University of Cyprus
Department of Business and Public Administration

MSc in Human Resource Management

Master's dissertation

"Employer Branding: Examining the factors that influence employees' perceptions on the attractiveness of the brand"

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Contents

1.Abstract

In our days due to the supplies and demands of the market, companies have started considering more seriously how they will attract and retain talent. In this study, I am going to investigate in what extend employer branding has to do with the intention of a candidate to apply for a job vacancy and the factors that affect it, from the perspective of the company and contribute further to the development of the existing literature. To achieve that, I am going to measure the emphasis on strategic human resources (HR), the organizational attributes, the organizational reputation, the organizational attractiveness and the emphasis on recruitment of the company. Employer branding has evolved a lot as a term and became a powerful tool for companies. Data have been collected from an online questionnaire which was contacted in quantitative method from 150 employees all over Cyprus. Furthermore, I performed statistical analysis of the data based on the results to check the existence or any correlations that might arise from the questionnaire. The results are analyzed at research level and displayed that employer branding is positively affected by all independent variables except for emphasis on recruitment and emphasis on strategic HR, as well as organizational attractiveness, where further research is needed. Limitations and suggestions for further research are also included.

Key Words:

Employer Branding, Emphasis on Strategic HR, Organizational attributes, Organizational Reputation, Organizational Attractiveness, Emphasis on Recruitment

2.Introduction

Companies always try to find innovative ways in recruiting methods as they want to attract the most valuable candidates, to select the ones that will be the best fit for their company's culture. Having in mind the Cranet report I decided to explore what are the key parameters that companies focus on when they want to attract workforce in their companies and what affects their choice. In a world that evolves rapidly, and technology is the major tool everyone uses to work, labor market has changed a lot its' functions as the generation demands. In our days, there are many ways to find a job and is much easier than before. The only issue in this situation is that today all candidates have qualifications - degrees and high education which makes the selection even more difficult, but I will not investigate this part in this dissertation as there are some limitations.

Employer branding has as major target, not only to attract but also, to retain the most valuable employees. In this study, I am going to investigate the factors that affect employees' decisions by examining the perceptions of active workforce in Cyprus. Especially, since the pandemic of Covid-19 many companies had to change and adapt with the new world order, inevitably they needed to find alternative and efficient ways to work in a small period of time. The pandemic brought a new era in human resource management especially on its processes such as recruitment, where companies for some time now have started broadening their borders when it comes to that aspect. Remote working became a trend and many organizations, in order to attract more talented candidates, are upgrading their strategies to be adapted to current demands of the market and have as much competitive advantage as possible.

This study aims to investigate whether employer branding is important to existing active workforce using five basic variables: (1) Emphasis on strategic HR, (2) Organizational Attributes, (3) Organizational Reputation, (4) Organizational Attractiveness and (5) Emphasis on Recruitment. I

will also explore in more depth these factors from the perspective of employees that influence employer branding.

In these days when competition is too high an important factor that make companies have a competitive advantage in the market is their people. The last twenty years companies have started investing time and money to create a successful brand having as long-term plan to create a brand that will speak for itself. Amber and Barrow (1996) have defined employer branding (EB) as a package of functional, economic, and psychological benefits that are provided by the employer and are linked with the employing company. This interaction creates an interrelationship between the two parties from which both benefit. Current employees of a company can be considered as valuable tool to build a strong brand that will speak by itself from inside the company when employees share their personal story of success. We have seen companies done that and it has successfully worked.

In this research there will be an investigation on how companies develop their EB to attract valuable candidates. It is important to contribute more to the literature on employer branding, especially now that we are experiencing the Covid-19 pandemic. Much has changed since organizations began to take human resource management issues more seriously. This is a good opportunity to do more for companies that are interested to attract candidates that fit into their culture using all the benefits technology gave us. Moreover, I am going to examine the factors that attract candidates from the perspective of the company's branding. The questionnaire will focus on employees that are considered active workforce in Cyprus, that way I can check their intention to retain and their intention to apply for a job vacancy by expressing their preferences on what they are more attracted to.

This study has been done in the framework of a dissertation in order to enrich the existing literature. Another thing we need to take into account is the fact that the questionnaire was constructed based on five- and seven-point Likert scale questions and did not include open-ended questions, that would help us create a better understanding of the subject and the rationale behind companies' strategies. I tried, however, to give a holistic view of the subject that will include the most important factors that affect employer branding of companies.

3. Literature Review

3.1 Introduction

In this section I am going to outline the theoretical background of the topic with useful information regarding the major definitions used for the explanation of the subject. By exploring the role of each specific variable in the employer branding context I will give a holistic view of current literature and existing gaps that will probably come out of it. More specifically, the research model is based on the correlation of six core concepts: employer branding, emphasis on strategic HR, organizational attributes (i.e. job security, working environment, salary etc.), organizational reputation, organizational attractiveness and emphasis on recruitment. In the literature I will also explain some other factors that affect employer branding but only to create a bigger picture of the subject. More focus will be given to those five factors as there is lot of interest to investigate them more thoroughly. Therefore, for the variables that can affect employer branding and the intention of potential candidates to apply for a job vacancy I have created the following overall hypothesized research model presented in Figure 1:
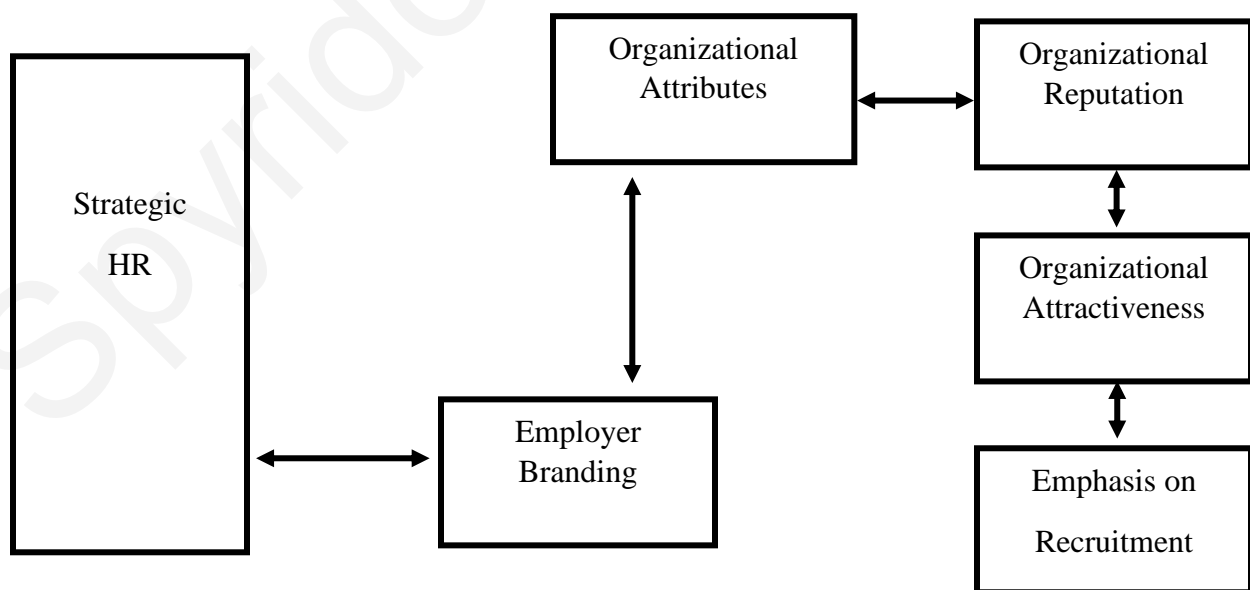

*Figure 1: The overall hypothesized research model*

According to this research model, HR strategy promotes employer branding through organizational attributes and organizational reputation and will increase the intention of potential applicants to apply for a job vacancy, that will have as result early recruitment process. Employer branding is mediating in general all the process that follows until recruitment. Furthermore, organizational attributes and reputation of a firm can positively influence potential applicants to apply for a job vacancy. The importance of those variables shows a connection between the concepts and that is something that is going to be examined as literature evolves. Having taken into consideration all the above variables that can affect employer branding in a job vacancy context, the following overall hypothesized research model:

Hypothesis 1: Employer branding is expected to be influenced by emphasis on strategic HR, organizational attributes, organizational reputation, organizational attractiveness and emphasis on recruitment.

