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My preferable workplace

A quantitative study about what HR-students find attractive in a coming employer and possible difference between gender and level of extroversion

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Sammanfattning

Syftet med detta arbete var att med utgångspunkt i teori rörande employer branding, personlighetsdraget extraversion och könsskillnader undersöka hur viktiga olika aspekter av employer branding anses vara. En kvantitativ studie utfördes för att undersöka detta. Databasinsamling från sammanlagt 87 deltagare som alla studerar Personal- och arbetslivsfrågor vid Lunds Universitet, analyserades avseende gruppskillnader genom ANOVA. Studien uppvisade inga signifikanta skillnader, som menar att nivå av extraversion skulle ha en effekt på huruvida vissa aspekter skulle vara viktigare eller oviktigare när det kommer till val av framtida arbetsgivare. Det fanns signifikanta skillnader på 5 av 7 kluster av employer branding mellan könen. Dessa signifikanta skillnader skall tolkas med försiktighet då kvinnliga deltagare skattade betydelsen av samtliga aspekter som viktigare, vilket har påverkat resultatet. De signifikanta skillnaderna mellan könen kan ha en förklaring i den teoretiska delen av studien som behandlar könsskillnader. Deltagarna hade en generellt hög nivå av extroversion och de fann alla aspekter av employer branding viktiga.

Nyckelord: Employer Branding, Extroversion, Kön, Personalvetenskap, studenter

Abstract

The purpose of this study was to, with basis in theory regarding employer branding, the personality trait of extroversion and gender differences examine the perceived importance of different aspects of employer branding. A quantitative study that included a questionnaire was made to investigate this phenomenon. Data acquisition from a total of 87 participants, who all currently study the Human Resource program at Lund University, was analysed regarding group differences in an ANOVA. The study showed no significant difference that pointed towards that level of extroversion have an effect on preferred aspects of what makes an employer attractive. There was significant difference on 5 out of 7 different clusters of employer branding between the genders. These significant differences should be interpreted with caution since the group of female participants generally valued all aspects as more important. The significant difference between the genders could have an explanation in the theoretical part of the study regarding gender. Participants generally scored high on level of extroversion and they found all aspects of employer branding to be important.

Key Words: Employer branding, Extroversion, Gender, HR, Students

Introduction

The labour market has changed dramatically during the last decade (Manyika et al., 2017). We receive more information due to Internet and other advanced technology. The same information can be spread between individuals and organizations in a way that were not before possible (Christiaans, 2012). The level of education when it comes to jobseekers has been magnified (Fulgence & Salaam, 2015). These two factors combined, results in very educated students with quick access to information about organizations. This forces organizations to make an effort in trying to create and retain a good reputation, if they want to get the most competent people to work for them (Manyika et al., 2017).

Employer branding

The concept of employer branding was mainly developed due to the globalization of business activities that forced organizations to focus more attention on attracting the best possible employees (Christiaans, 2012). According to Sutherland, Torricelli and Karg (as cited in Christiaans, 2012) attracting and retaining the right people are one of the most critical parts of globalization. The globalization has led to a lot of previous occupations being replaced with technological advancements which required employees to develop a more faceted competence. The more complex work tasks rely on the employees to be able to take more strategical decisions and still be effective and have a great sense of teamwork. This has in turn led to a more complex work for organizations in finding the right person for the job (Dyhre & Parment, 2009). In short the work with employer branding came into play to help organizations create a profile that can be conveyed to people that are not in the organization (Rampl & Kenning, 2014).

Employer branding is often defined as an organizations ability to create effective approaches to attract, recruit and keep the best employer for the specific organization (Dyhre, Parment, 2009). Backhaus and Tikoo (2004) uses the definition from the American Marketing Association when defining what a brand is. The American Marketing Association argues that a brand could be a name, term, sign, symbol or design or a combination of them that in turn are intended to identify a particular seller and differentiate the seller from its competitors. However, Backhaus and Tikoo (2004) also adds more depth to the meaning of the concept of employer branding as a whole when they define it as the different characteristics an employer displays in relationship to its competitors.

Xia and Yiang (2010) argues that the experience of the employment process is the foundation of the employer's brand. The employment process in this case includes both concrete factors such as pay, rewards and benefits but also intangible aspects such as the corporate culture, values and opportunities to advance in the organization. However, the work with employer branding is not limited to the image that the organization is trying to convey to potential new employees. It also involves internal work with keeping the current employees happy and satisfied (Sartain, 2005). Sartain and Schumann (2009) argues that the retention of talent will be as important as recruiting new talent. Working with internal branding is a way to bring employees together under a shared feeling of assignment and values. In symbioses with the work with internal employer branding the work with external branding strategies comes in play to continuously attract other like-minded candidates who shares the same values as the organization (Sartain & Schumann, 2009).

Employer branding – From products to people

The term branding is in itself an older concept than employer branding. Cleave, Arku, Sadler and Kyeremeh (2017) define it as the process of identifying the positive points of value that will create a strong emotional resonance with consumers. Backhaus and Tikoo (2004) argues that branding was originally used in this way with products in focus but that it has now taken a new path into people and organizations as well. This development from focusing on products to also involving people in the brand management has also shifted the responsibility to oversee the process from more of a task for the marketing department to human resources (human resources will in this thesis be referred to HR further on). This in turn have resulted in a bunch of new job titles for people in HR, such as “director of talent” or “director of recruitment marketing” (Barrow & Mosley, 2005). So even though the two departments (marketing and HR) have not been closely connected historically there have been a clear shift with the departments now having to work intimate together with HR having more influence on how the organization is to be marketed (Martin, Beaumont, Doig & Pate, 2005).

One of the key aspects of employer branding is to find out and work with the associations that an organisations brand is linked with. Brand managing is historically linked with focusing on products but the work has more and more gone branched out to involving organizations as a whole (Christensen, Morsing & Cheney, 2008). If an organization is aware of how their brand is

being perceived and what associations people make with them it is easier to create an attractive and competitive employer brand (Wilden, Gudergan & Lings, 2010). One of the key differences with working with employer branding rather than branding products is that the main focus is not on ads, commercials and other marketing tools but rather by communicating what the organization stands for. That involves consistently communicating an appealing, trustworthy and responsible image to the public (Dyhre & Parment, 2009). Barrow and Mosley (2005) argues that the work with employer branding in many ways have shifted from focusing on what the brand or organization does to how it makes the future employee feel, and by doing so trying to make the jobseekers identify themselves with the organization.

Working with employer branding

A brand in general have both functional and emotional benefits for the employee. Functional benefits involve factors such as payment for service rendered, a safe work environment and having the right tools to be able to execute the work. Emotional benefits involve the emotional engagement that a brand can have on its customer. A certain product can for example make a promise of relevant and attractive emotional benefits to enhance the more functional and concrete benefits. Both of these typical aspects when working with brands in general are also highly used within the work of employer branding (Barrow & Mosley, 2005). An important aspect when working with brands are their associations, studies have showed that people tend to favour products and organizations with a recognisable brand rather than an unbranded product or organization. For example, people tend to feel that their headaches are “cured” in a higher rate when they know which brand of medicine they used (Barrow & Mosley, 2005).

To be able to compete on a crowded market, organizations need to differentiate themselves. Brand positioning is the talent and skill of targeting the correct audiences with the most exciting benefits and brand messages. To be an attractive brand for employees, organizations not only need to empathize what make them different but also answer the question on what makes them most suitable to meet the jobseekers needs and desires (Barrow & Mosley, 2005).

One of the first and most important steps in working with an organizations employer branding is to spend sufficient time and effort on defining what the key component of the organizations ideal branding image would be. When this have been defined, the next step is to

identify the best possible strategies to reach the goal and get the branding image out both internal and external. However, it is important that the ideal brand image is rooted in reality and the current organization culture to avoid too big of a discrepancy (Barrow, Mosley, 2005).

