle & Sharma, 2013), as cited in Reis & Braga, 2016, p. 1.) For Lyse, being attractive among the highly skilled workforce is key to attracting them to the company, and “*employer branding strongly increases employer attractiveness*” (Lievens, Van Hove & Anseel, 2007, as cited in Ghielen et al., 2018, p. 1.)

2.2.2 - Internal employer branding

Employer branding is not only about identifying what benefits are attractive and then communicating them to the target audiences. Lievens & Slaughter (2016) refer to the term “*identity management*” when talking about internal employer branding, while external employer branding is referred to as “*employer image management*.” “*A key difference is that identity is what organisational insiders (employees) perceive to be core characteristics, whereas image deals with an outsider's beliefs*” (Lievens & Slaughter, 2016, p. 410.) For Lyse, a strong employer brand must also include a strong internal identity among current employees, as research shows that this decreases turnover (Dineen & Allen, 2016), and increases internal brand equity (Suikkanen, 2010.) Strong internal brand equity is positive as it “*develops a workforce that is committed to the set of values and organisational goals established by the firm*” (Chhabra & Sharma, 2014, p. 50). Also, using employer branding as a retention management technique will “*increase employee engagement and enhances the expectations of responsibilities between the employer and employee*” (Suikkanen, 2010, p. 43.) It is therefore in Lyse's interests to identify what attributes and benefits target audiences value the most and then use these attributes as focus areas on building a stronger employer brand identity among current employees. Finding consistency between what current employees perceive to be core characteristics and what

image potential job-seekers have of working at Lyse is crucial for a successful employer brand (Mosley & Schmidt, 2017). Furthermore, it is vital that the attributes and benefits they promise to employees are consistent with realities, as *“the violation of the “psychological contract” may lead to increased turnover”* (Sims 1994, as cited by Suikkanen 2010, p. 21.)

2.3 - Employer Value Proposition (EVP)

In employer branding, the psychological contract is a term often referred to as a company’s *“employer value proposition”*, or EVP for short. Minchington (2005), as cited by Headworth (2015), defines an EVP as *“a set of associations and offerings provided by an organisation in return for the skills, capabilities and experiences an employee brings to the organisation.”* In other words, an EVP defines what an employee can expect when joining a company, but also what the company expects from the employee when appointed. Other literature describes an EVP as *“the employee’s perception of whether what he or she receives equals or exceeds what he or she gives, based on the principles of equity theory”* (Munsamy & Venter 2009, as cited by Veldsman & Pauw, 2018, p. 78.) Meijerink (2016), as cited by Veldsman & Pauw (2018, p. 78) says an EVP is *“the unique set of attributes and benefits that will motivate targeted candidates to join a company and current employees to stay.”* An EVP is, therefore, a critical element in employer branding, and communicating the EVP to target audiences is essentially what employer branding is all about. However, before communicating an employer brand to target groups, it is vital that the EVP is *“consistent with the realities of the organisation, different from those of competing employers, and attractive to members of the target audience”* ((Backhaus & Tikoo 2004; Ambler and Barrow 1996), as cited by Maxwell & Knox, 2009, p. 3.) Benchmarking own practices against those of firms that have a strong employer brand, *“cannot reflect the distinct identity of a particular organisation”* (Maxwell & Knox, 2009, p. 3.) Consistency between what employees expect and what they experience is especially important when it comes to turnover and retaining staff. *“If the employee feels that the psychological contract (EVP) is being breached, it may result in reduced commitment, intentions of leaving and even resignation”* (De Cuyper et al., 2008, as cited by Suikkanen, 2010, p. 21.)

2.3.1 - The attractive attributes in an EVP

Previous literature mentions five main elements in an EVP, including “work environment and affiliation, work content, benefits, development/career growth and remuneration” ((Corporate Leadership Council, 2002; Michaels, Handfield-Jones & Axelrod, 2001; Munsamy & Bosch Venter, 2009; Sartain & Schumann, 2006), as mentioned by Botha et al., 2011, p. 3.) However, just mentioning these elements in an EVP is not enough, as it is critical that “*the EVP is unique and based within a human capital strategy, that is aligned to the business strategy*” (Kochanski, 2004, as mentioned by Botha et al., 2011, p. 3.) It is vital that Lyse's EVP is competitive in attracting the talent to the company and finding unique elements will be a challenge. According to Munsamy and Venter (2009), as cited by Botha et al. 2011, p. 3) “*organisations are at risk of turnover when their EVP is perceived as less competitive than that of other organisations.*” Presenting an authentic, differentiated EVP is vital in competitive labour markets, and organisations that effectively deliver on their EVP can decrease annual employee turnover by just under 70% and increase new hire commitment by nearly 30% (Kropp, 2018.)

2.3.2 - An EVP is a "get and give" deal

According to Mosley (2015), an EVP is “*a two-way get and give deal, and where the supply of talent exceeds the demand for talent companies can afford to emphasise the “get” side of the deal in their EVP. If, on the other hand, the demand for talent outstrips the supply of talent, companies will need EVPs that stress the “give” side of the deal to attract and retain the people they need. The “get” side of deal refers to what the organisation can expect to get from its employees.*” Mosley (2015) mentions “*High performance*” as an example of a “get” attribute, while “*Work-life balance*” is a typical example of a “give” attribute, as this is something the company can offer its employees to attract them to the company. Lyse should focus on the “give” side of the deal in their EVP, as the demand for talent exceeds the supply of talent in the local labour market. However, they must not neglect to evaluate what they expect from employees, as research shows that four of ten managers admit making mistakes when appointing new staff members to their teams, mainly due to them not meeting the expectations they had (Experis, 2019).

2.3.3 - EVP - the first step in an employer branding process

“Human resource practitioner literature describes employer branding as a three-step process” (Backhaus and Tikoo (2004), as cited by Chhabra & Sharma, 2014, p. 50), with developing the EVP being the first step, as this “provides the central message that is conveyed by the brand” ((Eisenberg et al., 2001; Backhaus and Tikoo), as cited by Chhabra & Sharma, 2014, p. 50.). This is followed by communicating the EVP externally (second step) and internally (third step). Veldsman & Pauw (2018, p. 77) point out that “the real challenge for organisations is that talented workers can choose where and how they want to work, as organisational loyalty has become something of the past.” They advise companies to answer the following four questions when creating an EVP, the first step in a three-step process.

- *Why would top talent want to work here?*
- *What can our organisation offer to make us attractive to talent?*
- *How do we keep top talent engaged and retain them over the longer term?*
- *How do we create a value proposition that is coherent with the organisation identity and external brand perception?*

Finding out which elements or dimensions are attractive to talents in the target groups and which of these are unique for Lyse, is the key to a successful EVP and employer brand. The first step to becoming an attractive employer is, therefore, finding what attributes are most important for Lyse's target groups.

2.4 - Employer Attractiveness Scale

The “*employer attractiveness scale*”, or “*EmpAt scale*” for short, “*is the only validated scale existing in current literature for identifying the attractiveness dimensions of an employer brand*” (Berthon et al., 2005; Roy, 2008, as cited by Alniaçık & Alniaçık, 2012, p. 1338.) The EmpAt Scale was developed by Berthon et al. (2005) and has since been used in various studies relating to employer attractiveness (Dobija et al., 2018; de Waal, 2018; Reis et al. 2017; Alniaçık & Alniaçık, 2012; Suikkanen 2010.) To measure employer brand attractiveness amongst both current and potential employees, Berthon et al. (2005) originally developed a scale consisting of “functional, economic, and psychological” attributes but after further investigation by Berthon et al. (2005), it resulted in the

scale comprising of five attractiveness attributes. Reis & Braga (2016, p. 106) have a short explanation of each attribute below:

- 1) *Interest Value (IV): a challenging and stimulating job, with innovative working practices, products and services, in an environment that encourages creativity and innovation;*
- 2) *Social Value (SV): a positive and pleasant social and interpersonal environment;*
- 3) *Economic Value (EV): above-average wages, compensation package, job security, and promotion opportunities;*
- 4) *Development Value (DV): provides recognition, self-worth and confidence, the development of skills and career-enhancing experiences;*
- 5) *Application Value (AV): opportunity to apply expertise and convey knowledge to others, in a customer-oriented and humanitarian workplace.*

The original EmpAt Scale consists of 25 items (Berthon et al. 2005), but other researches have used 20 (Reis et al., 2016) or even 15 (Arrehag & Persson, 2014), depending on which questions they feel are relevant to their research or country. What is consistent, is that all five attractiveness attributes are covered.

2.5 - Demographic differences

“Employer attractiveness and prioritisation of attractiveness attributes may vary according to the different cultures and demographic characteristics” ((Alniaçik et al., 2014; Newburry et al., 2006), as cited by Reis & Braga, 2016, p. 106.) Furthermore, Reis & Braga (2016, p. 106) claim that *“demographic characteristics such as gender, race, age, education, and income influence people's perceptions of an organisations' attractiveness.”* Even within the same demographic group, preferences can be different as research findings *“reflected that employees in five different organisations considered different Employer Value Proposition (EVP) attributes to be attractive”* (Maxwell & Knox 2009, as cited by Botha et al., 2011.) Other research indicates significant differences between the perceived levels of importance of employer attractiveness dimensions concerning the gender of the respondents, but neither the age nor the current employment status of them (Alniaçik & Alniaçik, 2012.) It will, therefore, be essential for Lyse to find out if there are any demographic differences in responses to the attractiveness attributes, as this will influence not only how to

shape the EVP, but also how to communicate it towards the different target groups.

2.6 - Communicating the employer brand

As mentioned, communicating the employer brand externally and internally are the steps that follow developing and implementing a companies' EVP.

