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Measuring Employer Branding in the Norwegian IT-Industry

Uncovering the challenges of measuring Employer Branding

**Måling av Employer Branding i den norske IT-industrien:
Identifisering av vanskelighetene rundt måling av Employer Branding**

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Sammendrag

Målet med denne masteroppgaven er å undersøke og identifisere hvordan statusen på Employer Branding er i norske IT organisasjoner, og videre utforske hvordan Employer Branding blir målt i finansielle termer.

Oppgaven starter med å presentere relevant tidligere litteratur om Employer Branding og deretter forklarer den aktuelle metoden som blir benyttet i gjennomførelsen av forskningen. Den empiriske forskningen ble gjennomført i mars og april 2014. Den første delen av forskningen bestod av tre dybdeintervjuer med tre norske IT organisasjoner som varierte i størrelse og virksomhetsområde. Etter intervjuene var gjennomført ble en spørreundersøkelse distribuert til 251 organisasjoner i den norske IT sektoren for og videre utforske hvordan Employer Branding blir behandlet. Videre presenteres funnene fra dybdeintervjuene og spørreundersøkelsen, før de blir diskutert i samsvar med forskningsspørsmålet og de medfølgende underspørsmålene.

Som konklusjon argumenterer oppgaven for at mangelen på treffsikre måleinstrumenter gjør at måling av Employer Branding i finansielle termer nesten ikke eksisterer i den norske IT sektoren. Videre ser vi en indikasjon på at Employer Branding i hovedsak blir oppfattet og brukt eksternt i organisasjonene. Til slutt presenteres det forslag om at det kunne vært hensiktsmessig å behandle Employer Branding som et ansvarssenter med større fokus på relasjonen mellom “input” og “output”. Oppgaven håper å bringe informasjon til alle organisasjoner som praktiserer Employer Branding og dermed bidra til å gjøre måling av den økonomiske effekten av Employer Branding mer oppnåelig.

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Abstract

The aim of this thesis is to investigate and identify the present status of Employer Branding in Norwegian IT-organizations, and explore how Employer Branding is being measured in financial terms.

This thesis first presents relevant literature on Employer Branding and describes methodology used for the research. The empirical part of this study was conducted in March and April 2014. The first part of the research consisted of three in-depth interviews with three organizations from the IT-industry in Norway, varying in size and field of expertise. After that a questionnaire was distributed to 251 organizations within the Norwegian IT-industry to further investigate how Employer Branding is viewed. The thesis then presents the findings from the in-depth interviews and the questionnaire, and discusses those in accordance to the research question and following sub questions.

In the conclusion, the thesis argues that the lack of accurate measuring tools makes measuring Employer Branding in financial terms close to non-existent in the Norwegian IT-industry. Further we observe an indication that Employer Branding is handled overly external in the organizations. Lastly the authors propose that it might be beneficial to handle Employer Branding as a responsibility center with more emphasis on the relation between input and output. This thesis hopes to offer useful information to all organizations invested in Employer Branding, and thus contribute into making measuring the effects of Employer Branding more achievable.

Oslo & Akershus University College of Applied Sciences, Faculty of social sciences (SAM)

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Preface

Writing this Master's Thesis has been a challenging and yet highly rewarding process. The last few months has been fun and stressful but most of all educational.

In the process we have received much needed help from many people and we would like to use this opportunity to thank some of those who helped the most.

First of we would like to send thanks to Even, Christian and Karina from Rotor AS for all their help and guidance throughout the process. Second we would like to thank Finn.no, Geodata and Knowit for their participation in our interviews. Third we thank all that responded to our questionnaire.

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Table of contents

SAMMENDRAG	II
ABSTRACT	III
PREFACE	IV
TABLE OF CONTENTS	V
1.0 INTRODUCTION	1
1.1 MOTIVATION FOR THE RESEARCH TOPIC	2
1.2 RESEARCH QUESTION	3
1.2.1 THE INITIAL RESEARCH QUESTION	3
1.2.2 THE FINAL RESEARCH QUESTION.....	4
2.0 REVIEW OF RELEVANT LITERATURE	6
2.1 CONCEPTUALIZATION.....	6
2.2 THE EMPLOYER BRAND (EMPLOYER VALUE PROPOSITION).....	10
2.3 INTERNAL EMPLOYER BRANDING	14
2.4 EXTERNAL EMPLOYER BRANDING.....	18
2.5 MEASURING HR/EMPLOYER BRANDING	22
2.6 THE POSITIONING OF OUR RESEARCH	25
3.0 METHODOLOGY	26
3.1 CHOICE OF RESEARCH STRATEGY	26
3.2 MIXED RESEARCH	27
3.2.1 <i>Qualitative method</i>	27
3.2.2 <i>Quantitative method</i>	32
3.3 RESEARCH ETHICS.....	37
4.0 PRESENTATION OF EMPIRICAL DATA	38
4.1 QUALITATIVE FINDINGS	38
4.1.1 <i>Knowledge of Employer Branding</i>	38
4.1.2 <i>Practice & measuring</i>	40
4.1.3 <i>Perceived effect</i>	42
4.1.4 <i>Summary of qualitative findings</i>	43
4.2 QUANTITATIVE FINDINGS.....	44
4.2.1 <i>Findings related to knowledge of Employer Branding</i>	45

4.2.2 Findings related to practice in measuring.....	48
4.2.3 Findings related to difficulties in measuring.....	49
4.2.4 Findings related to possible means for measuring	53
4.3 LIMITATIONS OF THE RESEARCH	60
5.0 DISCUSSION	62
5.1 DISCUSSION OF FINDINGS RELATED TO KNOWLEDGE OF EMPLOYER BRANDING	62
5.2 DISCUSSION OF FINDINGS RELATED TO PRACTICE IN MEASURING.....	65
5.3 DISCUSSION OF FINDINGS RELATED TO DIFFICULTIES IN MEASURING	66
5.4 DISCUSSION OF FINDINGS RELATED TO POSSIBLE MEANS FOR MEASURING	69
5.5 FINAL DISCUSSION – SUMMARY	70
6.0 CONCLUSION	72
7.0 IMPLICATIONS.....	74
7.1 THEORETICAL CONTRIBUTION	74
7.2 PRACTICAL IMPLICATIONS	74
7.3 FURTHER RESEARCH.....	75
8.0 REFERENCES.....	76
9.0 ATTACHMENTS	79

1.0 Introduction

Employer Branding is still a fairly new research field, however the interest shown for Employer Branding and its effects has increased rapidly over the last decade. There has been an increase in the amount of research on the field as well as in the number of companies that acknowledge and focus on Employer Branding as a strategy. It is widely accepted that one of the most important activities and investments a company can do, and also one of the most expensive if done wrong, is the hiring of new employees. In addition to this the current employment market focuses a lot on knowledge workers, and the importance of finding the right employee. There is a shortage of employees and obtaining employees that are value adding for the organization is getting more and more crucial.

The process of acknowledging the importance of finding and hiring the right employee, in addition to retaining current employees and maintaining a healthy work relationship has become increasingly more important. It is natural that we can observe an increased focus on Employer Branding, which is a process that according to several researchers (Ambler & Barrow 1996; Tikoo & Backhaus 2004; Berthon, Ewing & Hah 2005; Aggerholm, Andersen & Thomsen 2010; Maxwell & Knox 2009), improves an organizations ability to attract and retain the best suited employee for the job. However, like HR activities, the positive effects of Employer Branding are seldom measured in factors that could easily be connected to financial terms. The reason for this could be a combination of many factors, some of which we will explore in this thesis.

In this Master's Thesis our goal is to contribute to the academic field of Employer Branding, more specifically by researching the topic of measuring Employer Branding in financial terms. By exploring the actions of organizations that practice Employer Branding, consulting with experts on the field and interviewing employees with practical experience. Through this we hope to find some answers as to how the effect of Employer Branding can be measured in financial terms.

1.1 Motivation for the research topic

The term Employer Branding has already become widely known amongst Norwegian organizations and we see an increase in number of organizations that practice Employer Branding. However, in all performance oriented organizations it is required to give some justification to the use of resources. In order to defend the increased use of resources on Employer Branding the effects has to be documented. This is a subject that has very limited research and the next step for Employer Branding as an academic concept will be to explore this connection. This is also the topic pegged as the most important for further research into Employer Branding from the first article ever written about Employer Branding 18 years ago. The research question posed by Ambler and Barrow (1996, 200) in their article was “whether firms using brand and marketing disciplines in their HR functions achieve better performance” which still hasn't been thoroughly empirically tested.

Employer Branding is a complex concept consisting of a combination of several different academic fields like human resources (HR), marketing and communication. While existing research and established practices stem from these fields, a clear presentation of the effects of Employer Branding as a stand-alone concept, in financial terms, would contribute to a wide acceptance of the concepts effects. Since the authors are majoring in different subjects, Henrik organizational theory and Fredrick financial theory and therefore saw an opportunity to combine these specialties to explore how investment into Employer Branding affects the organizations and how this can be presented in financial terms. This is one of the most interesting topics, with the most potential value, for organizations practicing Employer Branding.

1.2 Research question

In this section we will present the research questions that we have chosen to investigate in this thesis.

1.2.1 The initial research question

As mentioned earlier (section 1.1) we have chosen to investigate one of the suggestions for further research posed by Ambler and Barrow (1996, 200) in their first paper on Employer Branding. The importance of finding the link between investment in Employer Branding and economic benefits gained has been discussed in several research papers since then (Backhaus & Tikoo 2004; Gapp & Merrilees 2006). It is one of the most suggested topics for further research we have seen in our review of previous research.

In order to efficiently investigate this topic we found it necessary to limit our research to focus on one industry and convey our research on a set of suited organizations in this industry, for more information about our sample selection see section 3.2.1.1. We chose to focus on the Norwegian IT-industry where we collaborated with 3 organizations in the private sector. As mentioned in section 1.1, the exploratory nature of this research topic demanded a research question that was not based on exact facts. As a means to get an impression of what the effects of investment into Employer Branding might be, we chose to talk with key Employer Branding personnel. We wanted to explore how practitioners view the effects of Employer Branding in their organization and how they measure this effect. Our initial research question is therefore:

“What are the perceived effects of Employer Branding in Norwegian IT-organizations, and how is it measured?”

With this research question as a guideline for our research we hoped to gain sufficient insight into the organizations Employer Branding process and uncover what they achieve by investing into Employer Branding. From this we wanted to develop a valid process of measuring Employer Branding. Further on

we wanted to investigate the possibility of generalizing this process and make it valid for a wider population.

1.2.2 The final research question

After the qualitative phase of our research was conducted it became clear that the concept of identifying, measuring and evaluating Employer Branding activities was in an earlier stage than we first assumed. As described in section 4.1 we found very little support for any measuring of Employer Branding in our sample organizations. Further on we experienced the same lack of results related to perceived effect of Employer Branding. There was little doubt, amongst our informants, that Employer Branding had a positive effect. However they were unclear on what these effects might be. They also described that little effort was put into recording and evaluating this effect.

In order to use these findings in further research we wanted to explore the reason for the lack of effort to measure Employer Branding. The interviews gave us the impression that our informants found it hard to elucidate the connection between Employer Branding activities and economic value added to the organization. We also got the impression that the organization in general did not have enough insight into the theoretical concept of Employer Branding. In order to expand and elaborate on these findings we conducted a quantitative research through a questionnaire on a larger sample of the IT- industry. For this part of the research we worked under the following main research question:

“What is causing the lack of Employer Branding measurement, related to financial terms, in Norwegian IT-organizations? “

In order to answer this research question we chose to add a set of sub questions to further specify the different subtleties of the main question. The sub questions are as follows:

Sub question 1: “How is the level of knowledge on Employer Branding in the Norwegian IT-organizations?”

As mentioned in section 4.1.1 we found that the knowledge of Employer Branding in our sample organization was heavily dependent on the knowledge of single individuals. And as described in section 2.2 a good Employer Branding practice is heavily dependent on a certain amount of organizational knowledge regarding Employer Branding. Without sufficient overview of the organizations Employer Brand and how it affects the organization, the task of measuring the effect of Employer Branding will be much more difficult. We therefore found it necessary to elaborate on these findings from the qualitative research.

Sub question 2: “How do Norwegian IT-organizations measure the effect of Employer Branding?”

In order to confirm or discard our assumptions from the qualitative research regarding the lack of measurement of Employer Branding we added a research question related to the practice of measuring Employer Branding.

Sub question 3: “What makes it difficult to measure Employer Branding in financial terms in Norwegian IT-organizations?”

To clarify what makes Employer Branding difficult to measure we wanted to identify some of the factors that contribute to this.

Sub question 4: “How can the effect of Employer Branding be measured in financial terms in Norwegian IT-organizations?”

At last we added a sub question in order to find a part of the solution for the main research question. In the analysis of the quantitative research we hope to reveal if there are any efforts put into measuring Employer Branding, and if so how it is measured. Further on we hope to identify some factors that prevent the organizations from measuring their Employer Branding activities and how these factors can be counteracted in order to make it possible to measure the effect of Employer Branding in financial terms.

2.0 Review of relevant literature

In this chapter we will present some of the existing research in the field of Employer Branding that we find relevant for this Master's Thesis. The different subjects will be presented by 5 main topics. In order to show the connections between the topics we have made a illustration showing a simplified Employer Branding process. This illustration will be presented under each topic with the current topic highlighted. Finally the illustration will be used to show the positioning of our research related to the existing research presented in this chapter.

2.1 Conceptualization

As described by the American Marketing Association, on their webpage, a brand is “a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers”¹.

Branding is in other words a method to build reputation and attractiveness around a product, service or firm to attract potential buyers. According to Ambler & Barrow (1996, 185), brand management practices can be applied to a company's human resource management (HRM) if employees are viewed as buyers and the job position as the product. This concept allows for the use of branding techniques to strengthen the product and thus strengthen the employer-employee relationship.

Ambler & Barrow first introduced Employer Branding in a research article in 1996, where they wanted to explore the effects of applying brand management techniques on HRM. This is the first recorded mention of Employer Branding as a standalone concept. In their research they found several organizations that used brand management techniques to improve their HR activities and as an attempt to launch this concept as a valid branding strategy they introduced the academic term “Employer Branding”. In their study they define the Employer Brand as:

¹ <https://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=B&dLetter=B>

“The package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Ambler & Barrow, 1996, 187)

Employer Branding as a research discipline is therefore less than two decades old, meaning that in the academic world it is still a fairly new discipline. Even though the amount of research in the field has been vast, the majority of this research attempts to clarify the concept and form an accurate definition of Employer Branding. Therefore, it exist numerous definitions of Employer Branding which differ from one another in terms of focus, content and scope.

As an example the definition provided by Ambler & Barrow (1996) views Employer Branding from an outside-in perspective, while Backhaus & Tikoo (2004, 502) define it as “the process of building an identifiable and unique employer identity, and Employer Brand as a concept of the firm that differentiates it from its competitors”. The definition given by Backhaus & Tikoo (2004) states that Employer Brand is what the firm does that differentiates it from its competitors. While Ambler & Barrow (1996) focus solely on the benefits in their definition, Backhaus & Tikoo (2004) adopts a more holistic and dynamic view of the Employer Branding concept. They emphasize the importance of the Employer Branding process to achieve the wanted Employer Brand. This holistic view of Employer Branding becomes more evident in later research and conceptualizations of Employer Branding.

1. The anchoring in and supporting of the overall corporate strategy, thus being a strategic branding discipline;



2. The co-creation of values, i.e. continuous renegotiation of values with stakeholders according to their stakes and expectations; and
3. The establishment of sustainable employer-employee relationships oriented towards a continuous reflection on mutual needs as well as current and future expectations.

Figure 1 Obtained from Conceptualization of Employer Branding in sustainable organizations. (Aggerholm, Andersen & Thomsen, 2010).

As an example Aggerholm, Andersen & Thomsen (2010) created a model showing three distinct features of the employer brand in the branding process in sustainable organization. Figure 1 depicts their view of the composition of Employer Branding and how it affects the organization, featuring three distinctive characteristics of the Employer Brand, which represent the holistic viewpoint on Employer Branding. It shows that Employer Branding is found in the intersection between Branding, HRM and CSR and is anchored in the overall corporate strategy.