The biggest work with employer branding, despite the work with marketing the organization, is to close the gap between the current brand reality and the ideal brand vision. When working with this part of employer branding it is important to keep in mind that the work involves a fine balance between maintaining the current image of the employer brand whilst introducing changes that will help develop the brand towards the ideal vision. The work with maintaining the brand involve tasks such as continuously conveying a clear and consistent message and not fall for the temptation to try new things in a spontaneously non-planned manner. However, as written before, whilst maintaining the brand it is of equal importance to keep the development of the brand flowing. Organizations need to keep the way the brand is communicated refreshed and improved (Barrow & Mosley, 2005).

How to implement employer branding in organizations

When researching the current discourse of ways to implement employer branding in organizations you find a vast number of studies and opinions from specialists of how best to do it. Most of them seems to have a unique formula of the perfect way to implement it. There are however some reoccurring aspects of the process that seems to be agreed upon. The following part will not consist of one specific theory, but rather present a summarized picture from some of the leading authors on the subject like Barrow & Mosley (2005), Sartain & Schumann (2009), Dyhre, Parment (2009), Wilden, Gudergan & Lings (2010) and Backhaus & Tikoo (2004).

There are basically three steps that comprises a lot of different sub-aspects. The first step in implementing a successful work with employer branding revolves around understanding your current brand. This in turn involves finding out how your brand is being perceived and what it is associated with by current employees and by the public, what are the organizations core-values? It is also important to develop an understanding of what future employees the organization want to attract, what qualities both workwise and personal that the ideal person should possess. In this first part of the process it is also important assessing your competitors and how your organization differs from them. After developing a clear picture of how the organization wants to be perceived the second step starts with trying to convey this picture to the public. This step consists of a

variety of different market strategies, the main goal is to make the employer brand recognisably and credible. A large part of the focus here is to make the jobseeker relate to the brand and identify themselves with the organization. The final and third step that seems to be agreed upon by all of the authors on the subject is to maintain a consistency. To establish an attractive and well known employer brand, the message that is being put out there needs to stem from the true organization culture and be the same over time, to make it reliable (Barrow & Mosley, 2005; Sartain & Schumann, 2009; Dyhre, Parment, 2009; Wilden, Gudergan & Lings, 2010; Backhaus & Tikoo, 2004).

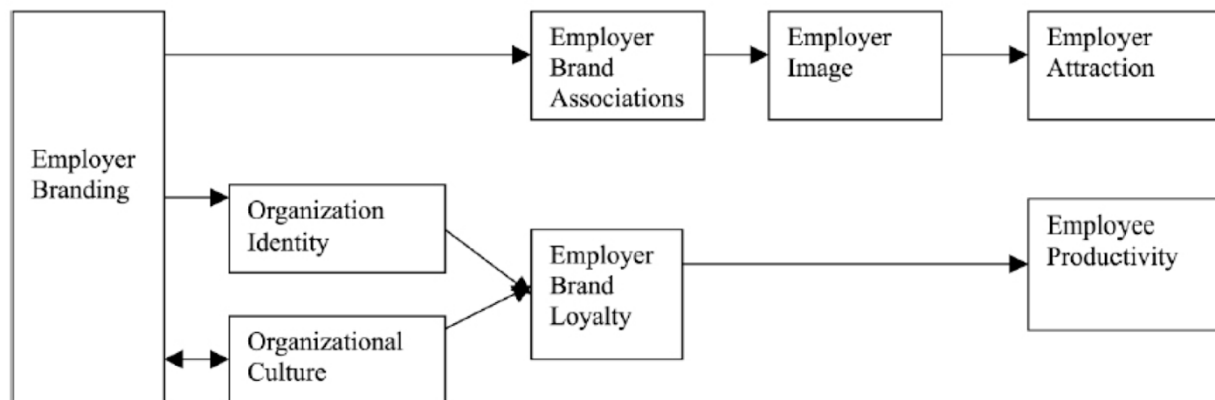


Figure 1. Employer branding framework (Backhaus & Tikoo, 2004)

The model for the employer branding framework, created by Backhaus and Tikoo (2004) gives a perspicuous view over aspects of the work done when implementing employer branding. The upper row explains the steps of the external work with employer branding while the lower row explains the internal.

The changing role of the HR-department

It was during the 1950s that the function of a Human Resource department in major companies, started to concern itself with the potential gains to be made by actually keeping the organizations current staff employed within the company (Ulfsdotter Eriksson, 2013). According to Rubenowitz (as cited in Ulfsdotter Eriksson, 2013) insights were developed towards the fact that a well thought out introduction and internal training of the newly recruited personnel, created a

higher level of satisfaction in the workplace, which motivated the staff to stay within the organization. Questions concerning personnel became of greater importance within the companies. Rubenowitz (as cited in Ulfsdotter Eriksson, 2013) also argued that as a result, the HR departments grew with more employed officials and gained higher status. Major organizations came to get fairly large central human resource departments, which were considered a prerequisite for being able to carry out efficient and consistent personnel work. The main focus was to implement the same rules, values and social structure throughout the whole organization. The selection of personnel, education, promotion and salary were to be treated uniformly according to these rules and values (Ulfsdotter Eriksson, 2013).

The paradigm shifted during the 1970s. Work and decisions concerning staff were now viewed as something that the managers in the organization's core business were to handle. It was now deemed that it is the managers who had the actual responsibility of the workers and therefore should be the ones who handle the questions concerning their staff (Ulfsdotter Eriksson, 2013).

The human resource departments status got even weaker during the 1980s trend of decentralizing organizations. The HR department came to be considered as a support function to which the line managers turned for consultation in staff related matters (Ulfsdotter Eriksson, 2013).

During the 21st century, American management consultants and researchers have launched new proposals on how staff functions should be organized and the role HR should have. It is emphasized that the personnel function should follow the line structure of the organization and contribute to increased created value. Personnel and HR departments should work as “a business within a business”, meaning it should not be a isolated unit. An organization's endeavours to change its culture, create a good and reputable leadership or to secure business competence are key goals for uniform and line-structured HR work (Ulrich & Brockbank, 2007).

War for talent

Another term that was coined in connection with Employer branding was “war for talent”. The term was first mentioned in a report by, Americas then largest consulting firm McKinsey & Company (Chambers, Foulon, Handfield-Jones & Michaels, 2007). In the publication there was reported that there would be a growing need to attract and recruit new talents to the organizations, talents that would fit the organizations well. This resulted in leaders in organization as well as HR becoming more aware of the upcoming competition to attract the best talent. The report also

discussed that efficient employees were the most valuable component for an organization. One of the reasons for this new competition on the market was due to a high increase of demand for specialized work competence that was not available in high numbers on the labour market (Beechler & Woodward, 2009). Sartain (2005) argues that the work with competing for new employers and retaining the existing employees is as difficult as competing and retaining customers.

Personality

Psychological traits are defined as relative differences among individuals. These traits are relatively stable across time (Allport, 1937). The traits can be explained as general patterns of behaviour, thoughts and feelings. The way of measuring the stability of an individual's psychological traits is typically through test-retest correlation (Conley, 1984). For small children, the level of temperament is seen as the counterpart of personality in adults. Today, the most commonly accepted way of explaining personality is the "big five" or five-factor model (Farrington & Jolliffe, 2001). Instead of being a result of an explicit theoretical standpoint, the five-factor model has been achieved through normal and verbal expressions used by individuals to define others as well as themselves. The five-factor model is a system of five dimensions; Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism (Denecli, 2016).

Hans Eysenck dedicated his life and was the leading theorist when it comes to individual differences and personality of the 20th century, in line with his history of biological point of departure when discussing. He wanted to combine the leading theories and practices of experimental psychology with the top measurement methods of individual variances. To other personality theorists, he is probably best known specifically for his work on extraversion (Ravelle, 2016). Still today, it is problematic when it comes to the measurement of personality. Different researchers use different scales and measurements and they all have a distinctive emphasis. This is especially difficult when studying extraversion. Modern definitions of extraversions primarily include sociability, impulsivity, social dominance, energy and positive affect. When measuring extraversion it is important to note that although two measures might highly correlate, they might not be measuring the same construct. There is a possibility for the underlying measures to be combinations of several lower level factors (Ravelle, 2016)

Eysenck's introversion and extraversion dimension have been linked to constructs that explain collective proposed empirical models in human perception, learning, motivation, memory and emotion (Eysenck, 1981).