Employer branding has started attracting the interest of businesses for almost two decades (Theurer, Tumasjan, Welpe, & Lievens, 2018). Companies have started realizing the importance of having a strong brand that will help them attract and retain more and better candidates that will be a better fit for their culture. Apart from that, a good employer brand will give to the business competitive advantage comparing to the market. Thus, this way the reputation of the company will be already made because of the credibility of the brand. Several studies have shown that if the company's employer branding is strong then it is more likely to trigger the intention of candidates to apply for a job vacancy (Berthon, Ewing, Hah, 2005; Borstorff, Marker, & Bennett, 2007; Gomes & Neves, 2010; Gomes & Neves, 2011; Ahmad, Khan & Haque, 2020).

3.2 Employer Branding

Employer branding framework has been clearly analyzed very well by Backhaus and Tikoo (2004) and used a schema to explain how and by whom employer branding is affected. Although employer branding is covering all subjects showed in F*igure 2,* literature has shown that organizational attributes have positive influence in employer branding process towards the job applicant (Gomes, Neves, 2010). Based on this schema I will attempt to further investigate those concepts and see if there is a connection that affect more or less the employer's brand. Due to study's limitations in this research, it is going to be explored only the upper part of the schema as there is more interest to associate employer branding image with employer attraction in a job vacancy. Potential applicants create an employer brand image according to their perception about firm's employer branding from the information they have access (i.e. customer experiences, social actions, working environment etc.). It is also important to distinguish the difference between internal and external branding in order to create the complete idea of how employer branding affects attractiveness. As literature goes along, I will define and give the background of the major definitions that are used for this research to create a holistic view in order to set a ground of my main variables.
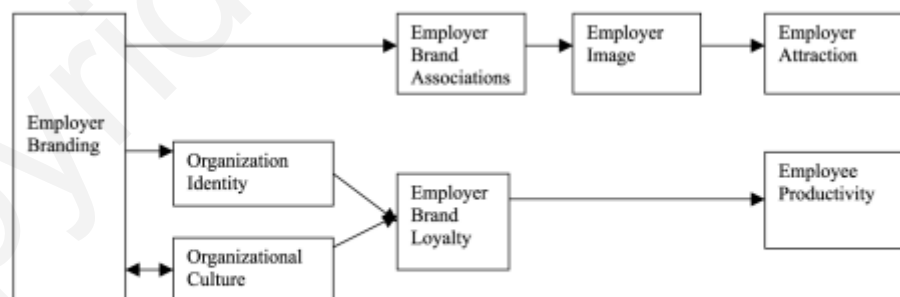
Figure 2: Employer branding framework (Backhaus & Tikoo, 2004)

3.2.1. Internal branding

Internal branding has been discussed in lots of journals interested in employer branding as is a smart way to start creating a strong brand equity. Backhaus and Tikoo (2004) refer to internal branding as workforce development that is loyal to its organization's values and goals. Therefore, Bergstrom, Blumenthal & Crothers (2002) perceive internal branding in three major dimensions, communicating the brand efficiently with employees and persuade them for the importance and the value of the brand; link every job inside the company with brands unique characteristics having the 'brand essence'. Successful internal branding is considered when brand speak by itself, the first impression for a company are its employees. When employees communicate positively the brand of the company they are working, brand by itself assimilates credibility and vice versa. It can also create positive effect in job vacancy context, the general branding of the company and last but not least its reputation (Berthon *et al.*, 2005). What we need to keep in mind is 'our' people (employees), they play significant role (Bergstrom *et al.*, 2002) on the way company is perceived by externals, they are the ones communicating brands and help unconsciously the evolvement of employer branding by sharing experiences and create the essence to people that the company they are into is a desirable place to work.

3.2.2. External branding

External branding has to do with the image customers have created for a business. Is how business by itself advertises and promotes their company (Berthon *et al.*, 2005). Interesting insights about employer branding were shared by Ewing, Pitt, De Bussy and Berthon (2002), that if the image created in the mind of potential candidates regarding the company is 'better place to work' then it will not be any more a second choice to apply for that company. If a company achieve that it will have competitive advantage among others to attract and retain more talented employees and it will

be the desirable company that is considered as 'great place to work'. External branding is not only affected by how potential applicants perceive a brand and express it but is the whole employer image that matters.

3.3 Emphasis on Strategic HR

HR department often uses employer branding as a strategic tool for influence and credibility (Potgieter & Doubell 2018). *'A poorly designed recruitment process can miss attractive job candidates—including those who work for competitors—because they never find out that a position is open'* (Breaugh, 2009, p. 1). If companies want to be present and be able to claim and obtain advantage in the market[1] they should systematically design and built their employer brand (Figurska & Matuska, 2013). Quite aptly is how Sullivan (2004) defines employer branding refining to it as a long-term strategy that builds the awareness and perceptions of employees and potential employees in relation to the organization. According to Forbes Human Resources Council (2017), share there are five ways to build a strong employer brand from the eyes of five HR executives regarding the demands of the market: (i) market everything you offer, (ii) build a strong company culture, (iii) publicize your culture, (iv) provide culture to build the brand, and (v) share what makes your company unique. Therefore, it is apparent that companies with strong employer branding is more likely long-term to reduce the cost of employee acquisition, improve employee relations and most importantly increase employee retention even when the salary is in average with firms with weaker employer brands (Gilani & Cunningham, 2017). Certainly, a well design strategy will assist organization reach its goals as having a strategic plan helps company be more focused on their vision (Cote, 2020). Another essential point, is that Cloutier, Felusiak, Hilland and Pemberton-Jones (2015) in their study focus more in the retention of employees and

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[1] War for talent.

they highlight the importance of creating strategies and policies starting from the vision, mission and values an organization, they emphasize on the internal communication towards the employees in order to possess a better retention strategy.

Despite this, Cranet report (2017) is also informing us about the existence of written statements and strategies and Cyprus seems to hold a balanced percentage however there is always room for improvement, especially in CSR and diversity statements proportion is below thirty-five percent which is even lower than the average. Highest in the ranking of Cyprus is the mission statement and business/service strategy follow with small difference in the percentages. Besides that, HR recruitment strategies in Cyprus seem to exist and hold a satisfactory percentage approximately 65% of companies create strategies to recruit. An interesting result was also the fact that for the development of business strategy in Cyprus the responsible HR person is not consulted or only consulted on implementation of business strategy. Another study argues that several organizations have expressed the need of an effective plan that will include budget and it would be able to handle properly recruitment process (i.e. workforce planning activities). In particular, workforce planning activities would help company get the talented ones in the right positions at the right time, by doing that organization will have double benefit as the costs will be reduced. This procedure aims to elaborate and plan recruitment to handle better the existing employees and attract the best people without having to "run to fill jobs." (Baron, Clake, Turner, & Pass, 2010). Whereas Figurska and Matuska (2013) in their study underline that data collected from global surveys over ongoing downturn lay out that employer branding is significantly linked with strategic management. In overall, strategies that are created should make sure that brand reflects the organization for the major reason that right candidates will be attracted. This insight will create internally the essence of pride to the employees- that they will not find a better workplace, if they think that current

organization will help them evolve their career that means that 'our people' will communicate the brand further (Cover, 2020). Therefore, as exhibited in the research model of Figure 2, it is supposed that HR strategy foster employer branding, which consecutively promotes organizational attributes that lead to recruitment process and the next hypothesis that is suggested, is the following:

Hypothesis 2: Emphasis on strategic HR will be positively associated with Employer Branding.

3.4 Organizational Attributes

As I mentioned above organizational attributes can positively influence potential applicants to apply for job vacancy. The literature has shown that organizational attributes are a significant factor that affects candidates' intention to apply for a job. The brand is linked with several factors that affect brand image. Brand image is associated with perceptions of consumers to product-related/non-product related attributes and over functional and symbolic attributes that are included in their memory associated with the brand image consumers link for specific company or organization (Keller, 1993).

Figure 3: Organizational Attributes model-hypothesis (Gomes, Neves, 2010)

As showed in *Figure 3* organizational attributes have significant impact in employer branding and the hypothesis of Gomes and Neves (2010) has been confirmed that *'employer branding moderates the mediation effect of attractiveness in the relation between the organizational attributes and intention to apply'* (p. 226)*.* Thus*,* intention to apply is linked with both organizational attributes and organizational attractiveness. Likewise, in recruitment context potential candidates are attracted from a company that applies those attributes and more specifically the attributes that are closer to the desires of potential applicant (Backhaus & Tikoo, 2004).