Based on the theory presented in this chapter we have outlined a framework for our view on the concept of Employer Branding. In this Master’s Thesis “the Employer Brand” will be defined as the Employer Value Proposition, see section 2.2, the organization delivers to its future and existing employees, while “Employer Branding” will be defined as the whole process of defining, building and maintaining the organizations Employer Brand. Our framework

combines Ambler & Barrow's (1996) view of the Employer Brand with Backhaus and Tikoo's (2004) view of Employer Branding. Although in some contrast to Backhaus and Tikoo (2004) we will, similar to more recent research on the field, work under the assumption that Employer Branding is an ever-changing, dynamic and strategic process which demands a holistic view to reach its full potential.

Our simplified illustration of the Employer Branding process:

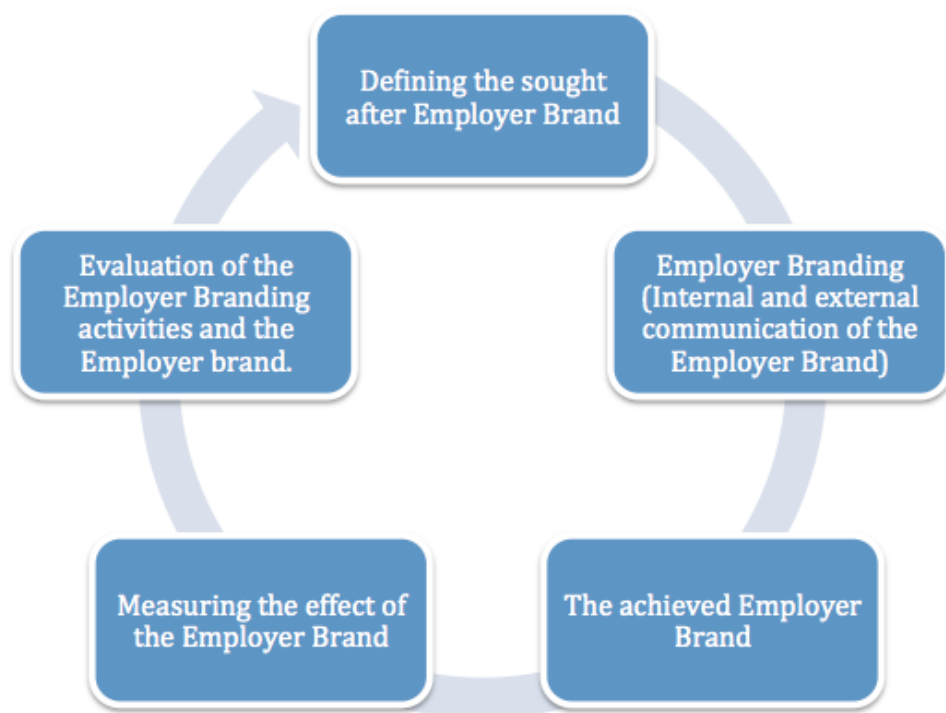


Figure 2 Our illustration of the Employer Branding process

2.2 The Employer Brand (Employer Value Proposition)

Our illustration of the position of EVP in the overall Employer Branding process:



Figure 3 Highlighted current topic of EVP

As previously mentioned Employer Branding is to identify, build and maintain the wanted brand of an organization. Tüzüner & Yüksel (2009) described the Employer Branding process with three steps:

First the organization needs to develop a concept of the unique values they offer to current and prospective employees that convey the central message of the organization. This has been called the Employer Value Proposition (EVP) and consists of the organization's identity as an employer. It includes the organizations values, politics and behaviours to attract, motivate and retain existing and potential employees (the conference board, 2001, cited in Backhaus & Tikoo, 2004, 501). Critical success factors for the EVP are to identify how the organization differ from its direct competitors and what

qualities the organization offer that are unique and might be sought after by the type of employee they want (Ambler & Barrow, 1996).

Second is to efficiently market the EVP to the target group of employees that the firm wants to attract, the value-adding employees. These employees are important for the organization to identify and segment before they start marketing. This is done to better understand what the organization needs to offer to be attractive, how to best reach the wanted employees and understand how much bargaining power they have (Moroko & Uncles 2008). This segmentation needs to be based on the organization current status and future goals, since those employees can be a source to obtain a competitive advantage (Hoskisson et.al, 1999).

Third and finally the organization needs to follow up on the promises made during the first two steps. Both to the new employees that were attracted and hired and to the current employees in the organization that also know what promises were made to the new employees. This is part of the difference between Employer Branding and Corporate or Product branding, in Employer Branding the efforts are directed at both internal and external audiences, not only external (Tüzüner & Yüksel, 2009).

Therefore, whether it is internal activities that help build the EVP and convey the message of the brand, or external activities that market a true representation of the EVP to the target group of potential employees, it is of paramount importance that the message is consistent with what the company wants to convey, but still differentiated between new and existing audiences (Gapp & Merrilees, 2006; Chernatony & Cottam, 2006; Ito et.al, 2013; Maxwell & Knox 2009). This is also emphasized by Moroko & Uncles (2008) when they identify two major factors of successful Employer Branding. Being attractive (external) and accurate (internal) that they used to create a model to show the status of the success of the organizations Employer Brand.

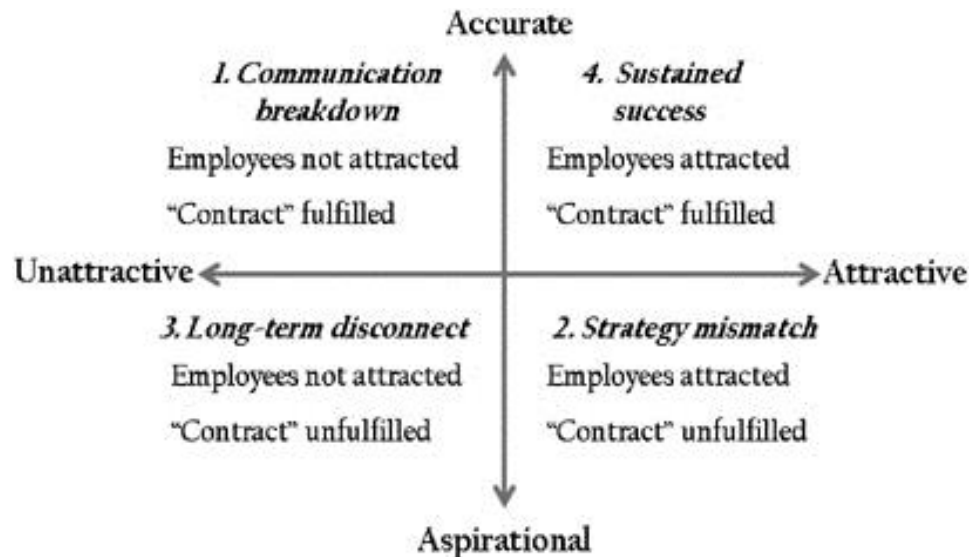


Figure 4 Obtained from "Characteristics of successful employer branding" (Moroko & Uncles, 2008)

As showed in Figure 4 the organization need to be both attractive (employees attracted) and accurate (contract fulfilled) in order to obtain sustained success.

Most of the research on Employer Branding follows the idea that for Employer Branding to be successful it needs to be a fully integrated process in the organization. Ambler & Barrow (1996, 200) state that, given the long term nature of the Employer Branding process, the support and commitment from top management is vital for creating a successful Employer Brand. Punjaisri & Wilson (2008) further strengthens this point by emphasizing that Employer Branding demands elements from both the marketing and HR department and a good communication and cooperation between these departments and the top management. However the communication and cooperation between two departments is complicated. Kapoor (2007, 64) states that the communication of the Employer brand is one of the three largest challenges for an organization to achieve a strong Employer Brand.

The complexity of developing and maintaining the Employer Brand becomes apparent from research that shows that the Employer Branding process is a dynamic and ever changing process. The organization needs to adapt continuously to new situations and the situations of their employees. Maxwell & Knox (2009) show in their empirical study that current and potential

employees view the Employer Brand differently. They also discover that current and potential employees value different attributes of the Employer Brand. Therefore measuring and monitoring how attractive the organizations Employer Brand is from an external and internal viewpoint will demand the use of different methods. To further the complexity Ito, Brotheridge & McFarland, (2013) discovered that employees value different attributes throughout their hire. They found big differences in what activities and attributes employees found most attractive when they entered and when they exited an organization.

Despite the complexity we find Employer Branding to be an interesting field and it is argued that Employer Branding can be used as a channel to enhance customer experiences (Mosley, 2007), employee satisfaction, commitment and loyalty (Punjaisri & Wilson, 2008) and in turn organizational performance (Ambler & Barrow, 1996) if done correctly.

2.3 Internal Employer Branding

Our illustration of the position of internal Employer Branding in the overall Employer Branding process:

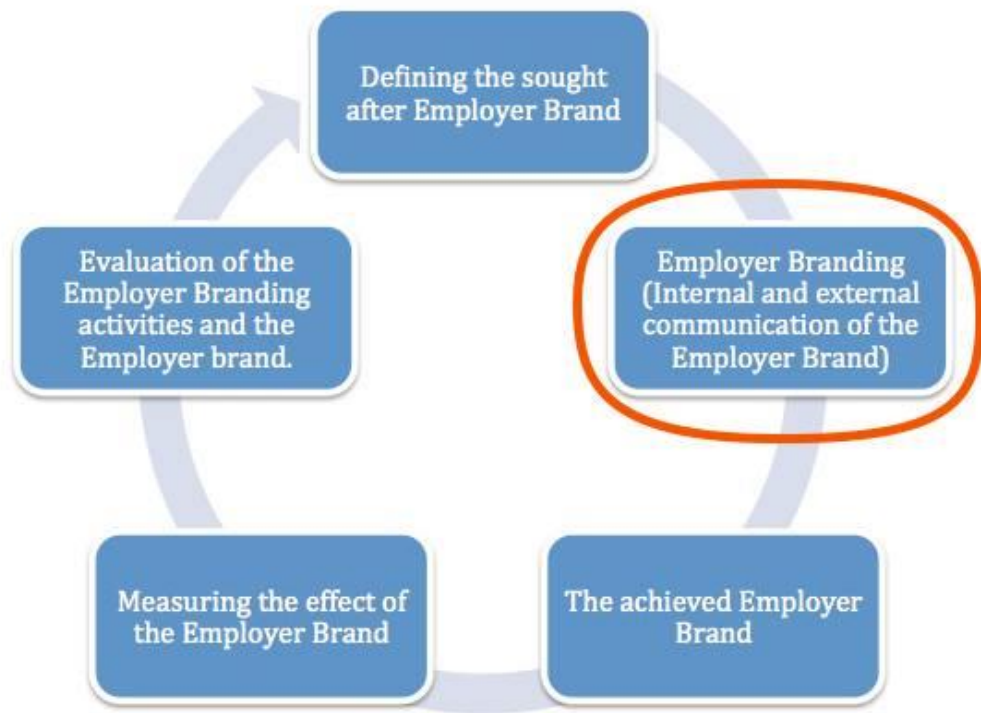


Figure 5 Highlighted current topic of Internal Employer Branding

As discussed in section 2.1 Employer Branding can be described as the process of defining, building and maintaining the organization's Employer Brand. This process is often split into two main groups of activities, external and internal Employer Branding. Internal Employer Branding is the internal activities directed at current employees. To become a desired place of employment it is important think from the inside out, using internal Employer Branding to create commitment, satisfaction, loyalty and identification within the organization.

As proposed by Backhaus & Tikoo (2004), Employer Branding contributes to the formation of the psychological contract² between the employee and the employer. Further on they propose that an accurate internal Employer Branding process reduces the employee's perception of violation of this psychological

² A psychological contract is the unwritten agreement between an employee and its employer. The contract represents their mutual obligations regarding their relationship. The psychological contract is an ever-changing concept that sets the tone for the work relationship between both parties. (Rousseau, 1989)

contract. They also propose that internal Employer Branding reinforces and changes organizational culture, which mediates the relationship between Employer Branding and employer loyalty. In addition they propose that Employer Branding strengthens the identification amongst employees and that brand loyalty is positively related to employee productivity.

Moroko & Uncles (2008) found successful Employer Branding to consist of two main factors, being attractive to potential employees and delivering to the present employees by being accurate. By being accurate they refer to the organizations ability to fulfil the psychological contract that was formed during the recruitment process. Being able to deliver on the promises made, and that the expectations formed by a potential employee are uniform with what awaits them when they become employed.

Several earlier researchers argue that the internal Employer Branding activities are as important to communicate and deliver the brand promise to customers as the external Employer Branding activities (Cleaver, 1999; Punjaisri & Wilson, 2011). In their empirical study of internal Employer Branding in hotel chains in Thailand Punjaisri & Wilson (2008) explore how internal branding influences the brand promise delivery of employees. In their paper they stress the importance of internal branding as a tool to influence the employees' attitudes and shape their behaviour to be aligned with a brand, by engaging them to live the brand. This is again strengthened by Schalger's et.al (2011) where they find that the use of internal Employer Branding can efficiently effect an employee's positive attitude, which is a strongly correlated with customer experiences.

One key aspect in making the Employer Branding process a success is that it has to be fully integrated in the organization, in order to deliver the same core message in every aspect of the process (Gapp & Marilles, 2006). This is supported by Chernatony & Cottam (2006) that emphasize that the brand is a holistic experience and everything that you, as a stakeholder, encounter aims to create a synergy-effect that is greater than the sum of experiences themselves. Even though the company is communicating the same core message and brand both externally and internally, several researchers emphasize the importance of

differentiating the message (Gapp & Merrilees, 2006; Ito, Brotheridge & McFarland 2013). The message that is conveyed by the company needs to be structurally different to existing employees than it is to potential employees, however the activities must still be directly linked with the principal organizational values that the organization wants to convey. Studies have shown that potential and existing employees both perceive the Employer Brand differently as well as value different attributes of the brand (Maxwell & Knox, 2010). Meaning that organizations can't use a one size fits all approach on how to communicate the employer brand, same was argued by Moroko & Uncles (2008).

In the results of Punjaisri & Wilsons (2008) quantitative analysis with 680 respondents they find significant positive effect on brand performance, brand identification, brand commitment and brand loyalty as a result of internal Employer Branding activities. They show that brand identification, commitment and loyalty explain 36 % of the total variation in brand performance, where identification and loyalty carry the most weight. They also point to a link between enhanced brand loyalty and the possibility of reduced costs on recruiting and training as a result of that.

Further we can say that by having defined a clear image of what the organization wants to be, it is important that every contact outside of the company is consistent. Good communication of the Employer Brand is essential to achieve instant recognition and the same positive relation after every interaction with the organization. Research has also shown that information flow to the employees in the form of feedback, market information and competitor information is a critical factor if you want to create commitment to the organization, not just the job, as shown in Figure 6 (King & Grace, 2008).



Figure 6 Obtained from “Exploring the role of employees in the delivery of the brand: a case study approach“ (King & Grace, 2005).

They found that the allegiance to the organization was much stronger if brand related information, of external factors, was regularly delivered to the employees in addition to the internally generated information.

An empirical study done by Schlager et.al (2011) with 2189 respondents support the claims made by Punjaisri & Wilson (2008) by uncovering a significant positive relation between internal branding activities and increased satisfaction among employees and identification with the organization. They argued that employees have to know the brand to efficiently deliver on it, and that by being connected to the brand they would choose the organizations best before their own personal benefit if given the choice. Where, Berthon, Ewing & Hah's (2005) dimensions, development value, social value and diversity value had the biggest impact regarding increased satisfaction and identification.

As mentioned above, internal Employer Branding, if done correctly, is a key part of creating the image of the organization as a great place to work. In addition, the positive effects of these internal Employer Branding activities can lead to enhanced employee performance, proposed by Backhaus & Tikoo (2004). It is therefore crucial that the economic effects of internal Employer Branding are taken into consideration when measuring and evaluating Employer Branding.