Communication of an employer brand is where marketing and branding come into the equation. It is now essential to create the employer brand position, which in branding sets *“the direction of marketing, activities and programs and what the brand should and should not do with its marketing”* (Keller & Lehmann, 2006, p. 740). *“Although most authors argue that employer branding aims to communicate to both prospective and existing employees that the organisation is a desirable place of work, most research focuses upon enhancing the process of person-organisation value-matching through effective communication during the recruitment process”* ((Davies, 2008; Knox and Freeman, 2006; Mosley, 2007), as cited by Foster, Punjaisri & Cheng, 2010, p. 404.) As already stated in this chapter, experiential attractiveness attributes *“refer to actual experiences with the employer through past applications or recruitment events”* (Keller 1993, as cited in Lievens & Slaughter 2016), and this will most likely affect the employer's image and attractiveness. That is why Lyse must deal with all applications in a way that strengthens the employer brand, as a bad experience in the recruitment process (e.g. an unpleasant job rejection) could lead to skilled workers not wanting to apply again. It could also lead to a bad reputation, as in marketing 92% of consumers believe suggestions from friends and family, more than they do advertising (Nielsen, 2012). The consumer here is the applicant, who could tell fellow students that they got a negative impression of the company last time they applied for a job there, or that they found the company less attractive after speaking to them at a recruitment event. Also, as mentioned earlier, internal brand equity is essential for a company trying to create a robust internal employer brand. If employees have a strong brand endorsement, they are more likely to recommend working for the company to friends and family, and also talk positively about the company with others (Arrehag & Persson, 2014). *“Word of mouth”* is, therefore, an area that Lyse must be aware of in all employer branding communication activities, especially during recruitment processes and events.

2.6.1 - Social media communication

Social media has changed how companies communicate with target audiences. *"Increasing digitisation and the emergence of social media have radically changed the recruitment landscape adding interactive digital platforms to traditional means of employer communication. However, social media employer communication and employer brand building remains woefully under-studied"* (Moser, Tumasjan & Welp 2016.) Previous research on the topic shows that *"self-congruity and information gathered from social media have no direct effects on perceived employer attractiveness and application intentions but are fully mediated by a powerful corporate image"* (Kissel & Büttgen, 2015, p. 755.) On the other hand, other research suggests that the use of social media does *"positively relate to corporate reputation, which in turn is positively linked to intentions to apply for a job"* (Sivertsen, Nilsen & Olafsen 2013, p. 473). Lyse must, therefore, find out what effect social media has on their target groups, as previous research is divided on the impact social media has on employer attractiveness.

2.6.2 - Content marketing communication

Social media marketing of an employer brand is all about content marketing, which can be defined as *"a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience "* (B2B Content Marketing Institute, 2015, p. 8.) Brands, including employer brands, *"play an essential role in determining the effectiveness of marketing and efforts such as advertising and channel placement"* (Keller & Lehmann, 2006, p. 740.) *"Content marketing is the present and especially the future of digital marketing and marketing in general, meaning digital marketing cannot be successful without having quality content"* (Baltes, 2015, p. 117.) For Lyse, they need to find out what social media content their target groups see as relevant and valuable, to be able to communicate their employer brand to not only key target groups, but also in building a long employer relationship with their current employees.

2.6.3 - Website communication

Another type of content marketing is a company's website, including the career site and job application page. There is little research on a website's quality and user-friendliness and the effect it has on employer attractiveness. However, like

social media, a company's website can be identified as "internet advertising" which can play an essential role in helping to reposition the brand (Tripathi, 2017). There is a big opportunity to build a symbolic relationship with Lyse's target audiences through the webpage, "*but only if 'high-tech' consultants construct the web pages consistently with the brand*" (Stuart & Jones, 2004, p. 91.) There is also little research done on the effects of a poor job application system on employer attractiveness. With limited available research on the area, it is crucial for Lyse to find out for itself what effect the content and user-friendliness of a website and job application system has on employer attractiveness.

2.7 - Hypothesis

To help answer the research question, five hypotheses have been created.

- Hypothesis 1: Attributes of the employer attractiveness scale have different levels of perceived importance.
- Hypothesis 2: Perceived importance levels of attributes of the employer attractiveness scale may vary according to gender.
- Hypothesis 3: Perceived importance levels of the components of employer attractiveness may vary according to age.
- Hypothesis 4: Perceived importance levels of the components of employer attractiveness may vary according to the field of education.
- Hypothesis 5: Perceived importance levels of the components of employer attractiveness may vary according to current employment status.

2.8 - Other assumptions to test

Other than testing the five hypotheses, assumptions on the effect of social media and websites on employer attractiveness need to be tested out too. This includes user-friendliness on both job application sites and websites. A final goal of the survey will be to find out how the target groups perceive Lyse

3.0 - Methodology

This chapter will give an insight into the methodology used, beginning with the purpose of the research and why the chosen approach was used. This will be followed by how the data was collected and how the sample group was identified. Finally, quality criteria and criticism and ethics of the research will be discussed.

3.1 - Research purpose

The purpose of the research is to find out what attributes in the employer attractiveness scale are most important for Lyse's target groups and if the attributes of the employer attractiveness scale have different levels of perceived importance. It will also be essential to identify any possible demographic differences, including gender, age, education field and student or non-student status. The secondary purpose of the research is to find out what impact social media and a company's website has on an employer's attractiveness.

3.2 - Research approach

A deductive approach was taken for testing the attributes from the employer attractiveness scale, while an inductive approach was used in researching the effects of social media and a company's website on employer attractiveness. *"The main difference between inductive and deductive approaches to research is that whilst a deductive approach is aimed at testing theory, an inductive approach is concerned with the generation of new theory emerging from the data"* (Gabriel, 2013). The decision to take different approaches was based on earlier research on the two topics. A deductive approach is possible to help identify the vital attributes in Lyse's key target groups, as the Employer Attractiveness Scale has been used in previous research. On the subject of digital platforms and the effect on employer attractiveness, earlier research has given mixed results. There has also been little research on the effects a company's website has on employer attractiveness. Therefore, an inductive approach was taken towards this subject. The need to research the effects of social media and a company's website on employer attractiveness is based on personal observations made during my time at Lyse, and feedback from students at recruitment events. The degree of digital platforms' impact on employer attractiveness cannot be established conclusively but there should be some indication of how Lyse's target groups are potentially affected by social media and the company's website.

3.3 - Research design

Research design can be defined as "*a general plan about what you will do to answer the research question*" (Saunders, Lewis & Thornhill, 2016, as cited by Dudovskiy, 2016.) The research question is finding out how Lyse can be an attractive employer for its specific target groups, and therefore a descriptive research design was chosen. Descriptive research primarily focuses on "*what*" is happening" rather than "*why*" it is happening in the specific segment, which in this case is the labour markets that Lyse recruits from, when looking for future talents. As descriptive research "*is designed to collect and quantify factual information concerning people or events*" ((Isaacs, 1981; Borg & Gall, 1979), as cited by Berrol (2000, p. 38), a quantitative questionnaire was constructed. Furthermore, the questionnaire was designed to gather further information about possible demographic differences in employer attractiveness. "*Measurement in quantitative research allows us to delineate the differences between people in terms of the characteristic in question and can also provide more precise estimates of the degree of relationship between concepts*" (Bryman & Bell, 2011, p. 164). It makes it possible to measure variables and estimate how closely they are related, which is vital when measuring the employer attractiveness scale. It could be argued that questions on the subject of how social media and a company's website affect employer attractiveness could be exploratory, but information on the matter was already gathered through dialogue with students and other job seekers at recruitment events and processes during my time at Lyse. There was, therefore, enough information available on the subject to use a descriptive approach.

3.4 - Primary and secondary data

The primary source of data collection is a quantitative questionnaire, directly addressing the purpose of the research. Secondary data will also be used, as previous research towards Lyse's job applicants, between November 2018 and January 2019, could be relevant for this paper.

3.5 - Questionnaire

A quantitative, self-completion questionnaire was designed using Qualtrics XM. 13 questions in total were asked, which took an average of four minutes to answer.

- Question 1-4: Demographic variables including gender, age-group, student or employed and field of education.
- Question 5: A choice of three companies participants wish to work for, one being Lyse, the others being two of Lyse's biggest rivals in the search for key talent in engineering and IKT - Equinor and Atea.
- Question 6: A question about why they chose the company they did, the alternatives are based on the five key factors from the employer attractiveness scale; interest, economic, development, application and social, but also if the reputation of the company influenced them.
- Question 7-11: Questions relating to the effects social media, websites and job application portals have on individuals.
- Question 12-13: 16 of the original 25 statements from the Employer Attractiveness Scale were chosen based on the relevance to Lyse as a company. One new statement about "work-life balance" was included, bringing the total to 17 statements that participants had to rate, using a 7-point Likert scale.

The questions relating to the Employer Attractiveness scale had to be translated into Norwegian, as the sample groups are Norwegian students. This was important to avoid any misunderstanding of the questions among the subjects who have Norwegian as their native language. Translating accurately was essential, to avoid any bias or different meaning of the statements. Therefore, a second opinion was gathered from a senior lecturer to verify the correctness of the translation.

3.5 - Sampling

Defining the sample group was relatively simple, as Lyse has already identified target groups. As the purpose of the paper is to find out how Lyse can be attractive to their target audiences, sampling from the identified target groups was the goal of the research. Participants were identified based on the education field they are studying or have studied in the past. Business administration, marketing management, engineering and IKT are the main target groups for Lyse when recruiting and were therefore essential to sample answers from. BI Norwegian Business School in Stavanger (BI Stavanger) was targeted for business students, while technology students (energy and environmental engineering and IKT) were targeted at University of Stavanger (UiS). Non-students were also targeted based on which education field they had studied and not on current job status or type.

3.6 - Data collection

Data collection was done between 10th and 21st April 2019. The goal was to achieve at least 100 participants from the target groups at BI Stavanger and UiS, and at least 100 non-students. The final total was 236 participants, 131 of these students and 105 non-students. For students, Facebook was used as the data collection method, by contacting student societies at UiS in the technology field of studies relevant to the identified sample group. The student societies then posted the survey in their private groups, where relevant students could answer. A total of 100 students studying Business Administration or Marketing Management at BI Stavanger were also contacted directly through private messages on Facebook, and a response rate of 75% was achieved using this method. For non-students, LinkedIn was used to search and contact people in the business and technology fields, and individuals with a degree either in business and technology (engineering and IKT) were contacted through private messages on Facebook.

3.7 - Data Analysis

Microsoft Excel was used to analyse the data collected. Employer branding research done by Alnıaçık and Alnıaçık (2012) was used as an inspiration in identifying the hypotheses and analysing the employer attractiveness scale. Paired Samples t-Tests were used to test the hypotheses of perceived importance levels and demographical differences. Cronbach Alpha was used to check the reliability of the five different values individually and collectively. Questions relating to digital platforms and employer attractiveness are presented in diagrams, as the purpose of these questions was to get an indication of the effect of digital platforms on employer attractiveness. The aim here was not to get conclusive evidence, as this is based on an inductive approach looking at trends in Lyses target groups and might help the corporate group decide how to communicate their employer brand.

