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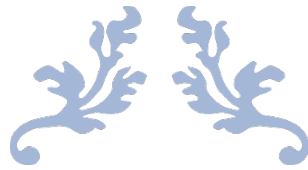
EMPLOYER BRANDING IN RECRUITMENT FOR A MORE PROFITABLE AND BETTER HR

Master of science: Leadership and organizational behavior

SUPERVISOR: ANDERS DYSVIK

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Summary

In the last years there has been massive changes in the society, in priorities and how we live. The changes in how we live has also affected the work market and what people look for in a job. Changes in peoples priorities has also led to changes in how people want to work and increased the number of people quitting their job – and even change to different occupations – if the market has not been capable of offer what the employees want. Also, the pandemic led multiple people back to school bench, got people more educated and more self-aware of their hopes and dreams. The ways people were used to work such as a typical 9-5 got changed to more flexible work schedules, use of digitalization rised and more people than ever was able to have remote jobs. However, the changes got over 20.000 nurses quit, thousands of pedagogues quit their jobs for re-education or totally changing their career, gave IT-workers and leaders totally new ways to work, etc. This led the market go from the employees have to fight for a job to employers having to fight about the lacking qualified people in the society. We therefore looked at what employers and organizations could do to become more attractive for the changed marked and how they could have a more sustainable competition about the employees – without having to be the "highest bidder".

1.0 Introduction

Two years ago, while writing my bachelor about how to optimize a HR-system, I met a very interesting man who had developed a big company which helped organizations to gain a more profitable HR. According to this man there was a big gap between the investments in HR and the actual results of it. The results was shocking, especially since I was very pro-HR which I still am today. However, coming from a business background I could not hinder myself from being affected by the lower ROI-numbers and the lack of proof that HR actually did work. I left Denmark, and the issue was mainly forgotten until I was supposed to write my master. I was not sure what to write about and did therefore contact different companies which one of them was Whydentify which got me started on this master. The problem was once again brought up, but this time it was under research from Whydentify, Dagens Næringsliv and other bigger companies. Also, other recent literatures and popular books such as "bullshit jobs" had put a big light onto once again questioning the role, importance and impact of HR.

Changes in needs under corona led to a lot of "unqualified people" couldn't get a job and went back to school, while a high rise and need for higher qualified workforce led to a broader choice marked for jobseekers, increasing the competition about the needed employees (Kaupang, Rønning & Torsveit, 2021), (Kaupang & Jorstad, 2021). Neither the lack of competence has never been as high as now (Krattum, 2021). The increase in number of available number of jobs vs. number of applicants also gives more power to the workforce as they have a bigger set of choices and opportunities compared to before covid. It is no longer just a need for high-qualified people from IT-industry but now also a huge need of qualified candidates to jobs within leadership, economy, counselling, sale, pedagogy and logistics. It has also been a lower number of applicants than earlier, which make big problems in a lot of organizations because they cannot find enough qualified appliers. People now therefore spend a lot of time on marketing and make their organization visible. (Male, 2021). This makes it extra important for HR to being able to provide desirable jobs and organizations to get the best employees in the workforce. As we see organizations are now competing more than earlier and employer branding is therefore more relevant than ever before.

Also, due to corona employer branding is might even more important now than ever before. Corona made it possible for a new marked and easier ways to make money which now has created a huge need for employers in many sectors and when the society once started up again there was not a line of people waiting to be hired as the organizations expected. This is due to lock down a lot people lost their jobs which made a lot of content creators of social media platforms such as Stream, Youtube and Tiktok all over the world wanting to help and teaching others how to start a business, make money online and teach them easier ways to make money. Just on Tiktok there is 194.7 and 41 million views on the tags #quitmyjob and #Iquitmyjob. In November over 11 million viewers quitted their job to start for themselves due to inspiration from Tiktok and other social platforms. People are now into focus on themselves, get better careers and improve their mental health – which often is only possible by starting on their own. Just in 2021 a total of 38.6 millions Americans voluntarily quit their roles – and this trend has taken of due to social media worldwide (Colombo, 2021), (Sanders & Mendoza, 2021). People who don't quit to start up for themselves, leaves their job for companies which listen to them and makes their lives better and more well-rounded (Kelly, 2021). A lot of the changes come from people caring about three things: Do you see me? Do you hear me? Does what I say matter to you?- If these requirements are not fulfilled people are quick to leash out on social media about their negative emotions and experiences from the company (Lo, 2022) which ruins the reputation and brand of an organization. Together with this trend we also see all over social media, marketing and the world a bigger focus on equality and that people life's matter which is also a huge behind the new trends in the market.

Just during September 2021 there was over 4 million new business applications in USA. Similarly, 4.3 million people did quit their job of different reason- to start for themselves, get better paid or being able to work from wherever they want (Picchi, 2021), (Liu, 2021). A lot of people quitted because it was easier than ever to get new jobs, and even the day after they quit they already had 2-3 companies offering them jobs and benefits their previous workplace never did. (Liu, 2021). Also, trends such as having a balanced life and be in contact with yourself and not a "9-5" but "feeling free to choose" is a hugely growing impact from social media spreading all over social media especially for the younger generations. By

example give flexible working hours and move away from 9-5 working we also make it easier for people and more desirable working for your company. People also wants to be able to work from wherever -one example is that more people during covid has moved back to where family lives or even started to work in the forest. We therefore need to be more open for make people being able to be more flexible in where they can work and limit the fixed working spots and times. (Forgarty et. al, 2021). The desire for being able to work from "home" or wherever people want to is so desirable that 70% of people wish to keep this trend after the pandemic. The study also showed that people who work from home even works more and longer than the people who doesn't – why this is unclear but can example be because they have more time to work when they save time from not having to travel to work (Egge, 2021). Also, it has become a distance between people wishes but we see that most people want to have the opportunity to both work from home- but also being able to show up at the office and meet their colleagues when they want to – example once or twice a week (Aksnes, 2021). 39% of people even would now quit if their employers weren't flexible about remote work (Liu, 2021). Home office and the opportunity to work from wherever has become so popular that even one of the biggest recruitment platforms Finn.no even made a button where you can find "only home office jobs" for job seekers. We therefore see a change in people's priorities and expectations of their jobs. For a couple of years ago customers took over the control of businesses – which today will be boycotted if they don't meet the requirements of the customers. We can therefore believe that we start to see a similarity in the job market which makes employer branding extremely important due to a change that workers now has more power and desire than ever. This makes the role of HR much more important than ever in order to realize the importance of what is important in the new world era in recruitment after covid which has changed the market a lot and opened multiple of new forms of working – opening the work possibilities maybe more than ever before.

Whydentify also told me about that HR has proved itself to not always be as profitable as it seems. Another issue they seemed to have been that they was very interested in if there was any proven ways HR example could measure to be profitable in the whole recruitment tract – which is from before the start of finding a candidate to the end of a work life cycle by the help of employer branding. Due

to all the criticism of HR we therefore here wants to look at a narrower part of the funnel which is profitability in the specter of recruitment and how this can be improved through the lens of employer branding. We therefore also will include if there is any possibility to document the profitability of the HR interventions of employer branding. Also, today there is few approaches that try to link employer branding strategies to financial market performance. This is because employer branding usually not included in studies where we look at consequences of several bundles of HRM practices (such as selection, training and development). To clear up: Is there any way that HR can make the recruitment by the use of employer branding better and more profitable, and is it possible to find any numbers or ways to prove that these methods or procedures actually works?

Research questions is therefore the following:

a) **How can we use employer branding in recruitment to increase the results in reduced time without reducing the quality or number of qualified candidates in the recruitment process?**

b) **How people has changed what they look for in a new job or switch job the last years – especially covid times?**

c) **What measures gives us the best proof that employer branding in recruitment actually increases profitability of HR?**

1.1 What is branding – and why is it important for a profitable HR?

A brand is what the public sees in you and what they associate you with. People look up your organization before they even speak to you, example before the interview. Humans can only take in less than 100 messages per day. Too many elements in messages makes it unclear and uninteresting (Neumeier, 2007). Cable and Turban shows that potential employees are willing to accept a lower salary to pursue employment with an organization which has a positive reputation. Social identity theory indicates that a person's self-concept depends on their membership in different social organizations. An employee's self-concept is strongly influenced by the image and reputation of the employing organization. Employees

can enhance their self-concept by comparing their organizations against other, less favorable organizations. Therefore, an organization positive image and reputation contribute to individual self-concepts. Employees can also use the employer brand to compare organizations, in which case the employer brand affects their self-concepts (Apps, Merk & Büttgen, 2012). In this world there is a lot of noise, phones, social media, and different elements which require our attention. Everyone says the same choose me, hire me, work here, etc. If you look and sound like everyone else, they will pick the highest paying job with the most benefits. There will always be another corporation willing to pay a higher salary or give better benefits, more flexible working hours and a better offer than your organization. A good brand and reputation is therefore important to stand out and for loyal employees who don't leave for the next best offer or opportunity they get.

The idea of brand has been around for at least 5000 years, so why is it a big deal now? The society has moved from an economy of mass production to an economy of mass customization. Also, we are more information rich than ever due to easy and available, but this information rich have also led us to become time poor. We therefore no longer live in a word where typical "buy now" will grab our attention, but our selective perception luke out everything that is not relevant for us, our identity, or our goals. Further, older methods of judging products where we compare products and compare features and benefits don't longer work. And competitors copy each other features as soon as they are introduced. It's therefore not enough any longer to just have a good product or service, but you need a well-known reputation and a brand (Neumeier, 2006). Brand is not owned by the company but from customers who draw meaning from it. People don't buy brands they join them. They want a vote in what gets produced and how it gets delivered. They are willing to not only promote the brand, but contribute content, volunteer ideas, and even sell products and services. The best customers are no longer consumers, market segments or tiny blips in big data. They are individuals with hopes, dreams, needs and emotions. They express their personal views and is proactive, skeptical, and creative. They want autonomy, growth, and fulfillment (Neumeier, 2016). There is little difference behind the psychology of how humans make decisions in buying and personal life. As we see employer branding is not just about tell them "we are hiring" – aca "buy now". It doesn't have any affect or

touch the emotions of the job applicant. A good employer branding strategy is therefore example to know how to make an interesting job even before you publish it.

