The Clash Between Two Worlds in the Engineering Sector in Sweden

An Interpretative Case Study at the Company NN*

by

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*Please be aware that all employees' and company's names have been changed to protect the identity and the compliance.

Acknowledgements

Abstract

The following paper is a qualitative research study about Employer Branding at the Company NN within the Engineering industry in Sweden. We studied two different "worlds" in the company, namely: "the Human Resources (HR) world" and "the Engineering world". The research aims to provide an interpretative approach on the tension between company's identity and company's image. Our research question is: *How is Employer Branding understood by "the HR world" and "the Engineering world" at the Company NN?* We conducted 22 interviews among employees in different position levels and countries to have different perspectives. We used coding as an analytical strategy in order to interpret our empirical material.

By conducting this study, we aimed to contribute to the literature of Employer Branding and image and identity. The findings showed that "the HR world" understood Employer Branding as a crucial tool for improving employees' performance and the company's image. "The Engineering world" grasped it as a waste of resources. These interpretations represent the clash between the two worlds. The results can be applied in any Engineering company working on Employer Branding. Finally, further research is necessary to study effective measures on incorporating Employer Branding, and measures to control the tensions between the two worlds.

Keywords: employer branding, external image, internal image, organizational identity, engineering and human resources.

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Introduction

The first chapter provides background information plus definitions of special and general terms. Hereby, we state the topic with overall purpose, relevant aims and objectives. Moreover, we present our research question. Additionally, we give a brief overview of the remaining chapters of the thesis.

1.1   Background

Over the past years, most companies were only focused on improving financial results or increasing the efficiency of its processes. Yet, in recent years, companies have shifted their focus towards the role of the employee, since they are considered to be the key of success. Employees are the most valuable asset of a company due to the way they add knowledge value to the firm through improvising, change and problem solving (Thomas, 2009). Due to the increased awareness for employees, Human Resource departments and their practices have experienced various alterations before becoming a crucial part of the buildup of many of today's organizations. Recently, the relevance of HR departments has become a subject of interest by various scholars. While some argue that HR departments provide essential support to the majority of employees working in a company (Root, 2017), others say they created increased commitment, knowledge, motivation and synergy among the firm's employees, resulting in a source of sustained competitive advantage for the organization (Tan & Nasurdin, 2011).

Besides being responsible for the administrative issues, HR tasks also include looking for new strategies and improvements for the firm. In recent years, Employer Branding has become a crucial part of Strategic Human Resources Management. Due to the increased competition and fluctuating environment of different markets, HR needs to compete in order to get the best talents. In general, people tend to apply for well-known companies and as a result they strive to achieve such a status. Furthermore, companies need to secure that they can recruit people despite changes in employer trends. Therefore, Employer Branding plays a key role in our research.

Employer Branding is the strategy a company follows to ensure attracting and recruiting the right employees (Foster, Punjaisri & Cheng, 2013). Nowadays, due to the strong competition in markets, differentiation demands positioning not only products but the whole organization (Hatch & Schultz, 2001). According to Chernatony (1999), Ackerman (1998) and Ind (1997),

Corporate Branding uses the vision and culture of the company as a unique selling proposition, or unique organizational value proposition (Knox, Maklan & Thompson, 2000). Therefore, the values of image, reputation, organizational identity, commitment, belonging and organizational culture are essential to differentiate and present the firm as unique.

Our research is based on an Engineering company in Sweden, called the Company NN. Especially, in companies within this sector, Employer Branding plays an important role. Engineering firms are aware of the difficulty of being famous without being a consumer brand company. Therefore, they invest in Employer Branding in order to increase their fame. One can argue that if people know about the company and its products or services, it is more likely that more potential candidates apply for vacancies.

Despite the fact that organizations, HR and employees should share the same goals, perspectives and images, there is often a misalignment between these parts, which leads to a tension between HR and the other departments. In our study, we have defined this tension as: "The Clash Between Two Worlds in the Engineering Sector in Sweden", considering that the existence of the two worlds explains the tension. The two worlds are "the HR world" and "the Engineering world".

"The HR world" can be viewed as a representation of the company. One of their tasks is to facilitate communication among leaders and employees, as well as guarantee well-being and contentment within the company. In order to achieve this, HR carries out many activities such as news communication or Employer Branding. "The Engineering world", consisting mainly of engineers, working on operative processes and the production of quality products, are all the departments with the exception of HR. The engineers are usually not aware of the HR's activities and are only focused on their specific Engineering work. Thus, the companies' employees have different perspectives regarding the image and identity at the Company NN, which was studied in our research.

In a 2010 report from the UNESCO it is pointed out that there is: "the need to promote and celebrate a new image of Engineering - of useful work involving both technical and social expertise". In this paper, the authors argue that the stereotypical engineers mischaracterized i.e. as someone not versatile and complex, while in fact, the work requires not only technical skills but also social skills. As a result, companies may find it challenging to attract different types of employees fit to serve all the various jobs and roles that an Engineering position encompass. In

light of this, the study revealed that the traditional image of an engineer might exclude other potential candidates. Researchers claim that in order to attract and retain talented employees, the image of companies in "the Engineering world" needs to change. They aimed to contribute on the theoretical framework of Engineering image and identity by providing solutions. Some ideas they proposed are good practices in Engineering education, in supporting junior engineers on the job and implementing the right engineer identity (UNESCO, 2010). Moreover, Employer Branding is also a key activity to promote the right image of engineers and Engineering companies. This is the reason why the concept has become popular in recent years and researchers have been more interested in contributing to the literature.

In Sweden, the Engineering sector is challenged by the shortage of engineers. According to the Head of Technology Leap, an internship program where Swedish employers and the Government work together to investigate competitiveness among engineers (Tekniksprånget, 2017), a shortage of a half million engineers is expected in Europe by 2020. Sweden needs more engineers and the companies' future competitiveness highly depends on attracting the right talents (Ridderstad, 2017).

The previous statements show that the Engineering industry has future challenges in terms of aligning the image and identity, and attracting talented employees. There is not much literature concerning these issues and therefore our approach was to interpret the image and identity of the Engineering industry in Sweden. We aimed to investigate the impact that image and identity discrepancies has on Employer Branding image and how it attracts and possibly retains potential employees.

We focused our research on an Engineering company in Sweden, which was the empirical basis for the analysis. A Knowledge Intensive Firm (KIF) provided a suitable context to study our topic. The company itself and specifically the HR department are very concerned about the Employer Branding activities. We are aware of the relevance of this topic nowadays but we aimed to explore more the reasons of this interest and tried to find related issues that might lead to the key problem of the company.

1.2   Research Purpose

In this study, we planned to explore and understand the two different worlds: the different perceptions HR and engineers have on image and identity. We considered this difference an interesting topic in order to further explore and understand various perspectives of the companies, the HR and the employees. We aimed to investigate how employees identify themselves and how it affects the companies' image. Moreover, we particularly studied the HR role and its intentions regarding Employer Branding, using empirical material from a qualitative study gathered through interviews with different employees in the organization.

The knowledge obtained in our study will contribute to the literature of image and identity of Engineering companies, providing theoretical insights towards the concepts of image and identity and the relationship between them. To the best of our knowledge, there is a need to change the image and identity of Engineering companies since the external image is obscured and does not align with reality. Besides this, there is a shortage of engineers in Sweden which some scholars argue is based on the difficultness of attracting new talents. The topic therefore provides practical understanding of challenges that the organization and other firms within the Engineering sector in Sweden face.

1.3   Research Questions

The research questions for our empirical research are:

- *How is Employer Branding understood by "the HR world" and "the Engineering world" at the Company NN?*
    - *How are Image and Identity of the company perceived by its employees?*

1.4   Outline of the Thesis

The report has the following structure. First, we present in chapter two the relevant literature of Employer Branding and other related concepts which were useful to answer our research question. Second, the methodology is outlined, covering the research approach, data collection,

research process, data analysis, the reflexive methodological approach and limitations are addressed in chapter three. Third, the empirical material data is analyzed followed by the discussion in the subsequent chapter. Finally, the research is concluded and aspects for further research are outlined in chapter six.

2   Literature Review

In the second chapter, we demonstrate our investigations of various books and articles. Moreover, we outline, compare and discuss key explanations and concepts.

2.1   Employer Branding

According to Van and Lievens (2015), Employer Branding refers to the process that makes a company stand out as a company of choice giving it an identity of the most preferred employer. An employer brand is a very significant part of value proposition for an employee and is essentially what the organization uses to communicate its worth and identity to both its current and potential employees. Employer Branding encompasses the values, mission, culture and personality of the organization. Hence, a well-developed employer brand can affect the process of recruitment of new staff, engagement and retention of current employees as well as the general perception of the company in the market (Borrow & Mowsley, 2005). Certain sectors such as the Engineering sector have questioned the relevance of the Human Resource department that is basically responsible for Employer Branding. For this reason, this study aims to explore this stand-off between the two fields in a Swedish Engineering company.

The acquisition of talent has undergone significant shift in the recent past, with quite fundamental change in the manner in which organizations source and interact with top talent. The aspects of "praying and posting" continues to decline gradually as the forward-thinking organizations now proactively attract and find the best candidates for different employment positions within the organization (Lievens & Slaughter 2016). This includes those that are not seeking for new roles to perform but have the desired talent. From the analysis carried out by Lievens and Slaughter (2016) on LinkedIn client's employer brands, we established that certain brand names have leverage in using their brand names to attract top rated talent. Nevertheless, a number of employers do not enjoy the luxury of brand strength and some other companies with established brands may as well struggle to find qualified talents for certain business units, functions or geographies.

According to Borrow and Mowsley (2005), Employer Branding is one of the key strategies for attracting skilled and qualified top talents for an organization to enrich its Human Resource, which is the most important asset of the company. In the context of recruitment, the concept of

Employer Branding covers three benefit areas, namely psychological, functional and economic. These fields make an employer attractive and employees can associate themselves with being employed in a particular organization. Enriched with the in-depth knowledge of these perceptions and ideas, the employers can decide to develop a competitive and attractive brand. Additionally, Simon and Richard (2005) assert that the development of a successful business brand requires success in a business. This requires an organization to work harder in providing good quality products that will make its products widely known in the market thereby making it known to most potential qualified employees.

2.2   Employee Branding

According to Vasques, Siergi and Cordelied (2013), Employee Branding is the process by which the employees of a firm internalize the organization's desired image and are motivated to represent the image to all the constituents of the organization and its customers. Karreman and Rylander (2008) hold that Employee Branding is deeply rooted in the internal marketing practice but is currently evolving from the confines of these concepts. Rennstam (2013) indicates that Employee Branding uses all the available tools to encourage the employees of an organization to project the desired image of the organization.

In the current competitive world, each and every company is aware that its main important asset is the Human Resources, since the employees of an organization also have a significant role to play to ensure the establishment of a strong brand. Nevertheless, studies such as done by Sulivan, Goshling and Shroeder (2013) assert that most managers have not paid attention to this concept. Employee Branding is an emerging concept that can help managers and organizations to understand the significant role of employees in the company.

2.3   Image

The image of an organization, its identity and identification are very powerful concepts that help in determining the beliefs and actions of the organization and its members (Dutton, Dukerich & Celia, 1994). Historically, the image of an organization has always been used to show the general impression of the organization. Most of these studies have only given a picture

of the image being seen as the external perception of the organization by its audiences. Nevertheless, it is also important for organizational management to understand that the perception of the organization's image by the members is also significant in determining the impact of the organization on the individual employees' work behavior, motivation and the general performance and productivity. Members of an organization differ widely in terms on how each of them identifies with the organization. In particular, when a member think highly of an organization, the attributes that they use to describe and define the organization will most likely be a reflection of what actually defines them - a concept also referred to as organizational identification. It is through this process of identification that organizations affect their members in terms of behavior and individual character. Very strong organizational identification can result into desirable results as it increases employee motivation and productivity (Dutton, Dukerich & Celia, 1994).

The employees of any organization must have exclusive understanding of the organizations culture, identity and its image in order to determine the level of identification they will have with the organization. This is because the culture of the organization shows the important features with which the organization can be identified; the company's identity reflects the organization's cultural understanding while the identity of the organization when expressed leaves an impression on others. This impression is what translates to be the general image of the company (Muhr & Rehn, 2014).

In cases where the members of an organization interpret the companies' external image as being unfavorable, the members can develop negative attributes. This may lead the employees to develop negative personal outcomes, which may consequently lead to negative impacts in their performance and the general production within the company (Dutton & Dukerich, 1991). This may also lead to members increasingly competing against one another instead of working together, and in worst cases it may lead to total disengagement from the companies' long term goals. Such can be the far-reaching consequences of a negative external image. For this reason, this study explores the important contributions of employer and Employee Branding to improve the general productivity of the organization. Organizational actions have the ability to create or break an organization. Organizational actions that give the organization negative images externally can lead to a poorly perceived brand name. To change the issue of negative external branding, some of the steps than need to be taken into consideration are Employer Branding

and Employee Branding as this will jointly lead to proper organizational branding (Jo Hatch & Schultz, 2001).