3.8 - Research criticism

3.8.1 - Questionnaire criticism

In research, a poorly constructed questionnaire can lead to a biased result ((Malhotra, 2010; Bryman & Bell, 2011), as cited by Arrehag & Persson, 2014, p. 33.) Questions can also be misunderstood by the subject, which is a possibility when self-completion questionnaires are being used and "*the subject is not entitled to ask questions to clarify potential faults*" (Arrehag & Persson, 2014).

That is why the questionnaire was pretested by three individuals, one student, one university lecturer and a CEO from a small regional company. Feedback from the three individuals was used to construct the final questionnaire, before being pretested again to make sure there was no misunderstanding of the questions. However, there will always be a possibility that the reliance on instruments, like self-completion questionnaires, can “*hinder the connection between research and everyday life, as we cannot be sure that subjects have an equal concern to the questions and how they relate to everyday life*” (Bryman & Bell, 2011, p. 168.) In this research, no prior knowledge of employer branding was needed, but the risk of subjects misunderstanding questions will always be present.

3.8.2 - Sample criticism

Furthermore, the response rate is also an essential issue, as the number of answers received compared to the total number of subjects in Lyse's target groups, might lead to biased results since the “*nonresponse subjects could differ from the ones that are responding*” ((Nardi, 2003; Malhotra, 2010), as cited by Arrehag & Persson, 2014, p. 33.) The questionnaire could have been sent out to all students nationally, which would have led to a more significant number of responses but not all subjects would have been relevant as they are not part of Lyse's specific target groups. Targeting Lyse's specific target audiences might lead to fewer responses, but it will lead to a higher response rate among the subjects relevant to Lyse and minimise flaws in the results. It is also not possible to know the exact total of Lyse's target audience members, and therefore the exact response rate among Lyse's target groups will be unknown.

3.9 - Quality criteria

"To address quality in quantitative research, there is a need to make sure that certain criteria are met" (Bryman & Bell, 2011, as cited by Arrehag & Persson, 2014, p. 48.) For this paper, it is crucial that the research is valid, reliable and easily replicated.

3.9.1 - Validity

Firstly, it is important to gain accurate results, and “*validity is an indicator of what is intended to be measured is measured.*” (Nardi, 2003; Ghauri & Grønhaug, 2005; Bryman & Bell, 2011, as cited by Arrehag & Persson, p. 48). Choosing the Employer Attractiveness Scale as the main measuring tool for this thesis was due

to it being the only validated scale existing in current literature for identifying the attractiveness dimensions of an employer brand (Berthon et al., 2005; Roy, 2008, as cited by Alniaçık & Alniaçık, 2012, p. 1338.) However, Bryman & Bell (2011, p. 168) argue that "*the measurement process possesses an artificial and spurious sense of precision and accuracy.*" The connections between measurements are based on previous assumptions made in research and that respondents "*interpret the key terms in the question similarly*" (Bryman & Bell, 2011, p. 168.) One senior lecturer, one representative at Lyse and one student evaluated the questionnaire, to see if questions were interpreted differently. After receiving feedback on possible improvements, a few minor adjustments were made. Both the senior lecturer and the representative from Lyse also considered the questionnaire to be highly relevant for the research.

3.9.2 - Reliability

"*The reason to strive for reliable measures is to be able to reuse the same measure or measures on several occasions and the outcome of it should be the same as previous occasions*" (Arrehag & Persson, 2014, p. 51.) For this thesis, Cronbach's alpha is used as a measurement of reliability, as this has previously been used in other research on the employer attractiveness scale (Arrehag & Persson, 2014; Alniaçık & Alniaçık, 2012; Berthon et al., 2005). "*Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items*" (Goforth, 2015). "*The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale*" (Gliem & Gliem, 2003, p. 87.) The general rules of thumb for Cronbach's alpha is "*_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable*" (George & Mallery, 2003, as cited by Gliem & Gliem, p. 87.) Values above 0.7 is, therefore, the desired value for the reliability of this research.

3.9.3 - Replicability

"*In order to make sure that a study could be replicated there is a need from the author or authors of the study to be as clear as possible.*" (Arrehag & Persson, 2014, p. 52). It is essential to explain throughout this thesis how the research has been done and why, as the research has been done specifically for a single organisation and their specific target groups. Replicability is, therefore, an important factor, as this research can hopefully be used for other organisations

and labour markets. That is why all parts have been described in a way to help other organisations replicate the research.

3.10 - Data Protection

According to the Norwegian data protection services, collecting data using online surveys will require notification to NSD, if the questionnaire contains information that can identify individuals directly or indirectly. NSD explains further that the survey can only be considered anonymous if the questionnaire does not contain questions revealing identifiable information. Lastly, NSD state that the IT solution must be completely anonymous and that the answers can in no way be linked to respondents and information identifying respondents must not be registered in any other way (e.g. unique links sent via email or login with user id and password on a website). All the conditions for an anonymous survey were met, and therefore there was no need to notify NSD about the research.

3.11 - Research ethics

"When conducting research and the research has a defined problem and research idea, it is important not just to go out and begin a collection of data, as there are ethical principles to take in consideration" (Nardi, 2003, as cited by Arrehag & Persson, 2014, p. 53.) *"When it is a question of researching human subjects, it is often essential to obtain free and informed consent from the subjects concerned"* (Ingierd, 2015). Furthermore, taking part in the research must be voluntary, and *"participants must be informed about the purpose of the research, the methods to be used and the consequences of participating"* (Ingierd, 2015). At no point during the research were subjects pressured to participate, as a link to the questionnaire was either posted on various student society groups asking subjects to participate voluntarily or contacted directly on Facebook. Information on the purpose of the research was also provided with the link. *"Ethical principles should also be taken in consideration when performing the data analysis and presenting the results from a study"* (Nardi, 2003, as cited by Arrehag & Persson, 2014, p. 54.) Taking an objective approach is essential in presenting an accurate and meaningful result of the thesis, and non-biased results. The ethical principle of objectivity was paramount during this thesis, as Lyse's employer brand relies on accurate analysis and results from this research.

4.0 - Research results

Firstly, the results from the employer attractiveness scale will be presented and the five hypotheses will either be supported or not supported. After this, the answers to the questions surrounding digital platforms and employer attractiveness will be displayed in the second part. The results of Lyses reputation amongst their target groups, from both the survey and a secondary source, will be presented in the final part of this chapter.

4.1 - Employer Attractiveness Scale results

Table 1: Employer Attractiveness Scale results (Lyse Sample Group)

SCALE ITEMS			
Social Value	Mean	Std. Dev	Alpha
1. A fun working environment	6,11	0,92	0.82
2. Having a good relationship with your colleagues	5,98	0,92	
3. Supportive and encouraging colleagues	5,90	0,92	
4. Recognition/appreciation from management	5,72	0,95	
Economic Value	Mean	Std. Dev	Alpha
5. An above average basic salary	5,13	1,19	0.62
6. An attractive overall compensation package	5,28	1,21	
7. Opportunity to have a healthy work-life balance	5,91	1,25	
8. Job security within the organisation	5,83	1,14	
Interest Value	Mean	Std. Dev	Alpha
9. An innovative employer	5,55	1,12	0.67
10. The organisation produces high-quality products and services	5,53	1,02	
11. Humanitarian organisation - gives back to society	4,61	1,32	
Development Value	Mean	Std. Dev	Alpha
12. Gaining career-enhancing experience	6,31	0,85	0.69
13. Good promotion opportunities within the organisation	5,78	1,02	
14. Feeling good about yourself as a result of working for a particular organisation	6,03	0,99	
Application Value	Mean	Std. Dev	Alpha
15. Opportunity to apply what was learnt at a tertiary institution.	5,22	1,95	0.69
16. Acceptance and belonging	5,86	1,02	
17. Opportunity to teach others what you have learnt	5,12	1,34	
CRONBACH'S ALPHA ALL 17 ITEMS	0.84		

The results show that *gaining career-enhancing experience* (6,31), *a fun working environment* (6,11) and *feeling good about yourself as a result of working for a particular organisation* (6,03) are the most important items that influence people in Lyses target groups. Being in a *humanitarian organisation that gives back to society* was the only item with a mean below five, and also had one of the highest standard derivations. The reliability of the scale is good ($\alpha = 0.84$), and social value also has a good reliability score ($\alpha = 0.82$). Development ($\alpha = 0.69$), application ($\alpha = 0.69$) and interest value ($\alpha = 0.67$) are all close to the acceptable value of 0.7, while the economic value ($\alpha = 0.63$) can be seen as questionable. *Opportunity to have a healthy work-life balance*, which is the only item not part of the original EmpAt scale, has the fifth highest mean (5,91).

4.1.1 - Hypothesis 1: Attributes of the employer attractiveness scale have different levels of perceived importance.

Table 2: Paired Samples *t* Tests of Perceived Importance Levels

Employer attractiveness values		Mean	Std. Dev.	t	df	P-value (two-tail)
Pair 1	Social value	5,93	0.74	8,465	235	0,000
	Application value	5,40	0.99			
Pair 2	Social value	5,93	0.74	6,705	235	0,000
	Economic value	5,53	0.82			
Pair 3	Social value	5,93	0.74	11,132	235	0,000
	Interest value	5,23	0.90			
Pair 4	Social value	5,93	0.74	-2,090	235	0,038
	Development value	6,04	0.75			
Pair 5	Interest value	5,23	0.90	-13,162	235	0,000
	Development value	6,04	0.75			
Pair 6	Interest value	5,23	0.90	-2,604	235	0,009
	Application value	5,40	0.99			
Pair 7	Interest value	5,23	0.90	-5,105	235	0,000
	Economic value	5,53	0.82			
Pair 8	Development value	6,04	0.75	10,620	235	0,000
	Application value	5,40	0.99			
Pair 9	Development value	6,04	0.75	8,586	235	0,000
	Economic value	5,53	0.82			
Pair 10	Application value	5,40	0.99	-1,802	235	0,073
	Economic value	5,53	0.82			

Development value (6,04) and Social value (5,93) are seen as the most important values, whilst interest value (5,23) has the lowest mean, which may be due to having the only item with a mean below 5 (*a humanitarian organisation that gives back to society*). Paired sample *t*-tests were done on all the ten possible pairings. The *t*-tests show that there are significant differences in all but one pairing, *application and economic value*. This means the first hypothesis suggesting that *attributes of the employer attractiveness scale have different levels of perceived importance* is supported.