Introduction to the introvert and extrovert personality trait

Carl Jung was the first psychiatrist to introduce and popularize the terms introvert and extrovert. An introvert person was described as someone who withdraws into herself, especially when under emotional stress and conflict. Introverted people also have the tendency to be shy and conducting work alone. An extroverted person on the other hand, seeks the company of others and tends to be very sociable. Hans Eysenck was a strong believer that the dimensions of extroversion account for major differences in characteristics among individuals we encounter. Eysenck described extroverted people as sociable, carefree, lively and optimistic. Introverts were described as more unsociable, pessimistic, anxious and reserved (Eysenck & Eysenck, 1963).

The earlier authors who studied the terms, had yet define them properly. Freud (1924) finally defined introversion as "an individual in whom exists an exaggeration of the thought processes in relation to directly observable social behaviour, with an accompanying tendency to withdraw from social contacts" (p.74). Freud (1924) also defined extraversion, as "an individual in whom exists a diminution of the thought processes in relation to directly observable social behaviour with an accompanying tendency to make social contacts" (p. 75).

Intro- and extroversion in the work life

Extroverted people gain energy and inspiration from an external source, primarily through social connections. They tend to process information together with others by discussion problems and ideas. When it comes to making decisions, extroverts usually look at the bigger picture instead of focusing on details, resulting in a fast process of making decisions. People with extroversion as personality trait succeed in stimulating environments with a high pace and social orientation (Stephens-Craig, Kuofie & Dool, 2015).

In comparison, introverted people draw energy from their internal world of ideas and perceptions. They are usually more oriented by details and are thinking more carefully before opening their mouth. They tend to prefer to work by themselves. Before making decisions, they assess the situation more carefully and consider the details. This often results in introverted

people being viewed as more cautious and slow in making decisions (Stephens-Craig, Kuofie & Dool, 2015).

When it comes to being given the opportunity of being promoted to lead a team or organization, the two traits also differ. People with introversion as personality trait are often overlooked when it comes to the ability of being a successful leader. It could very well be a missed opportunity by the organization. An extroverted, quick decision maker, might be ideal in managing a high pace project, while some aspects of managing organizations need a more deliberate thinker. It is often assumed that introverted characteristics are less suited for leadership because the traditional qualities of a leader is not as visible as in their extroverted counterpart. The popular and traditional characteristics of a successful leader needs to be redefined. Organizations would profit by better analysing their need, recruiting or promoting the optimal leader for the task at hand (Stephens-Craig, Kuofie & Dool, 2015).

Gender differences in personality

The debate concerning how different men and women are, is as active as ever before. Best-sellers such as “Men are from Mars. Women are from Venus” consistently brings fuel to the notion that the two sexes are vastly different (Gray, 2001). But how big of a difference are there? Studies seem to note gender differences in areas of self-esteem and self-perception (Ingoldsby, 1995). To further understand potential varying in choice of occupation between the sexes, it is of importance to investigate if there are any differences in personality that could influence which career direction each of the genders may take. There is an impressive amount of information regarding gender differences and it is clear that there are differences in behaviour, even though it often is a result of stereotypes (Ingoldsby, 1995).

According to meta-studies, male individuals are keener to take risks and are more assertive than females. Women are more tender-minded and generally show higher score in anxiety (Byrnes, Miller & Schafer, 1999; Maccoby & Jacklin, 1974). These are clear variances in personality and can be noted even in young children (Wilgenbusch & Merrell, 1999). The variations in personality traits are rather consistent through childhood and do not seem to be altered by maturing and aging into adulthood (Feingold, 1994). These differences in personality between the sexes lead to noticeable and predictable dissimilarities when it comes to preferable occupations and leisure activities (Collaer & Hines, 1995). When comparing personality

differences with gender variations in other domains, personality seem to have a mention worthy impact. The variation might not be as significant as physical strength between the sexes (Feingold, 1992), but the variations appear to be greater than domains such as attributional style and cognitive abilities (Hyde 2005).

Ingoldsby (1995) noted significant gender differences as her male subject were more likely to be introverted while women were extroverted to a larger extent (Ingoldsby, 1995). Schmitt, Realo, Voracek and Allik (2008) showed similar results in their cross-cultural study, where they examined gender differences in personality across 55 nations. In most countries, women showed higher levels of extraversion than men did (Schmitt, Realo, Voracek & Allik, 2008).

Generation Y

Which years a person should be born to be considered a part of generation Y differs a bit depending on the author. This paper will use Özçelik (2015) definition of the term that argues for generation Y being people born between the years 1981 and 2000, since its frequently cited in articles and generally accepted. In general generation Y strive to make a difference with their work, to contribute but also to make their work a part of their life in a balanced manner. To find a workplace that complements their lifestyle has become a much higher priority in comparison with generation X, which is the term for the previous generation (Sartain & Schumann, 2009). Meier and Crocker (2010) argues that one of the qualities that make generation Y attractive on the labour market is their broad work range. The authors mean that the generations tendency to focus on a lot of difference aspects of life have made them versatile in the workplace (Meier & Crocker, 2010). One of the aspects that identifies generation Y is their familiarity with technology, since they grew up with technology being a major part of their lives, a lot of them even learned to use computers before they could read (Sartain & Schumann, 2009). Another aspect that separates generation Y from the previous generation X is there willingness to exchange their workplace (Eddy & Burke, 2006). Eddy and Burke (2006) argues that a lot of people in generation Y will keep looking and being open for a new job opportunity even though they are satisfied at their current employer. This aspect underlines the importance to both keep current employees happy and satisfied but also the opportunity to recruit new employees from other organizations (Özçelik, 2015). With the extended use of technology, generations Y:s brand

consciousness was also developed to a new level. The internet gave them recourses to broaden their knowledge about brands on a global level and to see how different organizations presented themselves and their positions (Sartain & Schumann, 2009). Generation Y has in comparison to generation X a more practical view on their employment which in turn leads to a reduced sense of loyalty to the employer (Dyhre & Parment, 2009).

Attraction for generation Y

Attraction within employer branding is defined as the potential benefits a jobseeker can distinguish in working at a specific organization (Khabir, 2014). Collins and Cable (2002) argues that a key factor for organizations to be considered an option for future jobseekers is to simply show themselves. Their study shows that students have a more favourable attitude towards organizations that they have come across during their time studying. The study argues for the importance to invest in early employer branding marketing strategies (Collins & Stevens, 2002). As written, one of the key aspects for generation Y in relation to their workplace is to find a balance between their work life and personal life (Sartain & Schumann, 2009; Dyhre & Parment, 2009). More precise, some of the factors that attract generation Y to specific organizations are the opportunity to develop themselves, learn new things and to improve their overall competence (Eddy & Burke, 2006; Özçelik, 2015). Sartain and Schumann (2009) writes that current research shows that 41 percent of generation Y employees anticipate to advance rapidly within their current organization, in comparison to generation X, where only 20 percent had the same feelings. In the same manner, studies comparing experienced workers with less experienced jobseekers showed that the less experienced jobseekers in a higher extent valued work that would look good on their resume for future employers. Development in the workplace and a close mentorship were more important for the less experienced jobseekers (Wilden, Gudergan & Lings, 2010). Generation Y has a higher overall need to be seen and have their work confirmed and appreciated by their superiors (Barrow & Mosley, 2005). Studies on the subject have also indicated that “good” social values in the organization are an important part of attracting generation Y (Backhaus & Tikoo, 2004). Ways to cater to jobseekers in generation Y: s desire to find a balance between work and personal life involves benefits such as being able to have flexible work hours. Employees in generation Y wants to have freedom to manage their work in

their own way but still receive constant feedback from superiors on ways to improve their performance (Eddy & Burke, 2006; Özçelik, 2015).