3.4.1. Instrumental Attributes- Symbolic Attributes

Instrumental attributes or functional attributes are objective, concrete and functional elements (Cable, Turban, 2003). They are described as the functional objective and tangible features of a brand, referring to an employer instrumental attributes include benefits, location, pay etc. (Harold, Nolan, 2009; Lievens, Highhouse, 2003). For instance, an applicant might be attracted from the wage that a company is offering. Symbolic attributes are subjective, abstract and intangible elements (Cable, Turban, 2003). They describe the job/organization in terms of subjective and intangible features (sincerity, excitement, prestige, and ruggedness). More specifically they convey symbolic company information in the form of imagery and trait inferences that applicants assign to organizations (Lievens, Highhouse, 2003). For instance, we can refer to symbolic attributes is Burberry the clothing brand, this brand has evolved and now is symbolically linked with luxury lifestyle and is being promoted as an affluent brand image (n.a., 2018). In recruiting process both instrumental and symbolic attributes have a significant role as several characteristics influence the intention of an applicant to apply for a position. All job/organizational characteristics trigger the interest of an applicant because of their utility, potential candidates are attracted from characteristics that are close to their desires and the expectations they have of how

a workplace should be (Lievens, Hoye, & Anseel, 2007; Schreurs, Druart, Proost, De Witte, 2009; Lievens, Highhouse, 2003). However, is also important to mention that according to Lievens et *al.* (2007) symbolic attributes interpret gradual fluctuation in organization's attractiveness as employer. Therefore, the following hypothesis is predicted:

Hypothesis 3: Organizational attributes (both instrumental & symbolic) are positively related to the employer branding of the company.

3.5 Organizational Reputation

Organizational reputation as an employer can be significant factor that will influence the intention of a potential applicant to apply, the more reputation a company has it the more attractive becomes (Saini, Gopal, & Kumari, 2015; Cable & Turban, 2003). Moreover, is observed that in many studies the results prevail that job seekers decision seems to be influenced by job related attributes, such as pay, work-life balance, employer culture etc. (Cable & Turban, 2003; Schreurs et *al.*, 2009; Gomes, Neves, 2011; Potgieter, Doubell, 2018). In this study I will focus more to investigate the reputation of the brand which is separated in two subjects; internal perspective; which is how current employees value the company that they work for and external perception; which is how potential candidates value the company with the knowledge they have gain from social environment (Roddan, 2014). Internal reputation perspective refers on how well employees are aware of the mission-vision and the values of the company they are currently working for. Although, there is a gap in the literature as there are no studies that have investigated a specific industry where I can analyze those issues in more depth (Potgieter, Doubell, 2018). Other studies have shown a strong positive relationship between organizational attractiveness, image, employer brand, and reputation (Lievens, Highhouse, 2003; Berthon *et al.*, 2005; Gomes, Neves, 2011). As an outcome of the literature, I can refer that an applicant is influenced by organizational attributes

and specific job characteristics a job position has that better fit to him/her. Furthermore, Turban *et al.* (1998) in their research have found that organizational reputation can constructively influence the perception of an applicants' intention to apply for a job when the firm has positive organizational reputation and organizational attributes. Another interesting insight that I am going to use as an argument in my research is that organizational reputation can act as 'brand' that adds even more value to organizational attributes and job itself (Cable & Turban, 2003). The importance of brand and reputation is widely known in the product market, in our days has become equally important in the labor market including recruitment process (Sivertzen, Nilsen, & Olafsen, 2013). Employer branding is evolving rapidly, and HR departments seem that they have start using it to attract potential applicants/employees. The fact that employer branding is included to resource-based view and human resource theory, means that the main focus should be in the better elevation of the image of the organization as a potential employer (Backhaus & Tikoo, 2004). Moreover, I found out that little research has been done to investigate if job seekers use reputation information and if they extend existing recruitment research by suggesting new ways that reputation is creating value for organizations (Cable & Turban, 2003; Saini et *at.*, 2015). As seen above, a good brand image is associated with the organizational reputation of a company and externally is related most of the times with the products and not the brand as an employee. Hence, another hypothesis that is formulated considering the correlations of organizational attributes and organizational reputation is the proposed research hypothesis based on the following:

Hypothesis 4: Employer branding is positively related to organizational reputation.

3.6 Organizational Attractiveness

Moroko and Uncles (2008) define attractiveness as a dimension of the employer brand, their study showed two dimensions for an employer branding success; attractiveness and accuracy.

Attractiveness as explained above has positive effect in employer branding, so accuracy as suggested needs further development to confirm the results. Organizational attractiveness can also be defined as the desire of potential workforce to a workplace as they have positive image of a company (Gomes & Neves, 2011). Several studies have shown that organizational attractiveness in most cases is inextricably linked by organizational attributes as candidates are attracted from strong cultures that are created inside an organization and they create in their mind a workplace that everyone would like to work for (Backhaus & Tikoo, 2004; Gomes & Neves, 2011; Lievens et *al.,* 2007; Maxwell, Knox, 2009; Ahmad et *al.*, 2020). Maxwell and Knox (2009) argue that companies need to identify the attributes of their own organization that most employees are attracted, in which categories of employment and in which product/service characteristics. However, employer attractiveness is not influenced only by attributes, is a variety of factors that affect the image of a company, and I will investigate as I go through the literature review (Rampl, Kenning, 2014). Jiang and Iles (2011) define organizational attractiveness as the power that drives the intention of potential candidates to focus on the employer brand and also contributes to retain existing employees. Furthermore, they proposed the separation of organizational attractiveness into two dimensions: internal attractiveness refers to the perceptions of current employees and external attractiveness the perceptions of potential applicants. Jiang and Iles (2011) suggested that attractiveness should be measured separately regarding the content of each research. Additionally, from the perspective of employers' organizational attractiveness is a competitive advantage to attract suitable candidates (e.g. skills) (Cable, Turban, 2001). Backhaus and Tikoo (2004) in their model proposed that employer branding assosiastions influence employee attraction, also that employer brand image mediates the corellation of employer brand assosiasions and employee attraction. Thus, the present study will mainly focus on the external attractiveness as it is important

to build a unique brand that will focus to attract and retain employees. Most research has been done in organizational attractiveness and employer branding has explored more the aspect of potential and actual applicants rather than existing employees (Jiang, Iles, 2011). Future research is suggested to focus on existing employees and their intention to continue their colaboration with an organization.

Hypothesis 5: Employer branding is positively related to organizational attractiveness.

3.7 Emphasis on Recruitment

3.7.1. Intention to apply

Intention to apply in several studies is defined as paid or not paid advertisement of a job position that is currently open or that is about to become vacant. In our days this way of attracting candidates has become very common due to the fact that technology has evolved very much, so in order to attract more applicants and increase the possibilities to attract talent, social network is an easy way to achieve that (Borstorff et *al.*, 2007). Another important factor that affects job vacancies is the way they are advertised, more often is by uploading them in a web site or even on the companies' websites which is a much cheaper way to advertise a job vacancy than before (Sivertzen et *al.*, 2013). According to Sivertzen *et al.* (2007) positive correlation found between corporate reputation and intentions to apply for a job vacancy, also Gomes and Neves (2011) have found out that there is correlation between organizational attractiveness and job characteristics towards intention to apply for a job vacancy. A brand to be built is not only a matter of the company, is also associated with the people who make it up and are responsible of the further development of it (Thimothy, 2016). Vacancies should create a holistic view of the company's' vision-mission-values in order to show to potential applicants what they should expect and let them figure out by themselves if they fit in the culture if the company or not. By doing that the candidates

that will apply for the job position means that they have fully understood the needs of the position (Gomes, Neves, 2011). Sometimes what a candidate perceives of a company from outside is different from how actually a company is functioning. When a company want to attract more talented candidates and increase its competitive advantage in the market, they need to assess whether they are or not 'employers of choice' in order to be confident as employer and that has to start internally (Berthon *et al.*, 2005). Above all, online recruitment is a new trend that has gained a lot of attention the last years, internet has changed the way companies compete to keep competitive advantage between them (Borstorff, Marker & Bennett, 2005). Another important contribution to the literature that helps the development of the whole procedure of a job vacancy and especially recruitment methods is Cranet Report. I am going to use important information to contribute further the literature regarding Cyprus, for that reason is going to be further investigation on how job vacancies and recruitment processes are affected in Cyprus and what companies should be aware of in the market.

