Master Thesis in Business Administration with Emphasis on International Business and Marketing, 15 credits
Spring Semester 2018

The perfect job?
A study of the relationship between employer branding and person-organization fit

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The perfect job?
A study of the relationship between employer branding (EVP), future employees' personal preferences and the person – organization (P – O) fit.

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Abstract
This research thesis has researched about how employer branding in job advertisement and its relationship to person – organization fit. It focuses on personality traits of applicants and how it can impact their attractiveness of the organization advertised in job adverts.

The purpose of this research thesis is to explain what relationship employer branding via job advertisements has when it comes to establishing P-0 fit. In this case between future business students and organizations. The thesis had a deductive approach a cross-sectional research design was applied. A quantitative research method (logistic regression) was used and came from primary data.

The research findings show that employer branding has a positive relationship to creating attractiveness of firms and also has an impact upon person-organization fit. Our findings also indicated that personality characteristics is hard to categorize in order to see what specifically in employer value proposition can attract a specific employee preference.

The limitations were the number of respondents, a larger sample unit could have impacted the results more. Also, using a qualitative method in terms of semiotics could give a more detailed output on respondents’ personality traits.

The original value of the research thesis is that it focused specifically on business students and to what degree employer value proposition is related to person-organization fit.

Keywords
Employer branding, employment value proposition, person-organization fit, job advertisements, personality traits, organizational attractiveness, brand ambassadors.
Acknowledgements

We would like to thank our supervisor, Christian Koch for guiding us and helping us through all steps of this thesis. Motivating and pushing us to reach our best potential. Even through “crisis times”, you managed to keep us going with new ideas and suggestions for improvements. We are very grateful for all your efforts.

We would also like to thank all administrators’ and teachers that helped us distribute our survey questionnaire. Let us attend their lectures to personally hand it out, thank you.

Lastly, we would like to thank our families and friends for being there for us in time of desperation, frustration and bearing with us and constantly pushing us to do better. Without the comfort and encouragement of you guys this thesis would not have been possible. We are forever grateful.

Kristianstad 2018-05-31

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1. Introduction

This section is going to focus on the concept of employer branding and its relevance to job advertisements. More specifically the link between personal characteristics and what employers can offer through their employer value proposition as well as the significances of the match between the two. Additionally, a problematization will be developed, a research question will be formulated and this section will end with a research outline.

1.1 Background

“Employer branding is a comprehensive concept to design internal and external employer image with the intention to ameliorate the perception of the company as a preferred employer by existing and future employees” (Ambler & Barrow, 1996).

In the light of an increasing global talent hunt, corporations are in the development of sufficient strategies to easier captivate and retain future and current employees (ManpowerGroup 2014). At the interchange of human resource management and the theory of brand marketing, the concept employer branding was developed as an approach and strategy in the recruitment section. The concept involves the process of externally and internally promoting and advertising the differentiation a corporation has to another. Showing how desirable the organizations is for existing and potential new employees (Lievens, 2007).

The business world is overwhelmed with a competitive environment, employee turnover being one of the largest costs corporations face (Maheshwari, Gunesh, Lodorfos, Konstantopoulou, 2017). Shortages in employee talent was categorized as the second most important threat for corporations to achieve success, this after competition (Bromley, 2000). Building brands that are successful would require commitment of all employees across the organization (van Rekom, 2005). This because employees define and embody the corporations brand and serve as brand ambassadors (Ibid). Casualty of skillful and experienced employees would lead firms to a decreased intellectual capacity and give firms less ability to compete with business competitors (Gunesh, Lodors, Konstantopoulou, 2017). Hence the
emphasized role of employer branding. Used to motivate, engage and retain employees whilst accomplishing enlarged productivity (Ibid). The prosperity of the employer branding concept is obtainable due to its underlying core concepts; credibility, employee engagement, brand power and the predominate nature of the business labor market circumstances (Lievens, 2007). Employer branding contributes to the possibility for firms to develop effective organizational strategies. This to achieve competitive advantage in the intense competition, trying to retain the best employees and becoming an employer of choice (Theurer, Tumasjan, Welpe and Lievens, 2016). Thus, using branding as a corresponded tool to illustrate a communication, signal or vision. Showing and contributing to the equity value of the employer brand (Keller, 1993). The value is an essence to distinguish the brand and show the uniqueness it offers to competitive brands (Ibid).

The essence of having high-quality employees intended for firms, are used to develop competitive strength for corporations in the global economy context (Lievens, 2007). It also enhances the possibility for attractiveness of organizations as employers (ibid). An important element in finding the right employee for corporations is the ability to create significance and support for individuals’ preference (De Stobbeleir et al, 2016). Employment value proposition in relation to job design and monetary reward system give firms abilities to create value and assurance for employees. These aspects are essential in determining the success of organizations employer brand (Ambler and barrow, 1996; Kucherov and Zavyalova, 2012; Oldham and Fried 2016).

Potential employees are more likely to demand meaningful jobs, professional freedom, higher rewards, more flexibility and better work-life balance (Elving, Westhoff, Meeusne and Schoonnderbeek, 2012). The organizational challenge would be to attract employees to their organizations. A way to tackle the challenge is to be more attractive in the recruitment communication procedure (ibid). The attractiveness could be established in the way particular characteristics from job design are portrayed. This would support job applicants' perceptions of the corporations (Elving, Westhoff, Meeusne and Schoonnderbeek, 2012). Also, understanding how potential employees use their own insights to comprehend what particular characteristics they are attracted to and what particular workplace would be more desirable (ibid).

Aligned with Ambler and Barrows (1996) argument, where they discuss the
importance of existing and potential corporations needing to have strong employer brands. In order to avoid a mismatch or incongruence among firms’ employer brand image. Job seekers seek firms that attract by offering specific job attributes matching their personal characteristics. Showing the importance of having an employer brand apparent between potential employees and organizational attributes and values (Elving, Westhoff, Meeusne and Schoonderbeek, 2012). The person-organization fit is a concept whereby potential employees personal work preferences and employers’ employment value proposition coincides with one another. Organizations perceived image is categorized as an important element of the attractiveness of a firm (De Stobbeleir et al., 2016). Being able to portray a positive image would therefore increase the quality and quantity of future employees for the corporations. Employer branding helps adapts and aligns the value of P-O fit and image perception. By contributing to existing employees and future employees with an attractive and unique brand image of the corporation (Elving, Westhoff, Meeusne and Schoonderbeek, 2012).

1.2 Problematization

Employer branding was first coined by Ambler and Barrow (1996). The authors described this phenomenon as a human resource – practice, which includes both retaining existing employees in the firm and attracting new workforce to a corporation's workplace. Latter is done through marketing as well as communicating the employer's brand to potential employees, the term is a combination of both marketing but also HR-practices. An employer brand is a form of employment value proposition. EVP is what value and future benefits an employer brand promises for future employees (Theurer, Tumsjan, Welp and Lievens, 2016). There are two aspects that determine EVP of employer brands job design and reward systems in a workplace (Oldham and Fried, 2016). Former entails what task activities there exists in a workplace while latter involves the wage and monetary bonuses an employee receives upon completing job tasks and an employer brand is based on these two aspects of EVP (Theurer et al., 2016; Oldham and Fried, 2015).

Corporations market their EVP via job adverts where they announce what type of work activities job design and economical bonuses (reward systems) they can offer future job applicants (Theurer et al., 2016). Elving, Westhoff, Meuseen and
Shonderbeek (2012) have studied in detail the person organizational (P-O) fit between potential job applicants and employers via job advertisements. P–O fit is the match between future employees’ personal preferences and what EVP the organization can offer these workers. Elving et al. (2012) found that work advertisements that actively market what values (social, development and economic value) their employer brands could offer for applicants had a higher chance of attracting the right applicant for a potential organization.

The relationship between increased employer branding and P–O fit in job adverts is therefore contingent upon what personal preferences future employees have (Elving et al. 2012). Quantitative research has shown that the attractiveness and appeal of an EVP is determined by personal traits. That is what personal values the jobseeker has. These preferences can be social, economic, interest, application and development opportunities (personal growth) values (Sievertzen et al., 2013; Anitha and Mahdvakumar, 2012). When an employee’s self traits match and coincides with a firm’s offered EVP an employer brand becomes attractive. How effective an employer brand could be in creating P–O fits via job adverts is as Elving et al. (2012) explains contingent upon what personal preferences future job applicants have. Elving et al. (2012) only targeted students in general. Therefore, this research will specifically be focused upon business students. As described by Raza et al. (2018) this population will be important and a vital asset for future employers. Their intellectual knowledge but also business skills can contribute to further developing and innovating a corporation’s business performance (ibid). As competition amongst firms continuously grows being able to attract potential business employees is an important factor (Eom and Lee, 2010; Etzkowitz and Leydesdorff 2000; Raza et al., 2018).

Business students have over the years increased their demands and expectations of what type of personal benefits potential employer could offer. The newer generation of business students are requiring and seeking more jobs that coincide with this group’s personal preferences (Dziewanowska, Pearce and Zupan, 2016). These preferences can include the ability to develop career opportunities, gain economic benefits and form strong friendship ties with co-workers in the workplace (Dziewanowska, Pearce and Zupan, 2016). The EVP of an employer brand would need to match and connect to what personal work values business students seek.
More business students currently necessitate a higher P – O fit between their personal work preferences and what job offers future employers can provide (Dziwanowska et al., 2016; Ng & Fiksenbaum, 2008).

Studies by Elving et al. (2012) concerning the relationship between employer branding (EVP), personal preferences of potential employees and the concept of P–O fit can be applied to business groups. More specifically, EVP via job adverts and its relation to the P–O fit between business students and hiring organizations. Contingent upon what personal work preferences these students have. This will serve as the research question and purpose for this research.

1.3 Research purpose
The purpose of this thesis is to portray how employer branding in job advertisements is related to hiring organizations strategy to create a better P-O fit between their organization and the personal work preferences of future business student employees.