2.4 External Employer Branding

Our illustration of the position of external Employer Branding in the overall Employer Branding process:

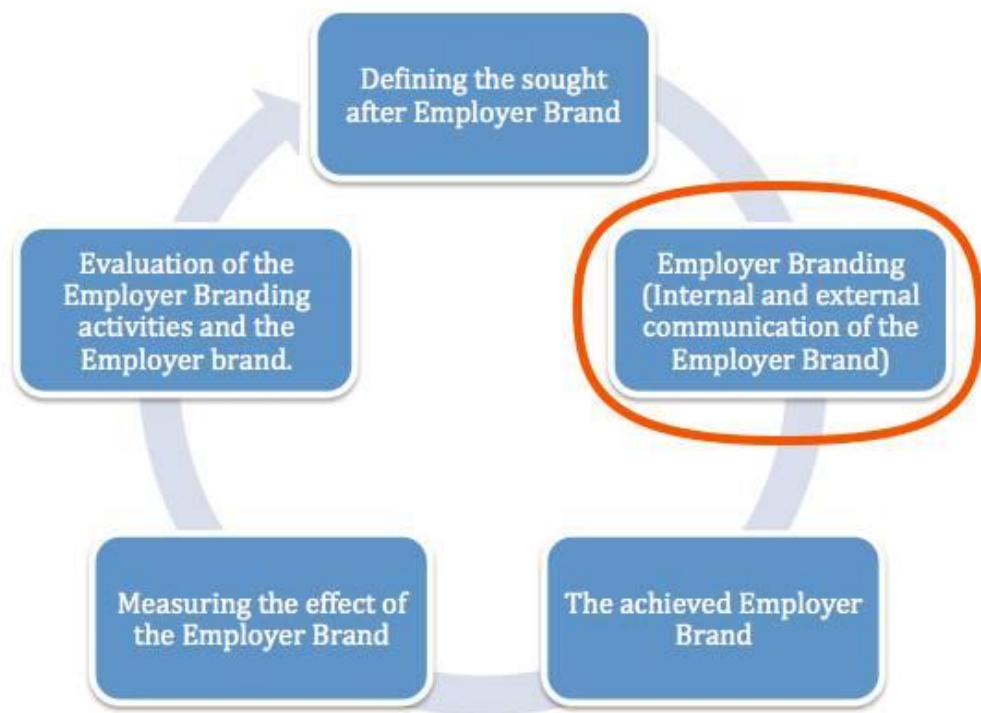


Figure 7 Highlighted current topic of External Employer Branding

External Employer Branding is the sum of all the firm’s activities that are aimed at attracting employees. External Employer Branding is focused solely on attracting the potential employees that the organization needs to hire in their current situation. In external Employer Branding, marketing the organization’s Employer Value Proposition to the right people is a key factor for success.

The purpose of external Employer Branding is to create a correct and transparent image of the firm as a great place to work for the potential employees that the firm wants to attract (Tüzüner & Yüksel, 2009). It should also give potential employees the opportunity to get insight into how it would be to work within the organization. Existing literature shows that Employer

Branding shares theoretical foundations with both consumer and corporate branding. It is also shown that it impacts many of the same stakeholder groups such as staff, customers, distributors and shareholders. In the study of Moroko & Uncles (2008) on characteristics on successful Employer Branding they identify three main factors as being highly consistent with consumer and corporate branding theory.

1. Being known and noticeable.
2. Being seen as relevant and resonant.
3. Being differentiated from direct competitors.

One crucial element of Employer Branding is to align the brand with the company's business plan. This means that in order to attract and retain the employees the company need, the value-adding employees, the brand needs to be designed for the purpose of attracting these employees. To achieve this, the company needs to segment their brand, know what they are after and what they need to offer to get the people they want (Gapp & Merrilees, 2006).

The thought of segmenting potential employees to gain an increased effect was explored by Tüzüner & Yüksel (2009). They used the dimensions of Employer Branding, presented by Berthon, Ewing & Hah (2005), and found that potential employees could be segmented in the Employer Branding process into two factors called “integrated Employer Branding” and “competitiveness Employer Branding”. Where integrated Employer Branding consisted of items which is usually aligned with Employer Branding such as good environment, safe employment and diversity in work assignments to name a few. The competitiveness factor contained a few items that focus on a very competitive working environment. They then segmented the potential employees into “challengers” which would prefer the “competitiveness Employer Branding”, and “integrators” which would prefer the “integrated Employer Branding”.

The same year Moroko & Uncles (2009) proposed the following five segmentations that an organization can use to achieve a better understanding of what is needed to be successful in their external Employer Branding.

1. Potential profitability – the employees who have the skills, experience and knowledge that are crucial to succeed in the value adding or growth part of the business, are strategically important. And by segmenting these employees the organization can devote more resources to hiring and retaining them.
2. Product-feature preferences – group employees according to the career benefits they value. Once these groups and benefits have been identified the company can focus on the most important group of employees for them.
3. Reference groups – People want to work for companies with great reputation, and they turn to different reference people for advice when choosing between companies. Identifying and reaching out to these groups and use branding to create a good reputation can be crucial to get the right employee.
4. Bargaining power – different employees will have different bargaining power in an employment negotiation. This can be based on rarity of their skill, level or seniority, qualifications or relevant experience. More resources might be needed to get these employees.
5. Choice barriers – Hiring and pay policies set up by the company to prevent employees from leaving the company shortly after employment.

While segmentation will help the organization to better communicate their brand to the right potential employee it is just as important to communicate the right message. Berthon, Ewing & Hah (2005) introduced 5 dimensions of attractiveness in Employer Branding based on their EmpAt scale. These 5 dimensions are based on potential employee's view of what makes an organization attractive as an employer. The five dimensions are as follows:

1. Social value
2. Development value
3. Application value
4. Interest value
5. Economic value

In order to obtain an external Employer Brand that attracts the people the organization wish to attract, it is important to communicate the right message, based on the aspects of the organization that is of most value to the potential employee, and segment the communication process so the message reaches the desired potential employee. As Punjaisri & Wilson (2008) suggests, an effective external Employer Branding process that communicates the correct message to the correct recipient can result in a less resource intensive recruitment process.

Related to our research the external Employer Branding is a part of the overall Employer Branding strategy to obtain the wanted Employer Brand. Therefore it is a vital part of the whole Employer Branding process and needs to be considered when measuring the overall effect of Employer Branding.

2.5 Measuring HR/Employer Branding

Our illustration of the position of measuring Employer Branding in the overall Employer Branding process:

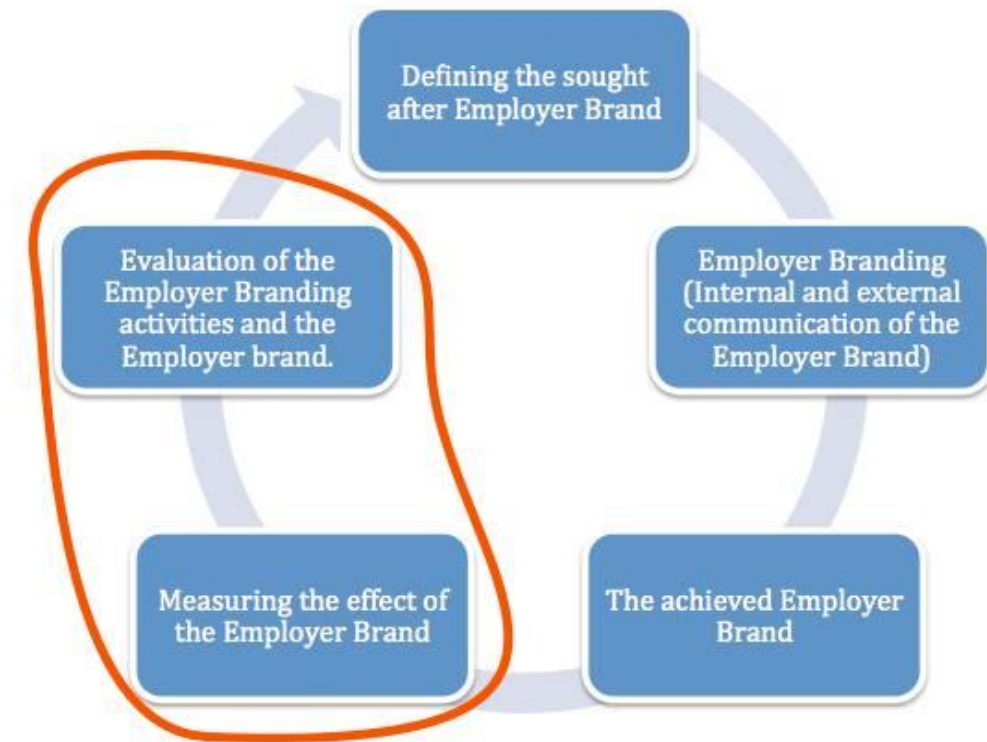


Figure 8 Highlighted current topic of Measuring

It is widely acknowledged that the measuring of HR activities is a time and resource consuming process. How to measure has been a popular question for many years, and many have tried to find a solution to the complex problems of measuring HR activities. Anthony & Govinarajan (2007, 134-135) points to several problems when trying to measure financial terms from departments such as HR and communication. These departments are often handled as discretionary cost centers, given the difficulty of measuring their output. In a discretionary cost center the inputs can be measured in monetary terms, however the output of the center is usually measured in physical terms. This makes it difficult and impractical to measure outputs in financial terms. Further the input cannot be directly linked to the output and therefore an increase or decrease in input cannot be directly transferred into increased or decreased return (Anthony & Govinarajan, 2007, 132-135). This is a reoccurring problem when trying to measure HR activities. Identifying the cause and effect

relationship of what you want to measure is near to impossible, and trying to isolate that effect from other sources with a measurement tool is a problem (Kuvaas & Dysvik, 2012, 188). When trying to measure return in financial terms on any investment you first need to have a clear picture of the costs (Anthony & Govinarajan, 2007, 271).

Choosing which factors to measure on related to your situation is important for how accurate the measurements will be. When choosing factors for measuring you get a trade-off between too few and too many factors to use in the measurement. Having too few can result in an inaccurate measurement, and having too many will be unnecessary resource consuming (Kuvaas & Dysvik, 2012, 206). Further on it is important to use valid metrics that actually measure what you want to measure.

Scott (1977, 63) concludes in his review of measuring organizational effectiveness that “after reviewing a good deal of the literature on organizational effectiveness and its determinants, I have reached the conclusion that this topic is one about which we know less and less”.

One important reason to measure in general is to gain information and control over important indicators for the organization. If you are successful in identifying these indicators, using reliable techniques, you would be able to prioritize the more efficient activities and monitor, develop and be notified early if something is wrong with important organizational performance instigators (Kuvaas & Dysvik, 2012, 188). The definition used for Employer Branding in this thesis takes a holistic standpoint that includes the majority of internal efforts that can be viewed as HR activities.

Although there are many researchers on the field of Employer Branding that previously have shown interest in how to measure Employer Branding, there has been little empirical testing into finding an accurate solution. To measure the attractiveness of the organizations Employer Brand, it is important to use different methods to measure it from external and internal viewpoints (Maxwell & Knox, 2009).

Since we are trying to research and convey how an organization can measure the value and effectiveness of their Employer Branding efforts in financial terms and “Employer Branding” is still a quite new research field it is natural for us to look into a more developed research field with similarities. More specifically, it is relevant to look at methods for measuring HR.

One proposed tool for measuring is a performance measurement system called “Balanced scorecard” (Kaplan & Norton, 1996). This tool works by assigning specific goals to business units and then measuring these goals based on four perspectives: financial, customer, internal business and innovation and learning. By doing this you achieve a balance between different important strategic measures in the hopes of creating goal congruence within the business unit and the organization as a whole. When creating a balanced scorecard it is important to (1) choose a mix of measurements that accurately reflects the organizations critical success factors. (2) Show the relationship between individual measures as cause-and-effect and how nonfinancial measures affect long-term financial results. (3) Provide a broad view of the current state of the company.

It is important that the organization differentiate between external measures, such as customer satisfaction, and internal measures, such as yields. Often organizations sacrifice internal development and measurement for external results (Anthony & Govinarajan, 2007, 464). The most important aspect of a successful balanced scorecard is that it can measure outcome and drivers that show and cause organizations to change their process in accordance with its strategies. As emphasized before, consistency is a very important aspect in Employer Branding and this is equally important in effective internal HR activities (Kuvaas & Dysvik, 2012, 31-37). This is where many organizations have a potential for improvement and the level of internal consistency might be a good measurement factor for a balanced scorecard. Proposed financial indicators that can have an effect on organizational performance and can be used in a balanced scorecard are profits, sales, ROI/ROA or market outcomes

such as market share, Tobin's q, stock price, market share and growth (Singh et. al, 2012).

2.6 The positioning of our research

As shown in previous sections there is a fair amount research focused on how to be successful in Employer Branding and obtaining an effective Employer Brand. However we can observe from the research presented in section 2.1-2.5 that, as of today, there has yet to be developed a proven method regarding the process of measuring the financial effect of employer branding. In our research we hope to shed some light on this process by examining the research questions presented in section 1.2. In relation to the literature presented in section 2.1-2.5 our research will be focused on the topics of measuring and evaluating the Employer Branding activities.

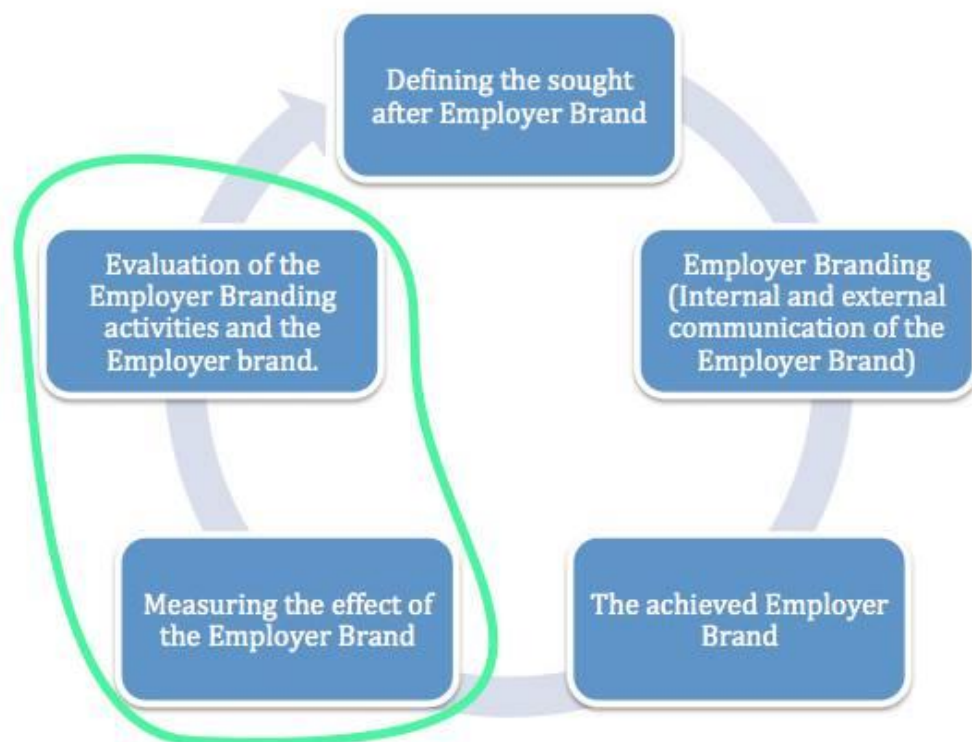


Figure 9 Highlighted where our research is located in the Employer Branding process

3.0 Methodology

In this chapter we will describe the methods for gathering and analyzing the data used in this Master's Thesis.

3.1 Choice of research Strategy

The research strategy is the researcher's plan or blueprint for conducting the research. The choice of research strategy sets the guidelines for the whole process. It is therefore vital that the chosen research strategy enables the researcher to find an adequate answer to the posed research question. The most commonly used research strategies are qualitative, quantitative and mixed methods. Qualitative strategy is often used for inductive research where the researchers use open-ended questions – In-depth interviews or case studies to develop new theory. While quantitative research depend on close-ended questions and deductive reasoning to answers the research question. The mixed method approach is a combination of the two former strategies and is also known as triangulation. One example of this is when you use a qualitative study as a preliminary study for the quantitative main study; in this case the qualitative study will be subordinate to the quantitative main study. However it is also possible to have a mixed method strategy without one of the methods being subordinate to the other (Ringdal, 2007, 96-97).