2.4   Organizational Identity

Organizational members naturally become attached to their organizations the moment they internalize the attributes they have about their organizations. The self-concept they develop determines how these members behave in different environmental set ups. According to Albert and Whetten (1985), the self-concept of an individual may consist of a number of identities joined together, with each of these attributes evolving from a previous interaction with membership of a given group. Whilst certain studies have focused on the concept of organizational identification as being value congruence between an organization and its members, we focus on the imperative nature of Employer Branding as well as the concept of Employee Branding and the roles that the two play in determining the overall brand of an organization.

A member's organizational identification strength is a reflection of the level to which the self-concept of the member of the organization is connected to the organization. Scot and Lane (2000) concluded that the identity of an organization is shaped by an inter-organizational comparison process that is ordered by a series of actions and reflection upon these processes over time. The concept of identity as a construct that is more relational is captured in the work of Hatch and Schultz postulating that self-identity is emanating from the process of social activity and experience, that is, grows in an individual due to their interaction and relation to the people involved in the process and the process as a whole. For this reason, the issue of identity should be perceived as a social process rather than an immediate action (Hatch & Schultz, 2002).

Albert and Whetten (1985) also indicate that in most occasions, the distinctive organizational attributes normally remain hidden from the members until its actions are questioned or its collective identity called into question. The perceived organizational identity of an organization is also important in developing the company brand. Although the collective identity of the organization represents members' shared set of beliefs, the perceived identity represents the beliefs and values of a particular member of the organization. According to Scott and Lane

(2000) the identification of the organization can play a key role in communicating the most important organizational values.

People attach important value to self-integrity and the idea that they are internally coherent. In order to maintain this kind of integrity, the members of an organization are always willing to act in authentic ways as much as they can as they express their most valued personalities (Bartel, Baldi & Dukerich, 2016). People are always attracted to organizations in which they have value and can freely express themselves instead of having to hide what is inherent in their self-concept. This assertion is rooted on the assumption that humans do not just exist as goal-oriented and pragmatic individuals but also self-expressive (Wan, Chen & Yiu, 2015).

According to Alvesson and Dan (2007), organizations need well-coordinated communication structures rather than the existing clustered communication environments that are saturated with symbols that assert identity and distinctiveness. This basically implies that most people presently lack the time and pleasure to concentrate on information communicated in such a manner but only have the time to concentrate on a smaller fraction of the messages and symbols produced. This therefore means that communication with the Human Resource needs to be clear and well-coordinated to ensure proper service delivery and brand development (Fischer, 2016).

2.5   Tension Between Organizational Identity and Image

Because both the external and internal image of an organization is quite significant in determining the general perception and hence the productivity of an organization, organizational identity sometimes lags behind in an attempt for the company to attain positive images especially in the external markets. The image of how the general public is likely to view the organizations performance and productivity in most occasions affects the organizational identity (Hatch & Schultz, 2001). This is because, in certain instances, employees are forced to let go of their individual convictions in a bid to take steps that can help project a positive image of the company especially to the external environment (Dutton &Dukerich, 1991).

Consequently, the overemphasis on image undermines the self-concept of the members of the organization since their inherent values and attributes cannot be freely expressed apart from those that are stipulated by the organization (Gioia, Schultz & Corley, 2000).

2.6   Engineering Sector

Some brand names within the consumer market such as *Coca Cola, Facebook* or *Spotify* have a well-known reputation worldwide and it is easier for them to attract more candidates. Generally known, people tend to desire to work in a famous company with a good reputation. However, the worldwide fame is more likely to be achieved with consumer products or services, which people are used to see or use in their daily life. Products that are sold in B2B markets such as car pieces or electricity items tend to not be known by consumers. This might be the reason why people are unaware of the company that produces these kinds of products. Thus, B2B companies might not have a brand strength and can find difficulties in recruiting for specific functions.

According to a report written by *LinkedIn* (2012, p.2), the most popular employment social networking service, "one of the many ways potential candidates learn about a company is through knowledge and experience of its products or services". They also argue that candidates need to be aware of what the company does in order to decide whether they are interested in working in a company or not. They show a relationship between the company's knowledge brand and the employer's knowledge. Similarly, if people have positive impressions about what a company offers, the company's Employer Branding perception will be better. Thus, it could be considered that Employer Branding which includes the description of the company's services or products will be beneficial for the firm's reputation and to attract potential talents.

Since our case study is based on an Engineering company in Sweden, we find it relevant to outline the main characteristics of this sector. As mentioned before, we refer to the engineers as being part of "the Engineering world" since they differ from the rest of the organization. Engineering work is considered crucial for growth and for a better quality of life. As products are becoming more technological and complex, employees also need to be updated and improve every day. According to Berner (1981, p.115), Engineering work consists of the "development and use of new technology and solving technical problems [...]". Thus, Engineering work can be considered an example of complex work (Rennstam, 2007). As professional workers, they have their autonomy and work independently from any type of control and build their own methods (Whalley, 1986 & Crawford, 1986). Although engineers aim to control their work, they often need to deal with obstacles such as uncertainty, knowledge intensiveness, deadline focus or idea intensiveness. First, it is not clear what tasks need to be realized and how much

time the tasks will take (Stinchcombe, 1985, Adler, 1999 & Westling, 2002), and this uncertainty can complicate the work process. Second, in order to carry out uncertain work, employees need to have a lot of knowledge of what they are doing. Third, engineers need to handle different projects that have strict deadlines, and with uncertainty is even more challenging. The last one is the management of ideas where they should think of new improvements or solutions for their daily work. All these issues lead to control difficulties in organizations (Rennstam, 2007).

According to Rice (1996), engineers need to communicate the excitement of their job. They have the challenge to be in contact with the forces of nature such as snow, earthquakes or wind. Engineering work is challenging and requires talented people with specific skills. They make important decisions that might have a significant impact on the environment or the world. According to the author, engineers fail to explain the detail of their work, and therefore, Rice claims that the engineer's role is misunderstood.

Moreover, in recent years, the professional world has become more complex and intensive so there has been an increase of knowledge work at the workplace (Rennstam, 2007). Specifically, in Engineering companies most of the employees are knowledge workers. Knowledge and knowledge work are crucial to current and future business and its potential is needed in a fast changing international and competitive market (Alvesson, 2009). Knowledge is the combination of values, experience and context (Davenport & Prusak, 1998). According to Alvesson (2009), knowledge is an intuitive process coming from the know-how, which is hard to explain, discourse, express, write down or transmit to another person. Knowledge work is the creation of new knowledge through the process of input, alteration and new output (Newell, Robertson, Scarbrough & Swan, 2009).

Attracting knowledge workers is considered a key factor for success in today's organizations. Due to the increasing competition, organizations need to fight to recruit the best talents, which demand them to be branded as employers of choice. Thus, the Employer Branding concept should be more used, specifically to attract knowledge worker employees (Colomo-Palacios, 2013). Nevertheless, according to a study carried out by Vaiman (2010, p.12), "the highest satisfaction levels are generated by the type of employment". Meaning, that employees care about autonomy or the industry whereas, in most cases, Employer Branding becomes the least important factor.

2.7   The HR Department

In our study, the HR department plays a crucial role. Arguably, there might be a misalignment between the interest of HR, or "the HR world", and the other departments. In theory, the HR department is in charge of various tasks such as administrative process, recruitment, new strategies or communication of policies, however, in recent years, the HR department has dedicated more time in Employer Branding activities as well.

The need to build the Employer Branding concept was introduced due to the rapid changing environment within the business world. Employers who adapt fast to changes are able to reach competitive advantage in the market. More specifically, when organizations change, the HR department needs to adapt quickly in order to manage new perceptions from new generations, demographic changes or organizational changes in structure that may be introduced (Figurska & Matuska, 2013). Here the implementation of Employer Branding activities is essential to control unexpected situations. For instance, if a new trend for young generations arises but the Employer Branding is consolidated, there is more stability that they are still interested in working in the company. Another factor why HR needs to focus on this topic is because of the globalization. Nowadays, more businesses are realized internationally and there is a need of branding. Competitiveness is another factor that makes HR focuses on Employer Branding policies. They are concerned on the attractiveness of talent people in order to secure long-term needs of candidates. Due to all these reasons, Employer Branding has become key part of the HR department strategies (Figurska & Matuska, 2013).

Since a significant part of our research is based on the HR department, we found it relevant to outline the most important concepts and facts related to HR. Human Resources can be defined as the group of people that organize and operate an organization and deal with its people. Its intention is to fulfill the management expectations while also representing employees' interests (Tracey, 2003). A successful HR leader needs to build a tight connection between both parties. Only then their role will become invaluable and effective for the organization (Al Salman, 2009). Throughout the years, HR has been argued as an invaluable asset to the organization and the contribution to the organizational performance has been highly questioned.

Some scholars argue that HR can be ineffective, incompetent and costly (Ulrich, 1998). Very often, HR department is considered to be "the black sheep" in the company. People do not

recognize their competences and capabilities so they underestimate their tasks. The general consensus is that HR is not trustworthy because they only want to show the positive contributions of their work, and they only act according to the company and manager's interests. Stereotypically HR has been viewed as inherent individuals of "low-education". According to the consultant Feldman (2015), HR is considered to be a department that makes things more difficult instead of offering assistance.

One claim is that HR does not deliver tangible results or outcomes. Everybody knows that the department is there but people do not really know what they do. Results are not visible as for instance sales or accountancy employees so HR never can be recognized or congratulated. HR's image is also laid-back and easy since they do not need to deal with the main problems of the company. Also, people think that HR makes them lose their time with useless processes such as annual performance reviews or other necessary paperwork. However, the most common claim is that HR does not attract the best and brightest candidates since there is a tendency to hire people with similar attributes than them. As HR is considered to be not very talented, they have the reputation to hire the wrong candidates (Feldman, 2015).

Because of these reasons, HR department is always asked to cut costs instead of investing on its improvements, since it is not seriously taken into consideration by top management and other departments. However, they might not be right at all since HR and the management of its people is crucial in the development and success of a firm.

On the contrary, others think that HR has never been more required. Due to the competitive markets, companies look for the organizational excellence. According to Ulrich (1998), this excellence can only be achieved through learning, quality, teamwork and the treatment of people, which aspects are completely linked to HR.

In the past, HR has spent most of the time doing administrative tasks involved in hiring, firing and benefits practices. According to Ulrich (1998), HR needs to become an administrative expert of the organizational work assuring the quality and efficiency of the bureaucratic processes (Ulrich, 1998). Despite administrative processes are indeed part of their tasks, they should focus more on other strategic practices. The new role for HR is to focus on outcomes to improve the organization's reputation. According to Ulrich (1998), HR roles can be divided into four aims. First, HR and Managers need to bond at fullest to be aware of all employees' desires and needs. Sometimes, HR managers lack the influence and authority to carry out solutions and

deal with challenges in other departments. For example, HR is unsure about their success and priority criteria which give them a lack of power. For this reason, managers in other departments tend to not count on them when they need help on important matters (Legge, 1978). Second, they need to be administrative experts in terms of payroll or compensation. Third, they need to bond with employees so as they trust the company and improve their contribution and commitment. The last one is to be updated with the new processes and be capable and ready to adapt whenever necessary.

The business world is constantly changing and the new tasks attributed to HR need to quickly adapt to face challenges and reach new objectives. HR needs to play a leadership role and work towards globalization, growth, technology and intellectual capital. Especially the last one, knowledge, needs a special attention. Knowledge workers have become a crucial element in creating new knowledge in organizations (Newell et al. 2009). Employees and their knowledge have evolved into a competitive advantage for a firm's success. It can be considered as an internal strength of the firm, linking HR with company's advantages (Leopold & Harris, 2009). HR needs to attract, develop and maintain people who can develop and improve the current situation. Employees have to feel committed to the company in order to contribute at the fullest. For example, if employees feel valued, they can share ideas, work harder and relate better to stakeholders.

One of the main tasks for HR is to recruit the right people for the organization. It is essential to hire employees who fit the culture, image and work environment. If so, the employee will also feel satisfied and will remain in the organization longer (Al Salman, 2009).

Moreover, HR is also strategic to avoid internal conflicts and guarantee a long-term future of the company (Leopold & Harris, 2009). HR have to act as change agents, leading a change implementation and playing a relevant role owing to their resources (Palmer, Dunford & Buchanan, 2017). Firms need to innovate, learn and create new strategies fast if they aim to be more effective than its competitors. HR department has to be always in transformation (Ulrich, 1998).

Technology has revolutionized almost everything in our lives. For HR, it also plays an important role. The department and all managers need to constantly adapt to the technological needs and use all the positive aspects it offers. Besides this, HR needs to be updated in order to

be on the same level as competitors. Specifically, they need to work on technologies and social media if they want to attract new generations.

To conclude, it can be argued that an efficient HR department can make a positive difference to organizational performance but sometimes there is a communication problem between HR and other departments (Guest & King, 2004). It is essential that HR department is clear, constant, credible and direct to have transparent communication. Employees need to be aware of HR's responsibilities and all the strategies they are following (Al Salman, 2009). Only that way, employees will be able to trust HR and value them as a key asset in the organization.

The HR literature review is useful for our study to understand the relationship between the HR department and the Employer Branding activities. We could argue that within "the HR world", there is a trend for studying and considering the topic to a greater extent. Indeed, the activities seem to lead to some advantages that can positively manage unexpected situations. Moreover, the external perception of HR's work is explained, and also the challenges they need to face. This review is crucial for us to understand their tasks and be more acknowledged about this world. It is also useful to analyze our findings and reach a conclusion.