Another important factor to consider in the equation to attract new employees from generation Y is the current employees in the organization. Jobseekers from generation Y want to be able to connect and identify with the current employees that they will possibly work with in the future (Eddy & Burke, 2006). Barrow and Mosley (2005) tells us that attractiveness for a certain organization in many cases can stem from the consumer brand rather than the employer brand. The authors argue that this could be the case for students that have not been on the labour market for a long period of time and mainly know a brand from the consumer approach (Barrow & Mosley, 2005). This could for example mean that a jobseeker sees an organization as an attractive workplace due to that the jobseeker uses and likes the organization's products. Some aspects that are important or attractive for jobseekers stay the same throughout generations, one such aspect is the attractiveness of a high starting salary (Rajput, Marwah, Balli & Gupta 2013).

A summarization of important factors for attracting generation Y will be displayed in the list below (Collins & Cable 2002; Sartain & Schumann, 2009; Dyhre & Parment, 2009; Eddy & Burke, 2006; Özçelik, 2015; Wilden, Gudergan & Lings, 2010; Barrow, Mosley, 2005; Backhaus & Tikoo, 2004; Rajput, Marwah, Balli & Gupta 2013).

Autonomy – A sense of freedom to control their work in their own way. This comprises managing their own time, flexible work hours and work location.

Development– A motivation to learn new things at the workplace, to develop their own competence both for the fun of it but also to make themselves more attractive on the labour market.

Branding image – The importance of the organization's brand regarding what is associated with it, including values. A sense of doing a good and meaningful job.

Economic value – A high salary and benefits such as bonuses or company cars.

Social value – Having a good relationship with colleagues and being appreciated for their work.

Working environment– A importance to feel comfortable and stimulated in the workplace. To work at an attractive workplace both esthetical and outwards considered. A sense of shared values with current employees and to experience an acceptance and belonging.

Purpose

The purpose of this study is to examine how different aspects of an organization are valued by HR-students that will be jobseekers in a foreseeable future. This study will also research possible differences between male and female students and between students with high or low extraversion. By answering the question on what HR-students find important in organizations and what attracts them, the results could be used by organizations in their employer brand work that has the goal to attract HR-students to their specific organization. The result could possibly also answer if any specific branding clusters are more important to attract male or females and extrovert personalities, depending on specifically what type of employee the organization are looking for.

Research questions

- How do HR-students as future jobseekers value different aspects of employer branding?
- Is there a difference in how aspects of employer branding are valued between genders?
- Is there a difference in how aspects of employer branding are valued between students with high and low level of extroversion?

Delimitation

This study will focus on the work with employer branding being done by organizations, more specifically what aspects of an organization that are most attractive to HR-students. The thesis will mainly take the jobseekers perspective in investigating what the most important aspects for HR-students as future employees are. The study will also research possible differences between male and female students and high or low extrovert personality's.

Method

Participants

Sample selection. A population is defined as the sum of all elements that shares specific characteristics and from which a sample can be drawn. A population usually consist of individuals but could also involve other elements such as organizations or products. A sample in turn is the subgroup of subjects within a population that is used to represent the population in a research (Bryman, 2011). The targeted population in this study is students studying HR in Sweden. We used a non-probability sampling of convenience sampling applied as a fitting technique. The sample to collect data from is students studying HR at Lund University.

Data Collection. For this research to the possible, we needed to gather empirical data that can be analysed and understood, in order to draw conclusions about the specific area of interest. This thesis used a self-completion questionnaire. The data collected was cross-sectional, since we investigated the populations' representative samples' behaviour and attitudes at a specific point in time. One method that was used to collect data was to visit classes of Human Resource students at Lund University and physically distributing copies of the survey. This was done by emailing lecturers, asking if they could spare us a few minutes after their held class was finished. Before handing out the surveys we had the opportunity to present ourselves to the students and explain the purpose of the research and what they will contribute with by participating. Potential respondents were given information about the ethical concerns, that participation was fully optional and anonymous.

The other method used to collect data was creating an online version of the survey. An online version was created through the program "Qualtrics". The online version was published on various Facebook groups, which contains the current Human Resource students of Lund University. We also sent the survey directly to different students in our personal network and asked them to share and encourage other fellow classmates to complete the survey.

Sample description. We received information from a total sample of 87 participants to use for the data analysis, 17 (20%) men and 70 (80%) women. The gender distribution is representative for HR-students at Lund University and the total population for HR-students in Sweden (Antagningspoäng, 2018). They are all currently studying HR at Lund University. The questionnaire was physically distributed in printed form to 45 individuals, where 43 choose to participate. From the online version of the questionnaire, we received 44 answers when it was

shared in Facebook groups of approximately 130 students and potential respondents. The total response rate in relationship to the number of members of the Facebook groups and the students enrolled in the class where the printed forms were distributed came up to 67 %. Students from the first year of the program represents 50% of the participants. Students from the second year represents 22% of the information. Participants from the programs third year consists of 21% and respondents from the master program stands for 7%. The 87 participants median age is 22 (Q1 21 and Q3 23) and Min-Max age of 19-31 (all born between 1981-2000). They all had previous experience of receiving salary from working for an organization, ranging from one to 16 years of experience. The median of their previous work experience is four years.

Materials

Creating the questionnaire. The questionnaire consisted of three parts. It started with demographic questions, partly since we want to be able to describe our sample, but also since we want to collect information and analyse the gender variable. The second part was a tool to measure whether the individual has a high or low level of extraversion as a personality trait. The third and final part involved questions regarding how important aspects employer branding are to the individual when choosing employer. It took participants approximately five minutes to complete the entire questionnaire.

Eysenck Personality Questionnaire Revised-Short form. The chosen instrument for measuring the personality trait dimensions of introversion and extraversion, is Eysenck Personality Questionnaire Revised-Short form (EPQR-S). It is a self-completed questionnaire in itself. In order to minimize the risk of misunderstanding the questions and of biased answers, respondent's will according to Malhotra (2010), receive a short introduction. Then they will be answering each question with a binary response, 'yes' or 'no'. The measurement has originally 48 items, 12 for each of the four scales of neuroticism, extraversion, psychoticism and lie. Since every answer of the items is dichotomous, they can be scored 1 or 0. Each scale has a highest possibility of 12 as a score, while lowest possible score is 0. To receive a score for an item, the participant will answer "yes" on 10 of the items, two of the items are to be answered with a "no" to receive a score on extroversion. From the original test, the mean score for the participants was approximately 7, therefore 7 will be used as the cut-off level when analysing our results. 7 and below would be considered a low value and higher than 7 would be considered a high value.

(Eysenck, Eysenck & Barrett, 1985). This thesis will only study the participants level on the extraversion scale. Therefore, the survey only included the 12 items regarding extraversion from Eysenck Personality Questionnaire. Since the respondents' mother tongue is Swedish, the entire questionnaire has been translated to Swedish. The translation of Eysenck Personality Questionnaire Revised-Short form was originated from the thesis "Ångest och introversion som prediktorer för gymnasieelevers skolfrånvaro" by Elvingsson and Takman (2008).

Employer Attractiveness Scale. The chosen instrument for measuring and identifying dimensions of attractiveness in employer branding, is a self-completed questionnaire called Employer Attractiveness scale, created by Berthon, Ewing and Hah (2005). The measurement has 25 items, investigating the domains of functional, economic and psychological benefits, from Ambler and Barrow's (1996) original definition of the term employer branding. Answers are given on a 7 point Likert type scale. A respondent answering 1, does not find that item important at all. While a respondent answering 7, find that item very important when choosing employer (Alnıaçıka, Alnıaçıka, Eratb & Akçınb, 2014). We used 15 of the items from Employer Attractiveness scale. Three items represent each of the five domains: social value, economic value, interest value, development value and application value. These 15 items are derived based on the highest values of a factor analysis (Arrehag & Persson, 2014). The translation of The Employer Attractiveness scale was originated from the thesis "Describing the relationship between Employer Attractiveness and Internal Brand Equity" by Arrehag and Persson (2014). Minor corrections were made for the phrasing to be better suited for students who have yet to graduate.