From our point of view a time-series study is the most suited method to explore the effects of Employer Branding, for example through a longitudinal case study of one or two organizations. However, given the uncertainty surrounding the topic of measuring economic effects of Employer Branding this approach might yield little results. In our opinion it would be required to first explore how the topic is handled in practice to ensure that the organizations actually measure Employer Branding. Considering this, given our limited timeframe, a time-series study in the form of a cross-sectional design would be better suited in this situation. Further on a cross-sectional qualitative research would be limited to a small sample given the time consuming process of interviewing or observing the organizations. A solution to this would be to conduct a mixed method research strategy because it gives the opportunity to first explore the

subject with a qualitative study and then follow up with a quantitative study, with a larger sample, to elaborate or expand on the findings of the initial study. This method is known as a sequential procedure (Creswell, 2002, 18-19). Mixed method strategy allows for the use of multiple research designs in the process of gathering data. While cross-sectional surveys and experimental approaches are widely used in a quantitative research strategy, researchers with a qualitative strategy often use observation and in-depth interviews in a case setting or of a sample of the population (Ringdal, 2007, 93-95). In this Master's Thesis we will use a cross-sectional design in both the qualitative and quantitative study. The chosen methods for data collection are in-depth interviews in the qualitative study and questionnaire survey in the quantitative study.

3.2 Mixed research

In this section we will present the method, sample, validity and reliability for both the qualitative and the quantitative research.

3.2.1 Qualitative method

In research terms a population can be defined as “the aggregate of all cases that conform to some designated set of specification” (Frankfort-Nachmias & Nachmias, 2008). For us this results in a population that consists of all organizations with an office in Norway that operates within the information technology business sector. Our population consists of 1114³ organizations with 33 008 employees (calculated from average number of employees) (Attachment 1). The size of the population makes it impractical and difficult to investigate the whole population. The more practical solution is to choose a sample of organizations. One method to choose a sample is a strategic selection based on relevance to the research question (Ringdal, 2007, 24). Our sample was selected in cooperation with Rotor AS⁴, which helped us find 3 organizations that are relevant to our research and represent different types of organizations in the population regarding size, structure, culture and Employer Branding practices.

³ Obtained from www.ssb.no (25.04.2014)

⁴ First Norwegian Employer Branding agency, www.rotor.no (26.05.2014)

3.2.1.1 Sample organizations

Finn.no

Finn.no is Norway's largest marketplace for consumer-to-consumer and business to consumer trading. The organization's business activities are mainly online based. The organization has 407 employees (24.03.2014). Our interviewee from Finn.no described Finn.no as a fast growing organization with a youthful working environment. The organizational structure can be described as flat with low power distance. Finn.no delivered a net profit of 399 million NOK in 2012⁵.

Geodata

Geodata is an IT- organization that specializes in geographic information systems (GIS). The organization delivers consulting services related to GIS. Geodata has approximately 120 employees (26.03.2014). Our interviewee from Geodata described Geodata as an organization with a steady and healthy growth. The organizational structure was described as flat with low power distance. Geodata delivered a net profit of 18.4 million NOK in 2012⁶.

Knowit Norway

Knowit is an IT based consultant agency. They deliver IT-systems to organizations like NSB, Oslo Kommune and Telenor. The organization has 400 employees in Norway and 1850 in Scandinavia (28.03.2014). Our interviewee described Knowit as a complex organization consisting of many autonomous business units with a small central management group for Knowit Norway. Knowit Norway delivered a net profit of 20.1 million NOK in 2012⁷.

3.2.1.2 Qualitative data collection - interviews

Our chosen method of qualitative collection method is in-depth interviews with key employees within the sample organizations. The main purpose of an in-

⁵ <http://www.proff.no/regnskap/finn.no-as/oslo/internettdesign-og-programmering/Z0IFC22P/> (01.04.2014)

⁶ <http://www.proff.no/regnskap/geodata-as/oslo/kart-og-kartsystemer/Z0I95RS1/> (01.04.2014)

⁷ <http://www.proff.no/regnskap/knowit-as/oslo/hovedkontortjenester/IGI0Q1A10NZ/> (01.04.2014)

depth interview is to gather information on the organization and its practices. When gathering information about a work process in an organization, one qualified informant is able to give an adequate description (Ringdal, 2007, 216-217). The process of conducting an in-depth interview is time consuming for both the interviewee and the interviewer. Given the limited time available for this thesis and a desire to demand as little time as possible from our informants we chose to interview the most qualified on Employer Branding from each organization.

Qualitative interviews can vary in structure, from structured/semi-structured to open (Thagaard, 2009, 88). Given the explorative nature of our research question we chose a semi to open structured interview to gather as much information as possible. This type of interview structure gives the interviewer the possibility to direct the interview based on chosen topics and still gives the flexibility to follow the interviewee's train of thoughts and adapt to the information given (Ringdal, 2007, 217). The interview guide used was based on a chosen pre-set of topics for discussion rooted in Employer Branding theory (Attachment 2).

3.2.1.3 Data analysis

One of the challenges related to gathering data through in depth-interviews is the lack of standardized methods for collecting and analysing data from the process (Ringdal, 2007,216). However the process is split into three main steps starting with data reduction, then data presentation and lastly a conclusion (Miles & Hubermans, 1994, 12). The first step of data reduction is managed through coding the data. For coding there are two main methods, one focusing on similarities between the interviews, inductive, and the other focusing on differences related to theory based topics, deductive. Choosing between the methods is strongly situational and needs to be evaluated based on practicality (Ringdal, 2007, 222). When presenting the data Miles & Hubermans (1994, cited in Ringdal, 2007, 223) recommend using methods that visualize relations in the data for example diagrams. Generally it is not recommended to present qualitative data in the form of longer textual descriptions.

At all three interviews both authors were present. As a means to properly gather all relevant information revealed in the interview process a dictaphone as well as a computer for notes was used. The recorded interviews were then transcribed shortly after completion, along with notes from the interviews, and the authors' thoughts and perceptions. For the data reduction the transcripts were coded in a deductive manner based on the topics used for the interview guide. The point of this is to give the different parts of the text meaning and make them comparable with each other (Punch, 2005, 199). We did this by sorting the information into a table organized by the topics previously selected. When we found interesting similarities or differences that did not fit under the topics but still was relevant to the main theme of the thesis a new topic was added.

3.2.1.4 Validity & reliability

Although the terms validity and reliability is irrelevant for qualitative data in statistical terms, they are well known terms for evaluating the quality of the data and is therefore useful in the sense that they are recognizable for this purpose (Ringdal 2007, 221). Regarding the reliability of our qualitative data it depends on the authors' evaluation of the data collection process. In the case of our research process one source of error could be our choice of organizations in the sample or the informants that was interviewed from these organizations. There is always the possibility that other organizations or informants would have been better suited to provide information relevant to our research. In addition to this, neither the sample organizations, nor the informant from the organizations was randomly chosen and there is always a chance that the chosen organizations are not representable for the entire population. Further on, when interacting with another person, there is always a possibility that they are not completely honest or true in their statements, and that statements made can be skewed as a result of their personal interest. However, in an interview setting these are aspects that the interviewers can and should pick up on and take into account in the analysis.

It is therefore possible that the results from our qualitative research are not generalizable for other organizations in the same population. However, as mentioned in section 3.2.1.1 the organizations were chosen by their relevance to our research and differ in factors like size, structure and business, this selection could counterbalance some of the effect from the selection method. The size of our sample should also be taken into consideration when evaluating the reliability of our qualitative research. A larger sample is better suited to represent the population. However, it can be argued that findings in a qualitative study are generalizable with a smaller sample (Ringdal 2007, 221). Other sources of error could be loss or misinterpretation of information during the transcription process. Another source for loss of information is that the interviews were conducted and transcribed in Norwegian. In order to avoid incorrect citations we have chosen to keep quoting of the interviewees at a minimum.

Regarding the validity of a qualitative study the main question is whether the factors that are relevant for the particular research are the ones that are actually measured (Ringdal, 2007, 221).

As mentioned in section 3.2.1.2 the interview guide was based on existing theory on Employer Branding, which is presented in chapter 2.0. This ensured that the questions asked were rooted in existing theory. On the other hand the posing of the question was entirely based on the authors' perception of the existing theory. The perception and opinion of the authors also dictated what subjects that would be discussed during the interviews. The interview guide is therefore not based on a thoroughly tested set of questions. This contributes to the possibility that the posing of the questions results in reduced validity for our interview guide. However the use of a semi-structured interview guide enables the authors to follow up on questions that provide inadequate answers. This could compensate for some of the problems regarding the untested interview guide.

3.2.2 Quantitative method

Quantitative data is easier to analyse and less time consuming to collect, where the results often are more generalizable than with qualitative data (Creswell, 2002). However there are many pitfalls regarding the quality of this data. In the qualitative section the researchers can adapt to the situation and the answers given, or elaborate on the questions asked. This is not possible when gathering quantitative data and therefore the margin for error is much higher. There is however actions that can be taken to reduce the risk as much as possible, for example by using control questions, control groups and/or test groups.

3.2.2.1 Sample

In the quantitative section of the data collection we used the same population as described in section 3.2.1. However in an effort to verify the findings from the qualitative section and improve the validity of the research, we increased the sample. Our questionnaire was distributed to 251 organizations with, following the average employee calculations as in section 3.2.1, 7 438 employees. Out of the 7 438 theoretically potential respondents, 40 completed the questionnaire and 51 partially completed. Of the completed responses 23 chose to be anonymous. From those respondents that chose to provide the name of their organization, we got 14 different organizations in the sample. Our sample from the quantitative data collection is therefore 40 respondents from 14 confirmed organizations. The sample was selected by sorting out organizations that were categorized as part of the IT-industry on proff.no⁸. We distributed the questionnaire through e-mail to all organization we found that had contact information available on their webpages.

Regarding loss of respondents in the gross sample, we distributed the questionnaire under the pretence that we hoped it would be distributed further within the organization. However the reoccurring trend, in the answers, was that we only got one respondent from each participating organization, with the exception of one organization. This organization provided a total of 10

⁸ www.proff.no (05.04.2014)

completed responses. The questionnaire was initiated by 153 individuals, 91 started to answer and 40 completed the response.

	Sample
Gross	7438
- Did not participate	7285
- No answer provided	62
- Partially answered	51
= Net	40

Table 1 Calculation from gross to net sample

3.2.2.2 Quantitative data collection - Questionnaire

The questionnaire was developed by the authors, in the survey program Limesurvey, based on analysis of, and thoughts from the qualitative in-depth interviews and from earlier research (Ambler & Barrow, 1996; Kapoor, 2007; Punjaisri & Wilson, 2008; Maxwell & Knox, 2009; Schlager et.al, 2011).

From this research we tried to replicate the way of questioning that gave results and then applying it to our angle of approach. The questionnaire consists of 95 questions divided into five sections with 21 main questions. The aim of the questionnaire is to confirm our findings from the qualitative section. However we included some questions of an exploratory nature in order to further investigate the issues surrounding measurement of Employer Branding. Our desire to further investigate this topic has led to a set of questions that can be challenging for a respondent without a certain level of insight into the topic.

Section 1.

Section 1 is constructed to give us an idea of what level of knowledge the respondent possesses on Employer Branding. This is done through six questions varying in degree of difficulty, starting with a yes or no question of whether they have any insight into the concept of Employer Branding. This question has a routing so that if you answer “No” you are taken straight through to section two.

Section 2, 3 and 4.

For section two the questions were constructed with a five point Likert-scale to make the answers comparable and analysable (Ringdal, 2007, 179). The scale goes from 1-5 with varieties from disagree to agree, not suited to suited, no degree to high degree and never to continuously depending on the question. As a means to give the respondent a possibility to skip questions they don't feel comfortable answering the middle alternative (3) was marked as "don't know/not relevant/neutral" for every Likert-scale question. Section 2 consists of 19 questions, and the same for section 3. The first question in section 2 is a routing question that includes or excludes six questions in this section. The questions in section 3 have the same structure, Likert-scale, as section 2 and is a continuation of the "how to measure" topic. Section 4 is the biggest section with 43 questions all in the form of the Likert-scale and is the explorative part of the questionnaire where we are trying to unveil the current practice as well as find useful metrics for measuring the financial effect of Employer Branding.

Section 5.

Section 5 is a general section with questions about the respondent such as age, education, and position in the organization and consists of eight questions in total. Seven of the questions are multiple choices and the last one is a free text answer. This section is included so that we can sort the answers to find similarities and differences either within an organization or between the same positions in different organizations. Given the routing possibilities, a single respondent will be asked 85, 89, 91 or 95 questions based on the answers given.

An operationalization of all the questions used in the questionnaire would help to show the connection between questions asked and the conclusion drawn from the results. However due to the limited time and the layout of this thesis, we have chosen to focus on the presentation of the results in section 4.0. The complete questionnaire is shown in attachment 5.

3.2.2.3 Constructing the dataset

After the questionnaire was closed for participation we searched through all the responses in order to remove responses with no answers. After the list of

responses was cleaned up we had 51 partly completed and 40 completed responses. These responses were then transferred to SPSS.

The dataset consisted of 40 completed surveys. The remaining 51 had stopped the questionnaire early and at different lengths in the questionnaire, however most of those who exited early did it after the first question. We therefore chose to construct two data sets, one to use for the first question of knowledge of Employer Branding with all 91 respondents, and one to use for the rest of the analysis where we removed all unfinished respondents. After the dataset was rinsed we relabelled the variables to their respective questions number and with an accurate label description to have control over the variables. We recoded the question of what position the respondent has in the organization into a dummy variable with 0 = employee and 1 = manager.

3.2.2.4 Data analysis

The dataset we get from a questionnaire with a 5-point Likert scale contains variables that are on an ordinal level. When a variable is at an ordinal level it means that the answers can be separated from each other and arranged after size. However it is not possible to measure the distance between or calculate relations between the values of the variable. The fact that the variables we have in our quantitative analysis are of an ordinal level put some restrictions on the type of analysis we are able to conduct. Nominal and Ordinal variables are often categorized as categorical variables and are presented most efficiently through descriptive statistics and crosstables. It is discussed that ordinal variables can be similar to interval variables given that you have a large number of categories in the variable, but this is still borderline acceptable. Given that we use a Likert scale with only five categories it is not relevant for us to treat the variables as continuous variables (Ringdal 2007, 79-90). Given the limited number of respondents to our questionnaire, 40, we judged that this number of responses would be insufficient to conduct a factor analysis. The analysis tools we have chosen to use in this thesis are descriptive tables with percentages and crosstables with count and percentages.

3.2.2.5 Validity and reliability

As mentioned in section 3.2.1.4 the validity of the research refers to the issue of whether we measure the factors that we intend to measure. While reliability refers to the issue of whether the potential errors in the conducted research method reduces the credibility of the data collected.

Regarding the validity of our quantitative research the most pressing concern is the size of our sample. Our sample, which is described in section 3.2.2.1, of 40 completed responses is just 0.12 % of the population of 33 008 employees. In order to claim that the findings from our quantitative research are representative for the whole population we would have needed a substantially larger sample. This factor will reduce the validity of the quantitative data collected and our conclusions derived from that data. In addition to the issue of the sample size, the sample was not randomly selected which will further reduce the validity of the data. However we made an effort to make the sample as differentiated and representative as possible, with the intention of countering some of the negative effect of not having a randomly selected sample.

Regarding the reliability of our quantitative research we are under the impression that the main issue is that we were not able to test the questionnaire on a control group to ensure the reliability of the questionnaire. In order to evaluate the questionnaire we used our supervisors to check the questionnaire for errors and weaknesses. Further on, as a measure to increase the reliability of the questionnaire, we ensured that all the questions were based on existing theory, previously used research questions, or findings from our qualitative research. There is also the possibility that our respondents provided false answers. Without any measures to reveal those false answers they will be a source for error in our questionnaire, which is a familiar source of error in this type of data collection.

All of the factors mentioned above need to be taken into consideration when evaluating the results of our research. Any source of error in the data collection will have an impact on the overall validity of the research conducted and the

conclusions made from these. And it is important to consider this in any further use of this Master's Thesis.