4.1.2 - Hypothesis 2: Perceived importance levels of attributes of the employer attractiveness scale may vary according to gender.

Table 3: Paired Samples *t* Tests of Gender and Perceived Importance Levels

Employer attractiveness values	Gender	N	Mean	Std. Dev.	t	df	P-value (two-tail)
Social Value	Male	124	5,76	0,77	-3,817	234	0,000
	Female	112	6,11	0,66			
Economic Value	Male	124	5,43	0,90	-1,992	234	0,048
	Female	112	5,65	0,89			
Interest Value	Male	124	5,08	0,89	-2,759	234	0,006
	Female	112	5,40	0,71			
Development Value	Male	124	5,90	0,73	-1,992	234	0,002
	Female	112	6,20	0,74			
Application Value	Male	124	5,11	0,95	-4,913	234	0,000
	Female	112	5,72	0,94			

52,5% of participants were male, while 47,5% were female. Correlations between the perceived importance levels of the employer attractiveness dimensions and the gender of the respondents were calculated to find out if there are any significant differences between male and female respondents. Interestingly, the mean score amongst female respondents are higher than those of male subjects in all five attributes. The hypothesis *perceived importance levels of attributes of the employer attractiveness scale may vary according to gender* is supported by the *t* Tests; however, it must be taken into consideration that both genders value development and social value highest and interest value the least.

4.1.3 - Hypothesis 3: Perceived importance levels of the components of employer attractiveness may vary according to age.

Table 4: Paired Samples *t* Tests of Age and Perceived Importance Levels

Employer attractiveness values	Age	N	Mean	Std. Dev.	t	df	P-value (two-tail)
Social Value	18-29	158	5,93	0,75	0,225	234	0,822
	30+	78	5,91	0,72			
Economic Value	18-29	158	5,49	0,84	-1,158	234	0,249
	30+	78	5,62	0,8			
Interest Value	18-29	158	5,12	0,93	-2,586	234	0,010
	30+	78	5,44	0,76			
Development Value	18-29	158	6,04	0,79	0,461	234	0,923
	30+	78	6,03	0,66			
Application Value	18-29	158	5,39	0,99	-2,534	234	0,012
	30+	78	5,72	0,75			

66,9% of respondents were under the age of 30, which reflects on Lyses target audience mostly consisting of people under the age of 30. There are no differences in the development and social values, whilst economic, interest and application value have a higher mean among those in the 30+ age-group. The analysis shows

that only interest and application value are significantly different, and therefore the hypothesis on *different perceived importance levels according to age* is partially supported.

4.1.4 - Hypothesis 4: Perceived importance levels of the components of employer attractiveness may vary according to the education field.

Table 5: Paired Samples *t* Tests of education field & perceived importance levels

Employer attractiveness values	Field of Education	N	Mean	Std. Dev.	t	df	P-value (two-tail)
Social Value	Business	121	6,05	0,77	2,945	224	0,004
	Technical	105	5,76	0,67			
Economic Value	Business	121	5,45	0,91	-1,325	224	0,187
	Technical	105	5,60	0,63			
Interest Value	Business	121	5,25	0,92	0,705	224	0,481
	Technical	105	5,17	0,89			
Development Value	Business	121	6,15	0,77	2,709	224	0,007
	Technical	105	5,89	0,72			
Application Value	Business	121	5,45	1,02	1,309	224	0,192
	Technical	105	5,28	0,93			

51,3% of the participants are studying or have studied in the business field of education (business administration or marketing management). 44,5% belong in the technical education field (IKT and engineering). The final 4,2% did not belong in either the business or technical education field and were therefore not included in the paired sample *t* tests. Business students had higher means on all but one attribute. The two values that had significant differences, *development* and *social*, were also the two values that had the highest means when non-differentiating between demographic variables. The hypothesis of *different perceived importance levels according to the education field* is therefore partially supported.

4.1.5 - Hypothesis 5: Perceived importance levels of the components of employer attractiveness may vary according to student or non-student status.

Table 5: Paired Samples *t* Tests of student status & perceived importance levels

Employer attractiveness values	Student vs. non-student	N	Mean	Std. Dev.	t	df	P-value (two-tail)
Social Value	Student	131	5,88	0,79	-1,150	234	0,251
	Non-student	105	5,99	0,68			
Economic Value	Student	131	5,54	0,82	0,005	234	0,996
	Non-student	105	5,54	0,81			
Interest Value	Student	131	5,22	0,97	-0,478	234	0,633
	Non-student	105	5,27	0,82			
Development Value	Student	131	6,01	0,80	0,480	234	0,959
	Non-student	105	6,01	0,70			
Application Value	Student	131	5,38	0,99	-0,507	234	0,612
	Non-student	105	5,44	0,97			

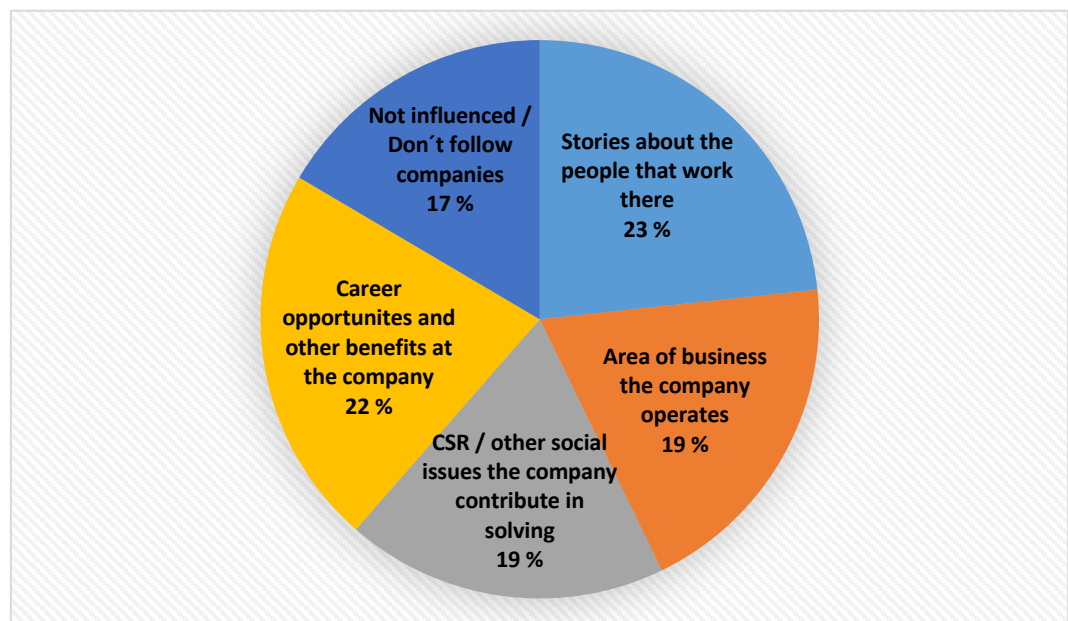
55,5% of participants were students, whilst the remaining 44,5% were non-students. The results show high p-values in all the five attractiveness attributes and therefore no differences between students or non-students. The final hypothesis of *different perceived importance levels according to student or non-student status* is therefore not supported.

4.2 - Social media and employer attractiveness

4.2.1 - Do you follow the companies you want to work for on social media?

In total 41% of all subjects “*follow the companies they want to work for on social media*”, while 23% follow some companies. 36% do not follow any company on social media. Male respondents are slightly more active on social media when it comes to following the companies they want to work for, with 68% following all or some of the companies versus 60% of females. There were no significant demographic differences when it came to education field, student status or age-group. Almost 2 in 3 subjects follow at least one company on social media.

4.2.2 - What content on an employer’s social media influences you the most?

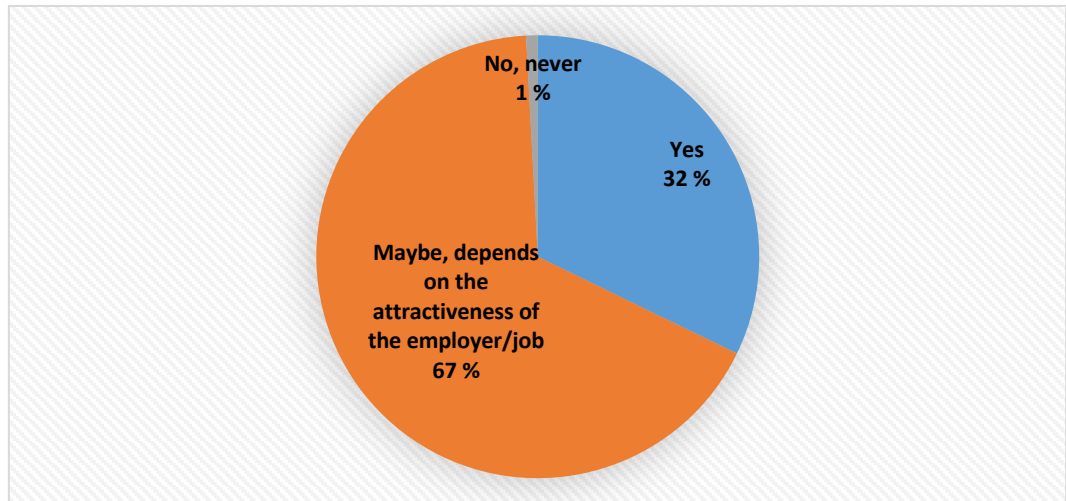


As the results show, all percentage scores are between 17% and 23%, meaning there is no clear frontrunner when it comes to content. There are also little demographic differences. Those under 30 are more influenced by social media content focusing on *career opportunities and benefits* than those over 30 (25% versus 16% respectively) while subjects over 30 are more interested in content focusing on the *areas the company are involved in* than those under 30 (29% versus 15% respectively). The only other main demographic difference was seen

on students and non-students, with non-students more influenced by social media content focusing on *areas of business the company operates* than students (29% versus 12% respectively). There were no demographic differences when it comes to gender or education field.