3.7.2. Recruitment

Recruitment is one of the most costly and important HR function because if the process is well designed and utilized properly, then it can be proved been profitable and increase the credibility of the company that will led with its turn in the creation of reputation (Lievens et *al.,* 2007; Theurer et *al.*, 2018; Sivertzen et *al.*, 2013; Patel, Doku, & Tennakoon, 2003). Afterwards, recruitment process somehow will work by itself as there will not be needed to attract candidates through long processes, candidates will come to you because your brand will speak by itself. Recruitment process regarding employer branding, company should promote specific characteristics about the employment regarding career advancement, challenges and unique opportunities that will distinguish the company towards others (Backhaus & Tikoo, 2004).

Employer branding as a definition has almost two decades history, there is some research been done but most of the studies focus more on the marketing perspective rather than human resources (Theure et *al*., 2018). Some years before the major tool to attract new employees was from advertisements in a more traditional way than we prefer today. By traditional I mean for instance newspapers which today are not so commonly used (Sivertzen et *al*., 2013), especially when we focus on attracting and retaining talent. Another essential point that presents the connection of organizational attributes to recruitment research results showed that symbolic attributes are a significant factor that influence applicants' attraction to an organization as a workplace (Lievens et *al.*, 2007). When it comes to recruitment symbolic and instrumental attributes are of equal importance as organizational attributes in the prediction of organizational attractiveness (Schreurs et *al.*, 2009).

Thus, Cranet Report was a useful source to investigate in more depth the recruitment methods used in Cyprus to attract future employees and the rationale behind that. What makes a company recognizable and attractive? a strong employer brand will give the company the impetus it needs to attract the most suitable candidates. Most of the details that are going to be presented are from Cranet report as it has a variety of useful information and is inclusive. Moreover, it provides results specific for Cyprus, which is really useful for this research as there as there are not many studies referring to employer branding in Cyprus and this is an opportunity to further expand the literature. Therefore, I will focus more on the most common recruitment methods that attract employees and if there is a strategy in the company aimed at obtaining the best employees.

Cyprus belongs in the top ten countries with the highest rates (77%) that have HR department, however it holds a lower position (34.5%) when it comes to the involvement of HR managers on the Board or equivalent top executive team as the results showed. It has been shown also that,

fewer HR managers are recruited from non-HR specialists in the organization: the most in Cyprus (37.7%), extremely rarely used external recruitment from non-HR specialists (Cranfield School of Management, 2017). In addition, good relationship seems to exist between HR and line managers as they share responsibility in recruitment and selection, they cooperate also in the creation of policies in recruitment and selection. Newspapers and company websites are the most common recruitment methods used in Cyprus to attract managers, professionals, clericals and/or manuals (Cranfield School of Management, 2017). That led me to my next model of hypothesis where is going to be examined if recruitment is considered as a significant factor that affects employer branding and the importance, they give this method in order to achieve better employer branding. Taking into consideration all the above, they are expressed in the following hypothesis:

Hypothesis 6: Emphasis on recruitment is positively influence employer branding.

To sum up, as referred in this section, the literature outcome is that organizational attributes, organizational reputation, job vacancy, recruitment and strategic HR are positively related to employer branding. Thus, there were some points in the literature that argue the effectiveness of those practices although most of studies show positive correlation. Additionally, as my research module so in literature I found that my variables are somehow liked with each other. Considering the relationships among the variables addressed, the methodology of my study will follow, in which there will analyze in more depth the design of the survey, the sample and way data were collected, as well as the measures used in the questionnaire.

4. Methodology

4.1 Selection of research method

4.1.1. Design

The present study aims to develop an initial understanding of the core concepts of employer branding and give a holistic view of what Cypriot companies to be considered as attractive brands. For that reason, a quantitative research method is chosen. This is because quantitative method would make the collected data quantifiable, reliable and easy to be generalized to a larger population, which will help the understanding of employer branding on a greater scale.

The type of questionnaire that I selected for this study was a fixed questionnaire with closed-ended questions and PSPP was the statistical analysis tool used to investigate the results. Using a form of standardized questionnaire, I expect the results to be more objective. Additionally, the limited variables of answers in questionnaire method have simplify the control of the research.

4.1.2. Questionnaire

The elaboration of the questionnaire was designed in English and was conducted through 'Google Forms', to test my hypothesis research module. For the proper development of this research a questionnaire was created and used as a research tool for helping us collect the data needed to conduct this research, as this way allowed me to collect a sufficient number of companies in a short period of time. Due to the COVID-19 pandemic and having taken into consideration the assurance of everyone's health, I decided to explore my research exclusively online. Additionally, the only limitation that was set in order for someone to participate in the questionnaire was to be employed in Cyprus.

The questionnaire consisted of all the necessary information about the research and reassured participants that the survey will remain anonymous and all the information that will be provided will be field with confidentiality, also all the data will be used only for academic and research purposes and no one else will have access to individual answers. Thus, in each section clear instructions were given for completing the survey. Moreover, attention was given to the structure as I wanted it to be organized and statements to have a cohesive structure in order for the participant to have a clear understanding of the context of the survey.

Furthermore, to collect the quantitative data from the participants, I used twenty-three statements and three multiple choice questions. Regarding the statements, the participants were asked to state their degree of agreement with them on seven and five-point Likert scale, from the lower to the higher seven -point Likert scale (Strongly Disagree, Disagree, Somehow Disagree, Neither Agree or Disagree, Somehow Agree, Agree, Strongly Agree), five-point Likert scale

(Strongly Disagree, Disagree, Neither Agree or Disagree, Agree, Strongly Agree).

4.1.3. Sample and Data Collection

One hundred and fifty participants take part in the present study. This sample of candidates was random since the research data were collected from a wide range of people all over Cyprus as pursuit of population was not one of the criteria used to find participants. Although, I tried to collect answers from all types and positions of business employees.

As it is shown at Chart 1, from 150 participants, 77 were women (51.3%), 72 were men (48%) and 1 preferred not to reveal its gender (0.7%).

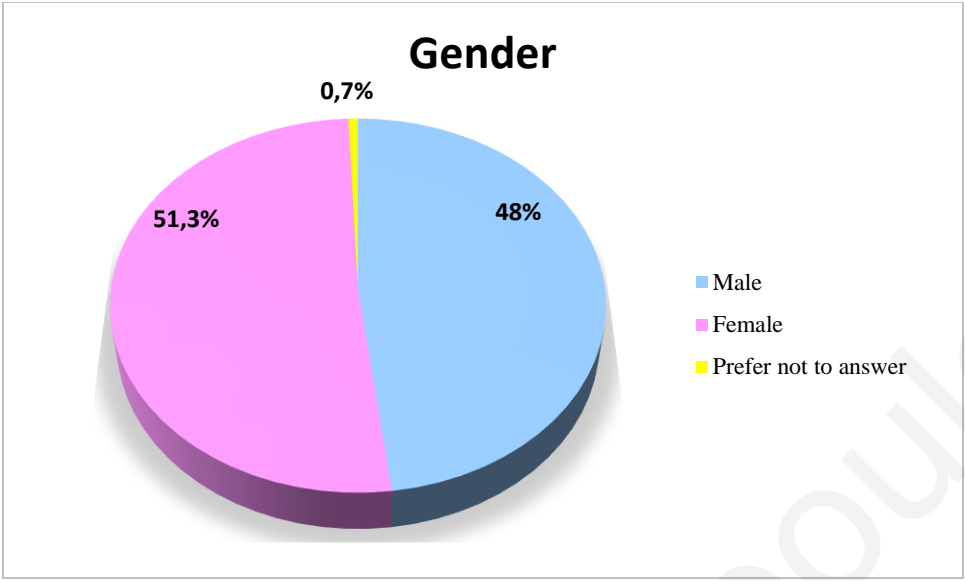**Figure 4:** Pie Chart of Gender

Moreover, and from what it is illustrated at Chart 2, the majority of participants work for the private sector, 117 participants work in the private sector (78%), 24 participants work in the public sector (16%), and 9 participants work in mixed sector (both public and private) (6%).
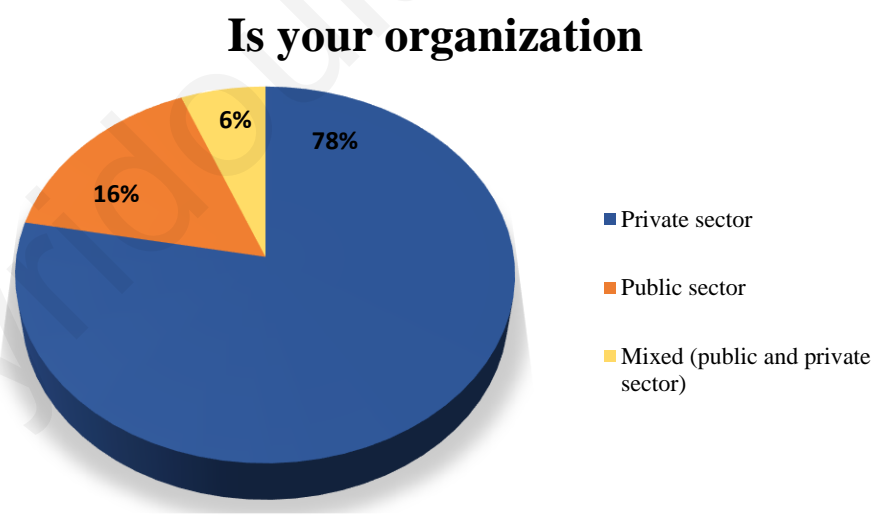
Figure 5: Pie chart of the **t**ype of organization participants work for