1.4 Research question
How does employer branding in job advertisements relate to increased P–O fit between future business student and hiring organization and how is this relationship contingent upon the business students personal work preferences?

1.5 Outline
The framework for this thesis is structured in to five chapters and is described below.

Chapter 1 Introduction
This chapter gives background information about the research topic for this thesis as well as a theoretical problematization. On the basis of the constructed background interpretation and theoretical problem formulation a research purpose and research question was developed and the section ends by presenting an outline of the research thesis.

Chapter 2 Literature review
In this section, a theoretical framework will be presented from different theories related to the research topic. The theories used are employer branding, congruence theory, signaling theory and the concept of personal traits of employees. This will be further discussed, followed by construction of theoretical framework for the thesis.
The section ends by presenting an outline of the research thesis and a constructed research model.

**Chapter 3 Method**
The method chapter consists of theoretical evidence of the thesis. This section will describe how the research is conducted and help clarify how data was collected and how the analysis was accomplished.

**Chapter 4 Result Analysis**
This section presents the data gathered from the research. An analysis and interpretation of the information. This will assist in the reflection of the literature review. A combination of previous research, theories and data collected will be analyzed as a basis to further interpret and indicate the data.

**Chapter 5 Discussion/Conclusion**
A summary of the research findings will be presented and outlined in this chapter. What theoretical and practical contributions the data has will also be discussed. This section will conclude all results of this research thesis. The limitations and critical reflections of the research and suggested future studies are presented.
2. Literature Review

This section will introduce employer branding theory. Theories that can be linked to employer branding concept will be presented. This research has focused on three theoretical concepts, which are congruence theory, signalling theory and employer branding theory. Evidence about what personal work preferences future employees can have will be presented. How these preferences are linked with the concept of EVP but also P-O fit. Concluding, a developed theoretical model for this paper will be presented.

2.1 Employer branding theory

2.1.1 What is employer branding?

Employer branding theory is the core theoretical concept used in this thesis. The research question is centrally focused upon employer branding. The main aim is to see how employer branding in job advertisements create and improve the P–O fit between future employees (business students) and potential employers. In order to understand this (Elving et al, 2012; Dziewanowska et al, 2016; Ng & Fiksenbaum, 2008).

Ambler and Barrow (1996) were the first ones to introduce the concept of employer branding. These two researchers saw the term as an important aspect in human resource management. They incorporated the concept of branding into HRM management (Ambler and Barrow, 1996). The overall aim of any HRM practices is to improve the work efficiency of a firms own workforce. In order to do this firms can via internal branding communicate and incorporate the firm’s visionary goals to employees. This will make it easier for workers to understand what type of actions and strategies to undertake and to better meet the overarching goals of a firm (Theurer et al., 2016). Branding can be seen as a tool to communicate and bring forward a special type of message or vision. This vision can through internal branding motivate and encourage employees to more effectively work towards the success of the firm, creating an efficient workforce which is the central aim of any HRM practice.

Employer branding can be seen as something that can contribute to the equity value of a brand. A value that portrays what makes a brand unique and more appealing than other rivalry brands (Keller, 1993). To achieve this value a brand has to always
deliver what it promises to potential consumers (Keller, 1993; Keller 2016). This could be seen by employees who make brands unique and serve as brand ambassadors (ibid). Employees are the individuals in a firm that provide products and services to potential consumers. Hence the importance of the employee–consumer relationship. To maintain and strengthen this relationship a firm has to have effective employer branding strategies. These HRM strategies are constructed to see how to best motivate and give employees the tools needed to best serve the demands of the consumers (Ambler and Barrow, 1996; Keller, 1993). Employer branding and HRM strategy involve motivating and encouraging employees to follow the visionary goals, by serving the needs of firm’s consumers in the best possible manner. When this is achieved the corporate brand reputation becomes enhanced. This generates a positive word of mouth, which in turn can be used to attract potential job applicants for the firm. Corporations that have a positive brand reputation can use this as an employer branding marketing tool. A tool that can be devised to attract new employees to a firm, which further increases the skilled and talented labor capacity a corporation has (Ambler and Barrow, 1996; Collins and Stevens, 2002).

2.1.2 The two main aspects of employer branding; job design and reward systems
The main aspects of employer branding, Ambler and Barrow (1996) identified two important themes. The first one concerns the type of monetary reward system a company can offer for their workers. Such as salaries and carrier opportunities. This aspect include what economic benefits and advancement firms offer employees that succeed in achieving the goals of the corporation (Kucherov and Zavyalova, 2012). The second aspect involves the overall job design of the company. More precisely, what type of tasks employees are to carry out and how the overall process of carrying out these tasks is structured. The latter refers to how much freedom employees have in deciding how best to carry out certain tasks (Kucherov and Zavyalova, 2012; Oldham and Fried, 2015). Having the proper job design and employee reward systems can enhance employees’ motivation to work hard towards achieving the overarching goals of their corporation. By giving workers a sense of psychological satisfaction, about their work environment and what type of economic benefits they get when achieving certain corporate goals. Job design and reward systems can be seen as key elements, determining how successful a company’s
employer branding is (Ambler and barrow, 1996; Kucherov and Zavyalova, 2012; Oldham and Fried 2016).

Proper job design and reward systems can increase the employer brand image of a firm. As Keller (2016) writes in a recent literature review successful brands are the ones that offer true value and benefits to the consumers, in this case to employees of a firm. Brands are after all a type of promise or guarantee of what companies offer for their stakeholders. Offering a job design and reward system that appeals to the work preferences of an employee can enhance the value a brand has to offer for workers of a firm. A strong employee brand reputation can in turn have the potential to attract new job applicants for the firm (Collins and Stevens, 2002; Ambler and Barrow, 1996). Jobseekers would work for a firm because of the attractiveness the job offers the applicant. Including the job design and reward system of a corporation, tailored to meet job applicants own work preferences. The job design and reward system of a firm are the pinnacles that determine the EVP of a corporation and what it offers future employees.

Theurer et al. (2016) describe EVP as the benefits and values firms can offer for potential applicants. Offering a job design and reward system that fits the overall preferences of future employees can be seen as a way to enhance firms EVP. In this sense, a firm can make their employer brand more appealing and better than that of other rivalry employer brands. After all, a core aspect of any successful branding is the ability to make the brand unique and really stand out in contrast to other competitive employer brands (Keller, 1993). This, can enhance the overall positive image and reputation of a brand. The contribution a job design and reward system offers appeals to potential employees can be one way to improve a firms EVP. Firms can design and develop proper marketing strategies, to make their employer brand more appealing to potential job applicants. To better attract future employees to the organization (Ambler and Barrow, 1996; Collins and Stevens, 2002; Theurer et al., 2016). Next subchapter will with the help of congruency theory discuss in detail how an employer brand can create a sense of attractiveness and appeal to a potential jobseeker.
2.2 Congruence Theory

Congruence theory can be related to one central concept in the research question. This being the concept of P–O fit between potential employees and employers. As explained by Elving et al. (2012) future employees have a better P – O fit with an EVP that matches and coincides with the applicants' personal work values.

Sirgy (1982) studied the meaning of self–conceptualization, the author found three themes related to this phenomenon. All of which relates to an individual's self–image, these are a person's actual, ideal and social characteristics. First aspect involves how individual views themselves to be. Second term entails how a person wants to be seen and viewed by others. Social characteristic is the way people present themselves to others. These three parts together form and creates a person's self-image according to Sirgy (1982).

Congruence theory also relates to branding. The relationship has shown that there is a relationship between brand loyalty and customers own personal preferences research (Kressmann, Sirgy, Herman, Huber, Huber and Lee, 2006). Brand loyalty occurs when consumers self-image and a brands core characteristic coincides. When a match exists between the personal characteristics of a consumer and a brands own image, a congruity is formed (Sirgy, 1982;1985). The brand in the context of its image and marketing advertisements would appeal to the customer, tapping into the buyers’ personal attraction and affiliation to a company’s brand.

Employer branding can be related to congruence theory. The link is between what personal traits jobseekers have and how appealing an employer brand is to these future employees. Previous empirical research has confirmed these facts (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). Personal preferences of employees are divided into five categories. These include social aspects; what work environment but also relationship with other employees an applicant wants, interests; how appealing an employee views a company’s products and services to be, development expectations; the advancement and personal growth opportunities a jobseeker looks for in a workplace, economic preferences; refers to the monetary reward systems an employee prefers to have and application values this involves the aspect of learning new things and passing on this knowledge to others (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013; Oldham and Fried, 2016). All five aspects form the
personal preferences future employees have, if linked between these characteristics and the employer brand formed a congruity. Congruity is labelled if a match exists between a brands core characteristic and the personal preferences of the target audience between individual’s self-characteristics and central brand image (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013; Kressmann et al., 2006). Next subchapter will discuss this further how with the help of signaling theory, this can be applied.

2.3 Signaling theory

Signaling theory is relevant and useful when addressing how marketing advertisements from organizations can create and signal the attractiveness to a recipient. This is described as an important factor for creating a P–O fit between job applicants and hiring organization (Suazo et al., 2009). This is aligned with our research question where we try to investigate whether employer branding as a marketing and signalling tool. Also, if it can create better P–O fit between jobseekers and employers.

Karasek and Bryant (2012) describe signaling theory as a multifaceted theoretical field. The authors proclaim that the theory itself is used in management, psychological and anthropological literary fields. The core idea of this theory is that signals (whether they are from advertisements, people or other artefact objects) inform and convey a message that the sender wants a receiver to receive. Organizations can via marketing ads send out informational signals to a target audience (Celani and Singh, 2011). The authors researched how corporations use job adverts to send out and signal information about their value offers for future employees.