4.3 - Website and employer attractiveness

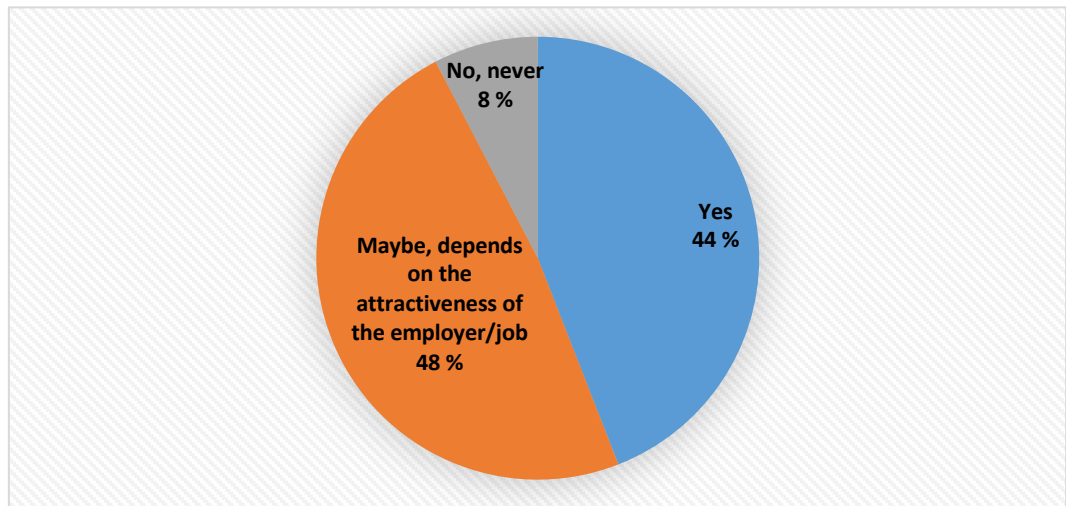
The following question was asked to the sample group. “*Do you check an employer’s website before applying for a job?*” 81% answered *yes*, while 16% check the company’s website *sometimes*. Only 7 of 236 participants (3%) said no to checking an employer’s website before applying. There were no demographic differences. Furthermore, the question “*can poor content, user-friendliness and the visual aspect influence you to not want to work for the company?*” gave the following results.



Education field had a slight demographic difference, with 36% of business students answering *yes* versus 28% of technical students. 70% of technical students answered *maybe* versus 62% of business students. There were otherwise no demographic differences. Clearly, the website has a significant influence on the target groups.

4.4 - Job application system and employer attractiveness

One question was asked about the job application system used for applying for a job, and how this could influence a job application. The question was as follows: “*Will poor user-friendliness of an employer’s job application system demoralise you enough to not want to work for the company?*” Results were as follows



Gender and education field had no differences. 16 of the 18 who answered *no, never* were under 30 and only 3% of non-students would not be demoralised versus 9% of students. Therefore, students under the age of 30 are less demoralised by a poor job application system than non-students over 30. In general, a poor job application system has a demoralising effect on job seekers.

4.5 - Lyses reputation among their target groups

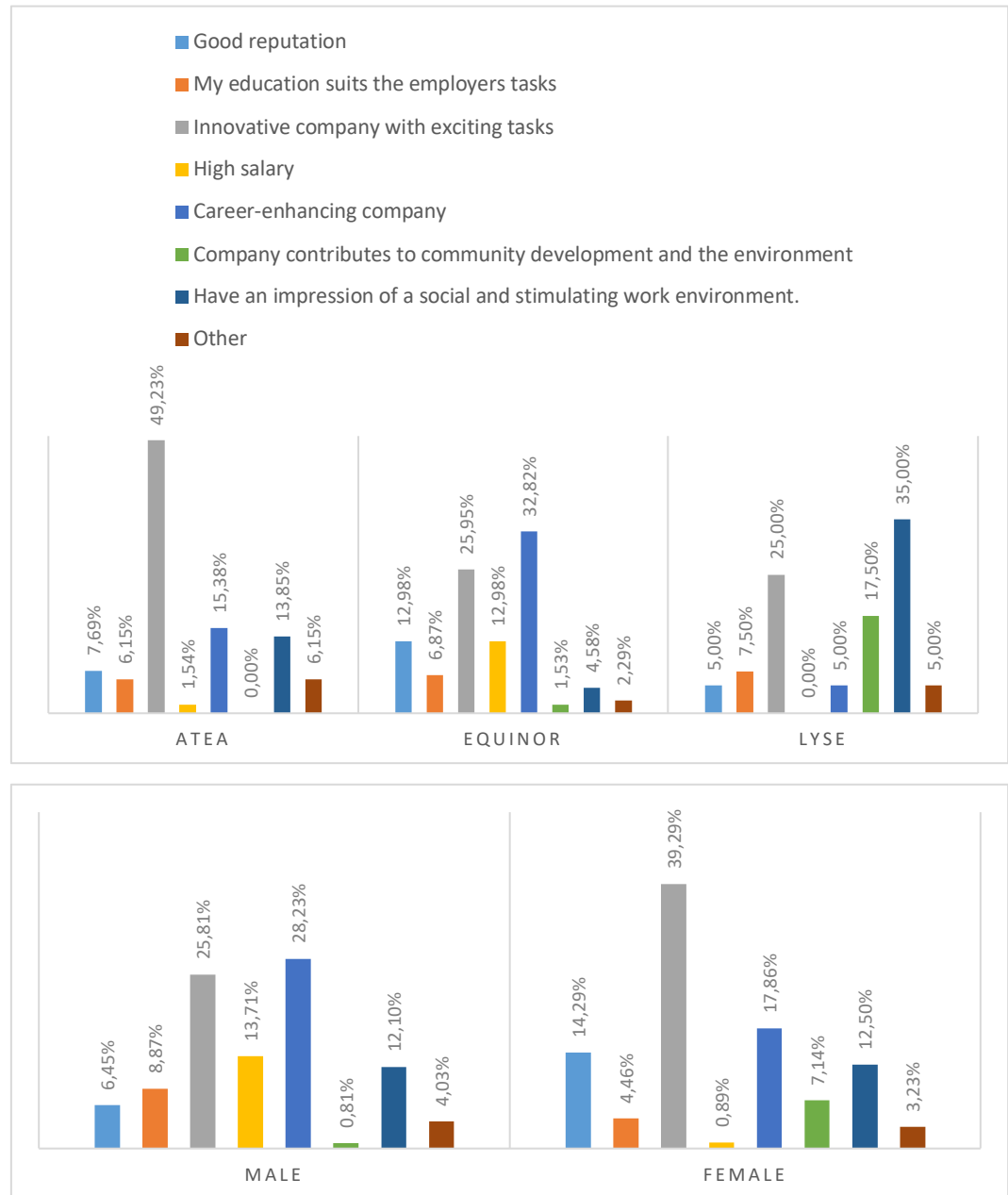
4.5.1 - Which company would you rather work for?

Respondents were given the choice of three companies (Equinor, Atea or Lyse/Altibox) and had to choose which company they would rather work for if they could only choose one. The results were as follows.

Education field	Equinor	Atea	Lyse/Altibox
Business	30,53 %	12,83 %	10,18 %
IKT	5,31 %	10,62 %	3,98 %
Engineering	18,58 %	4,87 %	3,10 %
Total	54,42 %	28,32 %	17,26 %

Equinor had the highest percentage for both business and engineering students, while Atea was the favorite choice among the former and present IKT students. Only 17,26% of the sample group chose Lyse over two of the biggest competitors in their target groups, and there were no demographic differences in gender or age-group.

4.5.2 - What was the reason for choosing the company?



When looking at the reasons for choosing one of the three possible companies, almost half of the respondents that chose Atea answered *innovative company with exciting tasks* as the reason for wanting to work for the company. This was also the second highest response for Lyse and Equinor. A *Career-enhancing company* was the popular choice amongst the respondents that chose Equinor, while *an impression of a social and stimulating work environment* has the highest answer rate for subjects that chose Lyse. *Company contributes to community development and the environment* was mainly relevant for people choosing Lyse, while *high salary* was only an important factor for subjects choosing Equinor. The only major demographic difference was found between male and female. High salary was only relevant for one female subject, but the third most important choice

among male respondents. *Innovative company with exciting tasks* was the most important factor for almost 40% of females, but only 26% of males. The company's good reputation was also more relevant amongst females than male subjects. For Lyse, it will be interesting to see that of the 17,5% that chose *company contributes to community development and the environment* as the reason for choosing Lyse, only one of these subjects were male.

4.5.3 - Why do applicants want to work for Lyse?

Between November 2018 and January 2019 two quantitative questions were asked to 213 subjects applying for nine different job vacancies across the various companies in the Lyse corporate group. The questions were “*what is the reason you want to work for Lyse*” and “*what picture do you have of Lyse as an employer*”. For the first question, 62% chose *the tasks and the exciting challenge I believe the job to have* as the main reason for wanting to work for Lyse. This was followed by *career opportunities* (14%), *the company's vision of being more than a company and contributing to community development* (11%), *job security* (7%), *focus on environmental solutions* (5%), *good work environment* (0,5%) and finally *salary* (0,5%). There were demographic differences between electric power engineering jobs in Lyse Elnett and technology jobs in Altibox. For Lyse Elnett and electric power engineering, 70% of applicants answered *the tasks and the exciting challenge I believe the job to have* versus 55% of Altibox applicants. *Career opportunities* was the reason for 27% of applicants to Altibox, but only 8% of those in Lyse Elnett. Job security was the choice for 17% of subjects in electric power engineering versus 4% in technology. Other demographic differences were that *career opportunities* were four times more important among men than female (18% and 4% respectively) and twice as important for those under 30 than those over 30 (18% and 8% respectively).

4.5.4 - What picture do you have of Lyse as an employer?

The second question (from the secondary data) *what picture do you have of Lyse as an employer* had 50% answer a *forward-thinking company focusing on innovation*. This was followed by *a strong brand name in the region* (15%), *a company with the knowledge and focus on environmentally friendly solutions* (15%), *a community developer* (10%), *a career-enhancing company* (5%) and *an employer that gives me job security* (5%). Demographic differences were once again seen for the answer with the highest percentage, as 69% of Altibox

applicants answered a *forward-thinking company focusing on innovation* versus 38% among those applying for electric power engineering job vacancies. One in four of those applying for jobs in Lyse Elnett said the company had a strong brand in the region versus only one in ten meaning the same in Altibox. The most significant difference between under 30s and over 30s was also *the strong brand name in the region*. 26% of those over 30 answer a strong regional brand as the picture they had of Lyse, but only 7% of those under 30 answered the same. This statement was also the most significant difference between males (7%) and females (20%).