To continue in Chart 3, we can see the type of the company candidates work for, 52 (34.7%) participants work in micro enterprises (1-9 employees), 28 (18.7%) people work in small enterprises (10-49 employees), 18 (12%) candidates work in medium enterprises (50-100 employees) and 52 (34.7%) work in large enterprises (100+ employees).
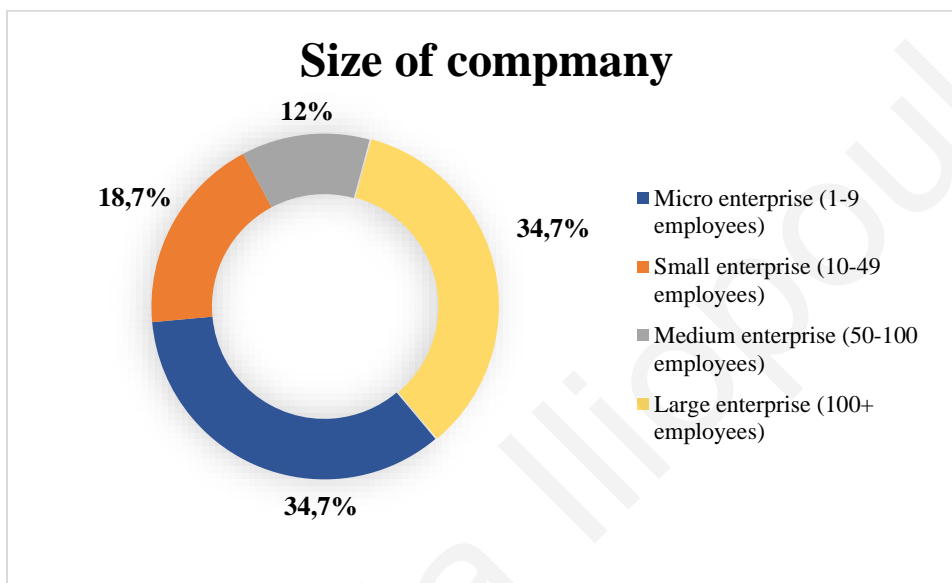
Figure 6: Doughnut Chart of Size of company

The last question of the demographics was job position as it is demonstrated in Chart 4, below we can see that the majority of respondents 95 (63,3%) were employees, 29 (19,3%) of them were managers, 5 (3,3%) were HR managers and 21 (14%) were directors.
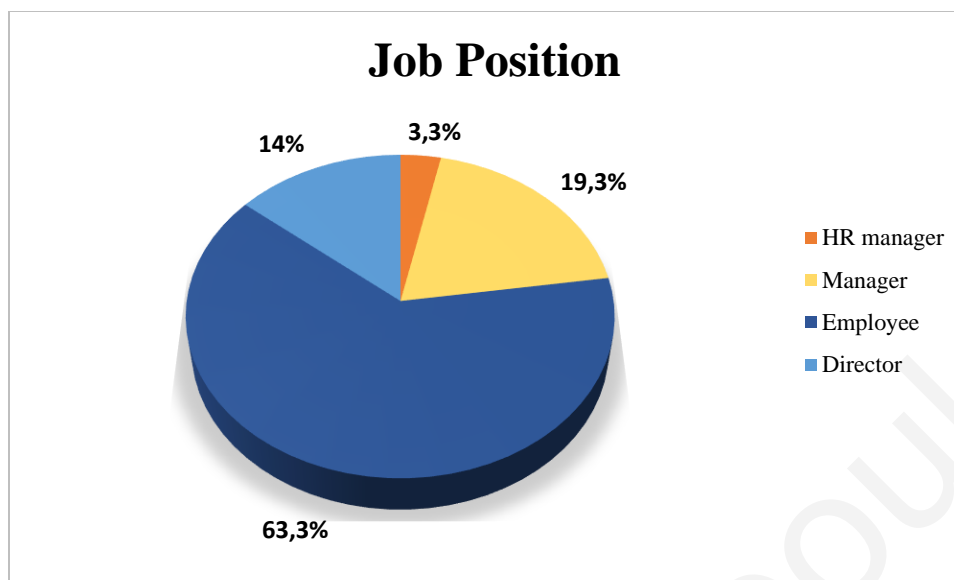
Figure 7: Pie Chart of Job Position

Finally, the candidates that have stated that they are working as HR managers were asked to clarify the years of experience they have in that position and that leads as on the last demographic question of the questionnaire. In Chart 5 we can see that from five HR managers that answered the questionnaire 4 (80%) have more than 4 years of experience, 1 (20%) has 1-3 years of experience and none of the candidates have less than one year of experience.
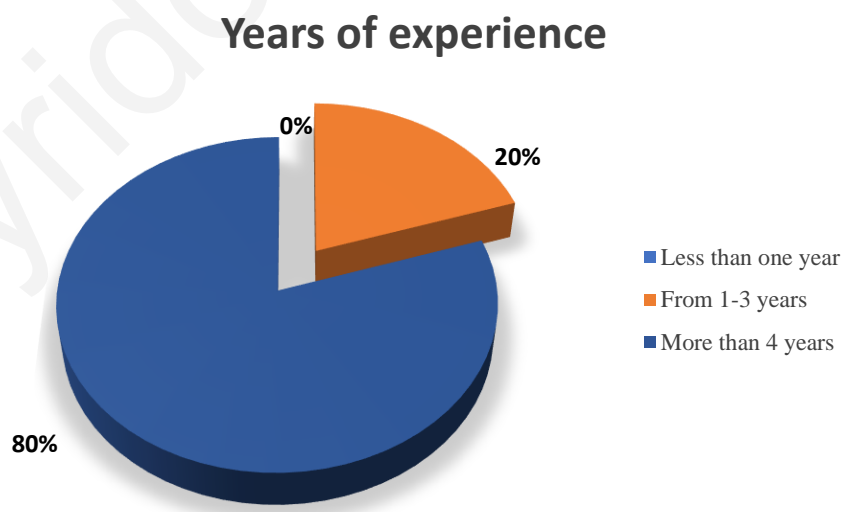
Figure 8: Pie Chart of Years of Experience

All information regarding the demographics can be found also on Table 1 in Appendix B, the frequency and the percentages of all participants of the questionnaire.

4.1.4. Measures

All measurement items for the research variables are shown in Appendix A. Also, to assess the validity of the above scales, all items underwent factor analysis.

Employer Branding. Based on Berthon et al. (2005) Employer brand attractiveness scale (EmpAt) consisted of twenty-five items scale, for my questionnaire I used ten items from two different sub-scales that consisted of five items each. In this part I wanted to measure to what extent a company's employer branding can grow its positive image/reputation. More specifically, the two sub-scale categories that I chose for those ten statements were interest and development. Participants should answer to what extent each item applied to their company. All responses were measured on a seven-point Likert scale (1="Strongly Disagree" to 7= "Strongly Agree"). The Cronbach α reliability measure for this scale was .91.

Emphasis on Strategic HR. This measure assesses the extent to which a company has written statements to investigate in grater extend whether or not companies value strategy process. In order to evaluate the emphasis on their strategic HR I used six items from International Executive Report, commonly known as Cranet Report (2017). Respondents had to select if their organization have written statements, and which were they. In order to create the variable, I turned the question into 5-point Likert scale and the more mission statements a company had the more strategic it is. To do that I formalized statements, where a respondent answered that company has only mission statement or none of the above was counted as 1, for the other statements one point was given for each statement the respondent has chosen. Finally, question 29 *"Does the total number of*

employees in your organization changed since three years ago" was not included at all as it has been considered as not essential question to be included in the creation of the variable.