A brand is about making an organization to be more human to customers and the outer world. Just like human's judge people based on their looks, values and apperances, humans also judge companies. Humans are attracted to people who are similar to them and avoid people who are unlike or opposite them. Similarly, will humans be attracted to organizations which are like them or who they want to become. Therefore, by branding an organization can attract employees who are similar to what the organization stand for or who the organization wants to become. Branding should therefore not just be seen to attract new customers and clients, but also a way to attract and retain better employees. In order to get people interested you need to know about the people you want to hire. Their identity (who they are) , their aim (what they want) and their tribe moves (how they belong) must describe the organizations purpose (Why it exist), onlyness (what it offers), and values (how we behave), (Neumeier, 2006) . WHAT is your category, HOW are you different, WHO is your customers, WHERE are you located and WHY are you important (Neumeier, 2007). We buy with emotion, and later justify with logic. We therefore need how to connect with wanted employees and talents to even make them consider us. One of the most important parts to find out how to connect on an emotional level is by detecting behavior patterns in recruiting. To connect with them we need to find their aspirations, hopes, objectives, goals and fears and thereby position our organization as something they need and desire to work in (Budac & Baltador, 2014). To do this you have to find peoples motivations, their pain point, desires, fears, and goals. All people want a salary for their job, but we must look beyond that. What do the employees we want look for in a job (status, flexible hours, freedom to work where they want) and what are they afraid of (example not being flexible or not have opportunity to develop or express themselves, etc). What kind of questions are the people we would like to employ / talents asking right before making a job decision? Example in order of work hours, flexibility, salary, competences, opportunities, etc. What problems and frustrations do they currently deal with that you can solve by give them the opportunity to work in your organization? We need to understand what tribe and what identity the people we hire or wish to hire

has. Who are they, who do they want to live like? What are they hopes? Dreams? What do their dreamwork or perfect organization look like in their eyes. What type of organization would they love to work for and what do they value? People want to work with people who are alike who they are and want to become like. To keep up with this the organization constant need move towards what they desired employers wish to work for.

1.2 What is employer branding?

Employer branding is the process of creating a distinctively great place to work and then promotion it to the talent whose knowledge and skills are needed by the organization to meet its business goals and objectives. (Mosley & Schmidt , 2017, p. 8). Companies with strong employer brand can potentially reduce the cost of employee acquisition, improve employee relations, increase employee retention and even offer lower salaries for comparable staff to firms with weaker employer brand (Sivertzen, Nilsen & Olafsen, 2013). In existing literature, an employer brand often relates closely to the corporate brand, which is based on the organizational culture and values. Whereas the corporate brand addresses all the stakeholders, the employer brand primarily addresses potential and existing employees, it is a sub-brand of the corporate brand. By establishing an employer brand, organizations, aim to provide an unique employment offering that positively differentiates them from competitors (Apps, Merk & Büttgen, 2012). Further, we can diffentiate employer branding from other types of branding by: First, employer branding is specifically directed towards employment and characterizes the organization identity as an employer. Second, employer branding is directed towards both an internal and external audience, while corporate and product branding is mainly toward as external audience. It is important with the relations between corporate branding, internal branding, and employer branding (Sivertzen, Nilsen & Olafsen, 2013). The reason for this is that employer branding is not just about hire a person by have a good external "face on the outside" which is unlike what many do in recruiting, instead you first create the good, interesting job fitted for the talent you search and then you externally promote it.

Problem today is today employees will start at the bottom of firm and work the way up through the ranks over a number of years. This is also very unappealing to most people in GEN Y. Organizations should instead use insights into life-stage and career benefit factors and understanding the role of family and social influence on decision-making, this firm was able to provide a compelling employee value proposition to a well-defined segment of employees. In the context of job choice behavior, an employer brand that exhibits personality traits that match that match a jobseeker's actual or ideal personality increases affinity toward the employer, because it satisfies underlying self-esteem and self-consistency needs. In contrast, a lack of self-congruence makes the employers less attractive (Kissel & Büttgen, 2015). Also, by externally looking at the people we want to hire we can make a better person-organization fit; making them more likely to pursue employment there (Apps, Merk & Büttgen, 2012). By looking outwards on the people we wish to hire, their lifestyle, thoughts, beliefs, etc. and then look inwards to the organization to optimize a type of job that would suit for the talent we wish for we have a much higher probability that they would like to work for us than for other companies with only a good image.
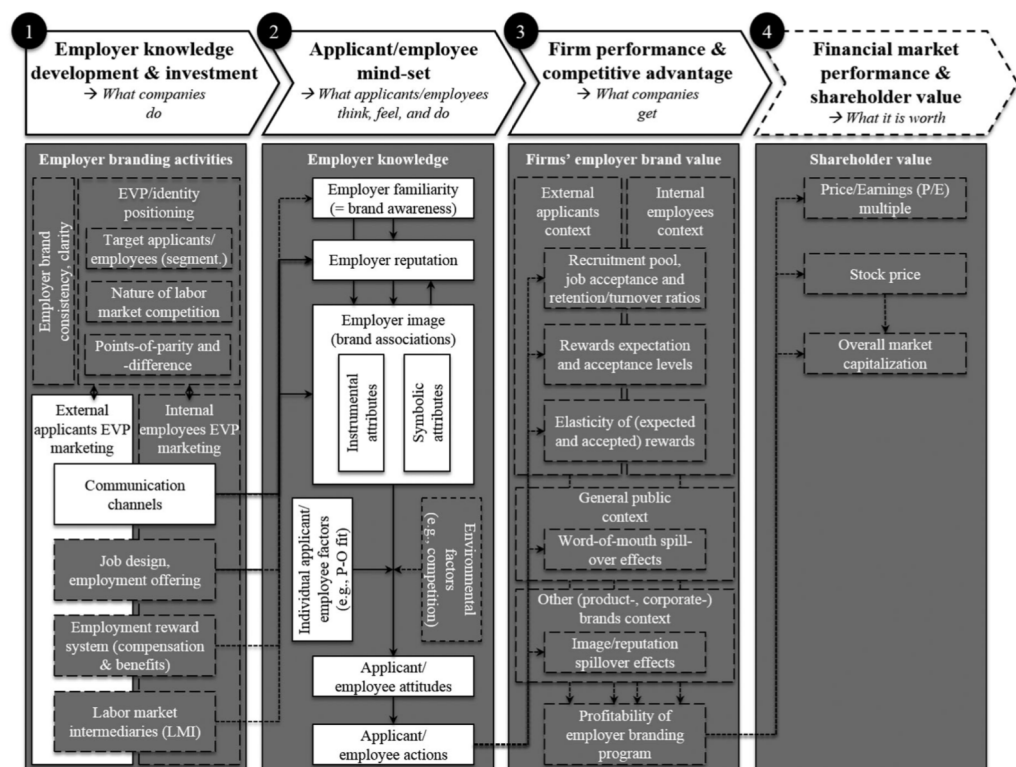
Note. Well-researched areas are highlighted in white, under-researched areas in grey

(Theurer et al., 2016).

The model shows four stages of employer branding 1) the employer knowledge development and investment (what the companies can do), 2) applicant/ employee mindset (what the applicants/ employees think; feel and do), 3) firm performance and competitive advantage (what the companies get) and 4) financial market performance and shareholder value (employer branding monetary value), (Theurer et al., 2016). As we see in the model employer branding is not just about making "the perfect work" just to get new and best workers, but also to get better qualified people – example though a good positive feeling and which again benefit the organization both in performance and financially. As stated earlier it is easy to get good workers as long as we give them a high salary and plenty of benefits– the problem is just that they leave to the next organization who is willing to pay them or benefit them better. Also, to "overpay" qualified people just to have them is also expensive to the organization.

Another problem with "buying talents" is that there has been shown that they neither stay in the organization for a long time, even if the salary is high. Neither we can gain competitive advantage by hiring stars from outside the business. We should therefore instead focus on growing talent within the organization and retain the stars we create. The reason that "talents" are expensive is because they often perform well because people depend on personal competencies, capabilities of the organization they work for and when they leave this organization, they cannot take it with them – also they loose a lot of their ability just to learn the new system of the new company they join. Another problem is when the star talent leaves the new organization the performance level – if raised- goes back to normal again. Also, new stars being recruited often becomes handicaped by the attitudes of colleagues who often cut information to them, refuse to cooperate etc. This makes the group performance in the organization slip and often leads to interpersonal conflicts and breakdown in communication. Also, people often get demotivated by having a star which makes them feel that they need to look outside of the organization if they want to grow or occupy leadership positions. Other problems is that stars often being overpaid and perform less, and often their performance decline when they leave their old company. Business should therefore recruit good people, develop them and retain as many of the stars as possible (Groysberg, Nanda & Nohria, 2004). Therefore, to recruit a star and compete for the best about salary is often a bad idea just hurting the entire

company. If we by good employer branding attract people who wants to work for us – choose job by emotion and justify with logic- we can therefore instead save money and increase performance by develop the new people who willingly joins our company.