Additional factors for measuring employer attractiveness. The Employer Attractiveness scale was created in 2005. When reviewing recent, up to date theory on the subject of employer branding, these five domains of the test are still very relevant. The questionnaire will add another two factors to the questionnaire, because up to date theory tells us that the domains of autonomy value and branding value also are of importance for generation Y, when it comes to choosing employer.

The six questions regarding the dimensions of autonomy value and branding value were derived from previous research on the subject. As Sertain and Shumann (2009) and Dyhre and Parment (2009) argues that one of the key aspects to attract generation Y is to offer a work place where there is a balance of work and personal life. People from generation Y also find it

important to have the freedom to manage their work in their own way and being able to set their own, flexible working hours (Eddy & Burke, 2006; Özcelik, 2015). From the just mentioned previous research, we created three questions regarding autonomy value. They were phrased in the same manner as the items from The Employer Attractiveness scale and rated in the same way in the questionnaire.

The thesis created three questions regarding the branding value in the same way as the questions regarding autonomy value. Previous studies on the subject tell us that generation Y is attracted to organizations with the same values and their own personal ones and feel proud of the fact that they work for the particular organization (Backhaus & Tikoo, 2004). The last branding value item derived from previous studies, arguing for the importance of the jobseeker recognizing the brand from earlier life experiences (Collins & Cable, 2005).

The Chronbach's alpha values on this thesis test for the different clusters are presented in the table below.

Table 1. Chronbach's alpha values.

Cluster	Chronbach's alpha	N of items
Social Value	.73	3
Economic Value	.65	3
Interest Value	.73	3
Development Value	.26	3
Application Value	.59	3
Branding Value	.75	3
Autonomy value	.43	3

Pretesting of questionnaire. As mentioned earlier, there is always a risk of misunderstanding questions and answers being biased. In an effort to avoid as much error as possible, we pretested our survey properly before distributing to our sample. The aim of the pre-test was too according to Bryman (2011), to make sure the test is lengthwise appropriate, the instructions are easily understandable and that the lay out of the survey was appealing and user friendly. The first step was the authors of the thesis to complete the survey, making an effort in having a participants' point of view. Second step were five, independent, newly graduated, former classmates who completed the survey and providing feedback and thoughts on how to improve it. The former classmates were included in the pretesting in the role of experts which is recommended (Malhotra, 2010). At the same time, they were not qualified for participating in the finalized survey later since they are not currently studying Human Resources. This is suitable because according to Bryman (2011), it's important that the pre-test respondents do not participate in the actual study.

Table 2. Operationalization of clusters in the Employer attractiveness test

Theoretical concept	Measurement	Measurement Items
<p>Employer Attractiveness (EmpAt)</p> <p>Measuring and identifying dimensions of attractiveness in employer branding (Berthon, Ewing & Hah, 2005)</p>	<p>Social Value Involves how individuals value a fun working environment and relationships to colleagues.</p> <p>Economic Value Involves salary, economic benefits and job security.</p> <p>Interest Value Involves how individuals value using their creativity and working for an innovative employer.</p> <p>Development Value Involves how individual's values being able the gain experience and develop themselves in the organization.</p> <p>Application Value Involves how individuals value being able to make use of their education and feel acceptance.</p>	<p>Social value</p> <ul style="list-style-type: none"> • Having good relationships with colleagues • Having supportive and encouraging colleagues • Having a happy work environment <p>Economic Value</p> <ul style="list-style-type: none"> • An above average basic salary • An attractive overall compensations package • Job security within the organization <p>Interest Value</p> <ul style="list-style-type: none"> • Both values and makes use of your creativity • Is an innovative employer • Produces high-quality services <p>Development Value</p> <ul style="list-style-type: none"> • Feeling more self-confident as a result of working for your particular organization • Feeling that you are gaining career-enhancing experience • Feeling good about yourself as a result of working for your particular organization <p>Application Value</p> <ul style="list-style-type: none"> • Opportunity to apply what was learnt at a tertiary institution • Acceptance and belonging • Opportunity to teach other what you have learnt.
<p>Attractiveness of Autonomy and Branding in Employers (EmAuBr)</p> <p>Measuring and identifying attractiveness of autonomy and branding aspects.</p>	<p>Autonomy Value Involves how individual's values having freedom to control their work.</p> <p>Branding Value Involves how individuals values the organizations status and values.</p>	<p>Autonomy Value</p> <ul style="list-style-type: none"> • Having a balance between personal life and work life • Having flexible working hours • Having control over the arrangement of your work tasks <p>Branding Value</p> <ul style="list-style-type: none"> • The organization is well established and successful • Personal values are in coherence with the organization • Feeling proud over working for the specific organization

Data management

Data Coding and Entry. After collecting our data, data analyses were performed in statistical package for social science (IBM SPSS version 22). We started to prepare the raw data by going through every individual answer, to check for errors. All 87 participants had fully completed the surveys without missing any answers. When entering the gathered information into SPSS, we coded the answers. For example, male participants were given the number 0 and female participants were given the number 1. The part for measuring extroversion in our survey, had binary answers of “yes” or “no”. Each individual score of extroversion were calculated to individual scores of extroversions. The participants scores were then divided into a nominal scale of low and high value. The variable of extroversion was made in to a nominal scale to cluster low values separate from the high values by diving the scores using the overall mean score from results of previous studies that used the test (Eysenck, Eysenck & Barrett, 1985). The dependent variable of different values of employer branding were created through clustering together the items that corresponded to the cluster, according to the test. Each cluster contained the mean of 3 items (questions). The measurement for employer attractiveness has a seven-point Likert scale.

Descriptive Statistics. The descriptive statistics presented in this thesis consisted of a display of the median score of the participants age, which year they are currently studying and how many years’ work experience they have. The descriptive statistics also displayed a percentage of how the gender was distributed. Further the mean and standard deviation of the different clusters of the employer branding test have been presented in the result section.

Statistical Analysis. We used a one-way Anova as the statistical method of choice because we wanted to analyse the differences among group means, between 2 groups in two different variables. The analysis was conducted to find potential connections between our independent variables; gender and level of extroversion, together with our dependent variables which are the seven clusters that the questions regarding employer branding consists of. The significance level was set to a two tailed $p \leq 0.05$. The Anova was conducted with both of the independent variables of gender and extroversion towards the dependent variables of employer branding. The test was made towards each of the dependent variables (I.e. the different clusters) with a total amount of seven separate tests. In the result section, degrees of freedom, F-value, P-value and mean differences with accompanying 95% confidence intervals (CI) were presented.

Ethical principles

When considering the ethical issues of the study we choose to originate from “Research institute” four research ethical principles to secure that our study maintained a good ethical quality (Vetenskapsrådet, 2002). The participation in the study was voluntary and has been made without and risk of negative consequences whether the participant has refused to participate or chosen to abort the study during the process. Information regarding the aim of the study have been made clear both in the survey and orally to the participants that received the paper version of the survey. The respondent’s identities and answers have been completely anonymous and the gathered data was treated confidentially and have only been used for the purpose of the study. The survey also had a written explanation that the participant had been chosen to participate because of what they were studying.

Result

In this part of the thesis, the information that was gathered through the self-completion questionnaire is presented. Firstly is the descriptive results presented to give an overview of how the clusters and gender differ followed by the one-way ANOVA analysis.

Descriptive results

This section will present results that show how the participants value the different clusters (table. 3). The clusters all have a mean higher than 5 in a scale that ranges from 0-7. The social cluster was valued the highest by the participants. The cluster that was valued the lowest were the application cluster. The total mean score of extroversion came up to 9.2 (SD=5.66). The mean score for male participants came up to 9.9 (SD=6.06) and for women 9.0 (SD=5.54). The total mean score of the participants is higher than the cut-off limit of 7. The mean score for men on all aspects of employer branding was 5.2(SD=0.68) and for women 5.7 (SD=0.54).