2.8   Chapter Summary

Employer Branding is an imperative strategy that organizations can use to tap into the existing pool of qualified talents. The branding is not only important in attracting such talents, but also helps in retaining and ensuring their growth and development. This study seeks to explore the clash between "the Engineering world" and that of "the HR world".

The image of an organization is a key concept that organizational branding helps maintain. For this reason, it is important for an organization to brand its name to ensure it not only attracts potential employees and consumers but also retains them.

Another important concept that can help develop a good brand for an organizational image is organizational identity. It is identity that helps employees to fully align themselves to the culture and goals of the organization (Cromheecke, Hoye & Lieven, 2014).

The Engineering sector in an organization needs skilled personnel due to the job's complexity. This makes the concept of branding inevitable for any organization for it to attract top rated talent.

The HR department is a fundamental part of an organization due to perpetual evolution of the business world. This means that the duties of the HR have also evolved necessitating improvement processes for this department.

3   Methodology

The following chapter investigates and assesses the approaches we took for the data collection process. We present our research approach, data collection and research process, data analysis, and a reflective methodological approach. Finally, we outline the limitations to our project.

3.1   Research Approach

Research methodologies have two main areas: qualitative and quantitative research (Alvesson & Sköldberg, 2000). On the one hand, the quantitative research method uses strategies of questioning such as experiments or surveys, and gathers information that leads to statistical data. Researchers aim to construct true statements in order to explain the situation they are interested in study. They state the relationship between variables using hypotheses and questions (Creswell, 2003).

On the other hand, qualitative research can be defined as open and ambiguous empirical material (Alvesson & Sköldberg, 2000). The result is a difficult combination of metaphors, paradigms, techniques and procedures following a non-statistical direction (Prasad, 2005). Qualitative researchers desire to understand the context or participants' thoughts by visiting the context and collecting information personally. Afterwards, researchers make interpretations of their findings according to their experiences and backgrounds (Creswell, 2003). Qualitative studies are now well implemented in most social science areas (Alvesson & Sköldberg, 2000).

The selection of using quantitative or qualitative research should be made depending on the research problem (Bourdieu & Wacquant, 1992). For our study, we considered more appropriate the use of qualitative data taking into consideration what we aimed for. With this research, topics that arose could be evaluated thoroughly and in depth in order to find out other relevant issues that led to key unexpected results. Furthermore, we believed that our topic, the clash between "the HR world" and "the Engineering world", it was a complex and sensitive issue which could not be analyzed systematically but doing interpretations. Plus, our experience and background was needed to evaluate the outcome. These personal interpretations gave a sense of uniqueness and power to our conclusion. Due to all these reasons, our study was based

on a qualitative study doing interpretations of the gathered data based on the researchers' experience.

There are multiple methods belonging to qualitative research. For our research, we chose the case study, investigating the tension between image and identity, and the concern about Employer Branding in one company in Sweden. Since we aimed to provide knowledge to the Engineering sector in Sweden but we could only have access to one firm, the case study was the best method to create knowledge from a single case to generalization.

Case studies explain detailed contextual analysis of a finite number of circumstances and their relationships (Ischool, 2017). Robert K. Yin (1984) defines the case study method as a tool to study a contemporary phenomenon in its real-life context. However, the definition that fits better to our research is the one from Merriam-Webster's dictionary (2009), which defines the concept as "an intensive analysis of an individual unit stressing developmental factors in relation to environment". Case studies have many advantages. Since the research is focused only on one company, the analysis is in depth with more details and richness. Moreover, case studies focus on the relation to environment, which means the understanding of context and process (Flyvbjerg, 2011). This focus can lead to the creation of knowledge for the Engineering companies in Sweden. Plus, the method usually links causes and outcomes, understanding the reasons that cause a phenomenon (Flyvbjerg, 2011). In our study, we could relate causes and results, in terms of discovering the problems and knowing the reasons that caused those issues. This gave us a lot of clues to reach our conclusion.

There were various ways to conduct our qualitative case study but we chose the use of interviews and secondary data to collect information.

3.2 Data Collection and Research Process

3.2.1 Primary Data

The empirical primary data for this study was gathered through 22 interviews with employees. Specifically, we conducted one in-depth interview and 21 semi-structured interviews.

In-depth or unstructured interviewing is used by researchers to gather information from interviewees in order to understand the general situation or point of view. It is useful for

researchers to discover interesting fields for further research. Specifically, we used the informal conversational interview, defined as a chat between the interviewer and the interviewee, where participants often forget they are being interviewed (Berry, 1999). We used this type of interview with our company contact in order to be aware of the firm's general problems and to focus our research. This interview was conducted face-to-face.

Semi-structured interviews are conducted with an open framework. The researcher has a plan but low control over what the interviewee will answer. Depending on the respondent's answers, the interview can go in different directions, which can lead to get unexpected detailed information (Harrell & Bradley, 2009). In semi-structured interviews, more questions about "how" are asked instead of "what" in order to let interviewees explain more particular situations. It is also usual to ask participants questions about how they see themselves and others in different social situations. Interviews are usually open-ended where participants have freedom and control over the interview (Prasad, 2005). Qualitative researchers usually use open-ended questions so that interviewees can freely express their opinions. Moreover, "the more open-ended the questioning, the better, as the researcher listens carefully to what people say or do in their life setting" (Creswell, 2003, p. 8).

First of all, we decided what type of sample we needed for our purpose. We desired to get different perspectives on how employees identified themselves to the company and what was their opinion towards the Company NN. Also, we aimed to identify if there were differences between countries. Thus, we chose to interview employees working in different countries, positions and seniorities. Our sample was one new comer, one engineer and one HR employee in each country. Our company supervisor helped us to arrange all the 22 interviews. The interviews were conducted during two weeks in April 2017 and each lasted between 30 and 40 minutes. The interviewees had different positions and worked in different departments at the company, which was crucial to have various perspectives and perceptions of image and identity. Interviewees have different job roles such as Human Resources Manager, Human Resources Director, Marketing Manager, Sales Manager, Project Engineer Manager or Logistics Manager. Besides different positions, we interviewed participants with different seniority levels at the firm from two months to 17 years. Furthermore, the Company NN is an international organization with offices around the globe. We carried out interviews with employees working in nine countries: China, Germany, India, the United States, Brazil, Malaysia, Mexico,

Singapore and Sweden. All the interviews were conducted through video conferences, using the firm's tool called *Lync*.

The semi-structured interviews consisted of three sections: personal background, image and identity. Participants were invited to explain their opinions and perceptions regarding the Company NN's image and identity. They provided us with insights on how they interpreted and understood the topic. Crucial questions in the interview were: "Please define the company in three words", "How is the company perceived by future employees in your opinion?" and "Please give us an example of when you felt a part of the organization". The complete interview is attached in the Appendix B. Since we used the semi-structured interview method, some questions were modified from the initial ones during the conversation depending on the perception we had from the Interviewee and our interests.

The interview was the same for all participants, except some concrete questions to HR because we only needed their perspective on certain specific aspects. Some questions for HR were: "What activities have been done at the company to increase the company's image?" or "How are actions or decisions communicated to employees from HR?" Moreover, we varied some questions in the last interview we had with HR Sweden because after interviewing many employees we had specific questions for her. Then, we focused more on their concern about Employer Branding and we asked her questions such as: "We heard about Employer Branding activities, since when are they going on?", "What do you think about the Company NN's reputation?" or "How famous does the Company NN want to become?" This interview is attached in the Appendix C. It is to add that all the interviewees have a code name: "Interviewee 1", "Interviewee 2", etc. However, two key interviewees from the HR department in Sweden have been given fictitious names, Cathy and Rose, in order to protect their identity.

During the interviews, only the two researchers and the interviewee were present so that the interviewee could express his or her opinion. After the second interview, the researchers reflected on the already conducted conversations and they decided to modify some questions in order to get closer to what they wanted to achieve. After participants' permission, all the interviews were audio recorded for transcription reasons and were used as the basis for our analysis. Afterwards, questions and answers were divided into different themes. In order to get more honest answers, all the interviews were anonymous and employees were informed before starting.

3.2.2   Documentary Data

Secondary analysis is the investigation to know what is already investigated through reviewing other studies others have already conducted in the same area of interest (Hakim, 1982). Other academics define secondary data as a systematic research method due to the increasingly availability of previous gathered data (Andrews, Higgins, Andrews & Lalor, 2012; Smith, Ayanian, Covinsky, Landon, McCarthy, Wee & Steinman, 2011). Researchers usually check previous literature written on the same topic and include the data in their studies. The reason is because secondary data are a source of reliable information, where the researcher trusts the interpretation of data rather than the raw data (Bowen, 2009). The process of analyzing secondary data consists of "finding, selecting, appraising, and synthesizing the data" (Labuschagne, 2003, p.28).

This method has many advantages and can contribute to the study by generating new knowledge. Researchers should use all the high-quality data that is available to give different insights through the secondary data analysis method (Boslaugh, 2007). Moreover, it is an efficient, available, cost-effective and stable method (Bowen, 2009). After doing our research, we can confirm that documentary data provided us many useful insights from other researchers and it was valuable to complement our findings. Yet, secondary data also has disadvantages. For instance, the data could probably be collected for other purposes and then not giving useful focus for our research (Boslaugh, 2007). Besides, researchers did not participate in the data collection process of the secondary data. Thus, they do not know how it was done or conducted, which can lead to misunderstandings (Johnston, 2014). During the analysis of secondary data, we were aware of these issues.

In our research, we used secondary data from the Company NN's website, annual reports and other material provided by our company supervisor. We tried to be critical when analyzing the material since the official corporate information only wants to show the positive aspects of the company. However, it was indeed useful because we could compare the external image the company wants to transmit with employees' perspectives through, so both materials complemented each other.

3.3 Data Analysis

In order to analyze the empirical material gathered from the interviews, various methods of analysis have been used. First of all, we used grounded theory with the aim to generate theory (Glaser & Strauss, 1967) and informing our sources and procedures. Empirical data is obtained for the purpose of theory generation and the method of extracting the theory consists of comparative analyses to other qualitative research (Alvesson & Sköldberg, 2000). With grounded theory, the empirical material that the researchers find is considered valid information and knowledge. The empirical material can be summarized into common-sense categories. According to Glaser and Strauss (1967, p.17), "the personal and theoretical experiences which the researcher may bring to the task can serve as material for the generation of categories". Therefore, we also used the coding method in our investigation: the process where grounded theory is converted into categories or concepts (Glaser, 1992). According to Alvesson and Sköldberg (2000, p.22), "the properties are then simply properties or determinations of the concepts and in the coding data are assigned to a particular category". The process consists of a highly intense analysis word for word, line by line or paragraph by paragraph and divides the data into categories. In our analysis, we used the paragraph by paragraph analysis trying to assign one word to our interpretation. Both researchers did the coding process in order to have different perspectives. Moreover, the analysis was done twice in order to not forget any relevant information. We found out different categories such as position, country, seniority, image, differentiation, positive attributes, negative attributes or identity. Our coding analysis is attached in the Appendix D.

3.4 A Reflexive Methodological Approach

Reflexivity is very relevant when conducting qualitative research. According to Alvesson and Sköldberg (2000), reflection is the interpretation of one's own interpretation, taking into account one's own points of view from other points of view, and being critical on those interpretations. Reflexivity is also relational, expanding the languages of comprehension. The objective is to get different perspectives from activities (Gergen & Gergen, 1991). Reflection is difficult since when we reflect, we use our thoughts, observations and use of language. Besides this, the theoretical, cultural and political context of the researcher influences the research (Alvesson &

Sköldberg, 2000). With our reflections, we construct objects in our study. The process of construction requires an object to build, a researcher who is the subject and the social framework in terms of language, community, paradigms or language. Being reflexive is important because the researchers' understanding before doing research will affect the interpretation of the social reality.

Throughout our study, we tried to be reflexive and use various interpretations. We are two researchers with different backgrounds and nationalities but still having the same European's mentality. The different experiences, studies, society and language led to a diversity of ideas and thoughts that contribute positively to different interpretations. In order to have multiple interpretations, all the interviews were coded and analyzed by the two researchers. Afterwards, we presented and discussed in detail all our contributions and interpretations and agreed on the most objective ones. The two researchers together came up with the key issues and sections of our research such as the different perspectives from "the HR world" and "the Engineering world".

3.5   Limitations

When doing research, we need to be aware of the limitations we might face in order to increase our critical thinking. In our research, we could only conduct 22 interviews due to the short time limit to write our study and also due to the company availability, which could lead to bias and not objective outcome. We needed to dedicate a lot of time preparing, conducting, transcribing, coding and analyzing the interviews. The detailed overview of our time management is presented in a Gantt chart, which can be found in the Appendix A. We assume that if we could have conducted more interviews our results would have been more precise and reliable. Furthermore, since our interviews were conducted through *Lync*, only one time and with short period of time, we did not have the chance to bond to employees. Besides this, our feeling was that they did not give us their full trust. For instance, our perception was that they were trying to sell themselves when they were asked the question of what were their personal future expectations at the Company NN. Also, when we asked them what could be changed at the Company NN, some of them did not answer that question. We think that they were afraid of talking openly to us for some reasons. First of all, we called from the headquarters in Sweden and they probably thought that we had tight relationships with the top management.