Organizational Attributes. To construct my measures of organizational attributes, I used three items from Gomes and Neves (2011) that have used that scale from Collins and Stevens (2002). Those items used were from 'organizational attributes' sub-scale, they were related to both instrumental and symbolic attributes such as pay, training and development programs, stability and safety on the job, opportunity to learn new skills and extra-salary benefit. All responses were measured on a five-point Likert scale (1="Strongly Disagree" to 5= "Strongly Agree").

The Cronbach α reliability measure of this scale was .80.

Organizational Reputation. The main measure for this variable was based on The Reputation Quotient of Harris-Fombrun (2000) and from there I used five statements. All responses were measured on a seven-point Likert scale (1="Does not describe well" to 7= "Describes very well"). The Cronbach α reliability measure of this scale was .87.

Organizational Attractiveness. This measure assesses to what extent each company is considered as an attractive brand. I used four items from Highhouse et al. (2003) as they were focused on attractiveness rather than explicit intentions towards the company. Responses were measured on a five-point Likert scale (1="Strongly Disagree" to 5= "Strongly Agree"). To create the variable, I have recoded question 26 *"I am not interested in this company except as a last resort"* where I have reversed the question into positive direction. To explain further, when a candidate has evaluated with 5 the statement, I have reversed it into 1 point, where it was 4 I turn it into 2, where it was 3 it remained the same, where it was 2 it was reversed into 4 and where it was 1 it was reversed into 5. The Cronbach α reliability measure of this scale was .74.

Emphasis on Recruitment. My measures for this section were retrieved from International Executive Report (2017). A twelve-item scale was constructed, with purpose to assess the methods of recruitment that are used in Cyprus and in what extend emphasis is given to recruitment process. I investigated the range of methods used for recruitment, in order to create the variable, I converted those twelve items into numeric scale, each recruitment method will be counted as one and I will evaluate it based on the number of methods used in each company. The fact that the scale constructed vary, I can assume that the results that will come from this variable should be further investigated.

5. Results

In this section I am going to present in detail all the results that have been extracted from the statistical analysis of quantitative data that I have gathered. Also, statistical analysis and hypothesis testing will be presented. GNU PSPP software was used for the implementation of this process.

To begin with, I examined all the data to check if there were any errors or missing values. Afterwards, I continued with reliability analysis of each one of the scales that I used in the present study except from emphasis on strategic HR and emphasis on recruitment, as those two variables are complementary and were used to contribute to the better understanding of the use of employer branding in a more general context. On top of that, the process was held through Cronbach alpha (α) evaluation which is a measure of internal coherence. As we can see in Table 2, all coefficient alpha (α) values exceeded the suggested .70, meaning that all the scales are acceptably reliable.

Moreover, it was further noted in the bivariate correlation that the independent variables of organizational attractiveness, attributes and reputation have a statistically significant, strong, positively correlated relationship between them. These relationships are shown in the figure below:

Table: Correlations (Independent variables)				
	Organizational Attributes		Organizational Reputation	
Organizational Attractiveness	r=0.698	p=0.000	r=0.714	p=0.000
Organizational Attributes			r=0.702	p=0.000

Figure 12: Table with correlations between independent variables

This is proof of the existence of multicollinearity between the independent variables, which is a problem since it may have impacted the overall interpretation of the results. Multicollinearity appears when there is a high correlation among the independent variables in the evaluation of the data.

Accordingly, I tested bivariate Correlations between employer branding, organizational attributes, organizational attractiveness, organizational reputation, emphasis on recruitment and emphasis on strategic HR. Results for the Pearsons Correlations (r) indicated that employer branding has significantly positive correlation with all of the above variables that I have hypothesized that it may be positively related to, except for Emphasis on Recruitment. The findings of those correlations are presented in *Figure 9*.

Correlations

		Employer_Branding	Emphasis_Strategic_HR	Organizational_Attractiveness	Organizational_Attributes	Organizational_Reputation	Emphasis_Recruitment
Employer_Branding	Pearson Correlation	1.000	.196	.633	.658	.717	.132
	Sig. (2-tailed)		.016	.000	.000	.000	.108
	N	150	150	150	150	150	150
Emphasis_Strategic_HR	Pearson Correlation	.196	1.000	.268	.291	.204	.473
	Sig. (2-tailed)	.016		.001	.000	.012	.000
	N	150	150	150	150	150	150
Organizational_Attractiveness	Pearson Correlation	.633	.268	1.000	.698	.714	.252
	Sig. (2-tailed)	.000	.001		.000	.000	.002
	N	150	150	150	150	150	150
Organizational_Attributes	Pearson Correlation	.658	.291	.698	1.000	.702	.190
	Sig. (2-tailed)	.000	.000	.000		.000	.020
	N	150	150	150	150	150	150
Organizational_Reputation	Pearson Correlation	.717	.204	.714	.702	1.000	.158
	Sig. (2-tailed)	.000	.012	.000	.000		.053
	N	150	150	150	150	150	150
Emphasis_Recruitment	Pearson Correlation	.132	.473	.252	.190	.158	1.000
	Sig. (2-tailed)	.108	.000	.002	.020	.053	
	N	150	150	150	150	150	150

Figure 9: Table with Scales Correlations

Thus, in order to investigate the correlations between all the variables and employer branding, I tested *Hypothesis 1* where it was predicted that my dependent variable would be influenced by all of the aforementioned independent variables. Thus, I performed a multiple linear regression analysis excluding the emphasis on strategic HR and recruitment since I did not have conclusive coherence from my data. Afterwards, the remaining variables showed that organizational attractiveness was also not statistically significant (p=0.084) and henceforth removed from the finalized model. Using the only two variables left, i.e. organizational reputation and organizational attributes, I found out that in Hypothesis 1 only organizational attractiveness and organizational attributes affects employer branding. Analyzing the two regressions further, it was noted that the adjusted R-squared for both *Figure 10* and *Figure 11* were both valued at adj. R-squared=0.56. This means that 56% of the variance of my data is explained by the organization's reputation and attributes, whereas the organizational attractiveness does not improve the model's predicting power.

Finally, I manage to analyze the coefficients to check the existing model and in what extend the variables affect employer branding to come across to the final model, excluding emphasis on strategic HR and emphasis on recruitment as they were not included in the coherence analysis. To create the overall hypothesized model, I have produced the coefficients table below.

Table: Coefficients (Employer Branding)						
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.48	0.3		0	4.96	0
Organizational Attractiveness	0.18	0.10		0.15	1.74	0.084
Organizational Attributes	0.31	0.10		0.25	2.98	0.003
Organizational Reputation	0.4	0.08		0.44	5.17	0

Figure 10: Table with Employer Branding Coefficients

Therefore, from what it is displayed in *Figure 10*, organizational attractiveness, organizational attributes and reputation are statistically significant. The projected model of my results is as follows:

Employer Branding = 1.48 + 0.18 (Org. Attractiveness) + 0.31 (Org. Attributes) +0.4 (Org.

Reputation) + ERROR

Based on the aforementioned data and results the model depicted above is the theoretical model of this study. According to what I have found, I propose a new model using only the statistically significant variables, as shown below:

Employer Branding = X + X_1 (Org. Attributes) +X_2* (Org. Reputation) + ERROR*

Table: Coefficients (Employer Branding)						
	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error		Beta		
(Constant)	1.56	0.30		0.00	5.27	0.00
Organizational Reputation	0.46	0.07		0.50	6.56	0.00
Organizational Attributes	0.38	0.09		0.30	3.97	0.00

Figure 11: Table with Employer Branding Coefficients for the new proposed model

By using the new table produced in PSPP using only the statistically significant variables I have determined that the new model should be the following:

Employer Branding = 1.56 + 0.46 (Org. Attributes) +0.38 (Org. Reputation) + ERROR

6. Discussion

The present study aims to contribute further to the existing scientific literature, by investigating employer branding from different aspects and review its association between emphasis on strategic HR, organizational attributes, organizational reputation, organizational attractiveness and emphasis on recruitment. As mentioned in the literature organizational attributes have positive influence in employer branding (Gomes and Neves, 2010). In general not all of the results showed positive corellation with employer branding from an internal perspective. Further research, however, should be conducted to explore in greater extend the external perspective to investigate in more depth employer image. Quantitative analysis showed harmonious support for five of the six hypotheses.

Firstly, in order to examine the associations between all the variables and employer branding, I analyzed *Hypothesis 1* where it was expected that my dependent variable would be affected by all of the independent variables. However, in *Hypothesis 1* only organizational attractiveness and organizational attributes affects employer branding.