Table 3. Mean (M), Standard Deviation (SD) and Std. Error Mean (SEM) for each individual cluster of employer branding (n=87). The scale ranged from 0-7, with 0 representing importance to a low extent and 7 representing importance to a high extent.

Cluster	M	SD	SEM
Social Value	6.4	0.69	0.07
Economic Value	5.4	0.91	0.10
Interest Value	5.5	1.03	0.11
Develop Value	6.0	0.65	0.07
Application Value	5.1	0.97	0.10
Branding Value	5.2	1.02	0.11
Autonomy Value	5.5	0.80	0.09

Comparisons of sub groups with high and low level of extraversion and men and women

This section will present how the groups with high and low level of extroversion value the different clusters of employer branding (table 4). There are no significant differences that would indicate that level of extroversion has an effect on how different aspects of employer branding are valued. The section will also present how men and women value the cluster of employer branding and their total mean score (table 5). There are significant differences that would indicate that gender have an effect on how different aspects of employer branding are valued. All clusters except Interest and Autonomy show that women score significantly higher importance than men. The results further show that women have a higher mean score than men overall.

Table 4. Differences between level of extroversion and how clusters of employer branding is valued. Reports if the independent variable of level of extroversion have an effect of the dependent variable of aspects of employer branding (N=87). Low (N=35) and High (N=52).

Cluster Value		M	95% CI		F	df	p
			Lower	Upper			
<i>Social</i>	<i>High</i>	6.2	6.0	6.4	0.001	1	0.980
	<i>Low</i>	6.2	5.9	6.5			
<i>Economic</i>	<i>High</i>	5.2	5.0	5.5	0.002	1	0.969
	<i>Low</i>	5.2	4.8	5.6			
<i>Interest</i>	<i>High</i>	5.4	5.1	5.7	0.616	1	0.435
	<i>Low</i>	5.2	4.7	5.7			
<i>Develop</i>	<i>High</i>	6.0	5.8	6.2	0.390	1	0.534
	<i>Low</i>	5.9	5.6	6.2			
<i>Application</i>	<i>High</i>	4.9	4.7	5.2	0.174	1	0.677
	<i>Low</i>	4.8	4.4	5.3			
<i>Branding</i>	<i>High</i>	5.0	4.7	5.2	0.009	1	0.925
	<i>Low</i>	4.9	4.5	5.4			
<i>Autonomy</i>	<i>High</i>	5.4	5.2	5.6	0.266	1	0.607
	<i>Low</i>	5.5	5.1	5.9			

Table 5. Differences between gender and how clusters of employer branding is valued. Reports if the independent variable of gender have an effect of the dependent variable of aspects of employer branding (N=87). Male (N=17) and Women (N=70).

Cluster Value		M	95% CI		F	df	p
			Lower	Upper			
<i>Social</i>	<i>Men</i>	5.9	5.6	6.2	13.221	1	0.001
	<i>Women</i>	6.5	6.4	6.7			
<i>Economic</i>	<i>Men</i>	4.9	4.5	5.4	5.109	1	0.026
	<i>Women</i>	5.5	5.3	5.7			
<i>Interest</i>	<i>Men</i>	5.1	4.6	5.7	1.897	1	0.172
	<i>Women</i>	5.5	5.2	5.8			
<i>Develop</i>	<i>Men</i>	5.7	5.4	6.0	5.475	1	0.022
	<i>Women</i>	6.1	6.0	6.3			
<i>Application</i>	<i>Men</i>	4.5	4.0	4.9	10.100	1	0.002
	<i>Women</i>	5.3	5.0	5.5			
<i>Branding</i>	<i>Men</i>	4.6	4.1	5.1	8.297	1	0.005
	<i>Women</i>	5.3	5.1	5.6			
<i>Autonomy</i>	<i>Men</i>	5.4	4.9	5.8	0.876	1	0.352
	<i>Women</i>	5.6	5.3	5.8			

Discussion

We wanted to investigate how HR-students as future jobseekers value aspects of employer branding, if the major personality dimension of extroversion affects the view on what is considered to be an attractive organization to work for. In addition, we also wanted to explore if there were any differences in employer branding preferences between male and female students.

The participant's values

The first research question was answered in consistency of both prior research and the result from the analysis. The tool used for measuring the participant's attitudes regarding the level of importance for each aspects was anchored in a former validated test and complemented with aspects derived from previous research. HR-students find all seven clusters of employer branding important as future jobseekers. The cluster of social value was the most important aspects for the participants.

When looking at the result of how the participants valued the different clusters of employer branding, generally high values on all the different clusters can be seen, ranging from 5.1-6.4 out of 7 possible. The highest valued cluster by the total sample of participant were the social cluster which consisted of questions regarding the relationship between colleagues and the organizations work environment. This fact has also been seen in other studies, for instance Eddy and Burke (2006) argued that an important factor for the jobseekers is to be able to have a connection with the other employees and together work in an attractive work environment. Based on the theory about generation Y and employer branding the factors that seems most important for generation Y right now involves a lot of aspects about personal freedom and a balance to their work life (Sartain & Schumann, 2009; Dyhre & Parment, 2009). Based on this, this thesis created its own cluster for autonomy that would bring up these aspects and give the participants an alternative to value them. However, the data from the participants displayed a result that did not indicate that autonomy was the most important factor when considering a future workplace. The autonomy cluster was valued in the middle in relationship to the other six clusters. Since both the cluster for autonomy and branding were created for this thesis and had not previously been tested, any conclusions regarding them should be interpreted with caution. For example, the Cronbach alpha value of the autonomy cluster had a quite low value of 0.43 which could indicate that there was some inconsistency between the questions in the cluster. However, it should be stated that

both of the own created cluster of autonomy and branding had a similar mean in relations to the other clusters, indicating that these aspects were necessary to pick up the whole spectra.

Gender

The second research question could not satisfyingly be answered through prior research and the result from the analysis. Even though our hypothesis and prior research suggested that there is difference between the gender when choosing occupation, and the result from the analysis showed significant difference in 5 out of 7 clusters, we cannot confidently say that this is a fact for this thesis. The significant difference could be derived from the fact that the group of female participants generally valued all aspects as more important. It could however give an indication that is worth looking into for future research, if there is a difference in attitude between the genders when choosing an employer.

A surprising result was the fact that women generally scored higher, therefore found the items from the Employer Attractiveness Scale overall more important than their male counterparts. This begs the questions if women who study HR at Lund University are more demanding when it comes to choosing an employer after graduating. Collaer and Hines (1995) argued that there were noticeable and predictable dissimilarities between the genders when it comes to preferable occupations. Results from the thesis showed that five out of seven clusters were significantly different between the male and female participants. The result would be surprising if the genders did not score overall differently, since HR students, who are about to graduate, are logically looking for the same type of work. The different occupational choices between the genders that Collaer and Hines (1995) refers to, would in this case be narrowed down to consist of different aspects of a specific branch that is HR. The reason why women score overall higher throughout the test, could be because men generally tend to be more assertive and keener to take risks in line with the referred meta-study (Byrnes, Miller & Schafer, 1999). Perhaps men feel more assertive that they will find a workplace to thrive in, even though not all the aspects included in the Employer Attractiveness Scale are fully incorporated in the organization of interest.

In our own experience, from studying the same program as the participants and working in Human Resource departments, there is a demand for male co-workers since the majority of people with a bachelor or master's degree in HR are women. For that sake, it would be very

interesting if there were clear results of which clusters men found most important, also saying how organizations should brand themselves in order to attract more male co-workers in their HR-departments. Unfortunately, there were neither any cluster that stood out, being more important, nor is it possible to clearly say that men and women are significantly different since the genders scored overall differently over every cluster. Clear to say is that both genders find all parts of employer branding important when choosing an employer.