Specifically, our company supervisor has a high position and they were probably afraid that we could transmit their thoughts to her. Second, we told them at the beginning of the interview that we were only external students doing a project but even so, our perception is that they believed we had any kind of power in the headquarters. We take into consideration that these perceptions might have affected our empirical material.

Despite all these obstacles, we bonded on the most possible level and had useful conversations. Moreover, we interpreted the interviews according to our thoughts and theoretical backgrounds which might be different from the company or other researchers' points of view.

3.6   Chapter Summary

In this chapter, the method has been covered, which we will use to analyze the empirical material. A qualitative study was conducted in order to understand the context and thoughts of participants. Afterwards, researchers made their own interpretations according to their experiences and backgrounds. To study the tension between identity and image in the Engineering sector in Sweden, we will conduct a case study to see the real-life context. In this chapter, the primary and secondary data have been explained and were used for the process to analyze the empirical material. Ultimately, the reflexive methodological approach and the limitations we faced during the interviews have been explained.

4 Analysis

The following chapter covers the analysis of the empirical material. To be precise, we did a documentary analysis and analyzed primary data. Hereby, the clash between the two different worlds: "the HR world" and "the Engineering world" is outlined and analyzed.

4.1 The Human Resources World

4.1.1 Documentary analysis

In the organization's annual report from the year 2015, they write about the relevance of attracting the right employees since it is considered to be a competitive advantage and the key for growth (the Company NN, 2015). In addition to external branding, they also want to focus on internal branding. According to the firm's annual report (2015), the company fulfills all the necessary requirements to be able to be called an ethical and desirable place to work. They also trust in diversity and personal development through training programs. In this light, we understand what the image that the company wants to show externally is. Moreover, we aim to explore if the facts about the enterprise above are true and whether its employees share the same opinion.

Consulting Firm, a globally leading enterprise in Employer Branding, conducted a study in 2016 with the aim to grasp the company's global and local Employee Value Proposition (EVP). This concept can be considered a powerful basis or even a frame for the communication of the brand and activities of people management. In other words, EVPs are the company's positive characteristics that they should transmit both internally and externally in order to become an attractive employer. This is the way the firm analyzes the perceptions of the employees, in order to see how their image is expressed. The results of the study were: "contribute to impactful and purposeful innovations" and "develop in a supportive international and open environment" (Consulting Firm, 2016). These findings discovered by the Consulting Firm showed that the company needed to work more on these aspects. The EVPs were also linked to potential Key Performance Indicators (KPI) such as innovation, market success, attractive products and services, professional training and development, leaders supporting development, international interactions and friendly work environment.

We could argue that the company perceives itself as an appealing employer. The Company NN seems to be a desirable place to work since it has competent attributes such as diversity, development of the employees and ethics. It is not only the company that announces these characteristics through the reports and webpage, but the external consulting firm also came to the same conclusion.

4.1.2   The Employer Branding Communicator

To start our research, we had a conversation with our company contact, Cathy*, who works in HR, in the headquarter. She expressed her displeasure with the current recruitment methods: "The problem is that we have old-fashioned recruitment tools and people do not feel attracted to work in our company. In my opinion, our social media channels need to be improved and updated. The majority of our competitors use more efficient and modern recruitment practices and they are retaining more candidates". She believes that the Company NN has problems attracting candidates because of the lack of Employer Branding. She also believes that the level of competition in the labor market is increasing and that competitors are constantly improving. Thus, her image of the firm is traditional, old-fashioned and boring. We assume this is the reason why the Company NN now wants to change focus in the Employer Branding area.

Even though the Company NN is ranked as one of the best employers in Sweden (Consulting Firm, 2016), Cathy mentions that the enterprise is not well known outside of Sweden: "We need to increase our popularity so that the company will be well-known globally. I do not know the reason why it is not known in other countries if it is a great company. We need to sell the company's image in a way that talented people perceive our company as the best place to work". Cathy also emphasizes that she would like the Company NN to have the same reputation as *Google* or *Spotify*. However, despite mentioning that the Company NN is an industrial company within the business to business market - not selling directly to consumers - this gave us the impression that the firm wants to be known in every corner in the world. From our point of view, this objective is unachievable when taking their sector and products into consideration.

Cathy explained that the company hired an external Consulting Firm last year, to find the EVPs. The Company NN 's aim is to externalize these values in order to attract potential candidates, but also to internalize them to retain current employees. Both ways need to go along together.

Nevertheless, our perception was that she only wanted to focus on the internal side to benefit the external perception of the company: "If employees share information about the Company NN, it can also be understood as branding and people could know more about the company". HR is now working more on this area and spending a lot of effort, time and money since they think it is necessary to attract more talents: "We need to sell the company and make employees choose the Company NN instead of other options. Our aim is not to attract people, people have to feel attracted because of our reputation". Apart from externalizing the EVPs, HR also wants to change the current process of recruitment: "Application forms are old-fashioned and people need to fill in a lot of information that is already on their CVs. We need to transmit the EVPs in our recruitment process". Again, this expression reinforces our thought that the only objective of the HR is to increase its attractiveness for potential candidates.

After analyzing the interview, we concluded that, for Cathy, the organization's image certainly depends on social media. Improving social networks such as *LinkedIn* or *Facebook*, the firm will definitely attract more candidates. Cathy barely mentioned current employees or shared their perceptions. This gave us the impression that she is only interested in attracting new employees and not in maintaining the current ones. In other words, for Cathy, the firm's image are the recruitment tools and the webpage.

4.1.3   The Employer Branding Implementer

After conducting all the interviews with the employees, we had one last conversation with an employee working in the HR department, in the headquarter. Rose* has been working at the Company NN Sweden since 2008, within HR. She is part of the Recruitment Team and People Development. We considered her a key interviewee for our analysis to understand "the HR world".

Rose has been working in Employer Branding for seven years. She says that the concept is not only attracting but also hiring and developing people, although the focus has been on the attractiveness area. Rose also argues: "All companies have an Employer Branding, whether we like it or not" so we think that HR is only focusing on their competitors, trying to be better than them, instead of looking more at internal aspects.

Rose thinks that the communication between HR and other departments is efficient. They communicate trainings, policies, new legislations, salaries and discussions aligned with the Company NN's strategy. She argues: "Within the Employer Branding circle, we transmit all type of communications". Our perception that all their tasks have one aim to transmit Employer Branding awareness; was strengthened because of this statement.

While Rose was talking, we discovered an interesting fact: "We are missing to know what are our goals or objectives, to have a clear plan of what we work on". It seems that HR has conducted many Employer Branding activities but without doing a follow-up of the results or ensuring that the activities were appropriate. Rose argues: "Historically, we have done a lot of things that we just do. I do think that if we are going to work more focused on the Employer Branding area, we need a clear communication of what it is". Internally, her idea is that everybody working at the company needs to know what is going on in the HR department: the meaning, the reason and the objectives. This way, all employees can contribute to Employer Branding and the Company NN might succeed. Externally, she argues that they need to think of new ways of attracting new talents. She also mentions, as Cathy, that social media is nowadays the main tool to attract young generations. Our interviews indicated that all employees have heard about Employer Branding and it is highly relevant for the firm, however, they are not aware of the reasons or goals. This observation is interesting for our study since we believe it might be a weakness at the Company NN in terms of communication that could be related to the misalignment of interests in the two worlds.

From Rose's perspective, the Company NN does not attract enough employees because they apply for other companies that look for the same kind of talents: "In certain competences it is more difficult to attract now". Moreover, she argues that the main reason of conducting the Employer Branding initiatives is to ensure that they have the right candidates and right employees, now and in the future. However, Rose reaffirms that attracting new candidates is more challenging and relevant for HR than keeping the current ones. With this point, we can see that although they seem to care about employees, they focus all their attention on the external side. The previously mentioned point is asserted when she said: "People need to work also on their own and spread the Company NN's name, for example, employees posting on social media". We can see that they want to use employees' network to be more well-known.

Throughout the seven years, Rose has developed new material, in cooperation of the Communication department, such as the communication of advertisements, the webpage or increasing the Company NN's presence at career fairs. Yet, another interesting aspect we realized was that the relationship between HR and the Communication department is not satisfying: "Sometimes, HR has to do a lot of things on their own because we do not have the Communication support, and we lose a lot of time".

Rose's opinion is that employees feel proud of the Company NN due to the great solutions and atmosphere: "You can develop; people stay here for a long period of time". Externally, she considers that the Company NN is a kind of company people want to work in. However, the Company NN is not good at communications. Rose reinforces that: "We are not famous enough and we need to attract more employees, for example, in terms of social media, advertisements or sponsoring". From our point of view, these arguments are contradictory. Despite having the best attributes, employees' happiness and positive reputation, Rose still thinks that they need to improve its fame with the only aim to increase the number of applicants. We wonder to what extent the fame's increase would benefit the company, considering that the firm seems to work perfectly now.

To conclude, Rose's impression is that the Company NN, despite having the best attributes to capture talented employees, does not transmit the facts outside the company, and this might be the reason why they want to work more on Employer Branding. Moreover, we noticed a contradiction of her thoughts: while she argued that the Employer Branding communication between HR and other departments was efficient, she also argues later that there is an uncertainty of the goals and plan that employees are not aware of. It makes us believe that although theoretically they should communicate all the activities, in practice there is a lack of communication about why HR works on Employer Branding. She also mentions the low level of contact between HR and the Communication department.

4.2   The Engineering World

4.2.1 Image

As discussed earlier, a company's image is a reflection of an amalgamation of mental associations and representations regarding the organization. It is to say that a company image entails various specific attributes, which a person associates with the company as a workplace. Internally, the perception of the Company NN seems to be a good organization that highly values each and every employee's contribution to its well-being. Externally, employees transmit the positive characteristics, which lead to the fact that external people consider the company as an attractive employer. These points were demonstrated by the findings from interviews conducted among employees in different positions and in various countries.

4.2.1.1   External Image Locally & Globally

As demonstrated by the interviews carried out, the Company NN is a known company. Most people who happen to be outside of the Engineering sector would not know the existence and operations of the company. It is obvious that people are likely to know a company that is directly linked to what they do or what they use in their day to day lives. In most cases, only individuals who are in one way or the other involved with something in this area know or might know the Company NN. This applies to most graduates and engineers, but is not limited to, and all countries in which the interviews were carried out.

4.2.1.2   Image Attributes

According to the results of the study, most interviewees described the company to embrace admirable strategies that enhances its performance. The interviewees described the Company NN using a variety of words, all of which can be linked to words like technological, good culture, and reliable. For instance, Interviewee 1 describes the Company NN using three attributes by noting that: "I want to make clear that it is only my personal feeling and perception for me and according to the way I experience, what defines the company is technology, professionalism and open culture". This can be closely linked to Interviewee 4's argument: "Best in technology, a little dust on the surface like we say in German "Angestaubt" and global

player". The two individuals clearly note that the Company NN is a highly technological company. Considering the fact that the Company NN is in the Engineering sector, it is strategic for it to keep up with technology so as to provide products that suit the customer's demands.

The aspect of open culture tends to be pointed out by more than one interviewee. For instance, during the recruitment period, a company with a strong organizational culture is likely to attract the best talents, thereby increasing the effectiveness of its operations and eventually the performance. Conversely, there are slightly various differences in the results regarding the attributes that best describe the Company NN. The interviewees tended to use different vocabularies in describing the attributes. For instance, Interviewee 5 notes that: "Yes, I am not sure if words or maybe sentences, but the company is about the products portfolio, to customers: creating better conditions for people, and good performance", while Interviewee 9 notes that: "I would summarize in 3 words. A great company (laughing)". However, despite the use of different terms, all the interviewees clearly demonstrated that the Company NN is an outstanding company that highly values the welfare of its employees as well as keeps up with the current trends.

4.2.1.3 On How the Company Differs from the Competition on the Market

The results of the study revealed that the Company NN has specific policies and attributes which make it unique from its competitors in the market. Interviewee 5 notes that: "what matters is a good culture and its policies". For instance, the Company NN embraces a good working environment that motivates its workers to offer their best performance. As such, it attains effectiveness in its operations, thereby promoting its business. Moreover, the company keeps up with current technological trends. Interviewee 6 asserts that: "The first is about our technology. This is not only because we are leading in this". For years, technology has been of great influence on the market performance of organizations. Interview 7 argues that: "I guess when we talk about competitors I think we rely on our image as the quality of the products and the innovation and be a leader in the market". This clearly indicates that the Company NN offers unique and qualitative products that are manufactured by the use of technology. As such, the Company NN stands out in the market as the customer's favorite. The provision of qualitative products that satisfies its customers' needs is important in developing a good reputation for the company. Finally, Interviewee 8 notes that the Company NN offers a good customer

experience, an attribute that can create a good reputation for customers and eventually also a good image. As such, the results reveal that the Company NN is a unique organization with strategic policies which makes them create a good reputation on the market and stand out amongst competitors. All in all, the company has a variety of attributes to differ from its competitors and therefore stand out. This makes it unique and outstanding.