Signaling theory can be applied when trying to understand how future employees evaluate their P – O fit to an organization (Suazo, Martinez and Sandoval, 2009). Job applicants do not possess all information necessary to evaluate and decide if an organization could be an attractive employer. Job applicants therefore rely on what information hiring organizations portray via job adverts (Karasek and Bryant, 2012; Celani and Singh, 2011; Elving et al., 2012). More specifically, what type of signals the advertisements sends and conveys in regard to what value the organization can offer their potential employees (ibid). These signals source potential employees’
guidance when evaluating and determining P – O fit between themselves and the hiring organization (Suazo et al, 2009).

Successful employer brands have to promote organizational attractiveness and P – O fit for potential employees (Elving et al, 2012). Latter can be done through effective employer branding via job adverts. Where employers market and sends out signals of what value whether social, economic, interest, application and developmental an employer can offer future employees. The core idea is that the sender, in this case a hiring organization would send out signals via job ads. Showing what type of applicants the employer is looking for and potential offers this future employee will receive when working for the organization. If the marketing signal to a job applicant is perceived to be attractive and coincide with the jobseekers’ personal preferences a P – O fit between the applicant and the hiring organization will be formed (Celani and Singh, 2011; Karasek and Bryant, 2012; Suazo et al., 2009).

In general employees want to work for firms that offer them not only attractive reward opportunities this could be monetary bonuses and advancement opportunities. This could also consist of an appealing and stimulating work environment, which contributes to an overall personal and social development of employees working in it (Ambler and Barrow, 1996; Kucherov and Zavylova, 2012). An employer brand has to evoke a sense of uniqueness and interest (Keller, 1993). It needs to have as previous researchers explained in congruity theory and signaling theory have a sense of personal affect but also an attachment to the brand. That is, convening a message that appeals personally to the viewer of the brand.

The next subchapter will discuss in detail what personal characteristics a potential employee can have and how these can be linked to how appealing a work offer is for these job applicants.

2.4 Personal traits of employees

Goldberg (1990) describes in his article five factors linked to personality characteristics of individuals. Surgency (extraversion), Agreeableness, Conscientiousness, Emotional stability and Intellect. Surgency involves how extrovert but also outgoing a person is. Agreeableness depicts how tolerant and cooperative an individual can be when working in teams. Conscientiousness determines if a person is organized but also self–disciplinary and emotional stability explains the level
of confidence the individual has. Intellect refers to an individual’s creativeness and intelligence. Barrick and Mount (1993) studied these factors in the job context. The authors found that employees with high conscientiousness and surgency perform well in jobs which involve large levels of autonomy. Employees with high agreeableness performed less effective in work that entailed much independence. Further studies reveal that employees which are conscientious, agreeable but also emotionally stable perform well in work environments where interpersonal interactions occur (Barrick and Mount, 1998). The same authors found that emotionally stable and agreeable individuals function good in jobs that involve much teamwork. These different personality factors will be described below.

2.4.1 Conscientiousness
Individuals that score high on conscientiousness are organized, controlled and self-disciplined (Goldberg, 1990). These people perform well in jobs that involve a high degree of autonomy. Conscientious employees as being responsible, dependable and achievement oriented (Barrick and Mount, 1993). The same authors illustrated via an empirical study that conscientious workers performed well in jobs that gave them high autonomy and freedom to take independent initiatives during the decision process. Barrick and Mount (1998) also found that conscientious people perform well in work environments with much interpersonal interactions. These can be jobs in the service sector where it is important to provide high quality services for clients, which demands that employees are responsible, disciplined and dependable in order to provide excellent service for consumers. Previous authors (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013) have also shown that conscientious workers are interested in what extent the job offers autonomy to freely develop products or services for the company (interest value). What future carrier offers the company provides (development value), possible rewards (discounts and other monetary rewards) a corporation provides and what opportunities there are to pass on the knowledge one has acquired to new employees in the firm (application value).

2.4.2 Agreeableness
Individuals that score high on agreeableness as cooperative and tolerant of different opinions from others (Goldberg, 1990). These individuals work well in groups. Barrick and Mount (1998) illustrated that workers in this category performed effectively in work environments which involve teamwork and much interpersonal interaction.
These employees main aim is to take care of everyone in the team and also support all members in the group. Barrick and Mount (1993) also found that these individuals perform less effectively when given high autonomy in their work. One explanation to this that employees in this category prefer job environments that are structured and focused on following specific routines (ibid). People scoring high on agreeableness are in general cooperative and unquestioning, they have it easier to just follow orders. Other authors (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013) also pinpoint that these individuals are interested in the development value and application value a firm offers. Former entails the carrier opportunities the corporation provides and latter refers to the opportunities to pass on new teachings to other employees in the firm.

2.4.3 Emotional stability

Emotionally stable individuals are calm, confident and less likely to inhibit emotional distress (Goldberg, 1990; Barrick and Mount, 1998). These characteristics can be important when employees work in environments that require much interpersonal interactions both with clients and team members. Barrick and Mount (1998) showed in their study that emotionally stable individuals perform well in situations which involve cooperation with others and providing high quality service for clients. Workers in this category have the ability to in a calm and relaxed manner help other. Emotionally stable individuals prefer work environments that provide them an application value (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013). This entails the ability for these employees to apply the knowledge they have learnt from other employees in an organization. Barrick and Mount (1993) also show that the level of work autonomy does not have any effect on these employees’ performance.

2.4.4 Surgency (extroversion)

An extroverted person is described as communicative, talkative and outgoing. They are also depicted to have an enthusiastic personality (Goldberg, 1990; Barrick and Mount, 1993; Barrick and Mount, 1998). Barrick and Mount (1993) showed in their study that extroverts perform well in jobs with a high degree of autonomy. This involves jobs that give them freedom and independence to take decisions regarding their own work process. Fortunanto and Romero (2001) also pinpoint that extroverted people take pleasure when engaging in interpersonal relationships. These individuals constantly want to form new friendship ties with others. Extroverts prefer work
environments that give them social value (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013). More specifically involving work environments which provide opportunities to form and develop new friendship ties with co–workers.

2.4.5 Intellect
Intellectual individuals are creative, imaginative and open to new experiences (Goldberg, 1990). The development values a job offers would be the main appeal for these employees. These employees prefer work environments that grant them carrier building opportunities (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013). Intellectuals are primarily interested in what advancement opportunities they receive when applying for a job. Barrick and Mount (1993) have shown that, large autonomy has no effect on the performance level of these employees. Main appeal for these employees are what carrier opportunities a job can offer.

2.5 Framework for this thesis
2.5.1 Relationship between employer branding and P – O fit
Employer branding is a theory built upon concepts such as EVP (Theurer et al., 2016; Oldham and Fried, 2015). The EVP consists of two aspects, job design (work climate) and reward system (economic benefits) when working for firms. EVP via job advertisements suggest that developmental opportunities, economic benefits and work climate opportunities. Involving working independently or in groups, is related to what offers a firm can give to its potential job applicants (Theurer et al., 2016; Oldham and Fried, 2015). Employer branding (EVP) used in job adverts create and develop a better P – O fit between their organizations and potential job applicants (Elving et al, 2012).

EVP is described as a way for future job applicants to evaluate and decide whether they consider a firm as a 'great place to work in' and if the employer could be a P – O fit or not (Suazo et al., 2009; Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). The more an organization uses employer branding in the hiring process and through job adverts, the higher chance it has to create a P – O fit with potential job applicants (Suazo et al., 2009; Karasek and Bryant, 2012; Celani and Singh, 2011).

Formulated below is the first hypothesis (see H1) and step 1 of the theoretical model (see figure 1):
H1: Employer branding (EVP) via job advertisements will be positively related to P – O fit between employers and future job applicants

Figure 1: stage 1 of the theoretical model

2.5.2 The personal work preferences of employees as a moderator for the relationship between EVP via job adverts and P – O fit

As different values (social, economic, interest, development and application) can affect the attractiveness of a firm’s EVP. Prior research has shown that different employee personalities (Conscientiousness, Agreeableness, Surgency, Emotional stability and Intellect) have specific personal values they want the corporate EVP to satisfy (Anitha and Madhavkumar, 2012; Sievertzen et al., 2013). For example, Extroverts look for what social value the companies EVP can offer and Intellects are more interested in the development value the EVP offers.

The personalities of job applicants can determine whether employer branding (EVP) via job adverts have a positive relationship with a P – O fit (Barrick and Mount, 1993; 1998; Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). More specifically, the match between personal work preferences of potential employees and the job offered by employers. Aligned with Elving et al. (2012) statement, describing that a future job applicant would feel more appeal and a higher P – O fit with employers, which EVPs coincide with this applicants’ personal work preferences. Leading to the second hypothesis formulated below:

H2: Employer branding (EVP) via job advertisements and P–O fit will be more positively related if the EVP matches potential job applicants personal work preferences

From the literature reviewed by researchers (Barrick and Mount, 1993; 1998; Anitha and Madhavkumar, 2012; Sivertzen et al., 2013; Elving et al., 2012) a theoretical model was constructed below (see figure 2):
Figure 2: Theoretical model for this thesis

Employer branding (EVP) via job adverts

H1 +

P – O fit (Between employers and job applicants)

H2 +

EVP match with future applicants’ personal work
3. Methodology

The methodology subdivision will provide relevance in the theoretical methodology, included will be the research approach, the research philosophy as well as critical review of the chosen sources. A more detailed and specific explanation of the theoretical methodology and why its chosen. Additionally, this section will provide relevant empirical methodology which will describe how data was collected, conducted and as well how the collected data was analyzed.

3.1 Research Approach

There are three preeminent approached that can be linked to research approaches of a research: deductive, inductive and abduction (Bryman and Bell, 2015). The deduction approach consists of the testing of theories, it involves the development of a theory that is administrated to accurate testing (Saunders et al., 2009). The other alternative approach reposes the development of theories from collected data, an amplification view between the relationship of theory and practice (Bryman and Bell, 2015; Saunders et al., 2009). The third approach consists of a consolidation between the deductive and inductive research approaches. An abduction research approach could be utilized to avail the risk of both deductive and inductive approaches combined (Saunders et al., 2009).