The first stage is concerned what firm can do to develop potential employees knowledge by three steps 1) the development of an EVP- which is how an organization ideally want to be perceived by employees- that includes the key message of the brand, 2) the external marketing of the value proposition to its target groups and 3) the internal marketing of the employer brand to build an engaged workforce based on the firms values and goals. Further, all EVP marketing has an influence on stage two on the employee's mindset. First stage therefore focuses on desired employer knowledge and how to develop this from an organizational perspective, while stage number two concentrates on perceived employer knowledge from the employees' viewpoints. Therefore, stage number two is also the most advanced step. In stage 1 and 2 we show how EVP and different EVP marketing levers influence employee's mindset. While step number three lead to more ideally employee actions that have an organizational impact. Stage three therefore moved from an individual level to and organization-level in term of the employee brand influence on competitive advantage and performance by a) the direct outcomes based on favorable applicant/ employee actions are reflected in the applicant pool quantity and quality, job acceptance radios or retention and turnover ratios, and b) reward expectations and acceptance levels and rewards elasticity – example lower price elastic or lower reward elastic. This is because strong brand has the ability to pay less, because they value being associated with strong brands. This is the reason often people accept working for lower pay levels from strong employer brands, and lastly c) external applications or internal employees are not the only groups affected by employer branding. The public context the employer brand can have word-of-mouth spillover effects, in the other brand context example that the employer brand spillover effects to corporate and product brands that affect customers purchasing patterns. The last stage of employer brand model is concerned with linking employer branding (financial) outcomes to shareholder value. Example that a strong employer brand provides greater return at lower risk. We can measure the employer branding success by example look at price/earnings multiple, stock price as a –

consequence overall market capitalization. However, today there is few approaches that try to link employer branding strategies to financial market performance. This is because employer branding usually not included in studies where we look at consequences of several bundles of HRM practices (such as selection, training and development) (Theurer et al., 2016). We will therefore look at which measurements which is existing today to get a broader picture and idea of how it is measured in profitability.

According to Mosley and Schmidt you need to use the employer branding cycle to get a strong employer brand:

1. Develop a clear understanding of your organizations business objectives and the talent needed to meet these objectives.

2. Evaluate your current employer brand image among potential recruits and the employer brand experience of your current employees.

3. Define your employer value proposition (EVP), the key ingredients that will make your organization a distinctively great place to work. An effective EVP describes your current reality- as well as realistic aspirations – the employer you want to be and known as.

4. Build your employer brand framework, the creative elements that collectively capture the look and feel you want to convey and the emotion you want to evoke. Establish employer brand guidelines.

5. Generate engaging, story-led content and employee experiences that bring your EVP to life in ways that resonate with the talent your trying to attract

6. Actively engage with prospects through selected channels, including your organizations career website, social channels, job boards and automated ad placement driven by analytics. Spread the word through various channels.

7. Measure your success to determine what work and what not, from your overall brand strategy to individual recruitment marketing activities

8. Adjust your employer brand strategy and individual recruitment marketing activities, as needed, to improve results. (Mosley & Schmidt , 2017, p. 9-10).

Further, some other suggestion of increasing an employer brand by Mosley & smith is example to create employee profiles- because the last decade there has been an increase in employee-focused content, as opposed to content primarily focused on the company. Some few examples are: A Job profile; a story in which an employee present her unique perspective on her position within the organization, including her responsibilities and a "typical day in the life" challenges. A culture profile: A story that captures the attitudes, values, and behaviors that everyone in the organization shares. Team profile: A story of how the collaborative efforts of two of more employees within the organization achieved something neither of them could have done on his own. Inside stories: A backstage pass that gives prospect a behind-the-scenes look at what really goes on in the organization. Fact and figures: Cold hard data that's relevant to the audience and can't be found anywhere else is often enough to draw the attention to the right people. Example your average annual investment pr employee in training or number of employees working outside their home countries. Photos: Photos of employees, teams, innovations, company picnics, and so are a simple and proven way of attracting more views and comments. Video clips: Youtube, snapchat, and other social channels make posting videos easy. Short, captivating video clips often go viral. Make employees post short clips where answer or show why the job is special or what means to them. In addition post on relevant pages and platforms to become an active member of the communities they belong to (Mosley & Schmidt , 2017, p. 17-18).

1.3 What measures are used today?

There has not been a lot of research on employer branding. As mentioned above there is few measurements of the effect of employer branding because of lack of studies on the field. However, there has been developed a five dimensions scale to investigate which factors employers should focus on in their employer branding

strategies: 1) Work life balance; is one of the most satisfying components of employer brand, 2) career development; highly experienced people like to value a specific contribution to their career profile and the chances for promotion, 3) Employee communication; building and sustaining employer brand along with proper designing the activities and execution, their effective communication to the target audience needed. Employer branding research indicates that, for instance, publicity, word-of-mouth have different effects on application intentions, 4) Job satisfaction: employees job satisfaction is defining as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It's also defined as employees overall affective state of mind resulting from an approval off all aspects of his job. Job satisfaction is one of the key factors of individual and organizational performance. (Prajapti & Patel, 2017)

EVP is about what employees receives as "value" while working in the organization, while "Employee experience" represents the actual delivery of the value (Tanwar & Prasad, 2016). A consistent EVP must persist for the whole period of employment; employees decide to start and then continue their employment relationship, such that they can contribute to the organization durable supply for high-quality resources (Apps, Merk & Büttgen, 2012). Another idea is also to look at which organizations you tend to hire the most people from and which your employees tend to leave your organization to join (Mosley & Schmidt, 2017) this is to identify you are doing better and worse- and also identify you weaknesses. One example of a weak employer brand will be that people comes from "less paid" organizations and leaves you for "higher paying" organizations.

According to Mosley and Schmidt: to develop a strong EVP we need a deep insight to collect data, a good outline for performing is therefore:

Employer brand objectives:

- What are trying to achieve?
- What is the corporate brand parameter that we need to work within?
- What are our priorities (attraction, engagement, retention and so on)

Organization capability needs

- What key capabilities does the organization need to reinforce and build?
- What other aspiration does leadership have for our employer brand?

Key target audiences

- Whom do we most need our employer brand to appeal?
- How much variation do we need to account for among our target groups?

Current external reputation

- How familiar are people with our organization?
- How are we currently seen in the terms of image and reputation?
- How accurate are these perceptions?
- What is our relative position to key talent competitors?
- How are we, if at all, perceived to be different?

Current employee experience

- What are our current levels of employee engagement and advocacy?
- How are we rated as an employer by our current employees
- How do our scores compare with relevant industry and high-performance benchmarks?
- How much variations is there between different parts of the business?

Attraction and engagement drivers

- What most attracts our target audience to a new employer?
- What are the key factors driving employee engagement and retention?

(Mosley & Schmidt , 2017, p. 67-68).

Employer attractiveness has been measures using the employer attractiveness scale (empAT):1) Interest value; encompasses innovation and interest in the product or services 2) Social value; refers to the work environment and relations to other employees 3) Economic value; relates to economic benefits, 4) Development value; points to the possibility for future job opportunities, 5) Application value; employeer attractions have a relation with corporate reputation.

The five measurement types has been found a positive relationship with overall attractiveness (Sivertzen, Nilsen & Olafsen, 2013) and is therefore a good measurement for measuring employer branding.

Another model which is not used for measuring today but an explanation which was introduced in one of my other classes I found very interesting is the job characteristics model which is a model to explain how to make people more engaged and happier at work. Originally model was introduced to figure out why people lost interest in their jobs. Shortly the model represents three critical psychological states that are created by the presence of the 5 core job dimensions which are psychological states that must be present for a positive outcome. We will therefore also look after these in the answers of participants of the research later.
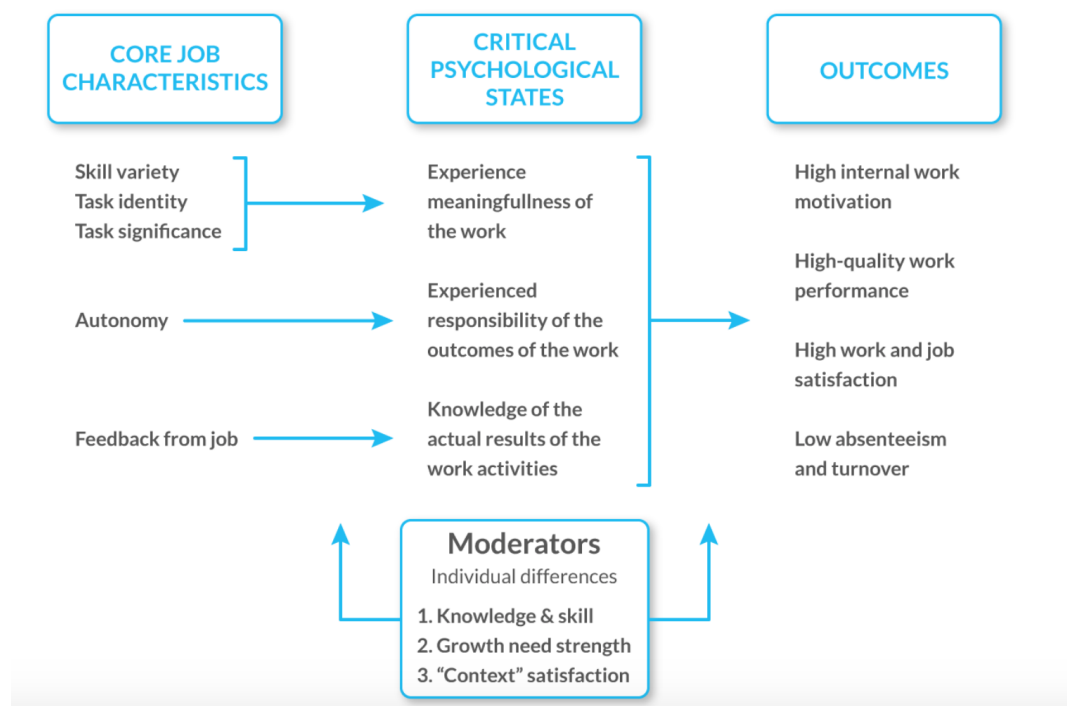
(Lucas, 2022).

1.3 Changes in recruiting and in people's preferences

In the brand flip we find big changes in branding which the author calls the truths. 1) Power has gone from companies to the customers 2) People are not focused on products but meaning 3) People buy products to build their identity 4) They hate being sold, but love to buy 5) They buy in tribes, to feel safe and successful 6) Battle is no longer between organizations but between tribes 7) The company with the strongest tribe wins 8) Tribes are connected through technology – which is example why there is a lot of internet communities on different platforms 8) Brands need to flow through multiple technologies 9) The most successful brands are not static but fluid (Neumeier, 2016). How is this relevant to employer branding? We see a change in the dynamic. People and humans don't like authority figures and don't want to be "ruled" by an authority anymore. This idea was already on the market but got an enormous boost under corona especially under social platforms of social media which made people more aware of how they make money, other possibilities of making money, their rights, about how others live and works. Also as mentioned in the introduction people no longer want to work from home, people want to be seen and heard- they therefore require more mobility.