4.2.1.4 Construed External Image

Most interviewees of the study think that the Company NN is perceived to be a good company among many individuals. For instance, Interviewee 1 notes that the company's attribute of professionalism makes it famous in the market of Chinese Engineering sector. The company handles their customers and suppliers with respect, thereby maintaining a good public image. As such, the outside people consider the organization as a strategic organization that can serve them well when the need arises. In that event, Interviewee 2 perceives the outside to consider the Company NN to be progressing towards the right path. For instance, if the company maintains its good culture as well as keep up with technological changes, the company is likely to have a good future. Interviewee 5 considers that people outside of the company believe the branding to be good, especially in India. A company's branding is a critical aspect as far as its reputation is concerned. Therefore, with an appropriate branding strategy, the Company NN is likely to create a good image, internally and externally, and especially towards the potential customers. These perspectives are affirmed by Interviewee 7 who notes that: "So they have a good impression and very good image of the Company NN". As such, there is a clear indication that most interviewees think that outsiders perceive the Company NN to be a good company. At this point, it is to mention again that the interviewees were not only in Sweden. To be precise, only a few interviewees were in Sweden, where the company is well-known. Still, employees from various countries perceived that the construed external image is positive.

4.2.1.5 External Image Transmission

Most interviewees attest that the Company NN is an appealing place to work because of its organizational culture, good working conditions and for global exposure. For instance, Interviewees 1, 2 and 3 note that the Company NN embraces a good culture. Because of this, the employees recommend their friends to the organization. Considering the fact that the employees come from different backgrounds and hold different traditions and cultures. It also

keeps the workers motivated as well as loyal to the management. As such, they will end up telling the outsiders of the good culture, thereby creating a good reputation for the company. Hence, Interviewee 4 notes that: "I would say it is a great work, it is a global player, a technological leader with the disadvantages of a huge company". This further affirms that is perceived as the Company NN a great company with friendly working terms, that keeps up with technological trends. However, the company is challenged in some locations because of its large size, which makes it hard for the management to fully monitor every aspect. Nevertheless, in general, the interviewees confirm that the Company NN is a good working place and encourages anyone who may be interested in joining the team. We think that most interviewees perceive the company to be a desirable place to work and therefore they also transmit this image externally to their friends, family and more. This might help the company to maintain its image and become more famous.

4.2.1.6   Activities to Increase Image

The interviewees attest that the company carries out various activities that are aimed at improving the company's image. For instance, Interviewee 2 notes that the company's marketing and communication departments are embracing a variety of policies that are aimed at promoting the company's reputation. For instance, the organization engages in exhibitions as well as forums, where they show their products to the potential customers and eventually promote their reputation. Resultantly, Interviewee 8, a member of the HR in the company, attests that the company uses various channels to improve its image. However, she implies that the social media channels could be used more in order to promote the company. In our opinion, the company does a lot of activities to promote its image and therefore become more famous on the market.

4.2.1.7   Conclusion

All in all, the results of the interviewees reveal that the Company NN has embraced general internal processes that highly boosted their reputation in the Engineering sector. For instance, the firm has grasped a strong organizational culture that promotes unity amongst employees, thereby making the organization attractive in the mind of employees and outsiders. The company is also technologically sensitive an attribute that offers a competitive advantage in the market. The Company NN engages in various activities such as organizing forums and

exhibitions that promote its image in the Engineering sector. As such, if the company continues to maintain its culture and keeping up with the current trend, it will definitely boost their reputation and eventually increase the returns.

4.2.2 Organizational Identity

Organizational identity plays an important role in the firm's success. It leads to beliefs, norms and values that influence the way the firm communicates and interacts with people, internally and externally. It shows how the company is perceived, what it represents and values. According to our interviewees' perceptions, the results show that one key to success at the Company NN is its organizational culture, which creates a strong organizational belonging.

4.2.2.1   What Employees Value at the Company NN

Most interviewees state that what they like most about Company NN is its culture. They feel respected, valued and supported. Interviewee 5 outlines that: "There is a good culture and it defines the core values of the company" and Interviewee 8 states: "Not only me, when I talk to many people in this company, they all mention the culture". For participants, freedom and autonomy are some of the expressions of culture. For instance, Interviewee 4 argues that: "It is not the boss who takes most of the decisions, they work in a way that other people take the decisions. Of course, with many employees we need to have some hierarchy but I would say that people try to give freedom". According to the last arguments, we could state that the Scandinavian culture is implemented globally, known for giving autonomy to employees and for having a flat hierarchy. It is to add that the organizational culture leads to a strong organizational identity for the employees.

4.2.2.2   Live and Breathe the Company NN

At the Company NN, there is a strong sense of organizational identity. Interviewee 8 states: "When I talk to people that left the company, they also say that the culture at the Company NN is memorable. Even when people return, [...] the culture is what attracts them to be back". This example makes us believe that the organizational identity is strong even when people do not

work at the firm. The transmission of this belonging increases the company's positive reputation and corporate image.

Almost all the interviewees consider themselves as being part of the organization to a strong extent. For instance, when Interviewee 2 tells us his story we could understand his strong sense of belonging to the Company NN: "Normally, when passing by there, and even when my family and friends are there, I always say this is my company. I am very proud of this company". Interviewee 7 tells us the following story: "For example, two weeks ago, the CEO was here in Brazil [...]. So, I was talking to him and at the same time, talking to employees, in a very close way. I think this makes you feel that you are part of the company". Similarly, Interviewee 10 defines her sense of belonging as: "After 7 years, I live and breathe the Company NN".

4.2.2.3   Participation in Crucial Decisions

The sense of identifying with the company varies depending on the responsibilities of the employee. All interviewees that take part in crucial decisions at the company consider themselves as a part of the Company NN. Managers supervising teams express their belonging to the company with sentences remarking their power and high position. Interviewee 6 says: "I feel part of the organization because I am a Manager in a different position [...]. I am involved in a lot of workshops, forums and discussions on how to organize, move forward and how to set a target" and Interviewee 10 argues: "In my past seven years of experience I had this opportunity to be part of the committee [...]. I have been planning the direction of the company for the next 5 years. This is a committee where senior managers and some junior managers come together and plan the future for the Company NN in Asia. There I felt that I am very much attached to the Company NN". Our findings reveal that the only aspect that matters in order to feel like part of an organization is being responsible of something and making important decisions, so participation in crucial decisions is the key to identity.

4.2.2.4   Seniority of Employees

Seniority does not have an important role when it comes to organizational identity. Our sample is taken from newcomers to employees up to 17 years of seniority, therefore, various opinions arise. Employees who have been working at the Company NN for many years have a strong organizational identity. Interviewee 5 argues: "I think that being with the company since more

than 10 years [...] I am quite close to the organization and its attributes" while Interviewee 12 with 17 years of experience states: "I would not be here if I would not feel like a part, I feel it so much!"

Even though it can be early for newcomers to feel attached to the firm, they do feel the sense of belonging already. We found out that this can be due to the integration and training process. The Company NN has a broad variety of activities to make employees feel welcome and involved in the company. Interviewee 1 explains: "The first three months were allocation time, I had meetings with colleagues to understand the company and then I started to feel part of the organization" and Interviewee 11 who joined the company five months ago says: "I joined some activities like festivals or celebrations. If there are activities, I join, and that makes me feel part of the organization". From our point of view, the company is integrating its values from the beginning of the employees' careers at the company through activities and meetings. We believe that the Company NN has succeeded in transmitting the company's identity to newcomers.

4.2.2.5 HR Communication and Activities

HR has an important role when instilling the values of the company to employees and facilitating integration to the company. We asked employees about HR communication and all participants agreed that HR does a very good job in maintaining their tasks. From HR's point of view, Interviewee 12 argues: "We communicate a lot [...], sometimes communication is face to face, sometimes through emails, meetings with Managers. The relationship with HR is dual and very good. We are all in a team, available when needed..." and from a different perspective, Interviewee 4, a non-HR employee, states that: "When there are some changes in personnel then either HR or other manager writes an email or we can see it on our Intranet. [...] I am in a lot of contact with HR people. For example, I had a meeting with my team two weeks ago and we did a teambuilding workshop and one of our HR ladies did and moderated the workshop, she did a very good job". The tight relationship between HR and employees increases the organizational identity.

As mentioned in the last example, HR is in charge of activities to bring employees together. Many activities are arranged to make employees feel part of the organization. For example, in China they have the National Meeting, teambuilding activities, yoga classes and the Chinese

New Year dinner. In general, participants from all countries told us they usually attend to activities such as sports day, festivals, celebrations, teambuilding activities or Christmas dinner. These activities are meant to increase employees' sense of belonging, and according to the employees it is working.

4.2.2.6   Conclusion

To conclude, the results of our interviews show that the organizational identity and sense of belonging at the Company NN is strong. The level of belonging varies depending on the position and seniority of the employees, however, even new comers feel like part of the firm from the beginning. Employees not only value the culture of the company but also other attributes such as freedom and autonomy. Interviews also reveal that the HR department contributes positively to increase the organizational belonging.

4.2.3 Traditional, Engineering Work Reputation

The traditional stereotype of an engineer is far from the actual engineer's work. It is claimed that the image of Engineering companies can exclude potential candidates since Engineering can be seen as monotonous and old-fashioned. While some agree with the statement, others think that engineers have an excellent reputation.

On the one hand, some interviewees have a positive image of engineers. For instance, Interviewee 1 consider that: "The career is a good choice because it is very professional and relatively stable". Similarly, Interviewee 8 argues: "The image is very good because we deliver qualified engineers in our services". In terms of reputation, Interviewee 7 thinks that a positive reputation of Engineering helps HR to attract people.

On the other hand, Interviewee 18's opinion is that Engineering companies are traditional and not very exciting places to work as for example *Google* or *Spotify*. Interviewee 11 explains that people from outside do not know their job or tasks: "People think that engineers are only doing one project but definitely it is more than one, maybe two or three at the same time". According

to Interviewee 15, another common mistake is that people think that the Company NN works only with a certain product but indeed they have a variety of products.

We could state that there are different perspectives of "the Engineering world" depending on the participants. However, despite the fact that people from outside might not know the engineers' tasks, the ones who know them, have a good perception.

4.3   Tension Between Two Worlds

The Company NN is focused on enhancing its Employer Branding. After conducting interviews, it is clear that the Human Resources department believes the Employer Branding is indispensable since it offers them abilities to retain a positive customer image, attract competitive employees and enhance their employee retention rates. Recently the company has invested many resources on Employer Branding. Despite the heavy investment, an interview with 20 employees from the company indicated that the employees appear to be happy and perceive the Company NN to be a great company. The interviews also revealed that the employees are not interested in the approaches taken by the company to enhance its Employer Branding, and that they are not even aware of these approaches. Based on these revelations, it is apparent that tensions exist between "the HR world" and "the Engineering world". Below are four forms of clash, which are causing the tensions between the two different worlds:

4.3.1   Different Approaches

The company believes that if it enhances its Employer Branding it will attract the right labor force and consequently gain a competitive advantage against its rivals. To attain this, the Company NN is not only determined at increasing external branding but also internal branding. With the support of the HR department, the company has put in place measures to ensure that it appears as an appealing employer. This has been achieved by focusing on diversity, employee development and workplace ethics. Cathy reveals that the company is using a different approach to push its Employer Branding. The interviewees claim that they use outdated recruitment tools. She acknowledges that the company's social media platforms are not up to date and are not efficient compared to those of their competitors. The use of different approaches to enhance Employer Branding has caused a clash between "The HR world" and "the Engineering world".

We believe, the organization ought to probably spend more resources improving existing employees instead of potential employees and focus on some initiatives, which will be outlined more in 6.3 before venturing into external branding.

4.3.2 Differences in Perception

The second clash between the two worlds is also evidence from the differing perception between "the HR world" and "the Engineering world". The Company NN and its HR believe that Employer Branding is essential for their growth. Rose, who works in the HR department, claims that the key reason for understanding Employer Branding initiatives is to guarantee that the company staffs the right labor force currently and in the future. However, the employees do not share this perception. The employees perceive the Company NN to be a good company, which greatly values the workers' contribution. Interviewee 1 reveals that the company's external perception is good. He argues that the Chinese professionals in the Engineering sector consider the company famous. The interviewee believes that the company treats its suppliers and clients with esteem, and in doing so it maintains a respectable public image. He explains that the external people consider the Company NN to be a strategic company, one that can meet their demands whenever a need arises. In this regard, we believe that there is no need for the company to undertake Employer Branding. In our opinion, the company is spending more resources to attain a reputation, which they currently enjoy within the sector. This difference in perceptions exposed the tensions between "the HR world" and "the Engineering world".

4.3.3 Different Perceptions in Communication

Different perceptions in communication between the two worlds is another evidence of the existing clash between "the HR world" and "the Engineering world". Rose, who works in the HR department, believes that the communication between them and other departments is sufficient. She claims that they transmit all training materials, policies, new regulations, payments and negotiations to employees whenever it is necessary. Concerning Employer Branding, she reveals that they convey all forms of communications to employees. However, as the interview was proceeding, a weakness in the HR department was revealed. The interviewee affirmed: "Historically, we have done a lot of things that we just do. I do think that if we are going to work more focused on the Employer Branding area, we need a clear communication of what it is". This indicated that the department has been implementing

Employer Branding initiatives without undertaking follow-up or communicating with the employees to identify if the process was successful. The interviewee also reveals that the department lacks sufficient information regarding the use of social media to appeal to young employees. Employees' failure to acknowledge that the company should enhance its Employer Branding is another indicator that the employees do not understand how their employer is implementing this initiative. The employees are perhaps uninformed about the intentions of this program. This reveals a mismatch between the two worlds because, ideally, everybody in the company ought to understand the Employer Branding's significance, reasons and intentions.