In consideration of the abovementioned research approaches a deductive approach will be conducted, this to help assist in the development of a deeper understanding of how personal traits of potential employees and their views on employment value propositions offered in job adverts can be explored and assist in the understanding of its contribution to the employer branding. As there already consist a sufficient amount of literature exploring such relationships, a deductive approach would reinforce and back up our thesis topic. This research does not follow a purely inductive or abduction approach whereby a theory will be created of the collected data. The best prerogative for this research would be to test already developed theories. Furthermore, we are not combining the two approaches as it would not reflect the aim of our research incentive.
3.2 Choice of method

The aim of this research is to gain an understanding of how well and effectively firms use employer branding in their job adverts to create a better P-O fit between their job offer and potential job applicants. The applicants in this case are business students. The overall aim is to generalize how business students depending on their personal preferences perceive and think about job adverts from various hiring organizations. The research aims to statistically generalize how business students perceive the attractiveness job adverts contain and how elements of employer branding matter.

According to Bryman and Bell (2015) the aim of quantitative research is generalizability. The results from the quantitative research and the retrieved data from the research is used to generalize how business students for instance perceive and their thoughts concerning certain things. Denscombe (2009) clarifies that quantitative research aims at gathering data from a wide number of respondents, this because statistical generalization often requires a large sample unit to help generalize and capture a holistic view.

A qualitative research method is suitable for researchers wanting to generate and develop new theoretical ideas. Through depth–studies; interviews and focus groups. The research is focused on developing new theoretical concepts and focused on the relationship between theory and research (an inductive approach) (Bryman and Bell, 2015). However, the research in this paper aims at testing already established theories (a deductive approach) and through these make statistical assumptions on how well these theories explain the researched phenomenon. Given the small sample unit within qualitative research, a difficulty would be the ability to generalize the data retrieved (Bryman and Bell, 2015; Denscombe, 2009).

Qualitative research is also based on subjectivism (Alvehus, 2014). Meaning that the results of a study is based on how the researcher subjectively (based on his own opinions and thoughts) interprets the data. Since all researchers subjectively interpret things differently it would be difficult to obtain the same results if the same research was done more than once. Further undermining the reliability of the study and its results (Bryman and Bell, 2015; Denscombe, 2009).

In quantitative research, results are based on objective interpretations. This makes it easier to obtain the same results and conclusions if the research is done more than twice. Further strengthening the reliability of a study (Bryman and Bell, 2015;
Therefore, based upon these details a quantitative research approach was chosen for this research.

### 3.3 Time horizon

The time perspective of a research thesis can be branched in two dimensions, cross-sectional studies (snapshot) and longitudinal studies (diary) perspective. Cross-sectional research studies have a particular phenomenon (or phenomena) arrangement at a particular time period, time constrained (Saunders et al., 2009). In our case we are seeking to explore personal traits phenomenon in relation to employment value proposition values and its impacts on employer branding at this given time. Not prolonging the research in order to view the studies change and development as possible in longitudinal studies (ibid). The research was conducted over a ten-week period (from 23rd of March until 4th of June in 2018). Therefore, the cross-sectional study was the most applicable, as it was ordained in a time constraint consequently presenting a snapshot view of the prevailing situation making it a more suitable choice over the longitudinal study (Saunders et al., 2009).

### 3.4 Data collection

This research thesis used primary data, which consists of research data derived from our survey questionnaire. These questionnaires were sent to business students. The reason for using questionnaires was because the aim was to acquire data from a large sample unit. According to Denscombe (2009) surveys in the form of questionnaires is a quick and effective method to reach out to a large number of respondents.

#### 3.4.1 Sample selection

Collecting data from an entire population is impossible to execute. Therefore, as Denscombe (2009) describes a sample selection is deemed necessary. Thus, the selection of sample unit only consisting of business students studying either at a bachelor or master level. Primary aim of this thesis is to gather data from a large sample unit. This in order to as described by Bryman and Bell (2015) gain a holistic and statistical generalized view of how a population perceives certain things. In this case how employer branding via job adverts can create a better P–O fit between
business students and a hiring organization. Since Kristianstad University has a large business population. The use of sample units from that university was chosen as a primary data collection source and also some business students living outside of Sweden to acquire more data documentation.

3.4.2 Operationalization
According to Bryman and Bell (2015) the key aspect of any quantitative research is the operationalization; this part is where concepts are transformed into measures. Various variables are used to construct valid measures of different concepts (Bryman and Bell, 2015). The dependent, independent and contingent variable will be presented below.

3.4.2.1 Contingent variable
When constructing the questionnaire used in the research a categorization and grouping of the different personalities (Conscientiousness, Extrovert Agreableness, Emotional stability and Intellect) was first performed. Statements about the type of personal work preferences respondents had were used to measure these respondents own personality characteristics. The statements are therefore used to categorize what personality characteristics the respondents have. All statements were measured by a 7 point likert scale (1 = strongly disagree and 7 = strongly agree). Respondents were asked to what extent they agree or disagree with the statements. Below contains a description of these different personalities and statements used to measure these personal work preferences.

Conscientiousness: This personality characteristic is as previous authors (Goldberg, 1990; Barrick and Mount, 1993; 1998) describe categorized as being independent, self-disciplined, organized and well performing in jobs that involve a high degree of autonomy. Also, other researchers (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013) describe Conscientious individuals as being interested in what value an employer can offer them, which could involve opportunities to freely develop products and services for a specific company. Conscientious employees enjoy working in work climates with a high degree of autonomy. Based on these facts the following statements below were used:
1. I prefer doing my work on my own
2. I prefer deciding the way my work is done
3. I prefer making my own decisions at work

The reliability analysis for all three statements showed inadequate reliability (a = 0.530). However, when running a correlations test then statement 2 and 3 showed to have a positive and reliable (sig. value below 0.01) correlation with each other. When running the Cronbach alpha test for these two statements (2 and 3) then the Cronbach alpha value landed on 0.56. While still low, however in regards to the correlation the statements had with each other we decided to compute statement 2 and 3 into one contingent variable measure. Statement 1 was used as a separate measure. Number 2 and 3 measures to what extent respondents prefer to take own initiatives and decisions in their workplace. Statement 1 depicts how preferable it is for the respondents to do independent work. The measure that includes statement 1 is labeled “conscientiousness 1”. Measure for statement 2 but also 3 is labeled “conscientiousness 2”.

**Extroverts:** As mentioned by (Goldberg, 1990; Barrick and Mount, 1993; 1998) who explain that extroverted individuals are outgoing, talkative and always on the lookout to form new friendship ties. Sivertzen et al. (2013) as well as Anitha and Madhavkumar, (2012) explain that extroverts are interested in what social value they can gain from working in a specific firm. The social value as described by these authors the ability to form close friendship ties with co-workers. Statements used to measure extrovert respondent are listed below:

1. I prefer to form friendship relationships with my co-workers
2. I prefer to get to know my fellow workers quite well
3. I prefer to develop close friendship ties with my co-workers

The three statements together had a high Cronbach alpha value (a = 0.858). Statement 1, 2 and 3 were therefore computed into one measure.
**Agreeableness:** Individuals scoring high on agreeableness are cooperative and tolerant of different opinions (Goldberg, 1990). Barrick and Mount (1993; 1998) also illustrate that high agreeableness leads to less effective work performance in jobs that involve much autonomy (increased degree of independent work). Individuals with a high level of agreeableness prefer working in environments that involve much teamwork, this being that such employees are cooperative and work well in groups (Goldberg, 1990; Barrick and Mount, 1993; 1998). Accounting these facts, the following statements were constructed below:

1. I prefer working in groups at work
2. I prefer deciding together with other co–workers how to perform certain tasks
3. I prefer making decisions together with other co - workers

Cronbach alpha value for all three statements landed on 0.880, indicating a high level of reliability between these statements. Therefore, all three were computed into one measure.

**Emotional stability:** Previous authors (Goldberg, 1990; Barrick and Mount, 1993; 1998) describe emotionally stable individuals as calm and confident. The personal characteristic is associated with a desire to help others and to work in jobs that contribute in developing better societies, involving the application value of a particular work environment (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). The caring nature of emotionally stable individuals is associated with altruism, which involves showing care to others and towards society as well (Cable and Edwards, 2004). The following statements below were used to measure emotional stability:

1. I care to teach newcomers to my workplace things that I have learned
2. I care to work for an organization that pays attention to the environment
3. I care to work for an organization that pays attention to social issues

The reliability for all three statements was acceptable (a = 0.708). Statement 1, 2 and 3 were therefore transformed into one measure.
Intellects: Individuals scoring high on personality characteristic are concerned with the development value a job offers, this entails what career advancement and opportunities there exists in a workplace (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). The following statements below were used measuring intellects:

1. I care to work for an organization that gives me opportunities to develop my own career
2. I care to work for an organization that gives me good promotion opportunities within it
3. I care to work for an organization that gives me good future employment opportunities

Cronbach alpha value for these three statements was sufficient (a = 0.696). All three statements were thus computed into one measure.

3.4.2.2 Dependent variable
The second part of the questionnaire consisted of measuring the concept of P-O fit, which is the dependent variable in this research. P–O fit is the match between a job applicants personal work preferences and what type of EVP a hiring organization offers through their job adverts (Elving et al., 2012). In order to measure this variable, factual job advertisement was used. Four job advertisements were used ranging from A – D. Three of these advertisements (B – D) contained elements of EVP and 1 of these adverts (A) had no elements of employer branding. Respondents were asked to choose one of these four adverts that appealed to them the most. All individual adverts were coded 0 and 1 (0 = if the advert was not chosen and 1 = if the advert was chosen). The idea was to see how effective P–O fit within advertisements made, focused on respondents’ personal work preferences and the organization behind the particular advert. The job adverts with EVP elements (B – D) have been designed to attract specific sets of personal work preferences. A brief description of what personality characteristics the different advertisements were designed and constructed to attract the most is described below:
Job advert B was constructed in the way that it would put much emphasize on what carrier and professional development opportunities the job can offer future employees. Therefore, this advert is specifically designed to attract respondents scoring high on intellect. Also advert B was designed to have elements of economic value (competitive economic package), opportunity to work in teams and application value (be of service to ones communities and to customers). However, these elements are only sub parts of job advert B. The other adverts (C and D) have these categories as their main offer (see appendix 1).