One big concern during corona is that people who has needed to come to work – due to physical work – are faster replaced by automatization, machine learning and AI. Covid affected the automation, e-commerce and technological development so hard that within 2 years already 25% more workers had to switch occupations. Therefore, jobs which required physical jobs had the greatest transformation during covid. (Lund et. al, 2021). Further, this transformation has led to a big competency need -which makes the problem that the people who are actually needed –are harder to find and compete about. Also, as mentioned in the introduction people are no longer in their work to get a pay- more and more people has higher educations and therefore want to be seen, heard and being able to contribute with their expertise and knowledge – as well as they want to being able to grow, learn and level up in the organization. Due to "awareness" from social media people are no longer just satisfied with a high paying job – seen a lot on "quitok" and other social platforms where people quit high-paying jobs which often also require high education to pursue their passion or dreams because the

"recent job" is affecting their mental health or consuming too much of their free time. 9-5 jobs and work which require little flexibility, working overtime or gives less freedom is therefore less attractive than ever before which also requires a shift in the whole organization structures. Also, organizations who actually gave people flexibility to work from home ended up having more productive employers, working more than usual and more people than ever even worked on Sundays – even that they were not required to do it. We therefore see that by giving people freedom- by adapting shifting needs- the organization benefit financial and in productivity. Also, a lot of people has got more focus on spend time on what they like and be around family and close members more – which also requires work flexibility both in working mobility and in time. We therefore need to know more about people's shifting focus and motivations due to covid – because this will give organizations with the knowledge a start ahead in adapting and creating desirable works which also requires less salary.

2.0 Research methodology

There has been conducted studies on recruitment and different HR practices. However, there is limited – if any - with research within profitability on employer branding on these same practices. Also, employer branding is a newer phenomenon we are likely to see more of due omicron and even more rapidly increasing after the society opens up once again. This is due to a change market and newer drives, expectations and motivations behind peoples work expectations and what they look for in a job. The problem with lack of enough competent or qualified people is also a big problem which makes more organizations more creative and probably more likely to open up their wallet to secure who they believe is needed for their organization success. This is therefore the perfect time to conduct a study to find out how we can use employer branding in this new era, how people has changed and what outcomes – and hopefully what measurements we can use to track our employer branding efforts. Due to limited research and literature about the topic – and a lot of changes since most of the literature was written even though it is relevantly new we need to investigate the subject deeper.

In order to understand we need to conduct depth interviews of what people actually think is important for employer branding. Therefore, we will conduct qualitative research of people who are seeking or recently just got a new job

within the main lacking jobs in Norway right now such as the lacking competencies leadership, economy, counselling, sale, pedagogy and logistics – but also other needs such as nurses, skilled labor, engineers and doctors. We will look at what they are/was looking for and what has changed in their priorities, etc. This is to make sure we are not biased from what we have read and that it is primarily remote jobs and work flexibility which is the biggest reasons for change and also what is most desirable- when it might be different reasons for the underlying reason behind. We therefore going to interview 40 people in depth what has changed for them and what they are interested in. This is to identify if there is a gap and to identify trends and patterns in peoples thinking, also it makes a comparison. We also know that example a lot of nurses and other type of workers who are needed quits their jobs during Covid due to example stress, too much work, etc. - and will try to contact some of these to see if their «requirements» and changes in priority also fits in with the other people's descriptions - these will be under the 40 people in the depth interview part and not in addition. We are going to focus mainly on lacking labor market and people with the needed core competencies as this is the main struggle in both Norway but also globally now.

We first wanted to conduct an experiment of two similarly jobs in a fictive (made up) company with different job benefits online; – one with the desired outcomes and information from the depth studied, and the other job with a higher pay and more "traditional good benefits". However, due to ethical reasons – such as being able to choose to participate in the study, that they will spend a lot of time and might give sensitive info to apply for the job we therefore changed our mind. Further, we want to look at in the questionnaire what people would be willing to "give back" example if they are willing to work example 20 minutes longer daily if it they would be able to have remote working 3-4 times per week and spend the normal travel time on working instead of traveling to work, or if they example would be more willing to work overtime in a job where they was good paid vs a job they found meaningful." Because we are not within an organization to get the numbers, we will have a big focus on profitability based on the firms employer brand value found in step 3 in Theurer et. al's employer branding model – from literature part- focusing mainly on the recruitment pool, job acceptance, the rewards expectations and acceptance levels, the elastic of expected and accepted

reward, and try to make a picture about the total profitability of employer branding will have. Also, we will look at what are the new priorities of people and what people find must desirable - which also makes them willing to give something extra in return. Further, will try to target people with the lacking competencies in or outside the job market - who are looking for a job or recently just got a job/ changed their job - this is to see what the key capabilities are we need to build in future employer branding due to the changed priorities in market. This is because as we know a lot of people went back to school and more and more people gets higher educated - as well as competition is rising for people with these competencies which is why we need to find out how our employer brand will appeal them. We will also have a big focus on attraction and engagement drivers such as what attracts the lacking competencies to a new employer - and what makes them want to stay in these type of jobs - and what are missing. Further, we also will find out how they view terms of money - as stated we look at the elastic of how much money they require - because a good brand alone doesn't pay bills and try to find the elastic of how much people are willing to reduce their salary/ financial benefits in change of a good employer branding job/ workplace - which we will create an idea of after the depth interviews. We will also try to see if there are any different priorities between the different groups in what they wish for example difference between a nurse and economist – but we mainly look for similarities and patterns.

2.1 Validity & Reliability

To increase our validity in the qualitative part of the study we will interview people who search jobs/ recently got a job in the lacking fields - leadership, economy, counselling, sale, pedagogy and logistics- and also the other lacking labor markets mentioned above to make sure we get a good variation and that our sample does not come from the same group of people with similar views or values – example for health care and people working with children their values and perceptions of how things should be is similar. On the other hand, an economist is might more concerned about his possibility of get a higher occupancy and climb the ladder, than a nurse who highly prioritize time with her family or job security- or now in corona health safety at work and opportunity of help and relief at work. Therefore, we will at the one in depth-group try to interview about the same number of people within the different lacking fields and labor markets. This is

also to identify patterns and changes across the job market and different type of people. We will also make sure that after speaking to them tell them how we interpret what they said – to double check that we get it right and give them the opportunity to change misunderstanding or aspects they don't feel things being clearly enough. We will also increase internal consistency by having different questions with the same focus. Further, to increase the validity and reliability of the questionnaire we find people actually are seeking jobs or has recently got one or changed jobs. This is because we want to eliminate as possible "wishful thinking" and rather focus on what they actually looking for or recall looking for. Further, we wanted to make sure that we got different type of viewpoint and perspectives to make the findings more generalizable we contacted companies, hospitals, and schools from across the country from north to south and had depth interviews online to make sure to have as big variation of people as possible. This is because we know there is variation in how people work, priority, etc. and to interview in Oslo / areas around Oslo might not be very representative to the entire population. We therefore tried to have at least one person from each "region" of Norway; East, Middle, North and South. As there was lack of speak with newly hired - sometimes we also had some interviews with speaking with people who had worked for a while to get a better understanding and depth in wishes and desires in a job, problems and other important factors.

2.2 Limitations

We also know it can be hard to find measures on HR programs and procedures – examples of this are that a change in example sales after a training program might is fully or partly affected by another change and has nothing to do with the HR program. There are different factors affecting HR focuses such as employer branding and we therefore know it is hard or – might even possible – to find something which is 100% resulted from the Employer branding. Further, it might be difficult to find precise measures due to that we are not following a corporation where we can see the results or changes over time, but we aim to get at least a deeper understanding of what makes employer branding possible to be more profitable by look at the results of our findings. Another weakness is that these are the employers and student's subjective thoughts which might be biased – however we thought it was best to find out what the employees desired in a job since they

are the job takers and therefore know what makes them attracted to a job, what retains them and what makes them leave. Also, we had a depth interview consisting of 40 people – 5 from each occupational group, even that those was from different parts of Norway (north, south, west, east and middle of Norway) the number of people is maybe not big enough to be representative for the entire population.

2.3 Ethical considerations

To make sure to have the study as ethical as possible we will first inform the participants about what the master is about – and make sure that they will know that their names will not be used and the information they give will be anonymous and only used for this master. Further, we will make sure that we only do collect necessary data – and that we do look for to identify trends and changes and not to map them as individuals. Also, they will be informed that they do not have to answer any type of question they do not want to, or they view as sensitive or private information as well – even though we will not look for this type of information but to make sure they feel and understand all parts of the research is voluntary – and that they can withdraw from the research whenever they want.

3.0 Findings

When it comes to pedagogues, we realized some similarities to what was important for them compared to the other occupational groups, however pedagogues had some more similarities to nurses than the other occupational groups. This is might because they both within health and upbringing and a more "human focused" specter. We will go into the similarities later but first we would like to address some of the unique problems and preferences we found within pedagogy. One of the biggest concerns pedagogues looked at when looking for a new job or be satisfied with a job was work security, according to the interviewee's this had been even more strengthen under the pandemic. Also, most of the pedagogues had an extra big need for a social contact point where they could actually come to work and meet their colleagues. Even that some of the teachers liked and wanted more opportunity to have more remote working and digitalization, they explained that "work was something else than home", all the

pedagogues we spoke to therefore had a social contact point and a good working environment as their top priority of what they looked for in a working place. A concern most of the pedagogues addressed which should be taken serious by future employers is that a lot of the teachers had some elements that had most of them multiple time considered quit their job. Two of these concerns was that due to regulations of the school politics from the government with every political shift, there was new procedures and programs to follow which made it hardly impossible for the pedagogues to develop programs that they felt was good enough. The pedagogues explained that a good educational program takes years to develop and was hard to change when the goals of government and plans kept changing. This had led plenty of pedagogues to either consider or actually change jobs together with some other concerns we will address. Pedagogues felt the pressure had gone from the parents which was more adjustable and fixable over to political pressure they felt they have no power over. Pedagogues felt a lack from their employers for standing up for them and their rights- they felt that their job had gone from using pedagogic over to be under a constant evaluation pressure – and their time was mainly locked to do evaluations, get evaluations and do meeting and other things that had little to do with pedagogic. From all the pedagogues we interviewed there was expressed a great dissatisfaction about this and we was also told that over the last few years there had been establish plenty of online forums such as on Facebook where pedagogues complained about their jobs and rights which now had led the profession to become much less attractive as well as they felt like it was not a respected title as it once was. This is due to lack of support from their leaders, employees and government. Also, they said that the political interest was not the same as what pedagogic research shown, and they felt that their entire educational field more and more just got swiped away.