4.3.4   Communication Failure of the Employer Branding Plan

The communication failure of the Employer Branding plan also reveals an existing clash or tension between "the HR world" and "the Engineering world". Rose claims that: "We are missing to know what are our goals or objectives, to have a clearer plan of what we work on". This indicates that both HR and employees in other departments do not fully understand the reason and the objectives of why Employer Branding is being undertaken by the company. Without a clear plan, the company lacks guidance and direction, lacks means to facilitate future planning, lacks means to motivate employees and lacks means to evaluate or control the implementation of its Employer Branding initiatives. Clear goals and objectives notify employees where a company is headed and how it aims to get there. Whenever employees need to make tough choices, they usually consult the company's goals and objectives. Employees regularly set goals with intentions of satisfying those needs. Through this, goals act as motivational factors and boost performance. Despite the importance of formulating a clear plan, Rose reveals that the Company NN does not have apparent goals and objectives with respect to its Employer Branding. This indicates a mismatch between "the HR world" and "the Engineering world".

Opposite approaches, differences in perception, miscommunication and lack of a clear Employer Branding plan represent tensions between "the HR world" and "the Engineering world". These tensions are exasperating and compromise on the company's intentions to boost its Employer Brand. If these clashes continue to increase without interventions, it will compromise on the productivity of both worlds. The Company NN ought to understand that effective Employer Branding is attained when everyone, both the employees and the HR

members, work together. Thus, the company should try to resolve these clashes as quickly as possible before they start to affect the operation of the company.

4.4   Chapter Summary

Different approaches, differences in perception, different perceptions of communication and communication failure of the Employer Branding plan represent the clash between the two worlds. The use of different methods to enhance Employer Branding has caused a clash between the employees and the HR. The company also believes that it is justified in spending more resources on Employer Branding, while employees think that there is no need for the company to undertake Employer Branding. This dissimilarity in perceptions discloses the tensions between "the HR world" and "the Engineering world". Similarly, the employees are uninformed about the implementation of Employer Branding indicating different perceptions of communication, which reveals a mismatch between the two worlds. The communication failure of the Employer Branding plan also discloses an existing clash between the employees and the HR. To improve the company, the employees believe that the Company NN should allocate more resources on improving their welfare and enhancing their working experience rather than on Employer Branding or on social media. For instance, Interviewee 3 suggests that the company ought to automate some of its operations like for example booking. In addition, the company ought to enhance the communication between the employees and the HR department.

5 Discussion

The main goal of this chapter is to relate the reviewed literature to our findings from the previous chapter. Moreover, we contribute to the literature with new theoretical insights. Special interest is placed on the clash between "the HR world" and "the Engineering world".

5.1 "Doing Employer Branding by the Book"

Our findings show that most of the Company NN's actions regarding Employer Branding align with the author's interpretations already written in the reviewed literature. Thus, we can argue that the company does many procedures following the theory, as presented below.

5.1.1 The Clash between "the HR world" and "the Engineering world"

Theoretically, one of the HR's roles is to instill and facilitate the company's core values to all the employees within the organization. However, in practice, it seems that despite that HR tries to communicate the values through meetings, employees do not feel attached to the firm because of HR's communication channel. Instead, employees mention the friendly culture and freedom in their daily work.

"The HR world" and "the Engineering world" have different perceptions towards Employer Branding, which lead to a clash of understandings. On the one hand, the HR claims that if they improve the Employer Branding, they will get the right labor force. On the other hand, "the Engineering world" believes that the HR department uses a different approach to achieve Employer Branding which might not prove effective in countering the ever-growing competition. Engineers also believe the HR department to be more focused on Employer Branding and impressing the potential external world and potential employees while doing less to retain the internal employees. These facts are also confirmed by Ulrich (1998), who thinks that HR can be ineffective, incompetent and costly. Ulrich (1998) also asserts that employees do not recognize HR's competences and capabilities, and as such, they underestimate their tasks. It seems like HR is the "the black sheep" of the company. The analysis of the results indicated that the HR department clashes with the Engineering department concerning the

approaches of achieving Employer Branding, as the two worlds have different perceptions and have failed to come into a common branding plan.

Notably, the findings further showed the existence of conflict between the HR and the Engineering department as other employees admitted that they do not understand what Employer Branding means. These findings just showed the weakness of the Company NN's HR in communicating with other employees regarding Employer Branding before they can even go ahead to pursue the idea. Most of the employees do not understand why the Employer Branding is initiated in the first place as evidenced by their reaction concerning its importance to the company. This perception of the Company NN by its' employees significantly resulted in a serious conflict between the two worlds. Some employees might feel that it is a waste of the company's resources, and as a result, do not see its importance. These facts are also supported by the study conducted by Albert & Whetten (1985), which showed that the organizational attributes can sometimes remain hidden until the employees start questioning the actions of the organization. As a result, the HR department needs to explain the importance of Employer Branding to the other employees so that they do not question some actions taken to achieve the objectives.

The HR understands that without the cooperation of the employees, Employer Branding can never work because the employees might not identify themselves with the company. It is to mention that organizational identity of current employees is crucial since they communicate it externally, which might increase the company's image. For this reason, the HR has tried to use various means such as organizing sports days, festivals, and other team building activities to increase the employees' bonding and belonging, which is meant to further strengthen organizational identity. These findings are in line with findings from the research conducted by Al Salman (2009), which revealed that the HR's main task is to retain the right people for the company. The individuals hired need to fit the culture, image and work environment of the company for the employees to feel satisfied and stay in the organization.

Notably, as much as the HR tries to bring employees together and create a sense of belonging, it faces the challenge of merging the company's core values to match the reputation of the engineers' work. Sometimes it gets hard to change the way engineers work because the nature of Engineering is seen as monotonous and old-fashioned by many employees, and as a result, can drive potential candidates away. The HR at the Company NN believes the same. However, from our analysis, "the Engineering world" believes that Engineering is an excellent career and

has a good reputation. This perceived image implies that employees are also happy to identify themselves with the Engineering work since the company has been able to employ and retain highly qualified engineers. Nevertheless, despite that the engineers' reputation seems to be excellent for those who know the sector, HR thinks that the Company NN is not well-known in general because of being a company within the Engineering sector. This might be a challenge for them because they desire to be one of the most famous companies on the market. However, they need to be aware that, it is a bigger challenge for business to business industries to position themselves as a well-known brand, compared to other companies within the consumer industry. Yet, despite the challenges, the organization's HR played a new role in focusing on the outcomes and improving the image of the company. These findings are also noted in the research conducted by Ulrich (1998), which showed that the HR had changed its role to focus more on the strategic activities and bond to the fullest and be aware of the desires and needs of all company's employees, rather than their administrative processes.

It is essential to note that the conflict between the HR department and other employees can only be reduce when the two worlds understand that the identity of Engineering and Employer Branding cannot be separated. Because the success of the Engineering department will give the company a good image. These results explain clearly why both the current and former employer are proud to identify themselves with the company. Our analysis has shown that the understanding of the identity of the Engineering and Employer Branding requires the HR and other employees to change their roles and focus on the outcomes and on improving the image of the company. The research conducted by Figurska & Matuska (2013) also showed that employers who adapt fast to the changes in the surrounding of the company are able to reach a competitive advantage in the market. As a result, the HR needs to focus more on the management of employees' perceptions about Employer Branding. HR needs to ensure that there is an alignment of the perception of Employer Branding in the whole company. In other words, if both HR and employees work to improve the company's image because they know the reasons and the consequences, the branding practices can be consolidated and lead to a success.

Similarly, our study indicates that HR needs to have a clear guidance to direct the company into future planning and motivation of the employees. These findings are supported by the study conducted by Al Salman (2009), who found out that it is essential that the HR department is clear, constant, credible and direct to have transparent communication. Al Salman (2009) also

concluded that employees need to be aware of HR's responsibilities and all the strategies they are following. It is only through proper communication that the employees' perception of Employer Branding will change into being something they find good for the company.

The HR needs to communicate its initiatives and the reason for Employer Branding to all employers. These findings are also supported by the research conducted by Guest and King (2004) who argued that an efficient HR department can make a positive difference to organizational performance but sometimes there is a communication problem between HR and other departments. It was also clear from the previous chapter that the Company NN does not have clear goals and objectives concerning Employer Branding, which explains the dissatisfaction amongst employees on Employer Branding.

Therefore, it is important for the HR to communicate the objectives and goals of Employer Branding to all employees because failure to do so might lead to employees to developing a negative attitude that can consequently result in poor performance and decline in the general production as asserted by Dutton & Dukerich (1991).

5.1.2 Perception of Employer Branding by "the HR world" and "the Engineering world"

From our analysis of the internal and external perceptions about the Company NN, it was evident that the HR, as well as the employees, perceive the company to have a unique attribute that differentiates it from its competitors. These results are in agreement with the research conducted by Whetten (1985), which revealed that organizational members naturally become attached to their company once they internalize the attributes they possess about the enterprise. Similarly, the company has had a good image due to the high quality of its products and the innovative nature of the employees.

The employees believe that the company has improved its image by embracing good working conditions which have the effect of motivating the workers to perform well. The main concern of the HR is to create a good image of the company that can attract the right employees. This implies that the HR in the Company NN acts as the change agents. These results were also confirmed by the research conducted by Palmer et al. (2009), which also found that the HR acts as the change agent and an internal employee who guides a change implementation and takes a fundamental responsibility of making optimal use of the company's resources. It is true that

having the right employees gives the company a competitive advantage over other firms and this is the key element of success. These findings are supported by the research conducted by Ulrich (2017), which also asserts that organizations need to create new strategies fast in case they desire to have a competitive advantage over other firms.

Our study also revealed that engineers and other employees identify the company by its competitiveness. The HR has put attention on both the internal and external branding of the company. These results also match findings in the research conducted by Figurska & Matuska (2013), who found that competitiveness is another factor that makes HR focus on Employer Branding to attract the right talent and secure a long-term need of the potential and existing candidates. However, the internal branding seems to be the biggest challenge the department faces. As mentioned before, HR puts a higher focus on external branding than on the internal branding. Thus, it is a challenge because although theoretically they know that they need to work on that, in practice, all their tasks and efforts are only focused externally. From our point of view, they need to face this challenge giving the same level of relevance to both areas.

The company intends to display a good image to the external world. The Company NN is complied with the demand of "the Engineering world", which is made up of different departments, performing different functions. The HR, therefore, plays the role of bringing harmony to the company and portraying a good image of the enterprise. In general, the company can be considered as an appealing employer as evidenced by the result of the "Employee Value Proposition" result. As asserted by Dutton, Dukerich & Celia (1994), it is true that most employees find the company as place with positive characteristics to work. This is because it has diversified competent attributes with encourage personal development as well as upholding good ethical conducts.

The findings in the previous analysis chapter also revealed that there are strong perceptions concerning organizational identity as the former employees of the company agree still remember the strong culture of the organization. These findings are also similar to the research done by Dutton, Dukerich & Celia (1994), which showed that the attributes of the organization affect its members' perceptions and that the behaviors of the members shape the image of the company. The company has a strong sense of organizational identity to the extent that employees still connect with the company even when they are not working there anymore. The more the transmission of this kind increases, the more the positive reputation and good image the Company NN gets in the external world. From the analysis of the results, it can be

ascertained that the more the employees identify themselves with an organization, the more the people want to be part of it. The employees even consider the company as part of their family. This finding is a clear indication that the Company NN has had a strong identity and the workers perceived it as a great place to work.

Our research also revealed that the identity of the company varies depending on the responsibilities of each employee. In general, the employees of the company consider themselves as being part and parcel of the Company NN in making crucial company decisions. The identity has also been expressed by the employees through their perceptions of the various positions they hold within the company. All employees feel that they are part of the organization because they all play different roles that lead to the Company NN's success. These findings are also seen in the study conducted by Cromheecke, Hoye & Lieven (2014), which revealed that it is the identity that helps employees to fully align themselves to the culture and goals of the organization. In short, from our results, we can conclude that participation by every employee of the organization is the key to the identity and success of the company. Everyone wants to identify with the company because they feel they are part of its success.

Similarly, the findings indicated that the HR department has a dual and very good relationship with the Engineering department of the company. These findings also supported by the research done by Leopold & Harris (2009), which found out that linking the HR with firm-specific resources has an advantage. As a result, the HR can attract and maintain individuals who can improve and develop the present situation. Leopold and Harris (2009) also found that employees have to feel committed to the company for them to contribute to the development of the organization to the fullest. The relationship that exists between the employees and the HR promoted the identity of the organization. This is because the employees feel that they are important in the key decisions as the HR always inform them in case there are changes within the organization. The HR is also responsible for bringing the employees together to promote organizational identity and make employees feel they are part and parcel of the organization.