Advertisement C we constructed in the sense that it would offer opportunities to work for an ethically responsible organization, give the respondents the opportunity to work independently and also gain the chance to form strong friendship ties with co-workers. This advert was thus primarily focused upon attracting respondents scoring high on emotional stability, conscientiousness and extroversion (see appendix 1).

The last job advert (D) was primarily focused upon offering the respondents the opportunity to work in teams with other co-workers and also as a bonus describing what economic benefits the workplace could offer. The target group for advertisement D was individuals scoring high on agreeableness (see appendix 1).

3.4.2.3 Independent variable

The last part of the questionnaire consisted of measuring the independent variable. Employer branding (EVP) was used as an independent variable in the research. As defined by (Elving et al., 2012; Karasek and Bryant, 2012; Celani and Singh) EVP is what benefits and opportunities an employer offers potential job applicants via job advertisements. Therefore, this concept was measured by having respondents’ state what elements of EVP (social aspects, economic benefits, interests, application value and development opportunities) presented in the job advert that was most attractive. Participants were given the opportunity to rate what factors below made them choose the specific job advert:

1. Economic benefits
2. Career/development opportunities
3. Possibilities to work independently
4. Work together with others in a team
5. Forming close friendship ties with co-workers
6. Working for an ethically responsible organization

Respondents were asked to state from a Likert scale of 1 to 7 (1 = not very much and 7 = very much) on how much impact these factors had, when choosing their specific job advert.

3.4.2.4 Control variables

3.4.2.4.1 Gender
The respondents were asked to specify if they were either male (coded = 0) or female (coded = 1). A third option was also available in case the respondents were neither male nor female. Gender was included as a control variable since previous studies (Ng et al., 2008; Aygun, Arslan and Guney, 2008) have shown that there are differences between males and females work preferences. Results from the studies have shown that men are more interested than women in what career opportunities and economic an employer can offer.

3.4.2.4.2 Age
Participants were asked to indicate their year of birth. The number provided was subtracted from 2018. Age is used as a control variable in this research. Bright (2010) found in his research that the younger an employee is then the more important it is for this worker to gain career but also personal development opportunities and economic benefits when working for an employer.

3.4.2.4.3 Current program
Respondents were asked to specify whether they were bachelor program students (coded = 0) or master’s program students (coded = 1). A third option was also available where the respondents could specify exactly what they were. This could be if the respondents were only studying courses and were neither full time bachelors nor master students. Jurgensen (1978) show in a study that people with higher education will put more weight on what economic benefits and advancement opportunities an employer offers them.
3.5 Analytical method

This research is based upon a quantitative method. A statistical programme SPSS has been used when analyzing our data. Various tests were conducted and used to support and further analysis our collected data. A reliability scale measure (Cronbach’s Alpha test) was tested to show the reliability of our contingent variables. The spearman’s correlation test was used to indicate possible statistically correlations between variables. Additionally, we used a logistic regression test, this helped to measure categorical outcomes of our categorical dependent variables. Our dependent variable consisted of four job adverts. We used a logistic regression test to test our hypotheses 2. A normality test was used to check for normality and abnormality (Kolmogorov-Smirnov test). A Kolmogorov-Smirnov test with a normality value of p <.05 would show normality among the variables. However, in our case we had no normality values only abnormality indicating that the preferred measure to use would be spearman’s correlation matrix. The correlation matrix was thus used to see if there is any correlation amongst our variables.

3.6 How hypothesis 1 and 2 were tested

The first hypothesis (“Employer branding (EVP) via job advertisements will be positively related to P – O fit between employers and future job applicants”) was tested by viewing how many respondents would pick the job adverts B,C and D (the ones containing elements of EVP) over job advert A (containing no elements of EVP) then hypothesis 1 could be supported. If hypothesis 1 is supported then further argumentation based on the respondents’ choice will be provided as to why the hypothesis can be deemed supported. This will be provided in the analysis section.

Second hypothesis (“Employer branding (EVP) via job advertisements and P–O fit will be more positively related if the EVP matches potential job applicants personal work preferences) was tested by using a logistics regression analysis test. If the test showed that most of the independent and contingent variables in the test significantly contributed to explaining the variance of the dependent variables (in this case job advert B, C and D) then there would be a strong support for hypothesis 2. This would indicate that certain elements of EVP (the social, developmental and economic
values the different job adverts offer) attracts respondents with certain personal work preferences to choose their advert of choice.

### 3.7 Ethical considerations

As secondary data was collected from surveys from other researchers, it could therefore be reassured that it fulfils the common ethical requirements for research. Which are consenting requirements, confidentiality requirement, information requirement and use requirement (Bryman and Bell, 2015). Additionally, the participants were informed that the participation was voluntary and also if they participated in the survey they gave their consent to participate. Moreover, the participants were informed that the information achieved from their participation will be confidential and will therefore not be distributed with a third party. The respondents were informed that the information attained will not be used for any other use than for research.

### 3.8. Validity, Reliability and Generalizability

Validity defines whether the processes that has been chosen to reflect the phenomenon under the research (Bryman and Bell, 2015). This reassures the validity of the thesis and the measurements will be checked by our supervisor who has knowledge within this area of research and could therefore reassure the validity of the measures. We used another expert within quantitative research to validate and approve our survey questionnaire.

Reliability of a research indicates whether measurements and indicators used are reliable and whether the research was conducted again would have the same outcome (Bryman and Bell, 2015). Therefore, the reliability of this research thesis would be valid due to the fact that if retested there would be the same results. Also, a determination would be the internal reliability, indicating that the indicators measure the same concepts, which will be achieved by the use of Cronbach’s Alpha test.

The generalizability of this research study can be considered relatively good, since we got a significant number of respondents for our data collection. The survey data was collected from business students studying either bachelors or masters. Nevertheless, it is hard to generalize all business students, given the timeframe of
the research thesis. Since as in all quantitative research only a proportion of the sample unit can be analyzed quantitatively.
4. Analysis

This subdivision of the research thesis will present the analysis results of the primary data obtained. Further, a summary will be developed with a table showing whether our hypotheses have been supported or not.

4.1 Descriptive statistics

Descriptive statistics are used to acquire a statistical overview of the gathered empirical data. This section will present the gender, average age and how many bachelors but also master students have answered the survey. Also, descriptive statistics will be presented for the dependent and independent variables.

4.1.1 Respondents

Numbers of respondents that have fulfilled the survey were 58. Number of males were 25 (43.1%) and 33 (56.9%) were females. Table 1 shows statistical data for these figures. Youngest respondent was 19 years old and the oldest had an age of 43. Average age of the sample unit is 25, 7. Table 2 portrays statistical figures for this information. 42 respondents (72.4%) were bachelor students and 16 (27,6%) are master students. Table 3 shows statistical information about this.

<table>
<thead>
<tr>
<th>Table 1 Frequency table (gender)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 2 Descriptive statistical table (age)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>Respondents age</td>
</tr>
</tbody>
</table>

34
Table 3 Frequency table (education)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelors</td>
<td>42</td>
<td>64.6</td>
<td>72.4</td>
<td>72.4</td>
</tr>
<tr>
<td>Masters</td>
<td>16</td>
<td>24.6</td>
<td>27.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>89.2</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.1.2 Contingent variable

The contingent variable consisted of five subcategorize, namely the five personality characteristics that were Conscientiousness, Extrovert, Agreeableness, emotional stability and intellect. These five represent the personal work preferences that the respondents had. All five were measured using a 7 point Likert scale. Table 4 depicts the descriptive statistical information for this variable.

Table 4 Descriptive statistical table (Contingent variable)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness 2</td>
<td>58</td>
<td>3,5</td>
<td>7</td>
<td>5.431</td>
<td>0.94798</td>
</tr>
<tr>
<td>Extroverts</td>
<td>58</td>
<td>2</td>
<td>7</td>
<td>5.2529</td>
<td>1.23672</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>58</td>
<td>2.33</td>
<td>7</td>
<td>4.7874</td>
<td>1.23733</td>
</tr>
<tr>
<td>Emotional stability</td>
<td>58</td>
<td>1.67</td>
<td>7</td>
<td>5.5977</td>
<td>1.12348</td>
</tr>
<tr>
<td>Intellect</td>
<td>58</td>
<td>4</td>
<td>7</td>
<td>6.5345</td>
<td>0.69231</td>
</tr>
<tr>
<td>Conscientiousness 1</td>
<td>58</td>
<td>2</td>
<td>7</td>
<td>4.8621</td>
<td>1.39483</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>58</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Highest mean score had intellect (6.5), which measured to what extent respondents preferred working in jobs that provided them good promotional and personal development opportunities. Second highest had emotional stability (5.5) depicting how important it was for the respondents that they worked for an organization that cared about environmental and social issues but also gave the sample unit a chance to help out other newcomers in the organization. Third came one of the measures from conscientiousness labeled “conscientiousness 2” (5.4) that depicts how much the respondents prefer to take own initiatives and decisions at their workplace. Fourth place came extrovert (5.2), which measured how willing the respondents were to form close and strong friendship ties with co–workers. In the fifth place was one of the measures for conscientiousness, which is labeled “conscientiousness 1” (4.8) that depicts how much the respondents prefer to do independent work. Lowest mean score had agreeableness (4.7) that measured to what extent the sample unit
preferred collaborating and working together with others in teams when performing certain job activities.

From table 4 it is evident that in general the sample unit thinks it is mostly important to gain promotional and developmental opportunities in an organization (see mean value for intellect in table 4). It is also depicted in table 4 that respondents care much about working for an organization that cares about the environment, social issues and gives the respondents the ability to help out other newcomers at the job (see mean value for emotional stability in table 4). Also, respondents prefer making their own decisions and also to form close friendship ties with co–workers in an organization (see mean value for Contentiousness 1 and extrovert in table 4). Respondents also preferred more to work independently than collaborating and working together with other colleagues when performing certain work-related tasks (see mean scores for conscientiousness 1 and Agreeableness in table 4).