3.3 Research ethics

Regarding the research ethics of the qualitative research for this Master's Thesis the most important issue is the protection of the informants for our research. Before each interview we asked the informants for their consent to use the name of the organization, their position and their name in our presentation of the research and gave them the option to be anonymous if that was preferred. We also informed about our methods for collecting the information regarding the use of a dictaphone, and that their participation was voluntary. All our informants agreed to these terms and none chose to be anonymous. However we decided that the use of the name of each informant was not necessary for our research purposes and have therefore chosen to keep the informants anonymous.

In our quantitative research we gave all the respondents the opportunity to provide an anonymous response to our questionnaire. Information about this was given in the email used to distribute the questionnaire and on the start page of the questionnaire. Regarding the issue of selective use of data in the process of the data analysis we have chosen to present a summary of all responses in Attachment 3 in order to be as transparent as possible about the data collected.

Further on we would like to comment on the possibility of impartial view of the research results. Both of the authors have developed a great interest in the field of Employer Branding, we therefore recognize that our interest on the subject could cause an overestimation of the results regarding the value of Employer Branding. However we have taken this under consideration during the whole process of analyzing and evaluating the data collected.

4.0 Presentation of empirical data

This chapter will start with a short presentation of the most important findings from our in-depth interviews sorted according to the research topics in our interview guide, Knowledge of Employer Branding, Employer Branding practice and measuring and finally perceived effect of the Employer Branding (Attachment 2) in section 4.1. The findings will be presented as a combined summary from all the interviews. As discussed in section 1.2.1 the findings from the qualitative research showed that our initial research question would be difficult to investigate within the chosen population. The findings from the qualitative research are therefore mainly used to construct the questionnaire for the quantitative study.

Regarding the quantitative findings we will present the results from the questionnaire used in the quantitative research in section 4.2. The findings from the questionnaire will be presented according to their relevance to the final research question and sub questions presented in section 1.2.2. A complete table with the frequency for each question can be found in Attachment 3. For further information about the methods used for extraction of the results from the data set see section 3.2.2.3 and 3.2.2.4.

4.1 Qualitative findings

Given the complex terms discussed in the interview and the extensive answers given by the informants, we found it difficult to give a true representation of an informant's answer through a short citation. The analysis will therefore consist of few citations and will rather be focused on the collected opinion of the authors.

4.1.1 Knowledge of Employer Branding

The overall impression after interviewing our three informants is that the organizations' knowledge about the concept of Employer Branding is heavily dependent on some single individuals in the organization. Those individuals are often a part of the HR department with key roles regarding Employer Branding, as were our informants from the sample organizations. The

informants we interviewed showed good insight into the academic field of Employer Branding, however they pointed out that the general knowledge, although of varying degree, was at a lower level throughout the organization.

“Employer Branding in Finn is a concept that in practice is used for external activities, however in school you learn what Employer Branding really is and that is basically everything you do in HR.” – Informant from Finn.no.

When asked to describe the organizations view of Employer Branding we got many different aspects in the answers, from use of social media to conveying an attractive image to every stakeholder involved with the organization. One aspect that was consistent through all the definitions was that Employer Branding was seen with an overly external focus. The most important effect of Employer Branding was to attract the highest qualified potential employees on the market. One of the informants stated this when asked how Employer Branding was viewed in the organization:

“There is not that much awareness around the term, the focus is whether or not we hire the right employee.” – Informant from Knowit.

We got the impression that the top management in the organizations viewed Employer Branding as a necessity to compete in the current market and that someone with expertise was hired as a response to the market trend. However all of the interviewees described that there were a certain amount of curiosity, a willingness to learn about Employer Branding from the top managers, and that Employer Branding was perceived as an interesting topic. The informants described the annual attractiveness lists as the most visual effects of Employer Branding for the other employees in the organization. Therefore, Employer Branding was generally viewed as a tool to strengthen their position on these lists. These lists were also strongly focused on by top management.

Although the focus on Employer Branding in our sample organization seems to be externally weighted, the informants made cases for some internal benefits as well, such as retention and motivation.

4.1.2 Practice & measuring

All of the informants we interviewed were responsible for Employer Branding in their respective organizations. An Employer Branding position was created and our informants were all hired between 12-18 months before our interview. Employer Branding is, in all three organizations, handled within the HR or recruitment department, but it was pointed out that cooperation with the marketing and communication departments was necessary to achieve good results. One of the organizations seemed to have more focus on Employer Branding in the long-term strategy of the organization than the other two

Two of the organizations said that they had a budget specifically for Employer Branding activities, while the last had a recruiting budget that was seen as an Employer Branding budget, by the interviewee, but was not officially labelled as such. The budgets varied in size from 400 000 to approximately 1 000 000 NOK according to the interviewees. Activities that were covered by the budget were for example school visits, presentations of the organization at exhibits and the cost of attending the annual attractiveness lists such as Great Place to Work and Universum. It was apparent that the budgets included little to none of the internal Employer Branding activities and that these were categorized as HR activities and social activities. When asked how the budget size for those kinds of activities was compared to the budget size of Employer Branding activities, all agreed that it was substantially larger.

All three of the organizations measured Employer Branding in some way, or measured factors that they regarded as having a link to Employer Branding. The reoccurring measurement was the external surveys of Universum⁹ and Great Place to Work¹⁰. These are yearly surveys that rank the best places to work based on how attractive the organizations are perceived as employers by students. All the organizations used this to rate their Employer Brand in the form of attractiveness and emphasized that top management saw the rankings in these lists as a sign of successful Employer Branding.

⁹ www.universum.no 26.05.2014

¹⁰ www.greatplacetowork.no 26.05.2014

In relation to the internal measures done by the organizations the following measures were mentioned: turnover, number of applicants to a vacant position, renewal rate, employee satisfaction surveys and response surveys after activities. Finn.no and Geodata informed that they continuously measured turnover in their organization. Both stated that they had a low turnover rate, and that the rate had been almost unchanged for a long time. They said that the rate was almost unhealthy low, and that no change had been noticed after investing in Employer Branding.

As a measurement for the success of the recruitment process all the organizations measure the number of applicants to a vacant position. Knowit stated that they had three times as many applicants for their summer internships after conducting an increased number of school visits.

Geodata used renewal rate as a measurement to indicate change in the organization. In relation to activities aiming to improve organizational culture both Geodata and Finn.no mentioned post activity surveys. This was used as a tool so that employees could give feedback on the activity, which gives the organization an opportunity to evaluate the activity.

Internal employee surveys were used to measure factors like motivation and job satisfaction, and were conducted with consistent time intervals. However, none of the organizations measured Employer Branding or HR in financial terms, confirmed by all three informants.

“No I don't think that anybody tries to measure the effects of HR activities in money.” – Informant from Knowit.

4.1.3 Perceived effect

The informants stated that they had, in most cases, not noticed any change in indicators since the organization started with Employer Branding. Some of the indicators that we asked about were: number of applicants, reduced cost of recruitment, employee and organizational performance, motivation among employees and employee satisfaction, commitment or loyalty. However they did not rule out that there had been an effect, they just pointed out that they had no evidence of it.

4.1.4 Summary of qualitative findings

Summary of qualitative findings sorted by relevance to sub questions	
Findings related to knowledge of Employer Branding	<ul style="list-style-type: none"> • Dependent on individual knowledge • Varying degree of knowledge in the organization • To some degree both internal and external view of the concept • Externally focused practice • Employer Branding was viewed as a necessity to compete in the market • Result oriented, rather than a holistic orientation with focus on the process
Findings related to practice in measuring	<ul style="list-style-type: none"> • Employer Branding handled in HR department • Increased attention regarding Employer Branding in the last 2 years • Two of the organizations had Employer Branding budgets • Budgets primarily covered external activities related to recruiting of students • Viewed external attractiveness surveys, like "Universum" and "Great place to work", as a good measure of their Employer Branding • Measures turnover and number of applicants to a vacant position • Measured factors like motivation and satisfaction thru internal employee surveys • No measures aimed directly at Employer Branding
Findings related to difficulties in measuring	<ul style="list-style-type: none"> • Undefined costs of Employer Branding • Unclear effects of Employer Branding in the organization • Need for better collaboration between departments • Management buy-in
Findings related to possible means for measuring	<ul style="list-style-type: none"> • No findings

Table 2 Summary of qualitative findings

4.2 Quantitative findings

In this section we will present the findings from the questionnaire used in the quantitative research. All the questions in the questionnaire were in Norwegian and the findings exported from SPSS are therefore presented in Norwegian in the tables. However we will describe each table presented. First off we will present a description about the respondents in the dataset.

What is your position in the organization? (Hva er din posisjon / stilling i organisasjonen?)

	Frequency	Percent
Board member (Styremedlem)	1	2.5
Top Manager (Toppleder)	11	27.5
Department Manager (Avdelingsleder)	10	25.0
Middle Manager (Mellomleder)	3	7.5
Project Manager (Prosjektansvarlig)	3	7.5
Employee (Medarbeider)	3	7.5
Consultant (Konsulent)	9	22.5
Total	40	100.0

Table 3 Position in the organization

Table 3 shows the respondents position in the Organization. The respondents had to choose between 11 alternatives. The alternatives represented in table 2 show those alternatives that were chosen by 1 or more respondents. Translated into English they are: Board member (Styremedlem), Top Manager (Toppleder), Department Manager (Avdelingsleder), Middle Manager (Mellomleder), Project Manager (Prosjektleder), Employee (medarbeider) and Consultant (Konsulent). With a total number of 40 respondents we saw it as impractical to sort the respondents by 7 categories. We therefore chose to recode the variables into a dummy variable dividing the respondents between management (Leder), 62.5 %, and employee (Ansatt), 37.5 %, presented in table 4.

Management and Employee (Leder og ansatt) dummy

	Frequency	Percent
Employee (Ansatt)	15	37.5
Management (Leder)	25	62.5
Total	40	100.0

Table 4 Descriptive table of management/employee dummy variable

The questionnaire also contained other sorting parameters like number of years in the organization and field of expertise. The number of respondents will create the same issue on these parameters. However we did not see it as beneficial to recode these parameters into dummy variables and have therefore chosen to keep them unchanged.

4.2.1 Findings related to knowledge of Employer Branding

The first question posed in the questionnaire was intended to give a simple indication on the knowledge level related to Employer Branding of the respondents. The question was answered by all 91 respondents and is the only question where we have chosen to present the results of both the datasets.

Do you have any insight into the concept of Employer Branding? Har du en formening om hva konseptet Employer Branding omfatter?

	Frequency	Percent
Yes (Ja)	36	39.6
No (Nei)	55	60.4
Total	91	100.0

Table 5 Do you have any insight into the concept of Employer Branding? (Total sample)

The result from main question 1, “Do you have any insight into the concept of Employer Branding”, is presented in table 5. Column number 3 shows us that 60.4 % of the respondents answered that they did not have any insight into the concept of Employer Branding.

Do you have any insight into the concept of Employer Branding? (Har du en formening om hva konseptet Employer Branding omfatter?)

	Frequency	Percent
Yes (Ja)	24	60.0
No (Nei)	16	40.0
Total	40	100.0

Table 6 Do you have any insight into the concept of Employer Branding? (Completed responses)

The results from the same question, with just the completed responses from the dataset with 40 respondents, are presented in table 6. In contrast to the results presented in table 5, column number 3 shows us that, of the 40 respondents that completed the questionnaire, 60 % answered yes to this question. When sorted by management / employee dummy we found that 64 % of the management respondents answered “yes” to this question while 53 % of the employees answered “yes”. From this point forward we only use the dataset with 40 respondents.

If the respondents answered, “yes” to main question 1 they were routed to main question 2 with 4 questions regarding different definitions of Employer Branding. Of the respondents that answered these questions most of them, when presented with the definitions, agreed with the more holistic and complex definitions. In addition to this, approximately 67 % agreed with our constructed overly external definition. Further on these 24 respondents were asked if they had a clear idea of their organizations employer brand. The results from this question were 54.2 % “yes” and 45.8 “no”.

In the next question related to knowledge of Employer Branding the respondents were asked to rank their perspective on a set of statements from 1: completely disagree (Helt uenig) to 5: completely agree (Helt enig) with option 3: indifferent. Following are some of the statements they were asked to rank:

1. Employer Branding can provide economical gain in my organization (Employer Branding kan gi økonomisk gevinst/vinning/avkasting i min organisasjon). When all the respondents that answered “indifferent”

were excluded we calculated that 96.6 %, of the remaining 29 respondents, partially or completely agreed with the statement (Attachment 4).

2. Employer Branding can help to reduce costs (for example related to recruiting) (Employer Branding kan gi reduserte kostnader(for eksempel ved rekruttering). When all the respondents that answered “indifferent” were excluded we calculated that 96.6 %, of the remaining 29 respondents, partially or completely agreed with the statement (Attachment 4).
3. Employer Branding should be considered a long-term investment (Employer Branding bør behandles som en langsiktig investering). When all the respondents that answered “indifferent” were excluded we calculated that 100 %, of the remaining 32 respondents, partially or completely agreed with the statement (Attachment 4). 84.4 % of these respondents completely agreed with the statement.
4. Employer Branding plays an important role in my organizations long-term strategy (Employer Branding er en viktig del av min organisasjon sin langsiktige strategi). When all the respondents that answered “indifferent” were excluded we calculated that 70.4 %, of the remaining 27 respondents, partially or completely agreed with the statement (Attachment 4).

4.2.2 Findings related to practice in measuring

The respondents were asked to rank the question “My organization measure Employer Branding” from “completely disagree” to “completely agree”.

My organization measure Employer Branding (Min organisasjon måler Employer Branding)

	Frequency	Percent
Completely disagree (Helt uenig)	14	35.0
Partially disagree (Delvis uenig)	3	7.5
Neutral/don't know (Nøytral / vet ikke)	12	30.0
Partially agree (Delvis enig)	5	12.5
Completely agree (Helt enig)	6	15.0
Total	40	100.0

Table 7 Descriptive table of “my organization measure Employer Branding”

From table 7 we see that the majority of the respondents have answered that they completely or partially disagree with the question, with 42.5 %, while 27.5 % completely or partially agree. A total of 12 respondent, 30 %, answered “don't know/neutral” to this question. When sorted by the management / employee dummy we found that 78.6 % of the 14 respondents that completely disagreed with this statement were managers, while the answers from employees are almost evenly distributed.

To explore what metrics the organizations measure their employees on we asked the question “How often are you measured on the following factors?” We asked about a total of 12 factors ranging from strictly financial on one side to more individual factors and soft values on the other. The respondents could chose to answer never (aldri), 1-4 times a year (1-4 ganger i året), don't know (vet ikke), every month (hver måned), and continuously (kontinuerlig).

The response percentages from the 12 factors: work efficiency, (arbeidseffektivitet), satisfaction (tilfredshet), organizational performance (organisatoriske resultater), motivation (motivasjon), pride/identification with

the organization (stolthet/identifikasjon med organisasjonen), and profit (profitt), hours spent per task (brukte arbeidstimer per oppgave), performance relative to budget (ytelse i forhold til budsjett), customer satisfaction (kundetilfredshet), number of projects (antall prosjekter), well-being (trivsel), and turnover intention (turnover intensjon) are presented in table 8.

	Never (Aldri)	1-4 times a year (1-4 ganger i året)	Don't know (Vet ikke)	Every month (Hver måned)	Continuously (Kontinuerlig)
Work efficiency (Arbeidseffektivitet)	30.0%	25.0%	10.0%	12.5%	22.5%
Satisfaction (Tilfredshet)	15.0%	67.5%	5.0%	5.0%	7.5%
Organizational performance (Organisatoriske resultater)	20.0%	30.0%	10.0%	10.0%	30.0%
Motivation (Motivasjon)	25.0%	50.0%	5.0%	5.0%	15.0%
Pride/Identification with the organization (Stolthet/identifikasjon med organisasjonen)	35.0%	40.0%	12.5%	2.5%	10.0%
Profit (Profitt)	20.0%	15.0%	7.5%	37.5%	20.0%
Hours spent per task (Brukte arbeidstimer per oppgave)	52.5%	2.5%	7.5%	20.0%	17.5%
Performance relative to budget (Ytelse i forhold til budsjett)	27.5%	10.0%	5.0%	35.0%	22.5%
Customer satisfaction (Kundetilfredshet)	27.5%	42.5%	7.5%	7.5%	15.0%
Number of projects (Antall prosjekter)	42.5%	15.0%	12.5%	12.5%	17.5%
Well-being (Trivsel)	20.0%	60.0%	5.0%	5.0%	10.0%
Turnover intention (Turnover intensjon)	17.5%	45.0%	15.0%	10.0%	12.5%

Table 8 Percentages from “How often are you measured on the following factors?”