Importantly, our findings showed that organizational identity is highly dependent on the duration an employee has been with the company. As a result, most people prefer to stay long at a company they can identify with. The employees in such organizations feel they are very close to the company and its attributes, and would rather prefer to stay. These findings are also supported by the study conducted by Dutton, Dukerich & Celia (19994), which indicated that when an individual's self-concept has similar attributes as those in the organizational identity,

then this cognitive identification is what we call organizational identification. Dutton. Dukerich & Celia (1994) also found that very strong organizational identification can result into desirable results as it increases employee motivation and productivity. This fact also explains why the Company NN has been able to retain its highly-qualified personnel as well as attracting other external employees. The implication is that, once the employees of a company can identify themselves with the organization, the external image of the company will be perceived as positive.

The company NN was able to portray a good image by ensuring that the employees are involved in critical decision-making so that they could identify themselves with the organization. Further, the Company NN integrated its core values to be experienced by the employees, immediately after they start working for the company. As such, the Company NN successfully manages to transmit the identity of the company to the outsiders, and thus, gained a competitive advantage over other companies. Similarly, the employees believe that the company needs to continue and maintain the use of appropriate branding strategies to create a good image both internally and externally. As the current situation stands, the analysis shows that the Company NN has a good internal and external image. These findings are also in agreement with the findings by Scot & Lane (2000), who concluded that the identity of an organization is shaped by the inter-organizational comparison process that is dictated by the actions of all the employees of the company.

From our findings, it is clear that the HR department has put more focus on Employer Branding to portray a good image of the company and enable the company to have a competitive advantage. These findings are also similar in the study conducted by Figurska & Matuska (2013). The HR department believes that Employer Branding is indispensable. This is because it provided the company with the capability to maintain a positive image and attract competitive employees. Additionally, it enhances the retention of highest qualified workers the company has. The analysis of the findings also showed that other employees are happy and perceive the Company NN as a great organization. The perception of the company by the employees creates a positive image of it to other competent candidates who also want to identify themselves with the company. Due to its importance, the results indicate that the company decided to heavily invest in Employer Branding even though the other employees are not aware of the approaches the HR uses.

Further, the HR department perceives Employer Branding to be crucial for helping the company to get the right labor force. The study conducted by Figurska & Matuska (2013) showed that Employer Branding has become a key part of the HR department strategies. The other employees perceive Employer Branding as something good because other external Engineering professionals consider the Company NN to be famous. The findings showed that the Company NN is famous because it values the contributions of its workers and also treats its suppliers and customers with good esteem to maintain a reputable and respectable image to the external world.

5.2 The Tensions and Problems that Characterize the Employer Branding Work

In the following part, we outline and discuss the misalignments we have found while relating our analysis findings to the reviewed literature. We have realized that the theory does not always align with the practice and there are some disagreements with some of the authors. In this section, we aim to contribute to the literature by providing new insights.

First, it is to say that the Company NN is not well-known outside of the Engineering sector, yet as we could assert during our analysis, the employees in the company have a strong organizational belonging. These aspects misalign with what Hatch & Schultz (2001) have outlined in their studies. The image of how the general public is likely to view the organizations performance and productivity in most occasions affects the organizational identity. Therefore, we disagree with their claim since the fact that even though most of the public is not aware of the company, it does not mean that the employees lack a sense of belonging to the company. Companies can create the belonging in other ways such as providing a positive culture, autonomy or freedom, not only through its reputation. Similarly, Dutton, Dukerich & Harquail (1994) claim that employees' attachment to the organization links to the image the company has. Our interviews and findings revealed the opposite. The employees of the Company NN have a strong organizational identity. Nonetheless, the firm is not famous outside of the Engineering sector.

Secondly, Gioia, Schultz & Corley (2000) argue that the overemphasis on image undermines the self-concept of the members of the organization. Their inherent values and attributes cannot be freely expressed apart from those that are stipulated by the organization. After

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reviewing our findings, we disagree with that statement in the case of the Company NN. This is because there is an overemphasis on image from the HR. However, it does not undermine the employees' identities, because what the Company NN tries to promote is that their image aligns with the employees' values and attributes.

Thirdly, our study reveals that the HR department of the Company NN is focusing more on external issues rather than internal conflicts that might be in other departments. These findings are contrary to what Leopold & Harris (2009) claim, determining that the HR is strategic to avoid any internal conflict and guarantee that the institution will prevail in the long-term. At the Company NN, HR is not contributing on creating new strategies to improve employees' welfare and to increase the sense of belonging, which might not ensure the long-term employment or the firm's success. In this light, companies that put their main focus on Employer Branding might miss other issues, creating more internal conflicts instead of avoiding them. For instance, this might create miscommunication, a negative image of HR or the loss of talented employees.

Lastly, the interviews affirmed that the employees at the Company NN are not able to know their goals and contributions towards Employer Branding. We can argue that HR in the Company NN company is not transparent and this can create an uncertainty or mistrust by employees. These findings are contrary to the study conducted by Legge (1978), who indicates that the HR department needs to bond with employees so that they trust the company and improve their contribution and commitment.

5.3   Chapter summary

To conclude, in this chapter we have compared our findings to the reviewed literature. It has clearly shown that the results are mostly in agreement with the reviewed literature. However, there are some instances where the HR has failed to communicate the objectives and goals of Employer Branding which consequently led to the clash between the two worlds. In short, the extent to which the HR and other employees perceive Employee Branding has been illustrated clearly. The HR and other employees perceive Employer Branding as an instrument that can improve the image of the company once the employees can identify themselves with the attributes of the firm.

6 Conclusion

The last chapter presents the main conclusions of the study. At this moment, we reflect to what extent we fulfilled our aims and objectives. Moreover, we outline the practical implications and make propositions for future research.

6.1 Research Aims

The aim of our study was to provide an interpretative approach to image and identity into the Engineering industry in Sweden. We also outlined the impact that the tension between image and identity have on Employer Branding which aims at attracting and retaining the potential employees. The findings have indeed shown that the tension arises as a result of the different perception of Employer Branding by "the HR world" and "the Engineering world".

6.2 Research Objectives

Our research had the main objectives of evaluating to what extent the HR and other employees perceive Employer Branding. From the findings, the objective was fulfilled through a critical analysis of the conflict between "the HR world" and "the Engineering world". The results have shown that these two worlds have different and conflicting perceptions concerning Employer Branding. The results also showed that the clash was a result of unclear communication by the HR department on why the company was interested in Employer Branding and the benefits it brings to other employees. Lastly, our findings revealed that the employees in the Company NN do not have a clear understanding of why the company pursues the initiatives. They perceive Employer Branding as a waste of resources. The HR department, however, perceives Employer Branding as an essential tool for improving employees' performance and the image of the company.

6.3 Practical Implications

The findings can be applied in any Engineering company that has the desire to increase its competitive advantage. Companies could apply the findings to design an excellent Employer Branding initiative by correcting the failures that the Company NN has made in communicating its Employer Branding objectives and goals. Besides, companies can learn from the failures of the Company NN's HR in communicating the objectives and importance of Employer Branding to employees before even implementing the initiative. The existing clash between the employees and the company can be addressed if the company addresses the miscommunication issue. With clear communication, the employees will be informed of every step the company takes to initiate change and they will offer support instead of resistance.

Throughout the interviewees' responses, we established that the employees believe that the company should do more on its current operations instead. We believe that the Company NN ought to spend more resources on other initiatives rather than on Employer Branding or on Social media platforms. For instance, Interviewee 3 suggested that the company ought to automate some of its operations like for example, booking. The interviewee proposed that a number of operations are done manually and they are time-consuming. He suggested that with automation their work would be made easier and their production would increase. The interviewee agreed that it requires a lot of money to automate these operations. This implies that the company ought to direct the resources to Employer Branding into automating most of its operations, as suggested by Interviewee 3.

The company should also focus on embracing the employees' welfare rather than on Employer Branding. Interviewee 20 claimed: "We need more welfare, for example, work from home; more allowance for the field service guys". This is proof that the employees feel that the employer is spending more resources on Employer Branding rather than on their welfare. Thus, the company needs to focus on improving the welfare of its employees. Through this, the employees will feel appreciated and in return act as brand ambassadors for the company, improving the company's reputation. An improvement in the company's reputation among the employees and potential employees enhances the company's Employer Branding. This indicates that the Company NN can still attain what it seeks to attain through Employer Branding by improving the welfare of its workers.

The Company NN should also improve intercommunication between the HR and the employees. The existing clash between the employees and the company can be reduced if the company addresses the miscommunication issues. With clear communication, the employees will be informed of every step the company takes to initiate change and they will offer support instead of resistance.

6.4 Future Research

Future research needs to be done on the effective measures of incorporating Employer and Employee Branding to avoid the conflicts that can adversely affect the performance and productivity of the company. Further research also needs to be conducted on the measures to control the conflicts between "the HR world" and "the Engineering world". In most cases, a company can lose its identity and good image as a result of persistent conflicts between the HR and other employees. Besides, future research needs to be conducted on the factors determining the perception that employees have of Employer Branding. This study would help to bridge the gap between "the HR world" and "the Engineering world" concerning Employer Branding.

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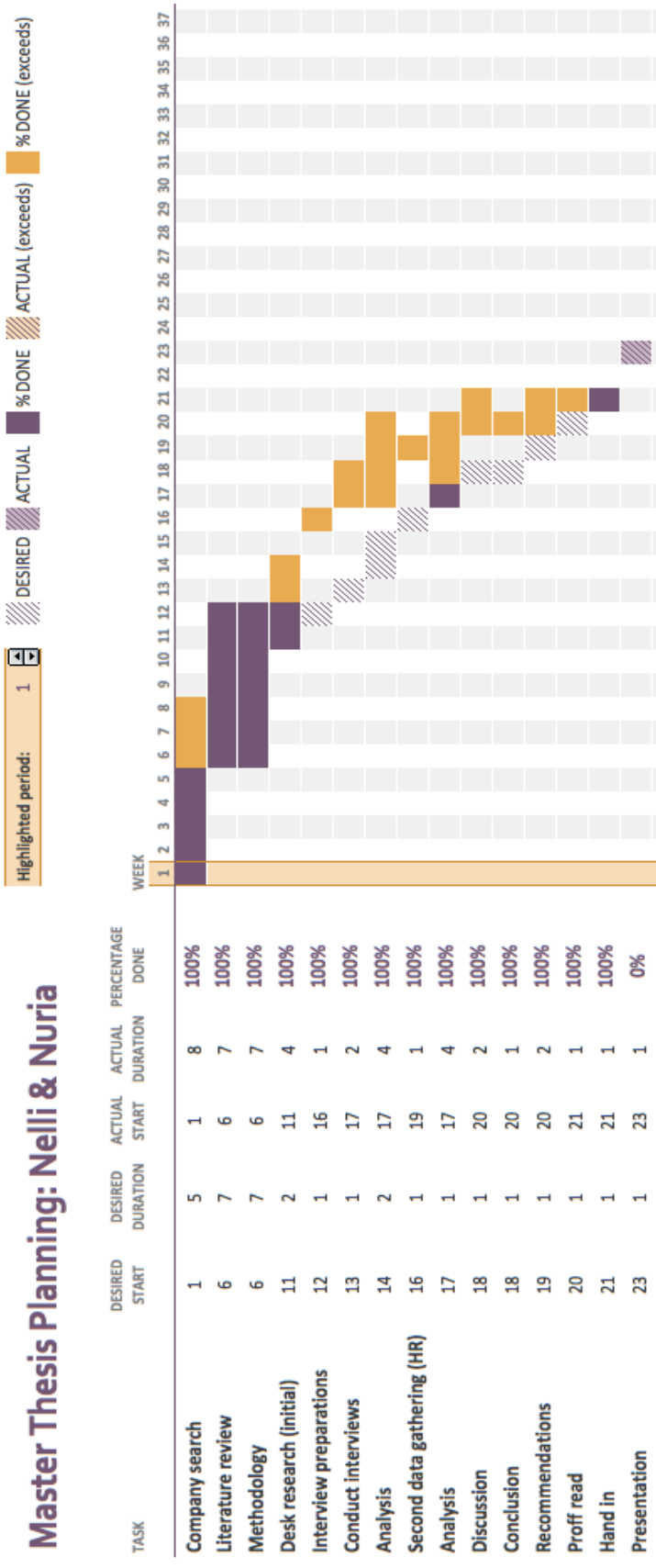
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Appendix A: Gantt Chart

Master Thesis Planning: Nelli & Nuria

TASK	DESIRED START	DESIRED DURATION	ACTUAL START	ACTUAL DURATION	PERCENTAGE DONE
Company search	1	5	1	8	100%
Literature review	6	7	6	7	100%
Methodology	6	7	6	7	100%
Desk research (initial)	11	2	11	4	100%
Interview preparations	12	1	16	1	100%
Conduct interviews	13	1	17	2	100%
Analysis	14	2	17	4	100%
Second data gathering (HR)	16	1	19	1	100%
Analysis	17	1	17	4	100%
Discussion	18	1	20	2	100%
Conclusion	18	1	20	1	100%
Recommendations	19	1	20	2	100%
Proff read	20	1	21	1	100%
Hand in	21	1	21	1	100%
Presentation	23	1	23	1	0%

Appendix B: Employee Interview Questions

Introduction:

Welcome to our interview session and thank you for your valuable time. We are two Master students from Lund University with the specialization in Business Administration. Our goal is to study the relationship between identity and image at the Company NN. Please take your time to think about our questions and answer them to the best of your ability. The information you will share in this interview will remain confidential, the results will never be associated with names or company. The interview should take approximately 40 minutes. With your permission, we will audio record the interview for transcription reasons only. If you do not agree, we will take notes instead. If you feel uncomfortable we can always pause the recorder or you can stop the interview at any time.