4.1.3 Dependent variable

The dependent variable was measured using different job advertisements (from A – D). Most respondents (63, 8%) choose job advert B. None of the sample unit had chosen A (the advert without any EVP). About one fourth (25, 9%) picked alternative C and 10, 9% of the survey population chose D. Table 5 depicts the descriptive statistics for this information.

<table>
<thead>
<tr>
<th>Job adverts</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>0</td>
<td>0.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>B</td>
<td>37</td>
<td>56.9</td>
<td>63.8</td>
<td>100</td>
</tr>
<tr>
<td>C</td>
<td>15</td>
<td>23.1</td>
<td>25.9</td>
<td>100</td>
</tr>
<tr>
<td>D</td>
<td>6</td>
<td>9.2</td>
<td>10.3</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.4 Independent variable

Independent variable for this research consisted of what EVP aspects were most important when respondents chose their job advert of choice. These included Economic benefits, career/development opportunities, possibilities to work independently, collaborate with others in a team, Form close friendship ties with co–workers and working for an ethically responsible organization. Table 6 illustrates
which of these aspects were most important when respondents picked their advert of choice.

Table 6 descriptive statistical table (independent variable)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic benefit</td>
<td>58</td>
<td>1</td>
<td>7</td>
<td>5.2241</td>
<td>1.45147</td>
</tr>
<tr>
<td>Career developments</td>
<td>58</td>
<td>3</td>
<td>7</td>
<td>6.1034</td>
<td>1.14998</td>
</tr>
<tr>
<td>Work independently</td>
<td>58</td>
<td>1</td>
<td>7</td>
<td>5.1034</td>
<td>1.25222</td>
</tr>
<tr>
<td>Work in teams</td>
<td>58</td>
<td>2</td>
<td>7</td>
<td>4.8793</td>
<td>1.25764</td>
</tr>
<tr>
<td>Friendships ties co-workers</td>
<td>58</td>
<td>1</td>
<td>7</td>
<td>4.431</td>
<td>1.55724</td>
</tr>
<tr>
<td>Ethically responsible organization</td>
<td>58</td>
<td>2</td>
<td>7</td>
<td>5.069</td>
<td>1.4733</td>
</tr>
</tbody>
</table>

From table 6 it is evident that the career developments opportunities had the highest impact upon the respondents’ choice of job advert (mean score of 6.1). Economic benefits came at second place, indicating that this trait was the second most important when respondents decided what job advert to choose (mean score of 5.2). The ability to work independently and work for an ethically responsible firm was also ranked high (mean score for ability to work independently was 5.1 and the ability to work for an ethically responsible firm scored 5.0). The ability to work in teams and form close friendship ties with co-workers had the least impact upon the sample units’ choice of job advert (4.8 for working in teams and 4.4 in regard to forming close friendship ties with co-workers).

4.2 Confirmation of hypothesis 1

The first hypothesis:

**H1: Employer branding (EVP) via job advertisements will be positively related to P – O fit between employers and future job applicants**

Can already be confirmed in three ways. The first one involves the fact that as shown in table 5 none of the respondents picked the advert without employer branding (A), instead all respondents choose the other alternatives that had elements of EVP. Another thing observed in table 5 is that a clear majority of the sample unit (63.8%) chose advert B over the other two alternatives (C and D). Alternative B although primarily aimed at offering development opportunities for job applicants had also in total the most EVP offers (in total 4: developmental, economic, offer to work in teams and application value) than advert C and D (see appendix 1). Respondents choose the advert with most employer branding elements in it. The least number of
respondents chose D, which had the least amount of employer branding elements (only economic benefits and the offer to work in teams, see appendix 1). These results in table 5 then the first hypothesis is supported.

4.3 Correlation Matrix

Correlation matrix is used to help the analysis process, the measure supports the strengths and the direction of the linear relationship between two variables (Pallant, 2013). The numerical values illustrate how strong the relationship is between the variables as well as indicating whether the relationship is negative or positive (Pallant, 2013). Hypothesis 2 for the research will be measured in the logistic regression that will be presented in the next subdivision. Below a table will be presented with the figures from the correlation matrix, the highest level of acceptable significance level will be 0,10 %.

From the correlation matrix table (table 7), we will be presenting the figures from a categorical order of the dependent variables. Job advert A with no employer branding had no correlation with any variable as it was not chosen by any respondents. As indicated from the correlation matrix table the variable cannot be measured because the variable is constant. Job advert B that emphasized development opportunities had a strong positive relationship to gender and education. As well as having a small positive relationship with emotional stability, intellect and ethically responsible organization. Job advert C had a strong positive relationship to education, gender and a small positive relationship with age. The dependent variable that is job advert D had a strong positive relationship to education and a close medium and positive relationship to gender.
## Table 7: Correlation matrix

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Jobalent A</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>2. Jobalent B</td>
<td>0.6379</td>
<td>0.4988</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Jobalent C</td>
<td>0.2686</td>
<td>0.4417</td>
<td></td>
<td></td>
<td>0.445**</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. Jobalent D</td>
<td>0.1034</td>
<td>0.3072</td>
<td></td>
<td></td>
<td>0.256</td>
<td>0.575**</td>
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</tr>
<tr>
<td>5. Conscientiousness</td>
<td>5.431</td>
<td>0.9479</td>
<td></td>
<td></td>
<td>-0.953</td>
<td>-0.187</td>
<td>-0.216</td>
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<td>6. Extraversion</td>
<td>5.2329</td>
<td>1.2306</td>
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<td>0.214</td>
<td>0.103</td>
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<tr>
<td>7. Agreeableness</td>
<td>4.7674</td>
<td>1.2373</td>
<td></td>
<td></td>
<td>-0.209</td>
<td>-0.06</td>
<td>-0.172</td>
<td>-0.324</td>
<td>0.304**</td>
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<tr>
<td>8. Emotional stability</td>
<td>5.5977</td>
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<td></td>
<td></td>
<td>0.051†</td>
<td>0.037</td>
<td>-0.233</td>
<td>-0.136</td>
<td>0.327</td>
<td>0.438**</td>
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<td>9. Intelect</td>
<td>6.5335</td>
<td>0.6923</td>
<td></td>
<td></td>
<td>0.081†</td>
<td>0.018</td>
<td>-0.182</td>
<td>0.496**</td>
<td>0.404**</td>
<td>0.037</td>
<td>-0.384**</td>
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<tr>
<td>10. Economic benefit</td>
<td>5.2241</td>
<td>1.4514</td>
<td></td>
<td></td>
<td>0.018</td>
<td>-0.092</td>
<td>0.144</td>
<td>0.290</td>
<td>0.209</td>
<td>-0.067</td>
<td>-0.127</td>
<td>0.274**</td>
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<tr>
<td>11. Career developments</td>
<td>0.1034</td>
<td>1.1496</td>
<td></td>
<td></td>
<td>0.1</td>
<td>0.223</td>
<td>-0.031</td>
<td>0.312</td>
<td>0.230</td>
<td>0.024</td>
<td>0.015</td>
<td>0.392**</td>
<td>0.427**</td>
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</tr>
<tr>
<td>12. Work Independently</td>
<td>5.1034</td>
<td>1.2522</td>
<td></td>
<td></td>
<td>0.005</td>
<td>-0.081</td>
<td>-0.155</td>
<td>0.413</td>
<td>0.053</td>
<td>0.182</td>
<td>0.122</td>
<td>0.295</td>
<td>0.383**</td>
<td>0.443**</td>
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<tr>
<td>13. Work in teams</td>
<td>4.8700</td>
<td>1.2376</td>
<td></td>
<td></td>
<td>-0.188</td>
<td>0.101</td>
<td>-0.149</td>
<td>-0.125</td>
<td>0.291</td>
<td>0.596**</td>
<td>0.209</td>
<td>0.062†</td>
<td>0.002†</td>
<td>0.312</td>
<td>-0.014</td>
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<td>14. Friendships co-workers</td>
<td>4.431</td>
<td>1.6572</td>
<td></td>
<td></td>
<td>0.024</td>
<td>-0.012</td>
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<td>-0.021</td>
<td>0.664**</td>
<td>0.667**</td>
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<td>0.136</td>
<td>0.197</td>
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<td>0.567**</td>
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<td>15. Ethically responsible organization</td>
<td>5.069</td>
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<td></td>
<td>0.081†</td>
<td>-0.136</td>
<td>-0.249</td>
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<td>0.029</td>
<td>0.083†</td>
<td>0.384**</td>
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<td>0.335**</td>
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</tr>
<tr>
<td>16. Gender</td>
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<td>0.4859</td>
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<td></td>
<td>0.116</td>
<td>0.514</td>
<td>0.296</td>
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<td>-0.198</td>
<td>0.009</td>
<td>0.088†</td>
<td>0.015</td>
<td>0.201</td>
<td>0.016</td>
<td>-0.112</td>
<td>0.083†</td>
<td>0.089†</td>
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</tr>
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<td>17. Age</td>
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<td></td>
<td></td>
<td>0.150</td>
<td>0.919</td>
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<td>-0.223</td>
<td>-0.013</td>
<td>0.111</td>
<td>-0.164</td>
<td>-0.135</td>
<td>-0.080</td>
<td>-0.174</td>
<td>-0.234</td>
<td>0.118</td>
<td>0.043</td>
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<tr>
<td>18. Education</td>
<td>0.2759</td>
<td>0.4506</td>
<td></td>
<td></td>
<td>0.465</td>
<td>0.357</td>
<td>0.590</td>
<td>-0.201</td>
<td>0.061†</td>
<td>-0.092</td>
<td>0.004</td>
<td>-0.067</td>
<td>-0.123</td>
<td>0.181</td>
<td>-0.114</td>
<td>-0.005</td>
<td>-0.072</td>
<td>-0.161</td>
<td>0.537</td>
<td>0.133</td>
</tr>
<tr>
<td>19. Conscientiousness 1</td>
<td>4.6821</td>
<td>1.9483</td>
<td></td>
<td></td>
<td>0.081†</td>
<td>-0.035</td>
<td>0.198</td>
<td>-0.276</td>
<td>-0.356</td>
<td>-0.843**</td>
<td>-0.342**</td>
<td>-0.11</td>
<td>0.198</td>
<td>-0.035</td>
<td>0.159</td>
<td>-0.470**</td>
<td>-0.116</td>
<td>-0.183</td>
<td>0.14</td>
<td>0.140</td>
</tr>
</tbody>
</table>

Note: **p < 0.01; *p < 0.05; † p < 0.10; a Cannot be computed because at least one of the variables is constant.
4.4 Logistic regression

Logistic regression helps analyze the variances that occur in categorical dependent variables. The technique can be helpful when one wants to analyze how other variables (independent, control and contingent) impacts upon the variance of a dependent categorical variable. The dependent variables consisted of four different job adverts (A – D). Each were coded 0 and 1. The dependent variable for this research is categorical. A logistic regression analysis is deemed appropriate (Pallant, 2013). The measure assists in testing models that forecast categorical results this within the range of two or more divisions (ibid).