5.0 - Discussion

The purpose of this paper is to explore how Lyse can become a more attractive employer to its target audiences among potential employees. As mentioned in the literature review, employer branding strongly increases employer attractiveness and employer branding is about creating a compelling Employee Value Proposition (EVP) and communicating the EVP to the target audiences. Therefore, the first part of this chapter will be about what Lyse should focus on when creating their EVP, followed by what the company should take into consideration when communicating the EVP through their available digital platforms. The final part of the chapter will develop recommendations for the next steps in the employer branding process.

5.1 - What attributes should be part of Lyses EVP

The EVP, as mentioned in the literature review, must be "*attractive to members of the target audience*" ((Backhaus & Tikoo 2004; Ambler and Barrow 1996), as cited by Maxwell & Knox, 2009, p. 3.) Finding out how Lyse can be attractive to members of the target audience can be solved by the two questions identified by Veldsman & Pauw (2018, p. 77). "*Why would top talent want to work for Lyse and what can the company offer to make them attractive to talent?*" The results from the employer attractiveness scale show that all five attributes should be included in the EVP and help to answer the first question. However, for the second question, and bearing in mind that the EVP must be "*consistent with the realities of the organisation*" ((Backhaus & Tikoo 2004; Ambler and Barrow 1996), as cited by Maxwell & Knox, 2009, p. 3.), it is important that Lyse doesn't rely on attributes in their EVP that are not actually experienced by current employees. This can lead to reduced commitment and higher turnover (De Cuyper et al., 2008, as cited by Suikkanen, 2010, p. 21.) The employer attractiveness scale should, therefore, be used to find out the current status in various areas before creating the EVP. Is the working environment social and stimulating? Do current employees believe the company is innovative? How about development opportunities? A gap analysis can help find out the critical areas that need working on, but also which areas meet the required standards to be included in an EVP. The first hypothesis in the analysis suggesting that *attributes of the employer attractiveness scale have different levels of perceived importance* is supported and, in all demographic groups, development and social value are the two attributes valued the most among Lyse's target audiences. These attributes

must, therefore, be the key focus areas for Lyse's EVP and a vital area to investigate internally among current employees.

5.1.1 - Career and development highly valued

Based on the research, development (6,04 out of 7) is the essential attribute among Lyse's target groups when choosing an employer. Especially *gaining a career-enhancing experience* (6,31) shows that career development is vital in today's labour market. Also, among those who chose Equinor, which was the most popular company to work for, one in three answered a *career-enhancing company* as the reason for choosing the oil company. Furthermore, the company's reputation is important as *feeling good about yourself as a result of working for a particular organisation* (6,03) has a high mean. A recent study states that 25% see a company's reputation as a motivating factor for changing jobs (Kaspersen, 2018), which is why having a career does not necessarily mean having a career at the same company as other factors can influence a career. *Good promotion opportunities* at the company received a relatively high mean of 5,78 but is significantly lower than the *gaining a career-enhancing experience* mean of 6,31. A study in Norway showed that 63% under the age of 30 believe they will not be at the same company for longer than two years (Opinion, 2013). Furthermore, one in four Norwegians want to change jobs, mainly due to the perceived working environment and job satisfaction (Kjeldstad & Dommermuth, 2009). Therefore, just focusing on development opportunities will clearly not be enough. This is supported by the fact that the second most popular choice in the employer attractiveness scale research is social value.

5.1.2 - Social value

Behind development value, social value had the highest mean (5,93). *A fun working environment* (6,03) is vital for people in the target groups. It is also essential to have a *good relationship with colleagues* (5,98) and that they are supportive and encouraging. Abbasi & Hollman (2000, p. 338) mention that "*a positive work environment where employees have an affinity for those around them are more likely to stay and energetically participate in the organisation's activities.*" This will also benefit Lyse, as it will lead to a high level of employee job satisfaction, more committed and motivated employees due to a high level of job satisfaction, which will lead to higher organisational productivity in the long term (Raziq & Maulabakhsh, 2015.) Also, *recognition and appreciation from*

management (5,72) shows the importance of leadership in creating social value at the company. Lyse should therefore monitor both top and middle management, and educate management in the benefits of *transformational leadership*, as recognition to an employee's specific task or goal achievements can lead to higher performance outcomes (Muchiri, Cooksey, & Walumbwa, 2012.) Interestingly, 35% of those that chose Lyse over Equinor and Atea as the company they wanted to work for answered that they got the impression of a *social and stimulating working environment* at Lyse. This means that Lyse already has some reputation for having a social and stimulating working environment. Combining the social attributes with development and career opportunities may therefore be a good recipe for the company's EVP. This also means creating good development programmes for both management and employees, as managers will often have a key role in developing their employees.

5.1.3 - Other attractive attributes to members of the target audiences

The results show that all but one of the items in the employer attractiveness scale are above 5 out of 7 and can therefore be classed as important for the target audiences. This means that only focusing on development and social value will lead to key areas missing from the EVP. On the other hand, having all 17 items in an EVP will lack focus and present too many promises in the "psychological contract" between employer and employee. Therefore, Lyse could develop their EVP based on all items above 5,50, but it is still important not to forget about the other areas when working on the employer brand. For economic value, *an opportunity to have a healthy work-life balance* (5,91) and *job security within the organisation* (5,83) should be the focus areas. *Acceptance and belonging* (5,86) is the only value above 5,50 in the application attribute and *being an innovative employer* (5,55) and *an organisation that produces high-quality products and services* (5,53) are the key areas when talking about interest value. The secondary data presented in the results supports how important interest value is as 50% see Lyse as a *forward-thinking company focusing on innovation* and 62% wanted to work for Lyse because of *the tasks and the exciting challenge they expected from the job* they applied for. Therefore, other than development and social value, the five other items above 5,50 should not be neglected when developing the EVP.

5.2 - Demographic differences

There are items in all five attributes that are important for the target audiences, so an EVP should include most values, regardless of the demographic differences. However, the results from the demographic differences can be used when creating job adverts for the specific jobs or even during a “headhunting” process when trying to recruit specific people to a certain job. Alniaçik & Alniaçik (2012) found significant differences between the perceived levels of importance of employer attractiveness dimensions concerning the gender of the respondents, which was also the case in this research. However, there is no difference in the order of importance for the five different attributes, and it is therefore not necessary to have separate target groups and strategies for males and females. Having a different strategy towards students versus non-students is also not necessary, as the hypothesis of *different perceived importance levels according to student or non-student status* was not supported. Education field had significant differences in the social (6,05 for business versus 5,76 for technical) and development attributes (6,15 for business versus 5,89 for technical). However, these two values are still the most important attributes for both education fields. For technical students’ economic value (5.60) is only slightly less important than social (5.76) and development (5.89). This could mean including items such as a *healthy work life balance* and *job security* when creating job adverts for engineering and IKT positions and using the economic attributes as a “selling point” when headhunting talents. Since the technical field is where competition is fierce, the economic attribute must not be neglected. Age did have a low number of respondents in the 30+ age-group, but both application and interest value was more important for the 30+ respondents. Application was in fact more important than the economic, only beaten by social and development, and is therefore another area to be highlighted when creating job adverts or searching for more experienced talents over the age of 30. In conclusion, there is no need to create different strategies, EVPs or target groups based on the results of the demographic differences. However, knowing about the slight differences in economic attributes for technical versus business students and application value for those over 30 versus under 30 could be helpful to consider, when recruiting.

5.3 - A different EVP than the competition

According to research, the EVP “*must be different from those of competing employers*” ((Backhaus & Tikoo 2004; Ambler and Barrow 1996), as cited by

Maxwell & Knox, 2009, p. 3.) However, this does not mean that Lyse cannot focus on career development and a social working environment if other companies are also found to be relying on this in their EVP. 54% of respondents chose Equinor as the ideal company to work for, and a quick review of Equinor's career site (www.equinor.com/en/careers.html) shows a focus on development and economic value through work-life balance and benefits. There is little focus on the working environment. Atea has a bigger focus on the people that work there (social value) and innovation (interest value), which can be clearly seen on the company's career page (www.atea.no/karriere). Having a different EVP than the competition does not mean having different focus areas, it means using the attributes that are most valued by the target groups to create an EVP that fits in with Lyse's goals, strategies and corporate brand. There will, therefore, be similarities but adapting it to fit in with the corporate brand and especially the vision will be what really "makes or breaks" the company's employer brand. Lyse's vision is "*being more than a company for our customers, owners and employees*", and the employer brand can therefore support Lyse being more than a company for its employees. For example, the EVP could focus on career development opportunities in a social and stimulating work environment. Furthermore, it could also focus on Lyse being an innovative employer (interest) with good welfare benefits including work-life balance (economic), and where you will feel at home with like-minded professionals (application) who support and encourage you to perform everyday (social). The most important factor though, as mentioned before, is that before communicating the EVP, they must be certain that what they promise in the EVP is "*consistent with the realities of the organisation.*" ((Backhaus & Tikoo 2004; Ambler and Barrow 1996), as cited by Maxwell & Knox, 2009, p. 3.)

5.4 - Communicating the EVP

After creating the EVP, the second step of the employer branding process according to Veldsman & Pauw (2018, p. 77) is communicating the brand externally. This research has focused on the digital platforms but communicating the employer brand can also be done in other ways including recruitment events and processes. However, the importance of digital media cannot be ignored, which is also supported by the results of this research.