General questions:

1. Please give us a brief background on yourself like your position title, how long have you worked within the Company NN and in which country/countries?
2. Could you tell us about how you got to work for the Company NN?
3. How many employees do you supervise? (How many superiors do you have?)

Image/ Reputation of Company NN:

4. Please define the Company NN in 3 words.
5. What do you like most about the company? Afterwards: What could be changed at the Company NN?
6. What makes the organization feel different or unique from our competitors?
7. What do you think the Company NN wants to achieve in the future?
8. What are your personal future career goals and expectations at the Company NN?
9. How are actions/ decisions communicated to employees from HR? And how often? (Which   values do you associate with the Company NN?)
10. How is the Company NN perceived by future employees in your opinion? (do you think their perception aligns   with the reality?)
11. What do you think about engineering work reputation? Do you think the image aligns with the reality?

12. *FOR HR ONLY: What activities have been done at the Company NN to increase the company's image (externally/ internally)?

Identity within the group:

13. Please give us 3 attributes for a perfect employee at the Company NN.

14. To what extent do you consider yourself being part of this organization? Could you give us an example of when you felt like part of the Company NN?

15. What would you say about working at the Company NN if someone external would ask you?

16. Are there any activities/ events from the company to bring the employees together?

Thank you for your time and your cooperation!

Appendix C: HR Sweden Interview Questions

Introduction:

Welcome to our interview session and thank you for your valuable time. We are two Master students from Lund university with the specialization in Business Administration. Our goal is to study the Employer Branding and social media at the Company NN. Please take your time to think about our questions and answer them to the best of your ability. The information you will share in this interview will remain confidential, the results will never be associated with names or company. The interview should take approximately 40 minutes. With your permission, we will audio record the interview for transcription reasons only. If you do not agree, we will take notes instead. If you feel uncomfortable we can always pause the recorder or you can stop the interview at any time.

General questions:

1. Please give us a brief background on yourself like your position title, how long have you worked within the Company NN and in which country/countries?
2. Could you tell us about how you got to work for the Company NN?
3. How many employees do you supervise? (How many superiors do you have?)

Employer Branding:

4. What do you like most about the company? What could be changed at the Company NN?
5. How are actions/ decisions communicated to employees from HR? How do you perceive the relationship between HR and other departments?
6. We heard about the Employer Branding activities, since when are they going on? Do you think they are working?
7. Why are you making the Employer Branding initiatives? What are the main reasons?
8. In your opinion, does the company attract enough employees?
9. From HR, what do you want to achieve in the future?
10. From HR, what are your weaknesses or main areas to improve? What are your priorities?
11. What do you think about the Company NN 's reputation? How famous does the Company NN want to become?

12. To what extent do you consider that employees and future candidates are concerned about Employer Branding?

13. What are the future steps for Employer Branding? What is going to happen?

Thank you for your time and your cooperation!

Appendix D: Interview Coding

Identity 1.1

Interviewee code in report	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10
Seniority within NN	1 y	2 y	2 m	11.5 y	10 y	5 y	6 y	2 y	2 m	7 y
Team to supervise	na	na	na	8	15	2	3	12	na	3
Recruitment process within NN	Head Hunting	Head Hunting	Head Hunting	Application through local tool	Local newspaper	Consultant	Head hunting	Head hunting	Application through local tool	Network
IDENTITY										
Please give us 3 attributes for a perfect employee at NN.	- responsability - teamwork - professionalism	- common goal - work individualistically - respect culture	- knowledge - understand job - team-work	- loyalty - reinventing - looking for improvements	- trust - open - think from the bottom-line	- passion (self-motivated) - intelligent - keep learning	- goal-oriented - self-driven (proactive) - team-work	- ownership - teamwork - commitment	- autonomous - sense of entrepreneurship - not get lost in the freedom	- teamwork - reliability - present well themselves
To what extend do you consider yourself being part of NN?	- good (high support when she joined)	- proud to show family/friends the company - boss doesn't look down	na	- too much - being part of important changes - feel appreciated	- high feeling of belonging	- yes very strong team belonging	- very high - CEO example	- high hierarchy - power - being part of important decisions	- not yet	- "After 7 years I live and breath NN"
What would you say about working at NN if someone external would ask you?	- good place - positive culture	- very good - global exposure	- culture - no stress - product	- great work - global player - technological	- good place to work - great culture	- diverse company (products and internal power)	- start as intern, grow, most successful	- good people - good culture - challenging job	- if you fulfil the 3 identity words, you should work at NN	- "settle down" company - open culture - less hierarchy
Are there any activities from the company to bring employees together?	- national meeting - meetings with business units - team building - yoga	- celebrations - sports activities	na	- companywide service - 360 degree feedback - good support	no	- Chinese New Year dinner	- prime performance - christmas dinner	- national white meeting - workshops - teambuilding	- breakfast - happy hour to get to know colleagues	- very many (sports, family day etc)

Identity 1.2

	Interviewee 11	Interviewee 12	Interviewee 13	Interviewee 14	Interviewee 15	Interviewee 16	Interviewee 17	Interviewee 18	Interviewee 19	Interviewee 20
	5 m	16 y	17 y	1 y	1,5 m	3 m	1,3 y	2,5 y	5 y	6 m
	na	12	3	na	2	2	na	12 + 1 external	4	na
	Head hunting	Head hunting	Acquisition	Head hunting	"Old-school" application through the website	Application through local tool	Stepstone, local tool	Online, corporate webpage?	Network	Job agency (local tool)
	- teamwork - good communication skills	- flexible - responsibility - ownership - customer service focus	- smart - intelligent - patient - good communicator	- flexibility - drive/passion - changeability	- open minded - task focused not on person - interested in bigger picture & in detail too	- open-minded - oriented to services - good communicator	- open-minded - well trained - experience - constant development - "go the extra mile"	- collaborative - different perspectives - open-minded - skilled - comunicative	- intention - competence - team player	- willing to learn - be humble - responsible
	- good - many activities	- very high - feel respected	- change in mid-management: belonging very low	- middle	- in the beginning but enjoying myself; you have to be patient	- not yet	- from first day - employees come to me and not to colleague who is 35 years in company.	- high - support when solving problems	- high - involved in many activities	- not yet
	- fantastic - flexibility	- hard - support - autonomy - satisfaction - result driven	- good company - similar like large companies	- company's information	- nice company - good atmosphere - global - industrial products	- very nice company	- "It is the best place I have ever worked for".	- traditional engineering company - not young new culture - technical focus - good culture - Work-life balance	- demanding - pressure - enjoy my work	- benefit ok
	- festivals - celebrations - activities - annual meeting	- wellness program - activities - committes - christmas & summer events	- some events but it's too costly	- teambuilding activities	- plans to have kick off for projects	- christmas dinner - activitities/meetings	- christmas party - team events - special trainigs	- saturdays with families	- family days - barbacues - activities	- family day - marine day (dinner games)

Image 1.1

Interviewee code in report IMAGE	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10
Please define NN in 3 words.	- technology - professionalism - open culture	- value - friendly culture - freedom	- good culture - no stress - good working conditions - look well after employees	- technology - "dusty" - global player	- product portfolio - create better conditions - good performance	- heat exchanger - market leader company - international company	- solid company - reliable - ethic	- openness - respect - accountability	- a great company	- progressive - competitive - conducive
What makes the organization different or unique from the competitors?	na	na	- wide range of products	- size	- culture - policies - global opportunities - global company but local presence (good to be close to customers)	- technology - innovation - know-how	- image/ market leader - innovation - quality of products	na	- quality - older than everybody else	- willing to spend resources - focused on service
What do you like most about the company?	- culture - respect - freedom and decisions	- culture	- culture - cooperative people	- people - freedom - less hierarchy	- culture	- innovative - opportunities - change -> grow	- freedom to do job	- culture - people	- autonomy - develop oneself	- progressive - technology - innovation
What could be changed at NN?	na	na	- booking system - need SAP	- speed	- project execution	- "dance together" like the elephant (due to change, "dance" together with competitors)	- speed (ticketing system example)	- speed	- cold people - live in their own shelves	- sometimes react too fast to market changes (interrupt of processes)
What do you think NN wants to achieve in the future?	- increase organic growth, customer satisfaction	- organic growth - increase profit sharing	- market share	- financial targets - create better environment	- improve customer and product service	- number 1 on market	- market leader - sell products	- new strategies and company's goals	- reorganisation of the company (business units)	- market leader
What are your personal future career goals and expectations at NN?	- show impact on her area (marketing)	- HRBP in India - International assignment, especially Sweden	- give 100%	- only next step - international experience	- short-term - support other business branches - international assignment	- high level in management team - his team: nr.1	- company growth - assignment abroad	- grow together with the company	- stay within NN - grow (marketing/sales) - become manager (have a team)	- grow with the company - maybe even move to other industry with the company
HR communication	- HRBP - good - very often	- any kind of communication	- good	- very often - lot of contact - help in teambuilding	- HRBP - good	- HRBP (management) - management meeting every month - Performance dialogue	- working together could be improved with marketing communication	- national/ internal meeting - face to face - emails - very often	na	- meetings for updates - good
How is NN perceived by future employees in your opinion?	- professionalism	- culture - take care of growth	- good company - good culture - good environment	- good - global player - leading in technology	- very good - global footprint - great career	- leading market position - current product - global opportunities	- if know: very good - challenge: make people know NN	- famous (engineering background)	- very well known in the industry	- people in industry would know but not outside
What do you think about engineering work reputation?	- good - stable career	- unique products - good future	- good - well known products on market	- practical - building things that will last	- good	- related connection	- very good	- excellent - high quality	- prices higher than competitors	- good
FOR HR: What activities have been done at NN to increase the company's image?		- exhibitions in colleges/ unis					- exhibitions - fairs at universities & colleges	- social media channels - internal promotion - trainings		

Image 1.2

	Interviewee 11	Interviewee 12	Interviewee 13	Interviewee 14	Interviewee 15	Interviewee 16	Interviewee 17	Interviewee 18	Interviewee 19	Interviewee 20
1	- very dynamics - challenging - quite hard	- diverse - sociable responsible - empowering	- successful - complex - changing	- complex - technology - corporate responsibility	- traditional - Swedish - industrial - proud company	- customer service - respect - speed	- employee friendly - nice atmosphere - great place to work	- engineering - global - diverse	- excellence - reorganization under division - common vision	- different (European, usually works for US)
2	- more time to do your work	- product - service	- stable - in every market in some fashion form of "shape" - diverse - encompassing brand	- more technology - best in the market	- swedish tradition: be open & diplomatic compared to Germany	- communication with colleagues - mentality	- how they treat employees - development of company	- high quality - good control of quality/processes	- brand name - more value - new products - good post sales - product customization	na
3	- flexibility (working hours) - meetings	- diversity - flexibility - empowerment	- ambition	- never bored	- positive atmosphere - nice and openminded people	- colleagues - company - mentality (less hierarchy, culture, like a family)	- leadership - communication - "Dutzkultur" (no Mr/Ms) - opinion heard, you can make an impact - freedom (stay in the frame)	- friendly culture - diversity of applications - easy to change positions internally - good company	- availability of opportunities - learning - approachable to everyone - transparency	- higher salary
4	na	- too much conservative - slow in taking decisions	- management responsibility		- product properties	na	- Sometimes it takes long for decisions (you have to ask everyone)	- more clarity - more ownership	- too much global (customize to local needs)	- more welfare (work from home) - more alowance for field guys
5	- become famous (branding)	- improve market share & presence - maintain profitability	- maintain profit level while growing	- more aggressive in the market	- come faster with products to the market	- grow more	- be first choice - market leader	- grow market share globally - leader in the market	- first business to pop up in customers' head	na
6	- explore other areas in the company	- strengthen my team - provide more development	- executive VP - long journey	- other responsibilities - be in charge of more countries	- expect to work at NN - bring in knowledge - improve company	- be used to the organization	- go abroad for HR	- change tasks - more responsibility	- different tasks - grow in NN - more expertise in products	- senior engineer in 5 years
7	- very good - meetings & emails for updates	- very often - very good - face to face/emails/meetings	- less communication with HR	- often - clear information & communication	- positive feelings - smooth process	- direct way - open-minded	- internal website for big events - personal (open- door policy) - emails	- good communication	- good communication	- a bit messy (medical case example- employee hand book should be updated)
8	- engineering company	- tough - not well-known	- progressive - dynamic - large - stable	- no awareness	- well-known in Stockholm - known because in the same group with company X	na	na	- well known - long history - good care of employees - good culture	- positive reputation	- not known from people outside engineering sector
9	- very good - reliability - good service	- very strong - very good - high quality	na	- really good - experts	- good reputation - BUT do not know all the products - mostly know 1 product	- very professional	- very high - "Expertschlager" - Germans are famous for engineering	- not exciting - traditional work	- very strong - unique - product reliability - development	- try on job trainign as much as can
10		- corporate runs - volunteering		- integration activities (internally)			- new EB strategy worldwide			