Secondly, *Hypothesis 2*, indicates a statistically significant weak positive relationship (r=0.196, p=0.016) between employer branding and emphasis on strategic HR, therefore according to Figurska and Matuska (2013) it should be linked to strategic management as it does. My hypothesis has been confirmed and here I need to outline the importance of strategic HR as it will help the organization gain competitive advantage towards the market. In order to do that, another model should be created to measure in more depth strategic HR. Also, I have found that in the overall model, that I extracted from the statistical analysis, emphasis on strategic HR is a factor that affects in great extend employer branding as it is presented in *Figure 9*.

In addition, regarding *Hypothesis 3*, the results showed positive correlation between employer branding and organizational attributes (r=0.658, p=0.000). This outcome is linked with existing literature, as organizational attributes can affect the candidates' intentions for a job vacancy. As Keller (1993) denotes, brand is related with discernments of customers to product-related/non-product related qualities and over utilitarian and typical traits that are included in their memory related with the brand picture shoppers connect for particular company or organization.

To continue, *Hypothesis 4* shows a strong positive correlation (r=0.717, p=0.000) between organizational reputation and employer branding, as mentioned in the literature, influencing potential applicants but also existing employees (Cable & Turban, 2003). When the reputation of the business has gained its credibility, i.e. when employer brand is strong, candidates are more likely to apply for a job vacancy (Berthon, *et al.,* 2005; Borstorff, *et al.,* 2007; Gomes & Neves, 2010; Gomes & Neves, 2011; Ahmad, *et al.,* 2020).

As far as *Hypothesis 5* is concerned, it is positively correlated to employer branding and my hypothesis has therefore been confirmed. This result is consistent with previous research done in this area and hence, further support is provided in other findings in the literature. Moroko and Uncles (2008) mention in their study that organizational attractiveness has a positive effect to employer branding and that is also linked with organizational attributes as a dimension of a successful employer brand. Evidence of this claim can also be found in *Figure 10*, where the correlation of the two variables has a coefficient of r=0.698 and p=0.000.

Furthermore, in *Hypothesis 6*, emphasis on recruitment is not correlated to employer branding as I expected it to be, and my hypothesis has been rejected (r=0.132, p=0.108). Based on my data and reviewing the methods used for recruitment today, social network is the most frequent method of recruitment and as mentioned by Borstorff *et al.*, (2007) social networks increase the possibilities

to attract talent. In addition to that, according to Sivertzen *et al.* (2013) organizational reputation is equally important as emphasis on recruitment processes which is something that I could not verify as the recruitment methods of my study vary, having as a result a statistical analysis unable to confirm this statement. Moreover, the Cranet Report will argue with some of the things that have been referred in the literature, however the present study focuses only on the case of Cyprus. We should not also forget that Cranet report is conducted every five years so I can note that the results can be somehow related, as technology is evolving rapidly especially after the Covid-19 pandemic. Cranet report comes to review the data, at least as far as Cyprus is concerned, the present research would contribute further to literature regarding employer branding in Cyprus.

7. Limitations and Suggestions for future research

7.1 Limitations

Even though the present study yielded several useful findings on the impact of employer branding and the factors that affect it, it is substantial to mention that there were also some methodological limitations in this research that could make some of the results to be less valid and reliable. More specifically, due to the fact that my skills and knowledge of statistical softwares are on a basic level it is problematical to determine whether the outcome resulted from the impact of the Covid-19 pandemic in the business market or whether the design of the questionnaire should have been constructed differently to provide coherent results for emphasis on strategic HR and emphasis on recruitment. These were crucial to the hypothesis testing since I was not able to identify the interrelationship of the two independent variables with employer branding and subsequently unable to produce an appropriate predictive model which was paramount to this study.

In addition, another limitation was the small size of the sample, which cannot be considered as a convenient sampling as I used samples only from Cypriot organizations. The time limit and the resources available should be taken into consideration as they might affect the reliability of the results. Due to that, some of the findings limit the generalization of the results as I cannot conclude, due to my statistical abilities, if those results could have been different if the sample was constructed differently. Besides that, the fact that the questionnaire was conducted exclusively online, and it was constructed only in English was also a limitation for people who did not have internet access, or they were not familiar with technology and the language of the questionnaire. As a result, a significant number of people could not have access to the questionnaire, resulting the limitation of data research and analysis in this field.

Statistician George Box once said *"All models are wrong, but some are useful"*. This can be identified in the present study since the complexity of the dependent variable cannot be accurately predicted or measured using only five independent variables. In order to create a better model, I will discuss below some suggestions for further future research.

7.2 Suggestions for future research

Limitations and practical implementations should be taken into consideration for future research to reproduce this study. A more generalized model can be designed with different variables and further research is suggested to be done using age demographics. The reason for this is to investigate if employer branding is affected depending on the age of the candidate, as I did not analyze any of my demographics with my variables. Furthermore, it is suggested to further break down each of the independent variables into their own models to be tested individually since there could be an unknown force i.e., an independent variable that I do not know of or cannot qualitatively or quantitively measure yet, affecting the results of the data.

Although I am limited to my statistical knowledge at this level, I have found that the issue of multicollinearity can be further explored through various tests and solved by either removing one or more of the variables or even transforming one of the variables into a ratio. They could also collect a significantly larger amount of data until the model is acceptable thereupon you should ignore it as a problem (Brooks, 2008).

8.Conclusion

In light of this information, I can conclude that employer branding can be investigate from many aspects and perceptions. Employer branding has been described by Lloyd (2002) as the 'sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work'. The main outcome of the present research is that employer reputation precedes employer branding which was also mentioned by Gaddam (2008). For that reason, more focus should be given to the existing active workforce of companies in Cyprus to investigate their intentions before considering the possibilities to research intention to apply of new candidates. Once their brand is strong enough to speak by itself attracting talent would be an easier prosses.

Besides, it is important to mention some practical implementations of this study with HR managers and people that hold decision making positions. Since employer branding can affect recruitment, companies should focus more on the creation of strategies that would help them build a stronger brand. By doing that, it will help them attract and retain talent in order to achieve being the once with the competitive advantage towards the market.

The present study allowed me to outline the factors that affect employer branding when it comes to measure the attractiveness of the brand from internal perspective, along with its findings and conclusions, as described above. The results were really interesting as they can be further explored to extract even more information. Also, these findings can be used to build a theoretical model, in order to explain in greater extend the aspects that affect employer branding and might not have been used in the present study.

Closing, by taking into consideration the findings companies should focus more on how they treat their employees in order to be able to retain them and create strategies that will grow in the competitive market of this generation.

"Employer branding is one fruitful avenue for organizations to establish the value they offer employees and to differentiate themselves from competing firms"

~ Crystal M. Harold & Kevin P. Nolan

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Appendix A- Questionnaire

<u>Employer Branding: exploring attractiveness</u>

I am a postgraduate student in the Master of Human Resource Management at the University of Cyprus.

As part of my thesis, I am conducting a research on Employer branding: exploring attractiveness.

The aim of the research is to study how employer branding can affect a job vacancy and what are the characteristics that affect intention to apply from the perspective of company. The data of the questionnaire is used purely for research purposes and your participation in the research is anonymous and optional. The data of the questionnaire will help us gain important insights and a better perspective on how companies can become more attractive towards the job vacancies they offer. So, please feel free to provide your honest thoughts and feelings.

The survey consists of 5 parts and should take approximately 5- 10 minutes.

Questions marked with an asterisk (*) are required.

If you have any questions about the survey, please feel free to email me (siliop01@ucy.ac.cy)

I really appreciate your input!

Thank you for your participation,

Spyridoula Iliopoulou

Demographics

Please fill some basic information about you and the organization you represent.

1. Gender

- Female
- Male
- Prefer not to say

2. Is your organization

- Private sector
- Public sector
- Mixed (public and private sector)

3. Size of the company you work at

- Micro enterprise (1-9 employees)
- Small enterprise (10-49 employees)
- Medium enterprise (50-100 employees)
- Large enterprise (100+ employees)

4. Job Position

- Director
- HR manager
- Manager
- Employee

HR manager

Please specify the years of experience:

5. Years of Experience

- Less than one year
- From 1-3 years
- More than 4 years

Employer Branding

Please answer in what extent you agree or disagree on how important the following statements are when considering potential employees.