Another issue the pedagogues addressed is that there is a big lack of resources such as teaching books, digital learning supplies, materials and other necessaries until higher education jobs which made the teachers feel like they couldn't conduct their job properly and neither help the kids – especially those who needed it the most. Another issue here was again that the pedagogues was tired of having to evaluate all kids – such as reading evaluation for each and single child as the pedagogues meant they easily picks up which kids who needs extra help or lectures. Therefore, the evaluations took away plenty of their time to do pedagogic

activates together with lack the resources needed to conduct wanted activities. The pedagogues felt like kids and students was thrown at them and with little support from government and employers they had to undermine what their job really was and everything they stood for. This was one of the reasons most pedagogues also don't want to work on lower educational institutes as they felt there wasn't enough resources or support before high school and higher education – and felt their job was often taken seriously before that stage. Also, the lack of being able to do pedagogic was against their wishes of inspire the future generation and feel like they did an important job that meant something and contributed to the society – which they now feel like they don't have the time to due to evaluation work, BUP meetings and other unrelated tasks. Pedagogues therefore wanted more personal freedom in their workday and autonomy, wanted leaders who support and fights for them as well as trust in that they know their job and more freedom in how they teach as well as less bureaucratic work and more support in pedagogy work. The pedagogues were also concerned that these stressful elements mentioned above wasn't acknowledged as it was easy to see as there is less and less senior teachers. We was also informed that another reason people quit their job is a combination of the education not reflecting the real life work combined with that the schools are not good at take in recent graduates which leads a lot of new pedagogues to quit in under one year. This is also because the theories and things they learn in the universities don't reflect the job practice – often called "the practice shock" among pedagogues when they start working – they therefore suggest kindergartens and schools should be better at including and use students under their graduation so that they will have a better understanding of what they will get out in after graduation. Also, a lot of the pedagogues experiences their work descriptions and work conditions to constantly be changed, and it seemed like they got a lot of tasks just so the leaders could rapport that the pedagogues did a lot – which was frustration for the pedagogues who lost time from doing what they want which is conduct pedagogic.

Nurses and pedagogues felt a pressure of understaffing at work – this was especially a constant for nurses. Plenty of the nurses complained and said they often had to do the work meant for two people on their own. Both of the occupations also complained about that there was a constant increase in number of task to do but not an increase of staff which led them to never be sufficient or be

able to do what they needed or was required to which was an intense emotional and physical burden which made people in both the occupations consider quit or even quit their job and start working with completely other type of works even outside of their education. One example of this is also that there is more and more kids pr pedagogue and more and more patients pr nurse. Another similarity between the two occupations was that there was a lot complaints about poor managers and constant lack of information from leaders which made a lot of stress and uncertainty in the organizations. This was especially important as both is under a lot of constant regulations which a lot of our interview objects was impacted by especially mentally and emotionally. Another important factor for both nurses and pedagogues is to have work as one of their social arenas and one place where they can come and feel like they contribute to society and something important – which is hard when they don't even have time to follow up patience or children due to too many or irrelevant tasks. For both salary was a big stressor but still professional and personal development was something they placed higher in importance as well as opportunity for further education. Another problem was that both nurses and pedagogues felt constantly measured by things they was often not able to impact – and therefore wanted better measurements done by a leader who was present under evaluations and leaders who didn't sit at their office all day with their door closed. They wanted a leader who was there for the personal not someone who was only a leader, people who goes the extra mile for give the kids/ the patience what they deserve and who don't always come with A4 solutions when example school or hospital can't afford standard solutions or resources but let the pedagogues and nurses be allowed to contribute to the problem-solving. They want a leader who is there for them as workers and not there for the organization.

For nurses further education was for many outside the bigger city's a situation where the cost was greater than the benefit of it, even though it was one of the main reasons people didn't feel safe at job. Also, nurses in whole Norway values opportunity for further training and education highly however in city's there was not often offers to get the further education covered, while outside the city's where parts of the education was covered other issues arised such as – you got a lower salary and people had bills and loans to pay (such as house or car loans), people often had to leave their city and family to study in another city and other

problems was the issue. This is a huge problem in the industry as there is less and less specialized nurses which decreases the safety at work – and a lot of people are not willing to work if the correct percent of required specialized nurses is at work due to dangerous situation that can arise – and the nurses don't feel competent or qualified enough to deal with the situations without the specialists. However, a lot of nurses wanted to take the further education and was highly motivated to take it – but due to the costs of the education and loss of income did not take it. Many of the nurses also had a long-term plan to change occupation within some years due to the chronic problems with lack of competent nurses, lack of possibility to develop yourself educationally and the constant understaffing. The lack of financial help for education and further education had also led to a high percent of unskilled workers which wasn't enough qualified for the jobs they was going to perform which made the nurses experience the working environment as unsafe as with higher educated nurses and workers there is less incidents at work. A good main staff was therefore crucial. All of the nurses interviewed had a high priority of working a place where there was an interdisciplinary staff they worked with such as – doctors, engineers and not just not other nurses. Together with a high wish of a strong specialist environment so that was able to use their education. They also suggested that to make the nursing more attractive employers or the government should open stipends for nursing students especially those who wanted further education. Also, students wanted to be included earlier into the nursing work and get more guidance which they often felt lacked.

Nurses also desired employers who had great core values such as equality and a focus on keeping fundamental human rights. For nurses bad and unethical leadership was critical for if the employees would stay in the workplace or leave. One example of this would be if leaders didn't question the hospitals or higher leaders orders and follow blindly – as well as if they was not willing to bend rules with extraordinary situations such as let a dying patience get a last visit even that the rules didn't allow visitors at the moment. Further, they would not work for a leader who did not take question or concerns from nurses and other workers further. Nurses had an extra high need to feel that they worked in an ethical workplace where they was able to take care of their patients with a degree of respect and humanity – and it was therefore crucial that the leaders and workplace

did everything they could to make this possible such as example make sure they had enough staff. Another complain from nurses was also that practices, rules, salaries and bonuses from different hospitals was extremely different from place to place which made a big dissatisfaction among the employees as equality is an important value for most nurses. The different salaries also made a lot of speculation and rumors about how other hospitals had it – without an opportunity to get the rumors approved or declined -which created anger and negative feelings among workplaces. This was an extra big issue as there is already a great insecurity and unpredictability in relation to shifts and salary – which led to often a month could had greater salary than the next and it was lacking security in payment. The nurses therefore wanted to work places where the top management had a greater communication nationally and knowledge about the "national" procedures and payments across the country . such as leaders who joined national conferences with people from the entire country and discussed things in bigger perspectives was highly desired. However, these types of conferences are limited and therefore desired by nurses that their employer will take initiatives to create and develop.

Nurses did also care a lot about work flexibility as it was highly desired to work longer turnuses while they first went to work – such as 12 hour turnuses which would give them more days off and a better work-life balance. Therefore, work flexibility was important for the nurses to be able to swap with people who wanted or needed a shorter day due to example a worker who work 8 hours need to follow their child to doctor that day could work 4 hour – and give opportunity to give others 12-hour shift so they could take 1 day of to go visit their friend and family or hang out with their own kids. However, the 12-hour shifts are highly desired for nurses because this gives them more free time and days off. However, over 12 hours was desired by all as it impacted their sleep and health, therefore 12 is the ideal number.

In the pandemic it was implemented a bonus system which some of the hospitals now got removed while others still have. The bonus system is very positive by all the nurses we interviewed and desired to stay – the nurses explain the bonus program as a main motivation to come to job as the salary is already low and makes them feel good for working extra as well as they feel the total amount of

work they spend at job is rewarded much greater – as well as they feel more energized and have a feeling of have more resources which makes their homelife and work-life balance much easier. The covid bonus system was very alike all over the hospitals which was that you got a bonus on top of your normal wage when you decided to take extra shifts upon those you already had. This led the motivation and satisfaction on work way higher and had led to a big dissatisfaction for the hospitals who now had removed the bonus program especially as they knew other hospitals still had kept it. The bonus program was highly wished by nurses to stay and had now for many become an expectation. Employers who therefore lack these programs or remove these programs will now therefore be expected to have a higher dissatisfaction and become less desirable to work for than the hospitals and employers who offers it. This is extremely important as people who work outside the bigger cities have a higher willingness to move to work or take further education, and employers who don't offers this have a high opportunity to lose talents and good potential employers. Further, the employees viewed these bonuses as giving their economy a great lift which again led to more stability in their personal life which made them come to work with greater physical and mental energy and made them handle more stressful situations and workload at work- as they had a smaller burden in their personal life. Another issue that the nurses had was that it was a bad training culture in most of the hospitals which again goes under the lack of information party. One example was that there is constant new ways, procedures and equipment such as heart starters. One example was lifesaving procedures which constantly changed their opinion and rules about what to do. This was viewed as a problem because the nurses was often unsure what the right procedure was because people had different opinions and experience as they was required to learn a lot themselves on their free-time and they found it hard to stay updated with all the changes. They therefore wished collective training when updates in their work so that all nurses would stick to same procedures and routines with different situations and problems as it was very demanding and conflicting to work when people had different opinions about how to conduct the work. Good routines and training programs was therefore highly desired by nurses. Also, a mentor at work who had some extra responsibility for you was extra desired at work.