4.2.3 Findings related to difficulties in measuring

The first question related to the difficulties in measurement of Employer Branding was a question on whether the respondent's organization had a budget designated for Employer Branding. The available alternatives to this question were “yes” (Ja) or “no” (Nei).

Do you have a budget for Employer Branding? Har dere et eget Employer Branding budsjett?

	Frequency	Percent
Yes (Ja)	7	17.5
No (Nei)	33	82.5
Total	40	100.0

Table 9 Do you have a budget for Employer Branding?

In Column 3 of table 9 it is shown that 82.5 % of the respondents answered that they do not have a budget designated for Employer Branding whilst 17.5 % confirmed that they had an Employer Branding budget.

We also asked to what degree the respondent agrees with the statement “my organization has a clear view of the costs of our Employer Branding activities” from completely disagree (helt uenig), partially disagree (delvis uenig), neutral/don't know (nøytral/vet ikke), partially agree (delvis enig), and completely agree (helt enig).

My organization has a clear view of the costs of our Employer Branding activities (Min organisasjon har oversikt over kostnadene ved våre Employer Branding tiltak)

	Frequency	Percent
Completely disagree (Helt uenig)	6	15.0
Partially disagree (Delvis uenig)	8	20.0
Neutral/don't know (Nøytral / vet ikke)	10	25.0
Partially agree (Delvis enig)	8	20.0
Completely agree (Helt enig)	8	20.0
Total	40	100.0

Table 10 Descriptive table of “My organization has a clear view of the costs of our Employer Branding activities”

The distribution between the answers was very equal on this question with 35 % disagreeing, 40 % agreeing and 25 % choosing neutral or doesn't know.

To explore how Employer Branding is handled in Norwegian IT-organizations we asked what departments and people in the organization are involved in the Employer Branding process. First we asked “To what degree are the following departments involved in the Employer Branding process in your organization?” (i hvilken grad er følgende avdelinger involvert i Employer Branding prosessen i organisasjonen?). The respondents were asked to rank the involvement of the marketing department (markedsavdelingen), HR-department (HR-avdelingen), communications department (kommunikasjonsavdelingen), finance department (økonomiavdelingen), and administration and management (administrasjon/ ledelse) from none to high degree. The answer percentages are presented in table 11.

	1: None (Ingen)	2:	3: Don't know (Vet ikke)	4:	5: High degree (Høy grad)
Marketing department (Markedsavdelingen)	25.0%	12.5%	30.0%	15.0%	17.5%
HR department (HR- avdelingen)	20.0%	7.5%	30.0%	20.0%	22.5%
Communications department (Kommunikasjonsavdelin gen)	32.5%	7.5%	30.0%	10.0%	20.0%
Finance department (Økonomiavdelingen)	50.0%	5.0%	30.0%	7.5%	7.5%
Administration/Managem ent(Administrasjon / ledelse)	17.5%	10.0%	20.0%	25.0%	27.5%

Table 11 Descriptive table of “To what degree are the following departments involved in the Employer Branding process in your organization?”

After that we asked “To what degree are the following people involved in the Employer Branding process in your organization?” The same applied for this question as the previous. The respondents were to rank from no involvement to high degree of involvement. The seven people we asked about were CEO or similar (administrerende direktør eller lignende), HR manager (HR ansvarlig), finance manager (økonomi ansvarlig), communications manager (kommunikasjons ansvarlig), marketing manager (markeds ansvarlig), middle/department manager (mellomledere/avdelingsledere), and you personally (deg personlig). The answer percentages are presented in table 12.

	1: None (Ingen)	2:	3: Don't know (Vet ikke)	4:	5: High degree (Høy grad)
CEO or similar (Administrerende direktør (eller tilsvarende))	20.0%	7.5%	22.5%	20.0%	30.0%
HR Manager (HR- ansvarlig)	22.5%	7.5%	20.0%	22.5%	27.5%
Finance Manager (Økonomiansvarlig)	50.0%	7.5%	20.0%	15.0%	7.5%
Communications Manager (Kommunikasjonsansvarlig)	32.5%	7.5%	25.0%	17.5%	17.5%
Marketing Manager (Markedsansvarlig)	30.0%	10.0%	20.0%	25.0%	15.0%
Middle/Department Manager (Mellomledere / Avdelingsledere)	25.0%	5.0%	27.5%	32.5%	10.0%
You personally (Deg personlig)	17.5%	7.5%	10.0%	40.0%	25.0%

Table 12 Descriptive table of “To what degree are the following people involved in the Employer Branding process in your organization?”

Further we asked “To what degree do the following circumstances make it difficult to measure the economic value of Employer Branding in your organization?” The respondents could range seven circumstances from “no degree” to “high degree”. The answer percentages for the seven circumstances: unclear relationship between cause and effect (uklare sammenhenger mellom årsak og virkning), results cannot be measured in money (resultater som ikke kan måles i penger), lack of accurate measuring tools (mangel på gode måleinstrumenter), unclear cost drivers (uklare kostnadsdrivere), external factors that influence the results (utvendige faktorer som påvirker resultatet), unclear results (uklare resultater), and measuring Employer Branding is a costly process (måling av Employer Branding er en kostbar prosess) are presented in table 13.

	1: None (Ingen)	2:	3: Don't know (Vet ikke)	4:	5: High degree (Høy grad)
	Row N %	Row N %	Row N %	Row N %	Row N %
Unclear relationship between cause and effect (Uklare sammenhenger mellom årsak og virkning)	0.0%	12.5%	35.0%	27.5%	25.0%
Results cannot be measured in money (Resultater som ikke kan måles i penger)	7.5%	5.0%	27.5%	30.0%	30.0%
Lack of accurate measuring tools (Mangel på gode måleinstrumenter (valide og reliable))	0.0%	0.0%	35.0%	42.5%	22.5%
Unclear cost drivers (Uklare kostnadsdrivere)	10.0%	15.0%	52.5%	15.0%	7.5%
External factors that influence the results (Utvendige faktorer som påvirker resultatet)	0.0%	17.5%	52.5%	17.5%	12.5%
Unclear results (Uklare resultater)	10.0%	17.5%	45.0%	12.5%	15.0%
Measuring Employer Branding is costly process (Måle Employer Branding er en kostbar prosess)	17.5%	2.5%	60.0%	15.0%	5.0%

Table 13 Descriptive table of “To what degree do the following circumstances make it difficult to measure the economic value of Employer Branding in your organization?”

4.2.4 Findings related to possible means for measuring

To explore possible indicators of how Employer Branding can be measured we asked about what the respondents believed could be good metrics for measuring performance of activities. The respondents were asked to rank a total of 12 metrics from 1 = not suitable to 5 = well suited, with 3 = neutral/don't know. The respondents were first asked how suited these 12 metrics are to measure the performance of Employer Branding activities. We then asked the same question related to HR activities and marketing activities.

The 12 metrics were, return on investment (ROI), economic value added (EVA), activity based cost (aktivitetsrelaterede kostnader), employee productivity (ansattes produktivitet), internal motivation (indre motivasjon), turnover (turnover), organizational growth (organisatorisk vekst), proportion of

suitable applicants (andel passende søkere), customer satisfaction/loyalty (kundetilfredshet/lojalitet), turnover intention (turnover intensjon), job acceptance rate (jobb aksept rate) and external attractiveness surveys (eksterne omdømme undersøkelser).

We present the answers given to one metric, for example ROI (table 14), on all three questions and present them metric by metric. At the end of this section we will also present the three most suited items within each type of activity according to the respondents. One reoccurring phenomenon on these questions were that a large percentage of the respondents chose the answer “don’t know/neutral”.

Return on investment (ROI)

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	12	30.0%	13	32.5%	4	10.0%
Partially suited (Delvis egnet)	6	15.0%	4	10.0%	4	10.0%
Don't know (Vet ikke)	12	30.0%	15	37.5%	14	35.0%
Suited (Egnet)	5	12.5%	4	10.0%	9	22.5%
Well suited (Godt egnet)	5	12.5%	4	10.0%	9	22.5%

Table 14 Descriptive table of Return On Investment

From table 14 we see that for Employer Branding and HR activities there are 45 % and 42.5 % respectively that believes ROI is “not suitable” or “partially suitable” measure for performance. Of the three activities our respondents believed that marketing activities were the most suitable to measure with ROI as 45 % answered “suited” or “well suited”.

Economic Value Added (EVA)

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	9	22.5%	9	22.5%	4	10.0%
Partially suited (Delvis egnet)	1	2.5%	4	10.0%	4	10.0%
Don't know (Vet ikke)	21	52.5%	20	50.0%	20	50.0%
Suited (Egnet)	5	12.5%	4	10.0%	8	20.0%
Well suited (Godt egnet)	4	10.0%	3	7.5%	4	10.0%

Table 15 Descriptive table of Economic Value Added

From table 15 it can be said that no less than 50 % of the respondents answered “don’t know/neutral” on all three activities. Further on the same as for ROI applies here, for measuring Employer Branding and HR activities most of the respondent believes EVA is not suitable with 22.5 % on both. And still marketing is the activity where EVA is most suitable, with a small margin, as 30 % answered “suited” or “well suited”.

Activity based cost

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	7	17.5%	6	15.0%	4	10.0%
Partially suited (Delvis egnet)	4	10.0%	7	17.5%	6	15.0%
Don't know (Vet ikke)	17	42.5%	17	42.5%	14	35.0%
Suited (Egnet)	7	17.5%	7	17.5%	8	20.0%
Well suited (Godt egnet)	5	12.5%	3	7.5%	8	20.0%

Table 16 Descriptive table of activity based cost

For activity based cost the answers were more evenly distributed. Marketing activities was still viewed as most the suitable to measure performance on with 40 % on “suited” or “well suited”. For Employer branding 27.5 % believed activity based cost was “not suited” or “partially suited” whilst 30 % believed it was “suited” or “well suited”. For HR activities the same classification gave 32.5 % and 25 % respectively.

Employee productivity

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	8	20.0%	7	17.5%	14	35.0%
Partially suited (Delvis egnet)	6	15.0%	3	7.5%	5	12.5%
Don't know (Vet ikke)	11	27.5%	15	37.5%	19	47.5%
Suited (Egnet)	8	20.0%	9	22.5%	2	5.0%
Well suited (Godt egnet)	7	17.5%	6	15.0%	0	0.0%

Table 17 Descriptive table of employee productivity

For Employer Branding activities the answers were very evenly distributed with 35 % on “not suited” and “partially suited” and 37.5 % on “suited” and “well suited”. For HR activities there is a slight majority on “suited” and “well suited” with 37.5 % compared to 25 % for “not suited” and “partially suited”.

For marketing activities there is a heavy weight on “not suited” with 35 % alone. There is also 47.5 % on “don’t know/neutral” and only 5 % on “suited” and “well suited”.

Internal motivation

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	2	5.0%	1	2.5%	8	20.0%
Partially suited (Delvis egnet)	4	10.0%	7	17.5%	9	22.5%
Don't know (Vet ikke)	9	22.5%	10	25.0%	16	40.0%
Suited (Egnet)	14	35.0%	8	20.0%	6	15.0%
Well suited (Godt egnet)	11	27.5%	14	35.0%	1	2.5%

Table 18 Descriptive table of internal motivation

For Employer Branding activities our respondents believe that internal motivation is a good measure with 62.5 % on “suited” and “well suited”. There is also a majority for HR activities with 55 % on “suited” and “well suited”. However for marketing activities there is a majority for “not suited” and “partially suited” with 42.5 % and only 17.5 % believes is a “suited” or “well suited” metric.

Turnover

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	2	5.0%	3	7.5%	9	22.5%
Partially suited (Delvis egnet)	4	10.0%	2	5.0%	7	17.5%
Don't know (Vet ikke)	9	22.5%	13	32.5%	15	37.5%
Suited (Egnet)	15	37.5%	13	32.5%	7	17.5%
Well suited (Godt egnet)	10	25.0%	9	22.5%	2	5.0%

Table 19 Descriptive table of turnover

For Employer Branding activities 62.5 % believes turnover is a “suited” or “well suited” measure and for HR activities 55 %. For marketing activities there is a majority that believes turnover is “not suited” or “partially suited” measure with 40 %.

Organizational growth

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	5	12.5%	4	10.0%	4	10.0%
Partially suited (Delvis egnet)	5	12.5%	3	7.5%	6	15.0%
Don't know (Vet ikke)	9	22.5%	14	35.0%	15	37.5%
Suited (Egnet)	17	42.5%	10	25.0%	11	27.5%
Well suited (Godt egnet)	4	10.0%	9	22.5%	4	10.0%

Table 20 Descriptive table of organizational growth

Organizational growth was a metric that was believed to be a good measure for all three activities with 52.5 % for Employer branding, 47.5 % for HR and 37.5 % for marketing activities on “suited” and “well suited”. For this item the percentage for “don’t know/neutral” was higher for HR and marketing activities, with 35 % and 37.5 %, than for Employer Branding activities, with 22.5 %.

Proportion of suitable applicants

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	1	2.5%	5	12.5%	8	20.0%
Partially suited (Delvis egnet)	2	5.0%	2	5.0%	2	5.0%
Don't know (Vet ikke)	7	17.5%	12	30.0%	11	27.5%
Suited (Egnet)	13	32.5%	13	32.5%	13	32.5%
Well suited (Godt egnet)	17	42.5%	8	20.0%	6	15.0%

Table 21 Descriptive table of proportion of suitable applicants

Table 21 show the same tendencies for portion of suitable applicants as with organizational growth. It is believed to be a “suited” and “well suited” measure for all three activities with 75 % for Employer Branding, 52.5 % for HR and 47.5 % for marketing activities.

Customer satisfaction/loyalty

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	6	15.0%	9	22.5%	5	12.5%
Partially suited (Delvis egnet)	8	20.0%	7	17.5%	7	17.5%
Don't know (Vet ikke)	13	32.5%	14	35.0%	11	27.5%
Suited (Egnet)	10	25.0%	5	12.5%	8	20.0%
Well suited (Godt egnet)	3	7.5%	5	12.5%	9	22.5%

Table 22 Descriptive table of customer satisfaction/loyalty

For Employer Branding there is a slight majority for “not suited” and “partially suited” with 35 % compared to 32.5 % on “suited” and “well suited”. For HR activities there is a bigger majority with 40 % compared to 25 %. While for marketing the majority is for “suited” and “well suited” with 42.5 % compared to 30 % on “not suited” and “partially suited”

Turnover intention

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	3	7.5%	2	5.0%	11	27.5%
Partially suited (Delvis egnet)	3	7.5%	4	10.0%	5	12.5%
Don't know (Vet ikke)	19	47.5%	19	47.5%	18	45.0%
Suited (Egnet)	7	17.5%	9	22.5%	5	12.5%
Well suited (Godt egnet)	8	20.0%	6	15.0%	1	2.5%

Table 23 Descriptive table of turnover intention

For this item there was many answers on “don’t know/neutral” with 47.5 %, 47.5 % and 45 % for Employer Branding, HR and marketing respectively. However from the answers given Employer Branding and HR had a majority on “suited” and “well suited” with 37.5 % for both. While marketing had a 40 % majority on “not suited” and “partially suited”.

Job acceptance rate

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	3	7.5%	6	15.0%	7	17.5%
Partially suited (Delvis egnet)	3	7.5%	4	10.0%	6	15.0%
Don't know (Vet ikke)	12	30.0%	11	27.5%	15	37.5%
Suited (Egnet)	10	25.0%	12	30.0%	9	22.5%
Well suited (Godt egnet)	12	30.0%	7	17.5%	3	7.5%

Table 24 Descriptive table of job acceptance rate

For Employer Branding the majority is found on “suited” and “well suited” with 55 %, whilst 30 % answered “don’t know/neutral” and 15 % on “not suited” and “partially suited”. For HR the majority is found on “suited” and “well suited” with 47.5 %, whilst 27.5 % answered “don’t know/neutral” and 25 % on “not suited” and “partially suited”. For marketing the majority is found on “not suited” and “partially suited” with 32.5 %, whilst 37.5 % answered “don’t know/neutral” and 30 % on “suited” and “well suited”.