5.4.1 - Social media

The results showed that 64% of participants follow companies they want to work for on social media, with 41% of these following all the companies they want to work for. Males are more active, and this is supported by the fact that the number one business and employment-oriented social media platform, LinkedIn, has 59% of the users representing the male population (Ipsos, 2018). Social media is important for Lyse when communicating to their target audiences and what content they post must be consistent with the company's EVP. This means that job adverts or short videos about the company will have an effect on the target groups, as only 17% are not influenced by an employer's social media page. The two most popular answers *stories about the people that work there* (social value) and *career opportunities and other benefits at the company* (development/economic) support the two most important values in the employer attractiveness scale. This means the social media content should again focus on these areas, but also *area of business the company operates* and *CSR/other social issues the company contribute in solving* have high percentages and must not be neglected. The demographic differences can again be used when publishing content related to specific job adverts. For example, if they want to target students under the age of 30, content about *career opportunities and benefits* will be more relevant, while for non-students over 30, *areas of business the company operates* will be more suited in targeting the correct people. There should therefore be a social media strategy in place, to communicate the content that influences the target groups Lyse want to recruit. Staying within and developing the four specific areas covered in this research should help Lyse become more attractive to its target audiences.

5.4.2 - Website and job application system

The company's website is essentially a "shop window" for all potential employees, and in Lyse's target group 81% always check the website before applying for a job. The website will often be the first impression of a company and poor user-friendliness, content and visual representation of the company on the website will have a negative influence on perceptions of a majority of people in the target audience. One in three say they will not want to work for the company if the website is poor, while 67% say it depends on the attractiveness of the employer and/or job. With only 17% choosing Lyse over Equinor and Atea as the company they wish to work for, this could potentially lead to fewer of the

best-skilled workers applying for a job at Lyse, if the website is poor. Lyse's website must therefore be used to communicate the EVP externally, as it is the companies "front line" in employer branding. The job application system had a similar influence on job seekers, as 44% said yes to being demoralised by a job application system with poor user-friendliness. 48% said that it depends on the attractiveness of the employer and/or job. Clearly, both digital platforms are important in building and reinforcing a strong employer brand. More essential is the attractiveness of the employer and/or job, as a poor reputation, combined with a poor website and job application system, could lead to a significant proportion of talents looking elsewhere for work.

5.5 - Recommendations

The research gives Lyse an indication of what attributes are valued the most highly among the company's key target groups for new talent. The next step for Lyse is to identify what current employees value the most. It will not necessarily be the same attributes identified in the external target groups. Combining the results from this external research with the results from the internal analysis will be the basis for developing the company's EVP. As mentioned in the literature review, Lyse needs to *"identify the attributes of their organisation that employees find most attractive to link the employer brand with the identity of the organisation and the interests of employees"* (Maxwell & Knox, 2009, p. 1.) This means identifying attributes in their organisation that are valued both externally and internally. The employer attractiveness scale has helped identify the most important attributes externally and must now be used internally to see if there are similarities or important differences. Linking the attributes that are valued both externally and internally to the identity of the organisation is done by combining the EVP and employer brand with the corporate brand. It is fundamental that the employer brand is consistent with all other branding efforts of the firm (Sullivan, 1999, as cited in Chhabra & Sharma, 2014, p. 50), and Lyse's vision for being *"more than a company for customers, owners and employees"* has already started the "linking process". The EVP must be linked with the vision and this will be the next step after an internal analysis has been undertaken.

5.5.1 – Building and maintaining a strong employer brand

It will also be vital, in carrying out an internal analysis, to compare the attributes valued the most externally with what current employees themselves experience. A

gap analysis will help the company to see which areas are the most critical. For example, if current employees experience few development opportunities or employees don't feel appreciated by their managers, then a strategy needs to be implemented to improve development opportunities and people-management leadership skills. The long-term goal for the company is to be able to offer the attributes that are most valued by the target audiences, and this will also mean continuously analysing the labour market to see if there are any obvious changes to the most valued attributes. This means an employer branding strategy must not only be about marketing externally and internally, it must also include processes to monitor and respond to the areas that need improving, in order to build and maintain a strong employer brand.

5.6 - Conclusion

Answering the four questions identified by Veldsman & Pauw (2018, p. 77) will help summarise how Lyse can become more attractive to their target audiences. The first question regarding *Why would top talent want to work here?* has been partially answered by identifying the most valued attributes externally, and combining the results with the recommendations on the previous page (p. 38) will help to answer the rest of the first question and also question two; *What can our organisation offer to make us attractive to talent?* The answers to these two questions will help to create a more robust EVP for Lyse. The third question *How do we keep top talent engaged and retain them over the longer term?* is about building and maintaining a strong employer brand. This means continuously evaluating the company's EVP, with reference to the attributes that are most valued, and implementing processes to address the critical areas. The final question; *How do we create a value proposition that is coherent with the organisational identity and external brand perception?* is about communicating the EVP to the target audiences and staying true to the corporate brand and identify. The results have shown the importance of social media, website and job application system, and these digital platforms are vital when communicating an EVP to the target audiences. The slight demographic differences can be used to create specific job adverts for the type of talent they need. Also, benchmarking against the competition, including Equinor and Atea, can help them develop good content on both the website and social media. They must however be creative and make sure it is coherent with Lyse's identity, EVP and external brand, and not just "copy and paste" from the competition. Finally, the biggest advice is that Lyse

should create a dedicated employer branding team. They should be given the required resources to create and implement an employer branding strategy, following some of the key recommendations given in this paper, as employer branding is an ongoing process and not a short-term project. Only then will Lyse be able to become a more sustainably attractive employer for its key target groups.

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Appendices

Appendix 1: Survey questionnaire (Norwegian)

1 Kjønn



Mann

Kvinne



2 Aldersgruppe?



18-23

24-29



30-39

40-49

50 og over

3 Er du student?



Ja

Nei



4 Utdanningsområde



Økonomi & Administrasjon / Siviløkonom eller annen lederutdanning

Markedsføring og/eller kommunikasjon



IT/IKT

Ingeniør

Annet

5 Velg det selskapet du helst ville ha jobbet for?



Atea



Equinor

Lyse / Altibox

6 Hvorfor vil du helst jobbe for selskapet du valgte?



Selskapet har et godt rykte.

Jeg får inntrykket av at arbeidsmiljøet er sosialt og stimulerende.

Det er et innovativt selskap som har mange spennende arbeidsoppgaver.

Selskapet bidrar til samfunnsutvikling og miljøet.

De har et høyt lønnsnivå.

Det vil være en bra bedrift å jobbe for karrieremessig.

Arbeidsoppgavene passer i forhold til utdanningen min.

Annet

7 Selskapene du kunne tenke deg å jobbe for, liker/følger du de på sosiale medier?



Ja



Nei

Noen av de

8 Hva slags innhold på et selskaps sosiale medier, påvirker deg mest positivt?



Historier om menneskene som jobber der og hvordan de opplever hverdagen i selskapet.



Områdene selskapet jobber med.

Hvordan selskapet bidra med samfunnsansvar og/eller involverer seg i viktige saker (f.eks. miljøet).

Karrieremuligheter og andre goder av å jobbe i selskapet.

Blir ikke påvirket / Følger ikke selskap i sosiale medier.

9 Sjekker du nett-/hjemmesiden til en arbeidsgiver før du eventuelt søker på jobb hos selskapet?



Ja



Nei

Noen ganger

10 Kan innholdet, brukervennligheten og det visuelle på nett-/hjemmesiden påvirke deg nok til å ikke ha lyst til å jobbe for selskapet?



-

Ja

Nei

Kanskje, det spørs hva slags stilling og selskap det er.

- 11 I noen søkeportaler så må all informasjon (utdanning, erfaring osv.) skrives manuelt inn i en database, informasjon du allerede har på CVen. Påvirkes din motivasjon for å søke jobb hos et selskap av dårlig brukervennlighet i søknadsprosessen?



- Ja
- Nei
- Kanskje, det spørs hva slags stilling og selskap det er.

- 12 Hvor stor betydning har følgende på valg av arbeidsgiver (Del 1 av 2)



	Veldig liten betydning					Veldig stor betydning	
	1	2	3	4	5	6	7
Et positivt og sosialt arbeidsmiljø	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Et godt forhold til andre kollegaer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Støttende og oppmuntrende kollegaer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verdsettelse og anerkjennelse fra leder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Et innovativt selskap som tenker på «fremtidens løsninger»	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selskapet produserer kvalitetsprodukter og -tjenester	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At selskapet gir tilbake til samfunnet (En humanitær arbeidsgiver)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobbsikkerhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muligheten til å få en god balanse mellom jobb og fritid (work-life balance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 13 Hvor stor betydning har følgende på valg av arbeidsgiver (Del 2 av 2)



	Veldig liten betydning					Veldig stor betydning	
	1	2	3	4	5	6	7
Betaler lønn over gjennomsnittet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tilbyr en attraktiv kompensasjonspakke (f.eks. pensjon, forsikringer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At jeg får erfaring som gir meg karrieremessig utvikling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gode muligheter for forfremmelse internt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Får en god selvfølelse av å jobbe for selskapet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muligheten for å bruke det jeg har lært i utdanningen min.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At jeg føler meg hjemme og får en tilhørighet til organisasjonen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muligheten for å lære bort til andre, det jeg selv har lært/har kunnskaper om.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2: Stats Excel