Another problem with being understaffed was that unlike pedagogues who meets more or less same children for a semester – nurses often have more temporary patients or sick and elder patients who often don't remember them. One issue with being understaffed beside that they felt the quality of their work decreased which also made them walk around at work with a feeling of guilt, they also described that it was easy to create a relation to the patients as they had to quickly move to the next person. It was highly emotionally demanding for the nurses to work in a "queue patch system" where the elder or sick patients had to stand in line to be able to do normal human right activities such as go to the toilet. The nurses also felt bad for not be able to listen fully or help patients fully with their concerns as they were constantly understaffed which was hard as its one of their values to treat people with a degree of dignity and as a human. The working conditions was therefore often contrasting with what they stood for and believed in. Employers who invested in patients safety and well-being was therefore highly desired – even small investments such as anti-slip socks.

Many of the nurses had also experienced conflicts with leaders and therefore rapidly changed jobs or wanted to change jobs. Example of this was no appraisal interviews, no feedback from leader, no focus on how they as workers had it at work and a feeling of their needs put aside, leader's goals conflicting with how they worked and the work situation and leaders who did not take input or listened to their employees. Also, a feeling of lack of communication from leaders was widely explained in the interviews multiple times and the nurses experienced that they often had to contact their leader multiple times to get an answer. Therefore, good leaders who understood the goals of the department and the workers there and understood the people on the floor – and understood the nurses and workers needs and problems at work as well - who was working there was highly desired. Also, nurses had a higher wish for a leader who made sure there was a high degree of diversity at work than the other occupations we interviewed.

When it comes to logistics, we see that they like very "logic" systems such as most workers already had their work schedule 3-6 months before which was important to them as they are "planners" and like to plan also their personal life ahead and have good time to change their shifts ahead of time if something didn't fit into their work-life balance. These logic systems were taken for granted by

most of the people we interviewed for logistics. Similarly, to the nurse's logistics likes to like a lot and would like to increase number of shifts, which is why they also like to have their schedule ahead of time. The other occupations above also cared about having colleagues but for logistics to have "buddies" at work is necessary as they need to cooperate to get things done and when they don't work with the IKT systems they can also often be at the floors where things needs to be coordinated properly as it can be serious inquiry's done. Also, here the schedules are necessary as it gives a better flow in the work. However, what was needed from most of the logistics who didn't only work with IKT but also on the floor was a desire to have better role clarifications about who was going to do what and who was responsible for what. Also, better planning gives more correct staff which leads to better and more natural role clarifications, this was important as the workers was concerned about not have to be responsible or put their task aside for what the shift worker before them didn't do. Therefore, by make sure there is enough staff and all with clear roles and tasks – nobody will have to put their work aside or wait on others which delays processes. We therefore see that for logistics who care about seamless processes to have logic systems and flows in the system is crucial for them to thrive at work and is also almost taken for granted. Good systems were also important for workers to thrive some complains was example that the internet shopping had exploded during covid and a lot of companies still had bad cashier software's across sales from store to e-commerce which made the job a lot more difficult for them. Other issues when it came to people who worked with IKT and also on the floor was that there was often very bad HMS practices, there was often a lot of HMS rules but those was not followed up in reality. Even in some of Norway's biggest companies there was still not reported when incidents took place or dangerous situations occurred such as someone got hurt at work and where/why – or that someone worked alone in an area where you was supposed to be at least two persons or that people took heavy lifts at the warehouses alone. These was great concerns for the logistic workers so better programs and HMS rapports and follow ups was highly desired especially for the bigger companies.

Another thing which was extra important for the logistic workers was that the leader was a "buddy" and friend which had worked on the floor before and therefore knew what was going on both on floor and in the IKT systems and

understood how everything was connected. However, this was not often the bench as the leader often came straight from school or due to academic papers without the experiences and needed knowledge which made them focus on results and numbers without understanding the combined problems and issues the workers on floor and IKT workers had to face. A lot of the interviewees told us that most leaders never had worked with the jobs or tasks they was working with, and it was therefore hard to develop a relationship with the leader and to take them serious and have open conversations. People in IKT often also received complaints from the people on floor that the leaders was arrogant and "put on a mask" or sat in the office all day "as they was too good for them" which made a distance in the organizations and sabotaged the trust in the leader and to the leaders decisions. It was therefore highly desired to have a leader who did put the employee in centrum, who was willing to listen to the employee and took time to listen to the employees this also goes with the "buddy culture" which we found most logistic companies to have across companies, even in Sweden where one of the interviewees worked and lived. This is maybe a desire in Scandinavia or global desire for logistic workers – however that did we not spend more time to find out as we worked on our main problems for this article. For the logistic workers it was important that the leader listened to them as they did not appreciate workplaces where they felt they was measured a lot and be worried about their performance which was draining and had led many to burn out. Also, many of them felt that they would easily be replaced if they got sick and didn't come to work, which again led them to come to work and underperform due to illness which again led to greater burnout as the measurement was a main stressor at work where the leaders had little knowledge about their work situations and problems or lacked experience from the floor and was not willing to listen to the workers. Therefore, leaders who used same type of "uniform" and was sitting with the workers such as during lunch was highly respected and desired and also highly trusted which again increased the job satisfaction.

Another thing that logistics requires is openness about your future and career in the company, and "social dumping" as they call it is very negative perceived and can totally ruin the reputation of an organizations brand. Social dumping is when you believe you have a career and future in the organization – while later you will feel used as you and the company did not have the same visions for your future.

The logistics workers therefore desired honest conversations about where they see you in example one year and what is expected of you to reach that goal – as well as if you wanted more responsibility or a career honest feedback about if they saw a future career of you in the company or not – and what you would have to do to get there. The logistic workers was also demanding that if you addressed these type of wishes – it would be followed up by leaders by example one year with further feedback or guidance. This is because logistics likes to plan and be effective – and don't want to waste their time by follow an uncertain plan. The workers would rather be told that they did not have a career in the company which they then could accept, try to change or seek career elsewhere then to later experience social dumping.

When it comes to the IT-consults and IKT people there was also a lot of similarities. One of the core similarities was learning opportunities and the opportunity and possibility of having mentors and couches. This is because they work with coding or difficult programs where they felt more secure when they had possibilities for working with others with the same or greater knowledge. This was also as IT and IKT workers are highly analytical people and likes to be sure that if they have any ideas or solutions to problems they prefer to discuss and evolve the idea before implement it, they therefore do not like companies where they are mainly alone working at the software's and programs but likes to have bigger teams. This led most of the workers in this occupation to want to work for bigger companies or companies with bigger IT/ IKT sections, we therefore asked them what smaller companies could do to be more attractive and they therefore suggested having procedures and external help possible. The IT-consults and IKT workers also wanted to have more workers around if they made any errors in the coding or in the software's so it would easily be fixed if the problem or error was outside their knowledge or expertise, instead of wasting much time on try to solve the error on their own or wait for external help. Technical workers therefore valued working environment with focus on helping each other and team mentality. They therefore avoided organizations with less people, less learning and places where they could share idea. This is again because they are analytic and wanted people to be able to suggest better ideas or improve the ideas they presented. When we asked if they was willing to work in jobs with fewer people for a higher salary we was also told that this was not desirable.

However, we discovered some differences from the IKT-logistics and IT-consults. When we spoke with IT-consults we did speak with people who both worked in one workplace as well as self-employed consults to have a wider spectrum of opinions and thoughts. However, many of the answers was very similar across the occupation. IT-workers was willing to change jobs often if there was not incremental raises in salary and learning possibilities. This was very different from the other occupational groups we interviewed but is might due to higher opportunities and job offers. We also know that IT-consults have high possibilities to create contracts themselves with multiple companies and global organizations and is therefore less dependent on the employers offers. Another thing we noticed with IT-workers who was in one workplace was that they had a very analytic mind and was often think very long-term in their decisions and desires. This is example one of the reasons they was not willing to increase their pay in order to work for a company with fewer learning opportunities. Another example we was presented was that they will stay in a job they don't like 6-12 months even that they are not satisfied, because they think about their CV and what the next employer will think if they did swap job too quickly. Therefore, it can be hard to pick up clues that the IT-worker is not satisfied or dislikes the company, this however was easier for the consults as they could just not sign another contract with the company again. We were also told that the workers who had only one job often was contacted via social platforms such as LinkedIn or even Facebook about desirable job offers and scholarships for those who only had bachelor. Many of the offers was remote jobs or companies abroad contacting them with highly desired offers such as having all their costs paid by the company while working abroad. One of the people we spoke with had example been contacted the first year of the persons bachelor's in data engineering by Microsoft in Norway while having no relevant experience – the offer was highly desirable and had multiple offers such as high salary, flexible working times, etc. This was also one thing which was highly desired by the IT-workers the possibility of working 8 hours per day but whenever within the 24 hours of a day they wanted and being able to split the work hours how they wanted. This is something bigger companies also knew and was often offered from global companies. One thing we however found was that smaller companies who provided this type of flexibility often was chosen over bigger companies who did not offer the same – even that

they had fewer possibilities. This was also due to the only preference over remote jobs which was what they called "hybrid jobs" which is that you have some days example 2-3 days pr week that you have to come to job while 2-3 you can do remote working. This is because it gives the desired need for communication which often lacked during remote jobs. Example if there was a problem the other person would not answer or help before some hours later. This is why hybrid jobs was highly desired because it gave possibility to do all the remote job and things that went "smooth" whenever you wanted to work and from wherever you wanted which gave a high degree of freedom. As well as you had a social arena and workplace to come to where problems would be solved in plenum, get the help they needed from coworkers and learning would take place. When we asked the interviewees what they desired the most of a full-time remote job vs a hybrid job, people preferred the hybrid job due to the reasons above. Another reason was also that the remote jobs 2-3 times pr week gave them some days "off" such as they did not need any travel way and could have a more relaxed day if something happened at home or in their personal life – example being sick but still able to work but did not feel for have to go to work. The employer therefore needed to be able to give extra remote days example during sickness or stressful scenarios in the IT-workers personal life. We therefore found some big changes in the industry due to the pandemic. Another thing that is might due to the IT-workers analytical side is that they desired organizations and employers who analyzed reasons for turnover and why people quitted, identified the reason and quickly resolved the issue – even that this is might hard to find especially for IT-workers who stays 6-12 months and don't send clear signals about what they unhappy about. Employers hiring IT-workers might therefore need to spend extra resources on finding out what they want to improve or dislikes while they work for the company and make a culture where suggestions are highly appreciated.