External attractiveness surveys

	Employer Branding		HR		Marketing	
	Count	%	Count	%	Count	%
Not suited (Ikke egnet)	1	2.5%	4	10.0%	3	7.5%
Partially suited (Delvis egnet)	4	10.0%	6	15.0%	1	2.5%
Don't know (Vet ikke)	6	15.0%	14	35.0%	13	32.5%
Suited (Egnet)	11	27.5%	6	15.0%	13	32.5%
Well suited (Godt egnet)	18	45.0%	10	25.0%	10	25.0%

Table 25 Descriptive table of external attractiveness surveys

For Employer Branding 72.5 % believes external attractiveness surveys is a “suited” and “well suited” measure for performance. For HR activities there is more even distribution with 35 % on “suited” and “well suited”, 35 % on “don’t know/neutral” and 25 % on “not suited” and “partially suited”. For marketing the majority is back at “suited” and “well suited” with 57.5 % and only 10 % on “not suited” and “partially suited”.

For marketing activities the three metrics with the highest percentage on “suited” and “well suited” were: external attractiveness surveys (57.5 %), proportion of suitable applicants (47.5 %) and return on investment (45 %).

For HR activities the three metrics with the highest percentage on “suited” and “well suited” were: internal motivation (55 %), turnover (55 %) and proportion of suitable applicants (52.5 %).

For Employer Branding activities the three metrics with the highest percentage on “suited” and “well suited” were: proportion of suitable applicants (75 %), external attractiveness surveys (72,5 %) and turnover (62.5 %).

4.3 Limitations of the research

The most pressing limitation of this study is the limited number of respondents to the distributed questionnaire. A sufficient amount of respondents is essential in order to ensure that the results are representative for the whole population and thereby generalizable. A sufficient amount of respondents also provides a stronger foundation for the data analysis. This is a common limitation when distributing a questionnaire by email. In addition to this the questionnaire was not distributed to an established group of respondents. Given the low response rate, we would have to distribute a large amount of questionnaire to get a small number of respondents. Therefore, the effort of procuring additional respondents was highly time consuming. The limited timeframe for this Master's Thesis made it difficult to ensure more respondent. In the case of this Master's Thesis a larger number of respondents would have made the analysis and results more accurate. Further on this resulted in that there were a few questions that were rendered meaningless.

In relation to the qualitative research, the number of sample organizations and their interviewees also resulted in a limited insight into the practice of the organization. The results of our qualitative interviews will therefore be highly dependent on the personal beliefs of the interviewee from each organization and may not create a realistic impression of that organization. Our choice of conducting a mixed method research made the limited timeframe for this Master's Thesis a pressing concern, and we therefore chose to limit the qualitative interviews to 3 organizations with 1 interviewee from each.

However, in retrospect we are under the impression that the qualitative research would have benefited from a larger sample with more interviewees from each organization.

In retrospect there were a few questions in the questionnaire that demanded a lot from the respondent and did not give that much relevant information to the authors as we first believed. In addition to this, the structure of the questionnaire might have been an affecting factor of why we got the limited number of respondents that we got. Given the difficulty of some of our questions we might have had better success with having the information about the respondent in the beginning of the questionnaire. The questionnaire might have consisted of too many questions and some of the questions were too demanding of the respondent. Lastly the first yes/no question on whether they have insight into the concept of Employer Branding might have repelled respondents that answered “no” from continuing the questionnaire. As a means to counteract this limitation the questionnaire should have been tested on a test group before it was distributed to the large population. However we did not have time to conduct this test given the limited timeframe of the thesis.

We also experienced that the limited amount of prior research on the topic of measuring Employer Branding in financial terms became a limitation for our research on several aspects. First off it made it difficult to draw inspiration from earlier research when choosing the method for our research. Second we found few contradictions and differences in the existing literature to use as a base for discussion and review of our findings and our contribution to the field of Employer Branding. In the authors opinion it could be argued that the field of Employer Branding, at its current state, has not evolved far enough to develop an accurate method for measuring how Employer Branding affects the organization in financial terms.

5.0 Discussion

In this chapter we will discuss the empirical findings presented in chapter 4.0. The findings will be discussed according to their relevance to our research questions and supplemented with relevant literature from chapter 2.0.

5.1 Discussion of findings related to knowledge of Employer Branding

The knowledge level on Employer Branding in our sample organizations, for the qualitative research, is highly dependent on the knowledge of single individuals. The overall knowledge level in the organizations varies, which gives indication of Employer Branding being a relatively new and unmapped field of focus for the organizations. However, the person hired to handle employer branding in the organization, our informants, had a higher level of knowledge than the firm in general.

Further on we observe that there is a lack of means to convey the Employer Brand effectively to all parts of the organization. In our opinion this is a consequence of not having a simple and clearly defined Employer Brand/ EVP as well as consistent internal communication of the brand. Existing literature emphasize the importance of a fully integrated brand in the value chain to ensure that all employees with influence upon the branding matters understands how their actions influence the brand and that they make decisions that strengthens the brand. If the brand is integrated and well-communicated within the organization it can create consistent and positive response, from customers and other stakeholders, in every encounter with the organization (Chernatony & Cottam, 2006).

The management seemed to show interest for Employer Branding, however none of the organizations from the sample had defined Employer Branding as an essential part of the overall strategy. Compared to the holistic approach to Employer Branding, described by for example Aggerholm, Andersen & Thomsen (2010), we did not observe that the sample organizations had the

same approach to their Employer Brand. The Employer Branding process described by the informants gave the impression of being externally focused. When asked about their Employer Branding activities, all informants focused on external activities like school visits and inviting students to visit the workplace. None of the organizations had a clear view of their Employer Brand or a defined EVP, which is mentioned as a crucial part of being accurate and attractive (Moroko & Uncles, 2008).

The literature about Employer Branding is very complex and has not evolved far enough to keep up with the rapid focus the concept has received over the last few years. As late as 2010 the literature is still trying to set a widely accepted definition of Employer Branding (Aggerholm, Andersen & Thomsen, 2010). There have been numerous definitions of Employer Branding with varying scope of the concept. The existing empirical research is, whilst not disagreeing, still trying to define the best practice for Employer Branding. Where the holistic view is the most recent contribution to the “best practice” of Employer Branding. It is therefore natural that the holistic view of Employer Branding is, to some degree, still vacant in the organizations that we have interviewed.

All the informants acknowledged a limited insight into the theoretical best practice of Employer Branding and expressed a desire to increase the theoretical “know how” in their organization. The organizations did, and have been doing for a long while, a lot of activities and efforts that theoretically could be described as Employer Branding. However the organizations did not label those activities as Employer Branding. This indicates that there is a gap between how the organizations view Employer Branding and how existing literature describes it. We experienced a curiosity surrounding, and a willingness to learn about Employer Branding from all three organizations and their informants.

In our effort to uncover the knowledge level of the organizations in the quantitative research sample, we asked if the respondents had insight on the concept of Employer Branding, presented in section 4.2.1. From the total

sample 39.6 % answered yes, however from the complete response sample 60 % answered yes. This does not correspond with the findings from the qualitative research, compared to the qualitative findings the first percentage is more coherent with the knowledge level in the organizations from the qualitative research. This change in answers between the two datasets could be a result of respondents exiting the survey as a consequence of not being familiar with Employer Branding.

Further on we asked the respondents if they agreed with the statements that Employer Branding can provide economical gain, reduce costs, should be considered a long term investment and that it is important for the organizations long term strategy. As presented in section 4.2.1 the respondents mostly agreed with these statements, showing that the respondents see potential in Employer Branding. Related to the qualitative findings, the sample organizations also agreed with the message of these statements and acknowledged the potential benefits of good Employer Branding. Both from the interviews and the questionnaire we experience that Employer Branding is viewed as an interesting concept with great potential. The informants expressed that Employer Branding was a necessity to keep up with the current market.

To summarize we observe that the concept of an Employer Brand and the process of Employer branding has yet to become general knowledge in Norwegian IT-organizations. In relation to this we observe a gap between the organizational view of Employer Branding and the most recent literature on Employer Branding. Our findings show us that the knowledge level in the organization is dependent on key personnel with for example HR or Marketing as their field of expertise. Authors like Chernatony & Cottam (2006) emphasize on the importance of ensuring a sufficient level of knowledge, regarding Employer Branding, throughout the organization to ensure the efficiency of the Employer Brand. They state that in order to deliver upon the brand you need to know how your actions affect the brand. In relation to our findings, the narrow view on Employer Branding in our sample organization could lead to a lack of overview of both how their Employer Branding affects their organization and how their actions affects their Employer Brand.

5.2 Discussion of findings related to practice in measuring

In our interviews we found no evidence that Employer Branding was measured in financial terms. The only measure used for Employer Branding was turnover and number of applicants to a vacant position (section 4.1.2). In order to further explore whether Employer Branding is being measured we asked, in the questionnaire, if the respondent's organization was measuring Employer Branding. On this question the majority answered that they disagree with the statement (section 4.2.2), 14 of the 40 respondents completely disagreed, and out of these 11 of them were managers. This indicates that there are little efforts put into measuring the effects of Employer Branding.

When asked what they did measure our informants mentioned factors like turnover, satisfaction and external surveys, like Universum, and that these measures could be linked to the effect of Employer Branding (section 4.1.2). However they did not seem to have managed to isolate how Employer Branding affects these factors.

To verify what is measured, whether it is connected to Employer Branding or not, we asked in the questionnaire which metrics the respondents were measured on. From the answers we gathered, we can observe that there is a fair amount of measuring done on all the 12 factors. The factors are being measured with varying intensity, from 1-4 times a year to continuously. However the majority of the respondents were measured on all of the factors with the exception of hours spent per task (section 4.2.2).

Many of the 12 factors we asked about can, from existing literature be affected by Employer Branding (section 2.3). An observed contradiction is that the respondents answer that they are being measured on several of these factors but at the same time answer that their organization does not measure Employer Branding. As with the organizations from the qualitative research this could be the results of the difficulty related to isolating how Employer branding affects these factors as well as including which factors are affected. This further indicates that there are little measuring directly linked to the effect of Employer Branding in Norwegian IT-organizations. The organizations measure factors

that could indicate the effect of their Employer Branding process, however it seems they are not using these measures to indicate the effectiveness of their Employer Branding.

5.3 Discussion of findings related to difficulties in measuring

In both the qualitative and quantitative research we found that Employer Branding was mainly handled within the HR-department, rather than as an independent responsibility center (section 4.1.2 and 4.2.3). As mentioned in section 2.5, HR-departments are usually structured as a discretionary cost center because of the difficulties related to accurately defining the relation between input and output. By being handled as a part of the HR-department, Employer Branding is effectively handled as the same type of responsibility center.

As commonly accepted, measuring financial effect of HR activities is a difficult and complex task. From this we can assume that the HR departments in our sample organizations do not have an established routine for measuring the efficiency of their activities in financial terms. It is therefore natural that Employer Branding activities, which are a combination of HR, communication and marketing, when handled within the HR department, will be perceived as difficult to measure in financial terms (Anthony & Govinarajan, 2007, 134-135). This assumption is strengthened by the findings presented in section 4.2.3 where the majority of our respondents answered that an unclear relationship between the cause and effect makes it difficult to measure Employer Branding in a high degree. This is a common hindrance when trying to measure the return of increased input into a discretionary cost center (section 2.5).

Given the difficulties of measuring output of the activities usually handled in a discretionary cost center, the top management will most likely not require that the output be measured in financial terms. This gives the employees little incentive to allocate resources into measuring. From our questionnaire 60 % believed that “the results cannot be measured in money” makes it difficult to measure Employer Branding (section 4.2.3).

Further on we asked our sample organizations from the qualitative research whether they had a budget that was designated for Employer Branding. Two of them answered that they did, and the third said that they had a recruitment budget that in practice functioned as an Employer Branding budget, but wasn't labelled as it. The informants described that the budgets mainly covered recruitment costs, specifically directed at students. From the questionnaire 33 of 40 respondents answered that they did not have an Employer Branding budget. This indicates that Norwegian IT-organizations do not have a clear overview of the costs of Employer Branding. In the questionnaire we asked directly whether or not the respondents believed that their organization had a clear picture of the cost of their Employer Branding activities. From the 40 respondents, 16 partially or completely agreed with this (section 4.2.3). We find it strange that 16 have a clear view of the costs while only 7 answered that their organization has a budget for the costs. Given that 24 of the respondents answered no to this question further strengthens the indication that Norwegian IT-organizations do not have a clear overview of the costs of Employer Branding. Knowing the cost of an activity is crucial to trying and managing to measure the effect of that activity. Not having a budget makes estimating the cost difficult. And those who have a budget define Employer Branding too narrowly, with the external viewpoint, to catch the total cost of Employer Branding.

From the interviews we did not expect to find the lack of measuring that we found. So we spent little time focusing on the issue of what made it difficult or what was needed to make measuring possible in the interviews. However we wanted to explore this through the questionnaire and asked to what degree different circumstances made measurement of Employer Branding in financial terms difficult. The circumstance that the grand majority agreed with was that lack of accurate measuring tools makes measuring difficult (section 4.2.3). This is highly consistent with our overall impression, from conducting our mixed method, that organizations want to measure, and see the benefits of measuring but lack the tools and methods to do it with accuracy.

As discussed in section 5.1 we see a tendency in our sample organizations that their view of Employer Branding is overly external and lack the holistic approach which is proposed in the most recent literature on the subject. This external view is reflected in their efforts to measure Employer Branding described in section 5.2. We see from our combined findings that they do measure factors that could indicate the effect of Employer Branding. However it seems that they do not attempt to define the relation between for example suitable number of applicant and change in resources allocated to Employer Branding.

In relation to previous paragraph, existing literature continue to emphasize on the importance of cooperation between departments and people in the organization for Employer Branding to be successful (section 2.2-2.4). From the interviews all the informants stated that Employer Branding was mainly handled in the HR department (Section 4.1.2). However they also pointed out, coherent with existing literature that in order for Employer Branding to work, cooperation between marketing-, communication- and the HR-department is important. Two of the organizations stated that the internal cooperation between departments could be improved. To further explore this aspect we asked how involved in the Employer Branding process different departments and people are in their organization. From the questionnaire we confirm that many believe the HR department is highly involved in the Employer Branding process, along with management, communications and marketing (section 4.2.3). One interesting point to note from this question is the highly consistent view that the finance department is not involved in the Employer Branding process. In our opinion this can contribute to the difficulty for measuring the effects of Employer Branding in financial terms if the department in the organization specialised in those types of measures is not involved. The same tendencies are found in the question of how involved people in the organization are. The HR-manager, followed by the CEO and marketing manager are the most involved, and the finance manager is almost not involved at all (section 4.2.3).

Circumstances like lack of accurate measuring tools, results that cannot be measured in money and unclear relationship between cause and effect were seen as the biggest contributors to difficulties of measuring. The lack of accurate measuring tools is closely related to the fact that a proven method for measuring Employer Branding has yet to be developed. As mentioned in section 2.5 a proposed tool to measure HR activities is the balanced scorecard that combines financial metrics with other strategic metrics for the organization. The idea of customizing a balanced scorecard for measuring Employer Branding that contains metrics, which are specifically suited for this purpose, is an approach we find promising. At last the narrow scope of Employer Branding in conjunction with little involvement from other departments within the organization further impedes the process of clarifying the cause and effect relationships. In order to create an accurate measuring tool for Employer Branding these relationships need to be uncovered.