Extroversion

The third research question was answered in partly contradiction to prior research since there were no significant results from the analysis that would indicate a difference between participants with a high level of extroversion in comparison with participants with a low level of extroversion. We hypothesized in line with prior research, which indicated that for example extroverted people to a further extent would thrive and enjoy a more social place of work.

The sample have a noteworthy high level of extroversion, with a mean of 9,2 out of a possible 12, which could be put in relation to the overall mean of extroversion from the original version, Eysenck Personality Questionnaire Revised-Short form (EPQR-S), where the participants had a mean of approximately 7 (Eysenck, Eysenck & Barrett, 1985). Seven were as mentioned earlier also was the chosen cut-off level for high and low level of extroversion for this thesis. Ulfsdotter Eriksson (2013) theory of the history and current design of the HR as a branch of industry, tells us that in its essence is very people orientated. This could very well lead to generally extroverted people find their way to the HR program, and therefore explain why the thesis sample had such a high level of extroversion. When going through prior research on the subject of introversion and extroversion, one could assume that the cluster and aspect regarding social value would be more important to extroverted people. The questions measuring social value, used in the measurement for this thesis, included having a good relationship with your colleagues, who support and encourage you and the work environment being happy. These are questions that would especially be a good fit for extroverted people according to Carl Jung who described extroverted people as sociable and company seeking. Introverted people on the other hand would not find social value as important since introverted people are described as someone who generally withdraws into herself and likes to conduct work by herself (Eysenck & Eysenck,

1963). Stephens-Craig, Kuofie and Dool (2015) also mention that extroverted people gain energy and inspiration primarily through social connections.

In contradiction to Ingoldsby (1995) and Schmitt, Realo, Voracek and Allik (2008) earlier research, is the fact that the female participants from this thesis showed a lower mean for extroversion, compared to their male counterparts. The female participants showed 9 out of 12, as a mean score for extroversion, while male scored a mean of 9.9.

Employer branding for the organizations

One of the interesting part of the thesis was to research if any clear clusters of employer branding were valued significantly higher than others. This would be interesting in order to give an indication for how organizations should work with their employer branding towards HR-students. Nothing definite could be said about this since the difference in the mean score did not differ very much, although clusters of social values and development values were separated a bit, being the only clusters with a total mean score of 6 and above. This could give a small indication that organizations should look into how these aspects are met for the current employees and how the organization are branding itself towards jobseekers regarding the aspects. However, some conclusions from the results can still be drawn more confidently. The mean score of all of the clusters are higher than 5.0 which can be considered a high score overall when the scale range from 0-7. This could of course be due to how the questionnaire was worded but it could also give an indication that the sample has high expectation on their future workplace. This could arrive from the fact that the study sample comprised HR-students who learn a lot about different working conditions and in which organizations people generally thrive.

The somewhat fastidious nature of the sample and perhaps the population of HR-students in general brings up the question if their selectiveness is reasonable. Beechler and Woodward (2009) argued that the term war for talent is used in work sectors where there is a demand for specialised work competence that is not overflowing the labour market. Even though the HR-profession can be considered being specialised work the current labour market does not have a deficit on jobseekers. Statistic Sweden (SCB) (2017) reported that the HR-education were one of Sweden's university programs with the most availability for the employees. There is however another way to go for HR-students where the demand could be considered vastly higher. New recruitment and staffing organizations are starting in a rapid pace. Within these workplaces the

war for talent are higher which could make the work with employer branding more important. Barrow and Mosley (2005) argues that organizations need to differentiate themselves from the competition. Considering the result of this thesis, the organizations that want to seem like an attractive workplace for the HR-students should perhaps focus their employer branding on displaying a fun workplace where the relationship between employees are good and important for the organization. The organizations could also take the development cluster in to account when developing the internal brand and marketing the external brand. It seems that HR-student find it important to be able to climb the corporate ladder or at least be given the opportunity to do so. This seems to be in line with previous studies on generation Y, where for example Eddy and Burke (2006) argues that generation Y always are motivated to search for new opportunities, whether they are within the organizations or in a new one.

Method discussion

Choice of method. To adequately and extensively be able to answer the research questions, the method of choice is a quantitative approach. Since we want to test or deduct the theory and our hypotheses, we have already made decisions on what is interesting and of importance to the research. The goal of this research is not to create theories through the research, the goal is to some extent being able to make generalizations about a larger population, by collecting data from representatives in the population.

Sample selection & data collection. The data was collected through convenience sampling, the most easily accessible and available for us. There is always a large concern whether the answers collected in the data can be trusted as well as the questions have not been misunderstood by the respondents. With this in mind, we were determined to use validated and before tested measurements for our survey and research. We were aware of the fact that convenience sampling has limitations such as its generalizability. Due to limited time and resources for completing the thesis, convenience sampling was still motivated.

The choice of using a questionnaire was made because every participant got to answer the same questions. The method is also preferable in order to reach as many participants as possible in a time and resource efficient way. Survey research has the flexibility to be distributed in different ways, suited for reaching the subjects. We made it available to be distributed in both by handing printed copies to potential participants and also to be distributed by Internet, by posting

it in Facebook groups that contained the entire convenience sample that we were focused on reaching. This strategy also enables respondents to stay anonymous.

Risk of errors, bias and incomplete answers. It is of importance that the survey is completed fully, since partly filled out questionnaires are of limited use. We used ways of motivating the participants to gain fully completed surveys. One example is the effort we made in keeping the survey short, to avoid boredom or fatigue. This is the reason why we chose to use the shortened version of Eysenck Personality Questionnaire (Eysenck, Eysenck & Barrett, 1985), the tool used for measuring level of extraversion. For the same reason, in an effort to keep our survey short, we used the 15 items for five factors from Employer Attractiveness scale (Arrehag & Persson, 2014), that were derived based on the highest values of a factor analysis.

Our response rate came up to approximately 67%, considering the number of students enrolled in the HR-program for Lunds University. The response rate is important because people who chose not to participate might have different set of answers, compared subject who choose to contribute, which could render a less generalizable result. When distributing the surveys after finished classes, only a handful of the students chose not to participate, because they had a bus or train to catch. The online questionnaire was also filled out by a decent proportion of the potential participants.

Quality criteria. To ensure the quality of our quantitative research, some important criteria's was taken in to consideration; the general validity of the study, reliability of the measurement and the possibility to replicate the study. Is our study measuring what it aims to measure? We consider the external validity in this thesis to be quite good. The sample in the study was a good representation of the population of HR-students, the result could therefore be said to give quite a good generalizability to the target population. However, the result may have a lower generalizability in other populations, for example students studying other subjects, since the factors that the students find attractive in organizations could differ in different industries. We strived to keep our measures as reliable as possible while still examine what we wanted to investigate. Efforts were made to find before tested tools for measurement while still keeping the survey short for the participant's sake. Two of the clusters of employer attractiveness were created by ourselves, developed through the theory presented earlier in the study. We realize that these two clusters have not before been tested either by themselves or together with the instrument for measuring Employer Attractiveness. Therefore the result from these clusters

should be interpreted with more sceptic eyes.

Five of the seven clusters displayed a Chronbach's alpha score of around 0.6 or higher, which is usually considered the lowest accepted limit. The cluster of Development value displayed a low Chronbach's alpha score of 0.26 which was considered an abnormality since previous studies that used the same cluster displayed a Chronbach's alpha score of 0.72 (Arrehag & Persson, 2014). When testing each of the items of the development cluster in pairs we could see that Q27 and Q28 had a very low Chronbach's alpha value of 0.09 which most likely were the reason of the low value for the whole cluster. In the same manner, the cluster for autonomy displayed a relatively low Chronbach's alpha value of 0.43 which is not as surprising since this cluster, together with the branding cluster was created for this study and had not been tested previously. The branding cluster however, displayed the highest Chronbach's alpha score of all the cluster with a score of 0.75.