Before conducting any type of regression test then one must always check for multicollinearity. This involves according to Pallant (2013) when two or more variables strongly correlate with each other, which makes any type of regressions test unreliable. A drawback with logistic regression according to Pallant (2013) is that there is no concrete way to check for multicollinearity. However, the author states that one way of doing this is to inspect and analyze the VIF value the same way as done in a multiple regression. When we conducted this procedure then the VIF – value for all three models landed on 2.667, Indicating according to Pallant (2013) that there is no risk for multicollienarity between the variables in the model.

The control variables gender and education had to be removed from all three models. When added in all three models these variables caused all other variables to be insignificant and show a large number of standard error, which made all models unfit and unreliable for testing. Therefore, a choice was made to exclude these two control variables.

Lastly a Hosmer and Lemeshow test was conducted. This is according to Pallant (2013) the most reliable test to use to see if the predictor variables (independent, control and contingent ones) explain the variance of the dependent categorical variable. All models in this test showed a significance value above 0.05. This shows according to Pallant (2013) that all 3 models predictor variables together explain the variance of the dependent categorical variable. Table 8 below shows the logistics regression analysis for the three models:
The following hypothesis is tested:

**H2: Employer branding (EVP) via job advertisements and P–O fit will be more positively related if the EVP matches potential job applicants personal work preferences**

Model 1 that had job advert B as a dependent categorical variable had a pseudo R square value between 24, 9% and 34, 1%. This shows that between 24, 9% and 34, 1% of the variance in this dependent variable can be explained by the predictor variables in model 1. The contingent variable extrovert was the only one that made a significant contribution in explaining the variance of the dependent variable. Significance value for this variable landed below 0.10.

Pseudo R square for the second model (that had advert C as a dependent variable) had a percentage rate between 27,9% and 41%. Between 27, 9% and 41% of the variance in the dependent categorical variable job advert C can thus be explained by the predictor variables. Two variables had a significant contribution of explaining the variance in the dependent variable. First one is the independent variable carrier developments which had a significant value below 0.10 and second was conscientiousness 1 whose significant value also was below 0.10.

Last model which contained the dependent variable job advert D had a pseudo R square between 31, 1 % - 64,1 %. Between 31, 1 % and 64,1 % of the variance in the dependent variable (job advert D) can be explained by the predictor variables in
model 3. The only variable that made a significant contribution was the contingent variable conscientiousness 2 (measuring how much a person prefers to decide themselves how they should conduct their work tasks). The significant value for this variable landed below 0.10.

The results from this analysis indicate that almost none of the independent and contingent variables alone in all three models made significant statistical contributions of explaining the variance of each models' dependent variable. Since this was the criterion to support hypothesis 2 then based on the results this hypothesis cannot be supported.

4.5 Summary
This research applied a logistic regression measure. Hypotheses one was supported due to the fact that job advert a was not chosen by any of the respondents, the majority of the respondents choose job advert b which had significant elements of employer branding. The outcomes of the categorical dependent variables (job advert b, c and d) showed that most variables in model 1-3 in this logistic regression did not significantly contribute to explaining the variance in the dependent variables, therefore not supporting hypotheses 2. Table 9 depicts these results visually

Table 9 Supported and non-supported hypotheses

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>H1</th>
<th>H2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supported</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Non-supported</td>
<td></td>
<td>*</td>
</tr>
</tbody>
</table>
5. Discussion/Conclusions

The discussion and conclusion of this research will start off by a presentation of the summary of the thesis and results. Including what theoretical and managerial implications the results of this thesis has. Furthermore, a subdivision of the limitations and suggestions for further research will be presented.

5.1 Summary of the thesis

This research thesis had an aim at investigating how employer branding via job advertisements can relate to person – organization match. The research was based on categorizing personal traits where we used to categorize were; Conscientiousness, agreeableness, intellect, extrovert and emotional stability. We also explored job adverts that consisted of employer value proposition elements (economic benefits, social value, development opportunities, application value). The theories used for this research was employer branding theory (Ambler and Barrow, 1996), Congruence theory (Sirgy, 1982) and Signaling theory (Karasek and Bryant, 2012; Celani and Singh, 2011; Suazo et al, 2009). A quantitative research method was applied to this research and only primary data was used. The empirical data was retrieved from an online based questionnaire. We managed to get responses from 58 business students studying either bachelors or masters. We tested in total 2 hypotheses. The first hypothesis (“Employer branding (EVP) via job advertisements will be positively related to P – O fit between employers and future job applicants) was supported and the second hypothesis (“Employer branding (EVP) via job advertisements and P–O fit will be more positively related if the EVP matches potential job applicants personal work preferences”) was not supported based on the analysis results.

5.2 Considerations of the results

5.2.1 Findings/support for hypothesis 1

The research analysis showed that employer branding has a positive effect when creating a better P-O fit between potential business employees and employers. A reason for this could be the importance of having a strong and attractive employer brand (Elving et al, 2012; Theurer et al, 2016; Ambler and Barrow, 1996). A brand that offers potential employees an attractive work environment, that entails what
social, economic and developmental value the workplace can offer future job applicants (Kucherov and Zavyalova, 2012; Collins and Stevens, 2002; Oldham and Fried, 2016).

The value it portrays has profound impact on whether a job applicant would choose a job over the other. The more companies develop their brands (in our research employer brands) to become more attractive, the more successful it will be in attracting its targeted audience (this case future business student employee) (Keller, 1993: 2016). Further strengthened by our results, our analysis showed that the advert that had most elements of EVP (advertisement B) attracted a clear majority of all business student respondents. Newer generation of business students demand more in terms of what for example social, developmental and economic value an employer can offer this population (Dziewanowska et al., 2016; Ng and Fiskenbaum, 2008). This is further strengthened by the fact that a majority of business students choose the advert (job advert B) with most elements of EVP.

Signaling theory can be linked to the results gathered in this thesis. As previous research proclaim employer branding via job adverts is used as an effective marketing tool to attract future employees to a hiring organization (Suazo et al., 2009; Celani and Singh 2011; Karsek and Bryant, 2012). EVP via job advertisements be used as a tool to signal and convey a clearer message of what type of employees an employer is looking for. Elving et al. (2012) describes this process as developing and creating a better P – O fit between job applicants and a hiring organization. Our studies confirm these facts. As a result, our analysis showed that none of the respondents (business students) choose adverts without any elements of EVP. All business students that participated in this study selected instead all the other adverts (B, C and D) that contained employer branding. This means that more effective use of EVP in job adverts is a good and successful way of attracting job applicants to a company.

Congruence theory developed by (Sirgy, 1982;1985; Kressmann et al., 2006) can be applied here as well. As EVP via job advertisements can be used to create a personal attraction but also better P – O fit between a job applicant and employers (Theurer et al., 2016; Elving et al., 2012). The jobseeker would feel a personal appeal towards what EVP that is offered by the organization that is hiring. The results in our study reveal that employer branding via job adverts creates a better P – O fit
between business students’ as employees and their employers. As stated earlier, none of the business students chose the job advert without any EVP and instead only picked the ones with employer branding elements. Also, a majority of business students picked the advert (in this case B) with most elements of EVP. This indicates that adverts with a higher number of EVP elements have as previous authors (Theurer et al., 2016; Elving et al., 2012) claim a better and more profound ability to appeal to the job applicant. This can be seen as Sirgy (1982) describes as a congruence match between the jobseeker and the hiring organization. A type of P–O fit between the applicant and the hiring organization as Elving et al. (2012) describes.

As the results of this research as well as previous studies (Dziwanowska et al., 2016; Ng and Fiskenbaum, 2008) show that the sample unit (business students) choose job offers that had a more clear and detailed explanation of what personal value (EVP – value) the employer could offer the job applicants. Showing how essential it is for organization to forward and portray the “right” EVP value that represents the organization, which is used to attract the right workforce for its organization and become employer of choice (Elving et al, 2012). This can be linked to the outcome of the organization and the future success of the firm.

The results of the research showed how the different values within job adverts (economic, social, development opportunities and application value) had a great contribution to organizational attractiveness. However, a value that had bigger impact than the other values was development opportunities within the job. Indicating what focus employers should emphasis within job adverts to attract the “right” employee for their organization.