For leaders we saw autonomy was an extra special job character which was necessary for being a desirable workplace together with the possibility of being able to plan your own work day. Leaders wanted a employer which trusted their competence and where they did not felt "overwatched" by leaders in higher positions or top management, which also would allow them to work from different places than just the office. However, opportunities and possibilities for social interaction was still highly desired by leaders. One of the reasons home

office was also highly desired was because it would maximize productivity such as not having to travel for business meetings or not having to find available "meeting rooms" during bussy periods at work. We was also told that during covid the "core working times" was loosened up and now trust based management was more important than ever before. Younger leaders also cared about the age gaps in organizations and wanted to work in "young and dynamic organization with flatter hierarchies" and desired a dynamic workplace. Also, leaders wanted "humanistic" employers who cared about the people in the organizations instead of just number. One of the interviewees explained to us "consumer behavior is not just math" when the person tried to explain how they needed higher leaders in the organization to understand that somethings just can't be measured or understood by number on papers. We therefore see that leaders main value from an employer was trust and freedom in their work. Many of our interview objects also stated multiple times that they did not like to feel trapped or imprisoned at work they wanted someone who trusted them and not feel like a slave at work.

For sellers we saw a big trend where a lot of sellers changed from stores and other jobs which required 24/7 availability into jobs which was more stable and more predictable such 8-16, 9-5 and example every 3. Saturday. We therefore see that most sellers in a higher degree is concerned about the work hours and work flexibility. A lot of sellers did also have studies beside their work or had big hobbies which required a huge amount of time flexibility – also sellers who did not study had a low threshold for change job if the job schedule was not flexible. Another reason for the major change in preferences was also job security – places which provided low work schedule prediction (example different amount of hours or shifts from week to week) was not desired by the sellers we interviewed. However, most sellers wanted a full-time job or a contractual job to secure a fixed amount of hours every week. Also, during the pandemic as the online segment has increased a lot and a lot of stores opened webstores a lot of sellers also wanted jobs where they could do more digital selling or work with customers online. Also as selling is often a provision based field, a lot people has now started to want higher fixed salaries for more stability and economic stability. This is as most jobs offer a low fixed salary with possibility of provision – this however was not very popular after the pandemic as job security and life stability is much more important in all of our segments.

4.0 Discussion

A company which creates a brand with the employer in spectrum and with a reputation of being centered at the employer will be stronger and attract better candidates than those who don't offer the same benefits. We also did see that a lot of the employees beside nurses wanted to work for smaller and medium organizations which as their possibilities for develop themself and get a career was greater. Therefore, for organizations who is smaller or medium to put the employer in centrum of their brand and reputation is a good way to attract and «steal» the best employees from the bigger companies and organizations who was able to provide higher salaries. We also seen that people care about salaries and especially fixed salaries, but those are not any longer the most desirable trait - because example work-life, job security and autonomy is greater desired. Companies should also therefore focus on create predictable work schedules, flexible working hours, autonomy, learning opportunities and hybrid work environments over focus on market themself with good salaries and material benefits. This is how employers can secure talents and good employees without having to spend highly over their budget or risk losing them to the «highest bidder». As IT workers are highly concerned about learning to create new possible working possibilities such as let them work for you as well as have contract with others, or certain days for you vs. other days for other companies can be desirable - or have a lot of days where they will join projects or be able to learn something. Similarly, as we see markets go from focusing on the organizations over to the customers and their wants, desires, hopes and dreams employers needs to do the same in this era in order to stay desirable. They are not workers to just please the company, be measured and deliver - but humans who want to express their personal views, want their voices to be heard, they are humans with feelings, hopes and dreams. Humans don't want to feel like robots or constantly measured but want to feel like they contribute to something bigger and that they matter to the organization. Therefore, it's not enough good enough to say «we're hiring» but instead tell the employee why they should work for the company and how they will reach the customers personal needs, work-life balance, hopes and dreams. One example will be by showing and have practices where the individuals work-life balance will be adjusted comparing to the organization and that they are adjustable to changes in the individual's life

situation. We therefore gave a huge insight into who the different occupations are, what they want and how they belong and why they want to work (example share their experiences, ideas, perspectives and make a difference in society). We see that people no longer identify much with what they work with «teacher» or «seller» but more with their needs, desired, etc. Covid has given a more sense of unity and desires about being a «human being». We saw that employers who identify strong with these desires and wants from the employees do not have to compete on salary alone - such as those who don't take these considerations into consideration.

We also see that the phenomenons worldwide is also here in Norway. There has been a shift of the «interviewee» has to impress the employer and tell them why they should work for the company, to a shift where the employer has to impress and tells the employee why they should work for the company. This is also seen that employers now want to feel heard and valued by the employer - and employers don't want to work for employers who does not reply to the questions «Do you see men? Do you hear me? Does what I say matter to you? ». We also see across the different occupies that leaders and organizations who are there and protects the employer are more desired than those who focus on results or only the customer alone is less desired. Also, employers who are not flexible in order of the employee's work-life balance or study-work balance is not desired. The organizations ability to listen to the employees needs and PERSONAL needs are more important to others, as we can no longer put everybody into the same schemes and categories. We do also see that people value their free time and work-life balance more than previously. This was the most extreme for IT-workers who are hard to find at the office these days, and does not want to work places they can't be flexible in their day and extremely high degree of autonomy. We also see that employers now are not afraid to quit either job or change occupation - and less things than earlier needs to take place from employer in order to get the workers to do this. The tolerance is therefore lower for employees than earlier to change or quit their job. Employees is also more willing to go back to studying something completely different even that they have kids and family - if the occupation they work in lacks the desired offers.

We also see that people have a much lower threshold for changing jobs or even quit the job than before, also people does more frequent than ever change occupation even if its unrelated to their previous education if the job market offers does not match the requirements of the workers. Also, we see that job security and work-life balance is more important than ever. Further, people don't want to work places which doesn't offer room for personal development and relevant working experience for their future. In a lot of the jobs the people was not even required more than roughly 6 month working experience (even irrelevant working experience) to get great offers from different companies - this was especially for sellers, leaders, logistics and IT workers. The competition is therefore now bigger among employers and not among employees, and the workers especially in these occupations would quickly change or quit their job if the job did not offer work flexibility, predictable schemes and working hours, autonomy in the work and some type of room for development. Among these 4 room for personal development was a little bit lower among sellers and the highest among IT-workers. However, the levels were also high in all the four occupations. We did also see nurses and pedagogues had a high desire to learn and for relevant work experience and was highly concerned about their CV - in higher degrees than the four other occupations. Also, Pedagogues and nurses lacks the most autonomy of their own work – even thought it was highly desired.

IT is some of the hardest people to please which is a phenomen we heard about in our bachelor in Denmark in 2020. The problem is that globally the number of needed IT workers is greater than amount of IT workers or people who educate. The need in Denmark was in 2020 over 1000 IT-workers graduating while only 300 graduated each year. This led most of the bigger companies such as LEGO land and big international companies move their IT-department close to the universities and big cities even that the organizations often was further away to secure enough IT-workers. We also know that big actors has been securing IT-students who take masters from the 3. Year of their education and offered trainee programs so that the IT-workers have 2 years work experience as well as a full-time work contract in the organization when they end their studies. The drastic actions was taken due to high requirements from the IT-students such as they was not willing to travel longer than 30 minutes away from work. This has again been proved in Norway since 2021 as remote working was highly desired by the IT-

workers. However, a new phenomen we did not expect was that IT-workers now not only in Norway but globally has started to become more self-employed to multiple different organizations globally. This is due to the opportunities which came to light during the pandemic which now just keeps increasing. Also, the competition among IT-workers are higher than ever before which have led to them daily get great offers abroad on platforms such as LinkedIn, this leads employers who are not willing to offer remote jobs becoming their "last pick". However, even that IT-workers are highly focused on remote jobs, employers who offers hybrid jobs is most likely to be picked. This gives local and national companies a great chance to compete in the market. Due to increasingly changing ways of working for people withing IT organizations therefore also should think about new ways to offer and attract these types of workers as their requirements and demands are very different from other occupations.

In order to get deep insight of employees «typical day in the life» challenges we have interviewed many workers who has real life experience and has a lot of experience about the real-life problems which is in their workday, work-life balance and personal life which give us better insight on what employers have needed to change or create in order to create a stronger employer brand. By creating more desirable jobs in the organization, the organization can also strengthen their brand by mouth-to-mouth by the people working internally, but also increase their attractiveness and exploit their brand by creating employee profiles which will be marketed example on social medias etc. to create a bigger attractiveness and pool to the brand. This also allows the employer to compete and differentiate their marketing with offer what the employees actually want over what employers believe workers in the occupations we captured believe wants. One example will be brand themself as a place where IT-workers have a hybrid working week with a lot of learning instead of trying to attract IT-workers with better salaries which most people do now. Further we see that work-life balance and career development can be a great measurement of employer attractiveness and satisfaction as we know there are highly desired traits. Also, social value is important as good work environments and understandable bosses is important and highly attractive as well as the development value which has been mentioned many times- as people don't want to workplaces where they can't develop at least themself personally. Further, we saw that all the elements of the job

characteristics model have been extremely important across the different occupations.