The survey used in the study had brief instructions before each new part and explanations of different definitions, all to make the survey as clear, standard and replicable as possible. The study is typical deductive and the theory that it is based on are established and tested. We definitely consider this a strength. Generally, all parts of this study was planned and executed with the aim and possibility to replicate the steps. This is made with the intent to display that objective decisions have been made and also to make it possible for other researchers to, for example, test the same hypothesis on students studying other subjects.

Source criticism. This thesis is conducted with respect to source criticism. The articles from previous studies used in this thesis are considered to be scientific as they are peer reviewed before published. A large number of the articles used in the thesis background and theoretical framework were relative new, this delimitation was made on purpose since the exploration of the subject employer branding is quite new and the thesis wanted to include as relevant research as possible.

Summary and conclusion

This study is a result of theory regarding employer branding, the personality trait of extroversion and gender, where 87 HR-students from Lund University participated by answering a questionnaire. The data collected was analysed to investigate how HR-students as future jobseekers value aspects of employer branding and if the personality trait of introversion and extroversion affect the view on what is considered to be an attractive organization to work for.

Finally the data was analysed to see if there are differences in gender when it comes to valued aspects of employer branding. Results of the study clearly show that all aspects of employer branding were considered as important. The tool used for measuring the participant's attitudes regarding the level of importance for each aspects was anchored in a former validated test and complemented with aspects derived from previous research. Even though significant differences were found between the genders, results should be considered with scepticism since the results could be derived from the fact that the group of female participants generally valued all aspects as more important. It could however give an indication that is worth looking into for future research, that there could be a difference in attitude between the genders when choosing an employer. The result showed no significant differences that groups of high and low level of extroversion would value aspects of employer branding differently. This was contradictive considering prior research, which indicated that for example extroverted people to a further extent would thrive and enjoy a more social place of work.

Further studies

A recommendation for future research is to further test the measurement for employer attractiveness used in this thesis. When going through prior research on the topic of employer branding, we felt that there is no before validated and used test that include all important aspects of up to date research for attracting generation Y. This research could be easily modified to investigate other populations than HR-students. There are other industries that have a harder time attracting a satisfying amount of talent. These industries would definitely benefit from exploring what is important and would attract their specific type of talent.

This thesis focused on the personality trait of extroversion, future research could very well include other and more personality traits to investigate if different types of personality prefer different types of aspects of employer branding. This type of information would be beneficial since it could streamline and make recruiting processes more effective.

There were significant differences between the genders in this thesis. The results are not explicit since women generally scored higher overall clusters. Future research could further investigate the differences between gender.

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Appendix

Du är inbjuden att svara på denna undersökning då du studerar personalvetarprogrammet vid Lunds Universitet. Syftet med undersökningen är att få förståelse för vad du som personalvetarstudent upplever som attraktivt hos en arbetsgivare och hur detta kan relateras till en viss personlighetstyp.

Enkäten är en del av vårt examensarbete på masternivå och består av tre delar. Del ett innefattar demografiska frågor. Del två innefattar frågor kring din personlighet. Del tre innefattar frågor kring vad du finner attraktivt hos en potentiell framtida arbetsgivare.

Deltagande i enkäten är frivilligt, men vi uppskattar om just du kan tänka dig att vara med då dina svar är viktiga för oss. Alla svar som anges är anonyma och kommer därmed inte att kunna härledas till dig. Insamlad data hanteras konfidentiellt. För att göra vårt för miljön, är formuläret utskrivet dubbelsidigt så missa inte att svara på alla frågor!

Tack på förhand!

Eric Wangsell och Ludvig Tanno Personal- och arbetslivsfrågor-
Masterprogram Lunds Universitet

Q1 Kön

- Man
- Kvinna
- Icke binär
- Annat

Q2 Hur gammal är du?

Q3 Vilken årskurs går du i?

- Årskurs 1
- Årskurs 2
- Årskurs 3
- Masternivå

Q4 Har du någon arbetslivserfarenhet?

- Ja
- Nej

Om Ja, hur många års arbetslivserfarenhet har du?

Nästa del i formuläret kommer att beröra frågor kring din personlighet.

Svara på varje fråga genom att kryssa i 'Ja' eller 'Nej' efter varje fråga. Det finns inga korrekta eller felaktiga svar, och inga kuggfrågor. Svara snabbt och tänk inte för länge på den exakta meningen av frågorna.

Q5 Är du pratglad?

- Ja
- Nej

Q6 Är du livlig?

- Ja
- Nej

Q7 Tycker du att det är roligt att träffa nya människor?

- Ja
- Nej

Q8 Kan du vanligtvis släppa loss och ha roligt på fester?

- Ja
- Nej

Q9 Är det du som brukar ta första steget att göra nya bekanskskaper?

- Ja
- Nej

Q10 Kan du lätt få fart på en tråkig fest?

- Ja
- Nej

Q11 Brukar du hålla dig i bakgrunden på tillställningar?

- Ja
- Nej

Q12 Tycker du om att umgås?

- Ja
- Nej

Q13 Tycker du om att ha mycket liv och rörelse omkring dig?

- Ja
- Nej

Q14 Är du för det mesta tystlåten när du träffar människor?

- Ja
- Nej

Q15 Tycker andra att du är mycket livlig?

- Ja
- Nej

Q16 Kan du lätta upp stämningen på en fest?

- Ja
 - Nej
-

Nästa del i formuläret kommer att behandla aspekter av vad du tycker är attraktivt hos en arbetsgivare.

Svara på varje fråga genom att kryssa i den ruta som bäst representerar hur viktigt du finner varje påstående. Skalan går från att påståendet inte är viktigt för dig, till att påståendet är mycket viktigt för dig.

Q17 Det är viktigt att kunna ha en balans mellan privatliv och arbetsliv

	I mycket liten utsträckning							I mycket stor utsträckning
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Det är viktigt att organisationen är innovativ och framåttänkande

	I mycket liten utsträckning							I mycket stor utsträckning
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Det är viktigt att få en konkurrenskraftig genomsnittlig grundlön

	I mycket liten utsträckning							I mycket stor utsträckning
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 Det är viktigt att omges av stödjande och uppmuntrande kollegor

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q21 Det är viktigt att organisationen är väletablerad och framgångsrik

I mycket
liten
utsträckning

I mycket stor
utsträckning

Q22 Det är viktigt att ha flexibla arbetstider

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q23 Det är viktigt att själv kunna styra över upplägget av mina arbetsuppgifter

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q24 Det är viktigt att känna stolthet över att arbeta för den specifika organisationen

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q25 Det är viktigt att ha attraktiva förmåner

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q26 Det är viktigt att du mår bra i dig själv genom att arbeta för just den specifika organisationen

I mycket
liten
utsträckning

I mycket stor
utsträckning

Q27 Det är viktigt att mina personliga värderingar stämmer bra överens med organisationens

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q28 Det är viktigt att få erfarenhet som positivt påverkar karriären

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q29 Det är viktigt att organisationen både värderar och tar till vara på din kreativitet

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q30 Det är viktigt att ha möjlighet att tillämpa vad du har lärt dig under din utbildning

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q31 Det är viktigt att organisationen producerar tjänster av hög kvalitet

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q32 Det är viktigt att organisationen erbjuder en trygg anställning

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q33 Det är viktigt att organisationen erbjuder en trivsamt arbetsmiljö

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q34 Det är viktigt att du känner dig självsäker som ett resultat av att arbeta för just den organisationen

I mycket
liten
utsträckning

I mycket
stor
utsträckning

Q35 Det är viktigt att känna tillhörighet och acceptans i organisationen

I mycket liten utsträckning							I mycket stor utsträckning
<hr/>							
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36 Det är viktigt att relationer kollegor emellan är god

I mycket liten utsträckning							I mycket stor utsträckning
<hr/>							
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37 Det är viktigt att du har möjlighet att lära dina kollegor vad du har lärt dig

I mycket liten utsträckning							I mycket stor utsträckning
<hr/>							
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>