5.2.2 Non – findings/ non - support for hypothesis 2

The results did not give any support for hypothesis 2, which is that “Employer branding (EVP) via job advertisements and P–O fit will be positively related if the EVP matches potential job applicants personal work preferences”. One explanation for this is that as previous authors claim (Barrick and Mount, 1993; 1998; Goldberg, 1990; Fortunanto and Romero, 2002) individuals can have multiple sets of personalities (Extrovers can also show a high degree of conscinetousness for example). Barrick and Mount (1993; 1998) argue that every person has their own set of personality characteristics. Also these personality characteristics
(conscientiousness, emotional stability and agreeableness etc) have an influence upon what EVP – values (social, economic and developmental etc) an individual finds most important when applying for a job (Anitha and Madhavkumar, 2012; Sivertzen et al., 2013). As all individual people have their own complex set of personalities, then what EVP – values that can affect their choice of employer to work for might vary from individual to individual (Barrick and Mount 1993; 1998; Fortunanto and Romero, 2002; Anitha and Madhavkumar, 2012; Sievertzen et al., 2013).

As the logistic regression analysis (see table 4.4) shows almost none of the contingent (the personal work preferences of business students) and independent variables (what social, developmental and application value etc, the job advert offered) explained why business students choose their advert of choice. This can be explained by the fact that the respondents as all individuals have different sets of personalities and also in regard to this may differentiate substantially from each other in regard to what EVP – values they perceive to be most important (Barrick and Mount 1993; 1998; Fortunanto and Romero, 2002; Anitha and Madhavkumar, 2012; Sievertzen et al., 2013). This can be an explanation as to why almost none of the independent and contingent variables alone made significant contributions in explaining the variances of the dependent variables (job advert B, C and D).

The results in hypothesis 2 indicate that the quantitative research may not be enough to actually measure and indicate in detail what every respondent finds as most attractive when choosing what employer to work for. Perhaps further qualitative survey research in the form of for example semiotics can clearly and in more detail identify what for example makes a job advert with EVP elements particularly attracting.

5.3 Theoretical contribution

The results from this study support previous findings made by Elving et al. (2012). Here the authors tested whether job advertisements containing EVP had a stronger and more profound impact upon what employer a jobseeker would like to work for. We took it one step further to see if this applies to business students’ as well. Our results indicate that this population finds job adverts containing EVP more attractive than those without any elements of employer branding. Dziewanowska et al. (2016)
but also Ng and Fiskenbaum (2008) conclude that the newer generation of business students has higher demands and expectations of what type of EVP – value an employer can offer. Best way to satisfy these desires is thus to communicate this value proposition through job adverts. The more EVP elements an advertisement contains then the better P – O fit an employer is able to make between himself and future business student employees. As the results indicate then most business students choose job advert B, which contained most elements of EVP as their advert of choice.

5.4 Managerial implications
This research thesis has made contributions in the field of employer value proposition within employer branding. Managers should take into account of how employer branding can have a strong and decisive effect upon how successful an organization is in attracting future employees to its business. The results in this thesis indicate that the more an organization utilizes EVP in its job adverts, then the better chance the firm has to attract future job applicants. Essential aspects for employers to pertain when recruiting through job advertisements to business students would be to include EVP and accentuate in more detail what for example development opportunities, economic benefits and social values they offer these future job applicants. This in turn can be used to increase the attractiveness of the organization and essentially leading perhaps the organization to become an employer of choice for future business student employees.

5.5 Limitations and future research
One limitation with this research is the small sample size, which consisted of a total of 58 respondents. A larger sample unit would perhaps have given us a wider and more detailed array of statistical information of what factors influence if business students choose to work for an employer or not. Another limitation is that the study could have been more qualitative and more semiotic. Potential future research should perhaps still focus on acquiring via surveys a large sample of respondents. However, these need to become more qualitative. As discussed earlier then surveys in the form of semiotics can in more detail and precision provide information on what
exactly (in regards to the respondent’s personality characteristics) makes a job applicant choose a specific employer to work for.

5.6 Concluding comments
We hope that future researchers will continue to develop our research which we have presented in this research study. One way can be to contribute, would be to use more qualitative elements (in the form of semiotics) in this research study. As this type of research approach can perhaps explore in more detail what specific elements of EVP in job advertisements can attract and appeal to the new generation of business employees.
6. Reference list


The perfect job

Page 1

The purpose of this survey is to get a better understanding of what attracts job applicants to accept a job offer from an employer. More specifically what factors can affect whether an applicant finds a job proposal appealing or not. With the help of your answers in this questionnaire then we can acquire a better understanding of this. Therefore your answers are valuable to us.

Please indicate below your:

1. Gender *
   - Female
   - Male
   - Other (please specify) [ ]

2. Year of birth *


3. Current programme *
   - Bachelor programme
   - Masters programme
   - Other (please specify) [ ]

Page 2

The following items describe statements about personal work preferences. Indicate your agreement or disagreement with the following statements by ticking your response using the scale.

4. I prefer doing my work on my own *

<table>
<thead>
<tr>
<th>1. Strongly disagree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7. Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your answer:</td>
<td></td>
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</table>
5. I prefer deciding the way my work is done *

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<thead>
<tr>
<th></th>
<th>1. Strongly disagree</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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</tbody>
</table>

6. I prefer making my own decisions at work *

<table>
<thead>
<tr>
<th></th>
<th>1. Strongly disagree</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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</table>

7. I prefer to form friendship relationships with my co – workers *

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<tr>
<th></th>
<th>1. Strongly disagree</th>
<th>2.</th>
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<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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8. I prefer to get to know my fellow workers quite well *

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<tr>
<th></th>
<th>1. Strongly disagree</th>
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<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
</tr>
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<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
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<td>O</td>
<td>O</td>
<td>O</td>
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</table>

9. I prefer to develop close friendship ties with my co – workers *

<table>
<thead>
<tr>
<th></th>
<th>1. Strongly disagree</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
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</thead>
<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
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<td>O</td>
<td>O</td>
<td>O</td>
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</table>

10. I prefer working in groups at work *

<table>
<thead>
<tr>
<th></th>
<th>1. Strongly disagree</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7. Strongly agree</th>
</tr>
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<tbody>
<tr>
<td>You're answer:</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>
11. I prefer deciding together with other co – workers how to perform certain tasks *

1. Strongly disagree  7. Strongly agree
You're answer:  

12. I prefer making decisions together with other co – workers *

1. Strongly disagree  7. Strongly agree
You're answer:  

13. I care to teach newcomers to my work place things that I have learned *

1. Strongly disagree  7. Strongly agree
You're answer:  

14. I care to work for an organization that pays attention to the environment *

1. Strongly disagree  7. Strongly agree
You're answer:  

15. I care to work for an organization that pays attention to social issues *

1. Strongly disagree  7. Strongly agree
You're answer:  

16. I care to work for an organization that gives me opportunities to develop my own career *

1. Strongly disagree  7. Strongly agree
You're answer:  

17. I care to work for an organization that gives me good promotion opportunities within it *

1. Strongly disagree
7. Strongly agree

Your answer: 

18. I care to work for an organization that gives me good future employment opportunities *

1. Strongly disagree
7. Strongly agree

Your answer: 

Page 3

Picture yourself that you are applying for a job as an HR executive/recruiter, below are four job advertisements to choose from look at them first and then read them carefully:

Job advert A

Job description:
Skills: MBA, MBA marketing, MBA Fresher, Graduate Fresher, MBA Finance, Sales MBA Marketing, MBA HR, Sales Executive, recruitment, fresher, BE, B.Tech, B.E, Diploma, BCA, M.Tech, ulsoor

Experience: 0-0 Years

Job advert B

Job description
Skills: MBA, MBA marketing, MBA Fresher, Graduate Fresher, MBA Finance, Sales MBA Marketing, MBA HR, Sales Executive, recruitment, fresher, BE, B.Tech, B.E, Diploma, BCA, M.Tech, ulsoor

Experience: 0-0 Years

What we offer:
1. The opportunity to join a forward-thinking company surrounded by a collaborative team of innovative thinkers
2. A rewarding career path with diverse opportunities for professionally development
3. A competitive compensation and benefits package
4. Internal training to support your growth and enhance your skills
5. An organization committed to making a difference in our communities— for you and our customers

Job advert C

Job description
Skills: MBA, MBA marketing, MBA Fresher, Graduate Fresher, MBA Finance, Sales MBA Marketing, MBA HR, Sales Executive, recruitment, fresher, BE, B.Tech, B.E, Diploma, BCA, M.Tech, ulsoor
Experience: 0-0 Years

What we offer:

Do you want to help reduce environmental impact and promote a cleaner global environment?

You are used to work independently with several ongoing responsibilities and have a consultative and business approach.

As a person, you create trust in the organization through communication and visibility. You are social, and support and motivate your employees, you also have a good ability to handle conflicts.

Job advert D

Job description

Skills: MBA, MBA marketing, MBA Fresher, Graduate Fresher, MBA Finance, Sales MBA Marketing, MBA HR, Sales Executive, recruitment, fresher, BE, Btech, B.E., Diploma, BCA, Mtech, ui/soor

Experience: 0-0 Years

What we offer:

A Competitive Salary package with fixed salary, bonus, pension and health insurance.
An informal work environment with competent and committed colleagues. We enjoy working together in a good and respectful manner, and we celebrate our common successes.

19. Which one of these job adverts attracted you the most? Choose only one of the alternatives below *

☐ Job advert A
☐ Job advert B
☐ Job advert C
☐ Job advert D

Now that you have chosen the job advert that you preferred. What specifically in the job advert you choose attracted you the most, please indicate from a scale of 1-7 on the answers below:

20. Economic benefits *

1. Not very much

Your answer: ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐
21. Career/development opportunities 
1. Not very much
Your answer:  
7. Very much

22. Possibilities to work independently 
1. Not very much
Your answer:  
7. Very much

23. Work together with others in a team 
1. Not very much
Your answer:  
7. Very much

24. Forming close friendship ties with co-workers 
1. Not very much
Your answer:  
7. Very much

25. Working for an ethically responsible organization 
1. Not very much
Your answer:  
7. Very much

Page 4

THANK YOU ALL FOR YOUR PARTICIPATION AND CONTRIBUTION IN OUR SURVEY, WE ARE VERY GRATEFUL!

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