6. Having recognition/appreciation from management

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

7. Having a springboard for future employment

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

8. Feeling good about yourself as a result of working for a particular organization

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

9. Feeling more self-confident as a result of working for a particular organization

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

10. Gaining career-enhancing experience

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

11. Working in an exciting environment

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

12. Working for an innovative employer – novel work practices/forward-thinking

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

13. Working for an organization both values and makes use of your creativity

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

14. Working for an organization that produces high-quality products and services

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

15. Working for an organization that produces innovative products and services

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Organizational Reputation

Listed below are statements that represent possible opinions that you may have about employer branding at your organization. Please indicate in what extent the following statements describes your company as a potential employer by choosing the answer that best represents your point of view.

16. A company has a clear vision for the future

Does not describe the company well 1 2 3 4 5 6 7 Describes the company very well

17. Looks like a good company to work for

Does not describe the company well 1 2 3 4 5 6 7 Describes the company very well

18. Looks like it has good employees

Does not describe the company well 1 2 3 4 5 6 7 Describes the company very well

19. Strong prospects for future growth

Does not describe the company well 1 2 3 4 5 6 7 Describes the company very well

20. Supports good causes

Does not describe the company well 1 2 3 4 5 6 7 Describes the company very well

Organizational Attributes/Attractiveness

Listed below are statements that represent possible opinions that you may have about employer branding at your organization. Please indicate the degree of your agreement or disagreement with each statement by choosing the answer that best represents your point of view.

21. This organization provides suitable pay

Strongly Disagree 1 2 3 4 5 Strongly Agree

22. This organization provides good benefits

Strongly Disagree 1 2 3 4 5 Strongly Agree

23. This organization provides access to training and development programs

Strongly Disagree 1 2 3 4 5 Strongly Agree

24. This company is a good place to work

Strongly Disagree 1 2 3 4 5 Strongly Agree

25. This company is attractive to me as a place for employment

Strongly Disagree 1 2 3 4 5 Strongly Agree

26. I am not interested in this company except as a last resort

Strongly Disagree 1 2 3 4 5 Strongly Agree

27. I am interested to learn more about this company

Strongly Disagree 1 2 3 4 5 Strongly Agree

28. A job at this company is very appealing to me

Strongly Disagree 1 2 3 4 5 Strongly Agree

Recruitment and Strategic HR

This is the last part of the questionnaire. Please answer the questions based on the methods used in your organization.

29. Has the total number of employees in your organization changed since three years ago?

- Increased
- Decreased

30. Does your organization have a written

Please select any of the following that applies to the company you work for.

- Mission Statement
- Business/ Service strategy
- Personnel/HR strategy
- HR recruitment strategy
- Diversity Statement
- None of the above

31. Which of the following recruitment methods do you use in your organization?

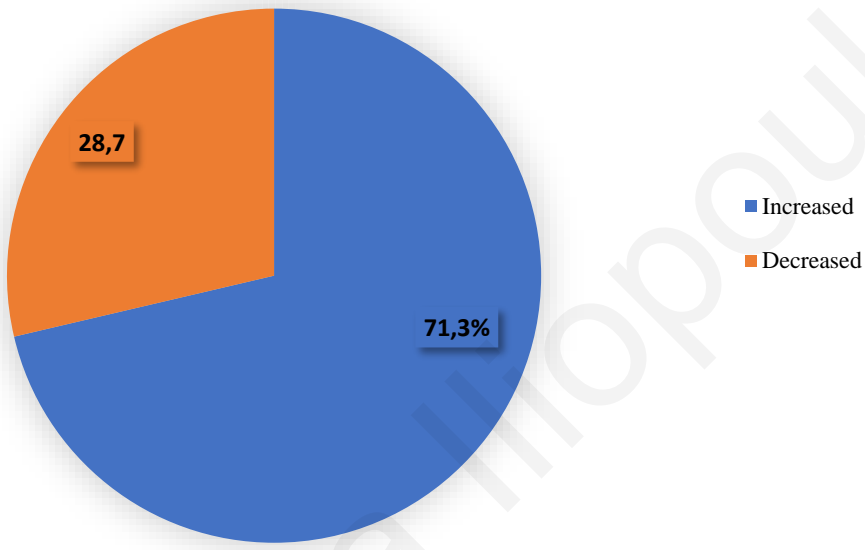Please select any of the following methods that your company use for recruitment.

- Internal
- Word of mouth/employee referral
- Vacancies in newspaper
- Vacancy page on company website
- Vacancy on commercial job websites
- Social Media (e.g. Facebook, Instagram)
- Walks-ins
- Career Fairs
- Recruitment agencies/consultancies/executive search
- Job centers (public)
- Trainee program
- Directly from educational institute

Appendix B- Tables of Questions

Question 29

Has the total number of employees in your organization changed since three years ago?

Organization Changes

28,7

71,3%

- Increased
- Decreased

Question 30

Does your organization have a written?

Category	Value
Mission Statement	73 (48,7%)
Business/ Service strategy	70 (46,7%)
Personnel/HR strategy	38 (25,3%)
HR recruitment strategy	34 (22,7%)
Diversity Statement	30 (20%)
None of the above	52 (34,7%)
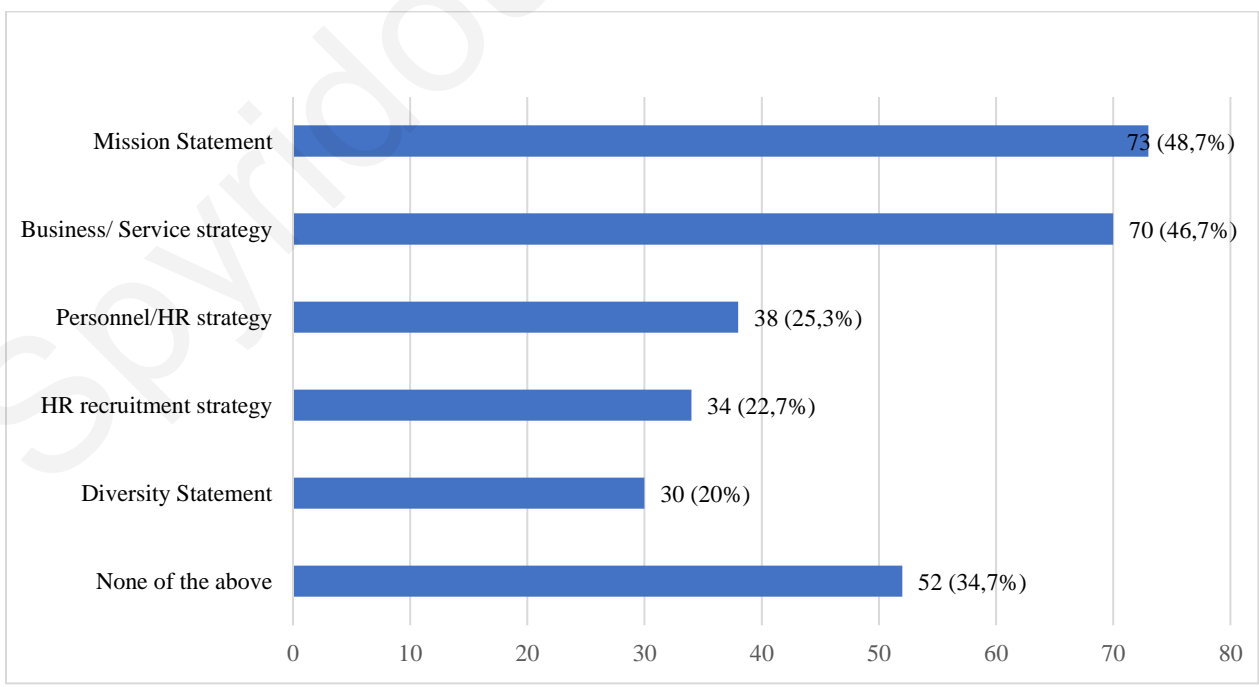
Question 31

Which of the following recruitment methods do you use in your organization?

Recruitment method	Count (Percentage)
Internal	71 (47,3%)
Word of mouth/employee referall	87 (58%)
Vacancies in newspaper	29 (19,3%)
Vacancy page on company website	66 (44%)
Vacancy on commercial job websites	68 (45,3%)
Social Media (e.g. Facebook, Instagram)	75 (50%)
Walks-ins	19 (12,7%)
Career Fairs	16 (10,7%)
Recruitment agencies/consultancies/executive search	29 (19.3%)
Job centers (public)	16 (10,7%)
Trainee program	31 (20,7%)
Directly from educational institute	30 (20%)