Paired Samples t Tests of Perceived Importance Levels (All 10 pairs)

t-Test: Paired Two Sample for Means Pair 1: Social vs. Application			t-Test: Paired Two Sample for Means Pair 2: Social vs. Economic			t-Test: Paired Two Sample for Means Pair 3: Social vs. Interest			t-Test: Paired Two Sample for Means Pair 4: Social vs. Development			t-Test: Paired Two Sample for Means Pair 5: Interest vs. Development		
	Social	Application		Social	Economic		Social	Interest		Social	Development		Interest	Development
Mean	5,92584746	5,39830508	Mean	5,92584746	5,53389831	Mean	5,92584746	5,23022599	Mean	5,92584746	6,04096045	Mean	5,23022599	6,04096045
Variance	0,5551163	0,98677726	Variance	0,5551163	0,67278219	Variance	0,5551163	0,81911087	Variance	0,5551163	0,56805505	Variance	0,81911087	0,56805505
Observations	236	236	Observations	236	236	Observations	236	236	Observations	236	236	Observations	236	236
Pearson Correl	0,4224182		Pearson Corr	0,34488758		Pearson Corr	0,33569486		Pearson Corr	0,36285289		Pearson Corr	0,40408202	
Hypothesized N	0		Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0	
df	235		df	235		df	235		df	235		df	235	
t Stat	8,46486602		t Stat	6,70534495		t Stat	11,1322171		t Stat	-2,0903994		t Stat	-13,622572	
P(T<=t) one-tail	1,3934E-15		P(T<=t) one-t	7,4017E-11		P(T<=t) one-t	1,071E-23		P(T<=t) one-t	0,01882847		P(T<=t) one-t	7,7485E-32	
t Critical one-ta	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354	
P(T<=t) two-tai	2,7868E-15		P(T<=t) two-t	1,4803E-10		P(T<=t) two-t	2,142E-23		P(T<=t) two-t	0,03765694		P(T<=t) two-t	1,5497E-31	
t Critical two-ta	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006	

t-Test: Paired Two Sample for Means Pair 6: Interest vs. Application			t-Test: Paired Two Sample for Means Pair 7: Interest vs. Economic			t-Test: Paired Two Sample for Means Pair 8: Development vs. Application			t-Test: Paired Two Sample for Means Pair 9: Development vs. Economic			t-Test: Paired Two Sample for Means Pair 10: Interest vs. Economic		
	Interest	Application		Interest	Economic		Development	Application		Development	Economic		Application	Economic
Mean	5,23022599	5,39830508	Mean	5,23022599	5,53389831	Mean	6,04096045	5,39830508	Mean	6,04096045	5,53389831	Mean	5,39830508	5,53389831
Variance	0,81911087	0,98677726	Variance	0,81911087	0,67278219	Variance	0,56805505	0,98677726	Variance	0,56805505	0,67278219	Variance	0,98677726	0,67278219
Observations	236	236	Observations	236	236	Observations	236	236	Observations	236	236	Observations	236	236
Pearson Correl	0,45765918		Pearson Corr	0,44228845		Pearson Corr	0,46122663		Pearson Corr	0,33789652		Pearson Corr	0,19879009	
Hypothesized N	0		Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0	
df	235		df	235		df	235		df	235		df	235	
t Stat	-2,6043424		t Stat	-5,1045656		t Stat	10,620083		t Stat	8,58621576		t Stat	-1,8024094	
P(T<=t) one-tail	0,0048959		P(T<=t) one-t	3,422E-07		P(T<=t) one-t	4,4873E-22		P(T<=t) one-t	6,2566E-16		P(T<=t) one-t	0,03638115	
t Critical one-ta	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354		t Critical one-	1,65136354	
P(T<=t) two-tai	0,00979181		P(T<=t) two-t	6,8439E-07		P(T<=t) two-t	8,9746E-22		P(T<=t) two-t	1,2513E-15		P(T<=t) two-t	0,0727623	
t Critical two-ta	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006		t Critical two-	1,97011006	

Paired Samples t Tests of Perceived Importance Levels (Gender)

Social	Male	Female	Economic	Male	Female	Interest	Male	Female	Development	Male	Female	Application	Male	Female
Mean	5,75604839	6,11383929	Mean	5,43346774	5,64508929	Mean	5,07795699	5,39880952	Mean	5,89516129	6,20238095	Mean	5,11021505	5,7172619
Variance	0,60209727	0,44018963	Variance	0,80803747	0,50522342	Variance	0,80236472	0,79046904	Variance	0,54266836	0,55126555	Variance	0,91187312	0,88330295
Observations	124	112	Observations	124	112	Observations	124	112	Observations	124	112	Observations	124	112
Pooled Variance	0,52529493		Pooled Variance	0,66439491		Pooled Variance	0,7967219		Pooled Variance	0,54674651		Pooled Variance	0,8983206	
Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0	
df	234		df	234		df	234		df	234		df	234	
t Stat	-3,7869672		t Stat	-1,9916388		t Stat	-2,7575027		t Stat	-3,1872773		t Stat	-4,9132672	
P(T<=t) one-tail	9,6951E-05		P(T<=t) one-t	0,02378664		P(T<=t) one-t	0,00314208		P(T<=t) one-t	0,00081602		P(T<=t) one-t	8,4185E-07	
t Critical one-ta	1,65139147		t Critical one-	1,65139147		t Critical one-	1,65139147		t Critical one-	1,65139147		t Critical one-	1,65139147	
P(T<=t) two-tail	0,0001939		P(T<=t) two-t	0,04757329		P(T<=t) two-t	0,00628415		P(T<=t) two-t	0,00163204		P(T<=t) two-t	1,6837E-06	
t Critical two-ta	1,97015364		t Critical two-	1,97015364		t Critical two-	1,97015364		t Critical two-	1,97015364		t Critical two-	1,97015364	

Paired Samples t Tests of Perceived Importance Levels (Under 30 vs. Over 30)

Social	Under 30	Over 30	Economic	Under 30	Over 30	Interest	Under 30	Over 30	Development	Under 30	Over 30	Application	Under 30	Over 30
Mean	5,9335443	5,9102564	Mean	5,4905063	5,6217949	Mean	5,1244726	5,4444444	Mean	6,0443038	6,034188	Mean	5,3945148	5,71794872
Variance	0,5719886	0,5275558	Variance	0,7124889	0,5888695	Variance	0,8725891	0,6512747	Variance	0,6314288	0,4461464	Variance	0,9905713	0,56587857
Observations	158	78	Observations	158	78	Observations	158	78	Observations	158	78	Observations	158	78
Pooled Variance	0,5573676		Pooled Variance	0,6718107		Pooled Variance	0,7997634		Pooled Variance	0,5704598		Pooled Variance	0,850822	
Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0	
df	234		df	234		df	234		df	234		df	234	
t Stat	0,2254131		t Stat	-1,1575059		t Stat	-2,5855378		t Stat	0,0967845		t Stat	-2,5338803	
P(T<=t) one-tail	0,4109273		P(T<=t) one-t	0,1241229		P(T<=t) one-t	0,0051645		P(T<=t) one-t	0,4614902		P(T<=t) one-t	0,0059673	
t Critical one-ta	1,6513915		t Critical one-	1,6513915		t Critical one-	1,6513915		t Critical one-	1,6513915		t Critical one-	1,6513915	
P(T<=t) two-tail	0,8218546		P(T<=t) two-t	0,2482459		P(T<=t) two-t	0,010329		P(T<=t) two-t	0,9229803		P(T<=t) two-t	0,0119346	
t Critical two-ta	1,9701536		t Critical two-	1,9701536		t Critical two-	1,9701536		t Critical two-	1,9701536		t Critical two-	1,9701536	

Paired Samples t Tests of Perceived Importance Levels (Business vs. Technical)

Social	Business	Technical	Economic	Business	Technical	Interest	Business	Technical	Development	Business	Technical	Application	Business	Technical
Mean	6,04958678	5,76428571	Mean	5,45041322	5,5952381	Mean	5,25068871	5,16507937	Mean	6,15426997	5,88571429	Mean	5,45179063	5,27936508
Variance	0,59752066	0,44690934	Variance	0,83606233	0,48242903	Variance	0,84681665	0,80582011	Variance	0,59822467	0,4996337	Variance	1,04603612	0,8955637
Observations	121	105	Observations	121	105	Observations	121	105	Observations	121	105	Observations	121	105
Pooled Variance	0,52759398		Pooled Variance	0,67187544		Pooled Variance	0,82778254		Pooled Variance	0,55245029		Pooled Variance	0,97617392	
Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0		Hypothesized	0	
df	224		df	224		df	224		df	224		df	224	
t Stat	2,94500875		t Stat	-1,3247438		t Stat	0,70549856		t Stat	2,70907398		t Stat	1,30849222	
P(T<=t) one-tail	0,00178506		P(T<=t) one-t	0,09330301		P(T<=t) one-t	0,24061652		P(T<=t) one-t	0,00363431		P(T<=t) one-t	0,09602369	
t Critical one-ta	1,65168456		t Critical one-	1,65168456		t Critical one-	1,65168456		t Critical one-	1,65168456		t Critical one-	1,65168456	
P(T<=t) two-tail	0,00357012		P(T<=t) two-t	0,18660602		P(T<=t) two-t	0,48123304		P(T<=t) two-t	0,00726862		P(T<=t) two-t	0,19204739	
t Critical two-ta	1,97061096		t Critical two-	1,97061096		t Critical two-	1,97061096		t Critical two-	1,97061096		t Critical two-	1,97061096	

Paired Samples t Tests of Perceived Importance Levels (Student vs. Non-student)

<i>Social</i>	<i>Student</i>	<i>Non-student</i>	<i>Economic</i>	<i>Student</i>	<i>Non-student</i>	<i>Interest</i>	<i>Student</i>	<i>Non-student</i>	<i>Development</i>	<i>Student</i>	<i>Non-student</i>	<i>Application</i>	<i>Student</i>	<i>Non-student</i>
Mean	5,8759542	5,98809524	Mean	5,53625954	5,53571429	Mean	5,21628499	5,27301587	Mean	6,01463104	6,00952381	Mean	5,3759542	5,44126984
Variance	0,6263212	0,46440018	Variance	0,67992513	0,66037088	Variance	0,93865156	0,67474562	Variance	0,64973087	0,49884005	Variance	0,97984684	0,9476394
Observations	131	105	Observations	131	105	Observations	131	105	Observations	131	105	Observations	131	105
Pooled Variance	0,5543563		Pooled Variance	0,67123435		Pooled Variance	0,82136003		Pooled Variance	0,58266828		Pooled Variance	0,96553242	
Hypothesized df	0		Hypothesized df	0		Hypothesized df	0		Hypothesized df	0		Hypothesized df	0	
t Stat	-1,1498584		t Stat	0,00508087		t Stat	-0,477889		t Stat	0,05107982		t Stat	-0,5074673	
P(T<=t) one-tail	0,125688		P(T<=t) one-tail	0,4979752		P(T<=t) one-tail	0,31658765		P(T<=t) one-tail	0,47965275		P(T<=t) one-tail	0,30615246	
t Critical one-tail	1,65139147		t Critical one-tail	1,65139147		t Critical one-tail	1,65139147		t Critical one-tail	1,65139147		t Critical one-tail	1,65139147	
P(T<=t) two-tail	0,25137599		P(T<=t) two-tail	0,9959504		P(T<=t) two-tail	0,6331753		P(T<=t) two-tail	0,95930549		P(T<=t) two-tail	0,61230491	
t Critical two-tail	1,97015364		t Critical two-tail	1,97015364		t Critical two-tail	1,97015364		t Critical two-tail	1,97015364		t Critical two-tail	1,97015364	