5.0 Suggestion / recommended

We also see that people want more flexible working solutions- which has a mix of both being able to work from home, digital and remote as well as they have the need for a social arena and a place to come to be social. For many people a social arena outside their home a couple days a week was considered a break from their home and a break from routines- as well as a place to learn, discuss and improve themself and their ideas. We therefore suggest that a hybrid model will be suggested which will be more discussed on the end. Home office was not recommended even though it was desired as it reduce learning at work which reduce thriving at work which is a component of both learning and vitality that suggest that by self-develop us self at work we will thrive and enjoy stay at work. The reason for this is because home office has a tendency of reducing communication such as small talk by the coffee machine or learning in lunch breaks and therefore reduces learning and feeling of aliveness which again reduce our feeling of self-development which again lead to less work engagement. Also, in a long-term perspective we also know social network is important for reducing mentally and physically strains and burnout at work. This is something we saw was highly desired by nurses and teachers who during the pandemic suffered with lack of physical contact which made them close to burnout, as well as nurses who constantly need relief from their working situation and need more specialized doctors to lean on to feel safe at work as well as more people to help them at work as they often feel they are understaffed and working the same jobs and requirements as is meant for two people. However, for the work-life balance there should be opportunities for home office such as 1-2 pr week or if the person has a special reason such as home with sick kids to keep productivity higher at work and reduce the stress of the worker. We therefore are positive for home office as long as it not daily. Also, we know people like to spend more time with family so example being able to work from "home" while visit family for 2-3 weeks if they live far away will be good. We therefore recommend possibility for hybrid work especially for IT-workers and leaders. This is also important as we see people are more concerned about being able to stay home if sick and also does want people

to stay home if their sick – which is a result of the pandemic.

When it comes to pedagogues they had some special problems that we did not find in as much in the other occupations which was constant political and governmental regulations. Also, both nurses and pedagogues complained about a constant lack of resources which made them feel like they could not help the patients and the kids how they wanted to help them. Employers who supports and fights for the rights and best-interest of the employees will therefore stand out. As mentioned in findings both teachers and nurses wants organizations who fights for resources, but also allows creativity in how to do their job more creatively where resources might lack. One example will be a hospital a couple years ago who did not have a budget to improve the rooms of the hospitals even tho the employees was not happy about the conditions the elder lived under. However, the management allowed the employees to be creative when they wanted to try improve the hospital different ways. The hospital had a project over two years where they was allowed to find furniture for free at Finn.no and other platforms, they got people from internet who voluntarily picked up and delivered the furniture, painted the walls and changed the walls and floors due to sponsors they found. Two years later the hospital was highly improved, the hospital bedrooms looked like a normal home, there was social sones for the patients and their guests and the hospital even got their own bar for the elders. This was all due to the organization allowing their employees to be creative and find alternative ways to help the patients. We also know from this research that lack of resources is a high concern for both nurses and pedagogues - and employers who is supporting, listens to the employees concerns and is open for their creativity where the finances and resources lacks will probably create a higher desire to want to work for the organization - especially as employees did quickly want to change their job places where they felt the kids or patient did lack too much of what they felt they was supposed to have. Organizations who therefore let employees get sponsors or find other ways to improve the organization more than others will be viewed as «caring» and focus on «human rights» which we again know was highly wanted for these occupations as they are extra ethical and equality and dignity of the humans extremely important for them.

Also, work security was extra important for nurses as they often did not know how many hours they was going to work which led to a high insecurity and instability in their work-life balance as well as emotional and mental stress as they did not know what their income would be next month. We therefore suggest employers should implement the staff planning from logistics over to nursing where their schedule is shown 3-6 months ahead as it also creates job security which is important for the nurses and also gives them a greater prediction of what their income will be and increases their chances of being able to take extra shifts when they are able to plan more – which again improves the work-life balance. Also, it gives them opportunities to lengthen turnuses and work periods as 12-hours shift was highly desired as well as they can control and improve free days 3-6 months ahead. This will also help the nurses from the constant understaffing problem they are facing which was also one of the main reasons nurses did quit their job as they felt unsafe at work and viewed the employer as unethical and uncaring of the patients. Further, for pedagogues what they learned at "university" often did not match the reality of the work life. This also gives the opportunity to the employer to make sure there is always enough "qualified people" at work and can make more specialist teams which creates a high feeling of security at work and increases learning – which was highly missed in the present market. We therefore also suggest employers to be better at taking in pedagogic students early in the education to avoid the "practice shock" or further as recommended by one of the interviewees give people opportunity to come 1-2 day to work after interview to try out the work and observe the atmosphere before they say yes to the job. This can also be applied to students to be allowed to come and see how the workday at the employer really is and come with tips for improvements, address concerns etc. to become a more attractive workplace. Therefore, we suggest for all occupations to cooperate closely with students, especially as it is a highly shifting market and this trend will probably not end anytime soon to find out how to improve the workplace and organizations. This is especially important for nurses and pedagogues as they was one of the occupations who the last years most frequently had changed jobs or occupations to totally different jobs. Further, as nurses already lacks further educated nurses and lack stable economy bonus programs should be implemented as well as possibilities of having further educations and courses covered by the employer.

Another element we can look at is that all the occupations was very concerned about having a career- realistic we know that we cannot give every single worker in the organization a vertical career. However, the main focus was a lot about learning relevant skills and not being "social dumped" just used of the organization – an example we often see is a 6-month contract where you will not get a fixed job if the company don't "need you" anymore later or that you work in the organization for years hoping you one day will climb the ladder. Even that the organization might give everybody a vertical career they can look at horizontal careers in the organization where you let them work within different relevant jobs. After some time, the person might not have to be vertically developed but can get more responsibility and harder tasks which will let the person have a broader and deeper experienced CV later after working for the organization for some years. This will make the person not feel used of the organization or feel like they have wasted time and years and view the company in a bad light. This will let the employees nurture and develop new skills in the organization. Also, without having to be promoted to a leader – as the number of positions are limited – a person can might be delegated tasks further in the career at the company and get leader responsibilities or tasks which will be benefitable to the persons CV later on as well as they grow their skills and get personal development in the organization. The horizontal career development should also offers increases in pay such as an vertical development would. This will make people feel like the effort they put in, the extra skills and responsibilities and their growth in the organization is rewarded instead of sit waiting on being promoted as the only possibility of having a career or rise in salary. This is especially important as social dumping ruins an employers brand and also makes the employee quickly wanting to change job as they view this as the only way to have a career or increased pay. This was often a dissatisfaction by employees who did not feel like their increases in skills and responsibility and harder work was rewarded, and promotion was the only way to increase this in the organization. One example of horizontal career can be to give certain employees example responsibility for training of new employees, responsibility for certain goals of the organization or the main responsible person for taking complains by employees and do something about them. This is therefore not just "job rotation" which workers can be tired from but giving them relevant task and responsibilities within the existing job to increase relevant technical skills, knowledge and competencies. One example here

would make certain employees mentors and couches in the organization, which we know was highly desired for example sellers, leaders, logistics and IT-workers. These workers could also be responsible to identify gap in needed skills and find problems in the organization and further develop programs or projects on how to improve the skills and problems in the organization – instead of having the middle manager responsible. One example outside this research which illustrates this is that the manager of cold selling workers often doesn't even know how to do cold calling – and does therefore don't know the objections and issues the sellers stand over and neither don't know how to improve the sales numbers as they don't know the core problems. The managers therefore often make new scripts, try to increase number of outbound calls pr day, etc. However, the leader does not realize that the increase of quantity of outbound calls does not improve the quality of the questions. An outbound seller who had worked at the company for some months would on the other hand known that the reason for lack of sales in the company stems from the seller don't know how to deal with objections such as " I think this product is too expensive" or " I need to think about it" while the clients never call back- or that the sellers calls only on the most bussy day of the week Monday which is the true reason they don't get a lot of sales. The horizontal developed person could therefore change the outbound day over to Thursday and make presentations, create roleplays about how to deal with these objections etc. on Mondays instead. This will take of load of the manager which he can use on more important things, but also increase the horizontal career and skills of the employee as well as it will increase the sales and productivity of the organization. These type of career developments will also increase the autonomy of the employee as they get more opportunities and ways to work and more different type of tasks, as well as they get a lot of experience which grows them personally but also professionally.

6.0 Further implications

For future research in the future, we strongly suggest that people will create experiments to see if people would actually choose one of these "ideal" jobs over a more "financial benefiting job". Further, we wanted to create a focus group after the depth interviews consisting of 1-2 people from each occupation to see similarities and differences in what the "ideal" job would be across occupations.

This study was not conducted due to recruiting participants took way longer than expected as most people was back to office after COVID and had a lot of things going on, also to get acceptance to interview nurses took also a lot more time as they had extremely strict national procedures for allow nurses in the different regions to be allowed to join our research and took in some cases months before we got our research request approved by the hospitals just in order to interview them. The same went with teacher as we often needed the principal's approval in order to be able to interview the candidates. The collection of data therefore took much longer time than expected, we therefore suggest starting early for similar data inputs or for creating focus groups which we highly recommend. For experiments we recommend doing field research so that we can see what type of jobs that people would actually apply for – in example a situation of true job seekers and see which of the "fictive" jobs they would apply for to see if the subjective meanings of the employees match what they would had choose in reality. Further, we didn't really find any special measurements to use as it seemed like parts of existing theories measures was what people constantly mentioned as they spoke about was important as well as the job characteristic model was super relevant across all the occupations. We therefore did not find any other measurement- and especially not a pure financial measurement as we hoped to find this was also due to the time spent on finding candidates excessed the period planned a lot as we waited for approvals for hospitals and a lot time was lost due to fill in papers, sending electronic schemes, thousands of phone calls and mails to get the approvals. We therefore do recommend people who wants to go deeper into the field trying to figure out some. However, it is hard to measure psychological things such as "job satisfaction" and other things we looked at in the research. However, if someone researches on multiple organizations at a time a possibility could example to look at employee retainment and increase in number of applications to hospitals which had a more certain payment and work schedule system to look at the factor example job security and the economic benefits of that.

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