5.4 Discussion of findings related to possible means for measuring

This is a topic gave no clear findings in our qualitative research (section 4.1.4). This section will therefore focus on the quantitative research. From the question of what might be suitable measure for Employer Branding, HR and marketing activities we uncovered some interesting aspects. The overall best measure, believed by our respondents, was “number of suitable applicants” which was ranked as the best measure for Employer Branding, the 2nd best for marketing and 3rd best for HR activities. Further the most suited metrics according to our respondents were turnover and external attractiveness surveys for Employer Branding-, external attractiveness surveys and ROI for marketing-, and internal motivation and turnover for HR-activities. At the opposite side of the scale, financial measures like Economic Value Added and Return on Investment was believed to be the least suitable metrics to measure Employer Branding and HR activities. As a continuation of this the metric that consistently had the highest percentage of “don't know” on all three activity types was Economic Value Added (section 4.2.4). When asked about these metrics in the questionnaire we got a limited amount of respondents and within them a large amount of “don't know” responses. Therefore our findings on this

topic are not sufficient to provide a clear definition of which metrics are suited to measure Employer Branding.

Our review of the literature gave little contribution to this topic. As chapter 2.0 show, several authors mention the possible effects of good Employer Branding, however none attempts to create a method for measuring them. With the exception of Kapoor (2010) that, in his questionnaire, attempted to find suitable metrics to use for measuring ROI of Employer Branding. Any finds that can be used to develop a method for measuring the effects of Employer Branding would therefore be a major contribution to the field.

5.5 Final discussion – summary

We would state that Norwegian IT-organizations have yet to adapt the holistic view on Employer Branding that is currently found in the more recent literature. This is a result of the knowledge level and external focus, present in our sample organizations. The lack of a holistic view of Employer Branding and how it affects important aspects of the organization makes the issue of identifying cause and effect relationships related to Employer Branding a difficult task. The external focus on Employer Branding combined with the practice of handling Employer Branding solely within the HR department, in our opinion, further complicates the already difficult process of measuring Employer Branding. It is possible that it would be beneficial to handle Employer Branding as a different type of responsibility center. Not as a solution to the problem of measuring, but rather as a motivation to explore how Employer Branding can be measured in financial terms.

Our opinion is that handling Employer Branding in a discretionary cost center leads to reduced incentives for measuring Employer Branding and its effect in financial terms. In addition to this the difficulty of identifying the direct costs and uncovering the cause and effect relationships of Employer Branding complicates the situation. At last we observe that the level of buy-in from key personnel and departments in the organization. All of which are essential in order to achieve a clear picture of Employer Branding in the organization. We believe that the organizations would benefit from more participation from other

parts of the organization in order to raise the general knowledge level in the organization. Given the dependency of HR personnel, who possess the most knowledge of recent literature on Employer Branding, internal cooperation between departments would help to convey the knowledge throughout the organization.

Something needs to happen before organizations can move from how Employer Branding is handled today, to where they need to be, to be able to effectively measure the economic effects of Employer Branding. The current practice seems to put no requirements, from management, on the Employer Branding employees to measure effects, and measuring is therefore not prioritized. For measuring to become a higher priority it would be beneficial to handle Employer Branding as a responsibility center that focuses more on the relation between input and output. However we would like to point out that the most pressing issue for measuring financial effects of Employer Branding is still the difficulty of getting an accurate measure. We therefore believe that for measuring to become a used practice an accurate tool for measuring needs to be developed. Before any form of accurate measuring tool for Employer Branding can be developed, the metrics used in that measuring tool needs to be identified, empirically tested and proved to be accurate. These metrics also needs to be easy to measure within the organization. As an example we have found that the three most suited metrics for measuring Employer Branding, according to our respondents, are proportion of suited applicants, external attractiveness surveys and turnover (section 4.2.4). To continue the idea from section 5.3 these metrics could be used, in combination with other suitable metrics, to develop a balanced scorecard for Employer Branding. However for a balanced scorecard to be effective one has to take into account the financial perspective. As pointed out earlier, the organizations already measure on metrics like profit, performance, and work efficiency (section 5.2), that, if the relation to Employer Branding is empirically proven, can be good metrics to use in a balanced scorecard.

6.0 Conclusion

As Mentioned in section 4.3 and 5.4 there exist almost no literature related to measuring Employer Branding, especially in financial terms. The goal of this Master's Thesis is therefore to explore this part of Employer Branding, as a contribution to the Norwegian IT-industry and the field of Employer Branding. Our first finding was that the measuring of Employer Branding was almost non-existent, inconsistent and not linked to financial terms (section 5.2).

We found that the main reasons for the lack of Employer Branding measurement, in financial terms, in the Norwegian IT- Industry are; a narrow view of Employer Branding, lack of knowledge, lack of accurate measuring tools and metrics, and the difficulties related to the fact that Employer Branding is being handled within the HR department, which in most cases has no established routines for measuring their activities in financial terms (section 5.3 and 5.5). In relation to the narrow view of Employer Branding and the lack of knowledge, we found that; the level of knowledge on Employer Branding in the Norwegian IT- Industry is currently characterized by external focus, which differs from the holistic view which is evident in more recent literature on Employer Branding. Further on the knowledge that the organizations do possess resides with key individuals (section 5.1).

In relation to the lack of measuring, we found that organizations in the Norwegian IT-industry measured factors like motivation, performance and satisfaction, which can be used to indicate how Employer Branding affects the organization. However we uncovered no practice of measuring focused directly at the financial effects of Employer Branding (section 5.2). The main reason for this was the difficulty of identifying the relationship between input and output of their Employer Branding. In addition the lack of an empirical tested tool for accurate measuring of Employer Branding further complicates the process. A final source of difficulty is the limited overview of Employer Branding in the organization, by not having a clear picture of the costs and the limited cooperation between departments regarding Employer Branding (section 5.3).

At last we explored how Employer Branding can be measured, in financial terms, in Norwegian IT-organizations. We found that there are no accurate methods to measure the economic values of Employer Branding as of now. The lack of tested metrics, unclear cause and effect relationship and minimal focus on measuring makes it hard to derive a method for measuring from the current practice in Norwegian IT-organizations (section 5.5).

However, there are some steps that can help to better facilitate the organizations for measuring their Employer Branding. As mentioned earlier Employer Branding is, in most cases, handled within the HR department which usually is a discretionary cost center. The consequence of this is that a department that has no established routines for measuring their output in financial terms handles Employer Branding. Although Employer Branding is a complex concept with unclear relationship between input and output, we believe that by structure Employer Branding as a performance oriented responsibility center, the focus on measuring in financial terms would increase and help the process of identifying the cause-effect relationship (section 5.5).

Further on we found that there was little participation from other departments of the organization. By including representatives from different fields of expertise like HR, marketing, finance and communication, in the Employer Branding process and make Employer Branding and the organization's Employer Brand common knowledge throughout the organization. This would, in our opinion, help the organization achieve a more holistic view of their Employer Branding and by that becoming better suited to identify how Employer Branding affects their performance. As mentioned by authors like Gapp & Merrilees (2006) and Chernatony & Cottam (2006), a good and consistent communication of the brand is essential to the performance of the brand.

We also acknowledge the need for accurate metrics that are empirically proven in relation to the financial effects of Employer Branding. For measuring to be practicable there has to be developed an effective measuring tool based on accurate metrics that are easy to use for the organization (section 5.4 and 5.5).

7.0 Implications

In this chapter we will discuss our contribution to the academic field of Employer Branding and the implications for practitioners. Lastly we will present our suggestions for further research.

7.1 Theoretical contribution

As described in chapter 2.0, the current state of the literature on Employer Branding revolves around the “best practice” of the concept. The literature emphasize on the importance of a fully integrated brand with a holistic view of the concept. Further on they focus on the possible effects of good Employer Branding related to factors like performance, reputation, identification and loyalty. However we have found no literature regarding the measuring of this effect in financial terms. As mentioned earlier (chapter 1.0), several researchers accentuate that research into accurately revealing the effect of Employer Branding is needed. The contribution of this Master's Thesis is to identify how the current state of Employer Branding is practiced in Norwegian IT-organizations and which factors that complicate the process of measuring financial effects. However, given the limitations discussed in section 4.3, the findings of this Master's Thesis is better suited as an indication of the current situation. This Master's Thesis should therefore not be viewed as a complete contribution to the field of Employer Branding. However, it is a step in the right direction.

7.2 Practical implications

As pointed out in the previous section, the results of this Master's Thesis are not suited as a recipe for how to start measuring Employer Branding. Practitioners of Employer Branding should therefore not view it as such. However, we believe that our results regarding the difficulties of measuring Employer Branding can be used as a tool to better understand their own Employer Branding process and how the effects could be measured.

7.3 Further research

As experienced during the process of writing this Master's Thesis, there is a need for more research focused on the practice of measuring Employer Branding. We have concluded that for measuring to be practicable there has to be developed an effective method for measuring Employer Branding. Further on we concluded that a change in the way Employer Branding is being handled and viewed in the organization could be beneficial when trying to achieve the goal of measuring Employer Branding. We suggest that further research should focus on three topics.

- Firstly, identifying suitable metrics for measuring the effects of Employer Branding and empirically prove the relation to input.
- Secondly, explore and compare how assigning Employer Branding as an individual center focused on the relation between input and output impacts the measuring and effectiveness of the Employer Brand.
- And lastly, empirically explore the connection of how the general knowledge level on Employer Branding in the organization impacts the effectiveness of the Employer Brand.

8.0 References

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9.0 Attachments

Attachment 1: Calculation of average employees

Virksomheter etter region, næring (SN2007), antall ansatte, tid og statistikkvariabel					
Organization sorted by region, sector, number of employees, time and statistical variable					
				2014	
				Organizations	Average employees
0 Hele landet					
Norway	62 Tjenester tilknyttet informasjonsteknologi	5-9 employees	463		3241
	Services related to information technology	10-19 employees	318		4611
		20-49 employees	214		7383
		50-99 employees	62		4619
		100 - 249 employees	41		7154,5
		250 + employees	16		6000
		Total	1114		33009
		Average per organization			30
Accessed on 04.25.2014					
https://www.ssb.no/statistikkbanken/selectvarval/saveselections.asp					

Attachment 2: Interview guide

Spørsmål i forhold til kunnskap om EB:

- Hva legger du i begrepet EB?
 - Hva ser du på som forskjellen mellom intern og ekstern EB
- Hvordan er kunnskapsnivået om EB blant de forskjellige ansatte i organisasjonen? Sett i forhold til toppledere, mellomledere, medarbeidere, HR ansatte osv.

Spørsmål i forhold til Implementering av EB i organisasjonen:

- Har dere eget EB budsjett?
 - Hvilke aktiviteter dekker dette budsjettet (eksempler)?
 - Skille mellom ekstern og intern
 - Er HR aktiviteter med?
- Hvordan er EB ansvarlig avdelings påvirkningskraft i forhold til viktige beslutninger i organisasjonen.
- Finnes det en EB/SHRM ambassadør i øverste styreledd i organisasjonen?
- Hvor delaktige er EB/HRM ansvarlige i utviklingen av organisasjonen overordnede mål og strategier?

Spørsmål i forhold til organisasjonens EB praksis internt: (forklare hva vi definerer som intern EB)

- Vil dere si at dere jobber aktivt med intern EB?
 - Eksempler hvis ja?

Aktiviteter

- Hvilke aktiviteter driver dere med?
 - Ekstern
 - Internt
- Skiller dere mellom aktiviteter i bedriften?
 - Enten grupper ansatte
 - Alder
 - ansenitet

Måling

- Måler dere deres employer branding innsats på noen måte? Eventuelt hvilke faktorer måler dere da?
 - Ansettelseskostnader
 - Antall søkere
 - Tilfredshet
 - ROI

Attachment 3: Frequency of response to all questions from the questionnaire

	Count	
Har du en formening om hva Ja	24	
konseptet Employer		
Branding omfatter? Nei	16	
[The Employer Brand is the	3: Vet ikke	0
package of functional,	1	3
economic and psychological	2	8
benefits provided by	3	2
employment, and identified	4	2
with the employing		
company.] Hvor treffende er		
følgende definisjoner av		
Employer Branding med den	5	9
generelle oppfatningen		
blandt de		
[Employer Branding is	1: Ikke treffende	1
externally managing a firms'	2	6
reputation to attract and	3: Vet ikke	1
retain potential employees.]	4:	7
Hvor treffende er følgende		
definisjoner av Employer		
Branding med den generelle	5: Treffende	9
oppfatningen blandt de		
ansatte og ledelsen i din		
organisasjon?		
[Employer Branding , or	4:	0
employer brand	1	1
management involves	3	3
internally and externally	4	4
promoting a clear view of		
what makes a firm different		
and desirable as an		
employer.] Hvor treffende er	5	16
følgende definisjoner av		
Employer Branding med den		
generelle oppfat		
[Employer Branding is a	4:	0
targeted, long-term strategy	2	1
to manage the awareness	3	4
and perceptions of	4	7

employees, potential employees, and related stakeholders with regards to a particular firm.] Hvor treffende er følgende definisjoner av Employer Branding med d	5	11
Har du en klar formening om hva din organisasjons Employer Brand er?	Ja	13
Har dere et eget Employer Branding budsjett?	Nei	11
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ja	7
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Nei	33
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	0
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	1	3
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	2	1
[Rekruttering] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	4	3
[Reklame / PR] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ikke dekket	2
[Reklame / PR] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	2
[Reklame / PR] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Vet ikke	1
[Reklame / PR] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Nesten fullstendig dekket	2
[Reklame / PR] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Fullstendig Dekket	0
[Kompetanseutvikling / Kursing av ansatte] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ikke dekket	5
[Kompetanseutvikling / Kursing av ansatte] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	1
[Kompetanseutvikling / Kursing av ansatte] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Vet ikke	0
[Kompetanseutvikling / Kursing av ansatte] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Nesten fullstendig dekket	1
[Kompetanseutvikling / Kursing av ansatte] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Fullstendig Dekket	0
[HR aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ikke dekket	4
[HR aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	2
[HR aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Vet ikke	1
[HR aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Nesten fullstendig dekket	0
[HR aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Fullstendig Dekket	0
[Eksterne omdømmebyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ikke dekket	0
[Eksterne omdømmebyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	1
[Eksterne omdømmebyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Vet ikke	0
[Eksterne omdømmebyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Nesten fullstendig dekket	4
[Eksterne omdømmebyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Fullstendig Dekket	2
[Kulturbyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Ikke dekket	4
[Kulturbyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Delvis dekket	0
[Kulturbyggende aktiviteter] Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet.	Vet ikke	0

aktiviteter dekt av Employer branding budsjettet.	Nesten fullstendig dekket	2
[Markedsavdelingen] I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen?	Fullstendig Dekket	1
[HR- avdelingen] I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen?	1: Ingen	10
[Kommunikasjonsavdelingen] I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen?	2:	5
[Økonomiavdelingen] I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen?	3: Vet ikke	12
[Administrasjon / ledelse] I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen?	4:	6
[Administrerende direktør (eller tilsvarende)] I hvilken grad er følgende personer delaktig i Employer Branding prosessen i organisasjonen?	5: Høy grad	7
[HR- ansvarlig] I hvilken grad er følgende personer delaktig i Employer Branding prosessen i organisasjonen?	1: Ingen	8
[Økonomiansvarlig] I hvilken grad er følgende personer delaktig i Employer Branding prosessen i organisasjonen?	2:	3
	3: Vet ikke	12
	4:	8
	5: Høy grad	9
	1: Ingen	13
	2:	3
	3: Vet ikke	12
	4:	4
	5: Høy grad	8
	1: Ingen	20
	2:	2
	3: Vet ikke	12
	4:	3
	5: Høy grad	3
	1: Ingen	7
	2:	4
	3: Vet ikke	8
	4:	10
	5: Høy grad	11
	1: Ingen	8
	2:	3
	3: Vet ikke	9
	4:	8
	5: Høy grad	12
	1: Ingen	9
	2:	3
	3: Vet ikke	8
	4:	9
	5: Høy grad	11
	1: Ingen	20

grad er følgende personer	2:	3
delaktig i Employer	3: Vet ikke	8
Branding prosessen i	4:	6
organisasjonen?	5: Høy grad	3
[Kommunikasjonsansvarlig]	1: Ingen	13
I hvilken grad er følgende	2:	3
personer delaktig i Employer	3: Vet ikke	10
Branding prosessen i	4:	7
organisasjonen?	5: Høy grad	7
[Markedsansvarlig] I hvilken	1: Ingen	12
grad er følgende personer	2:	4
delaktig i Employer	3: Vet ikke	8
Branding prosessen i	4:	10
organisasjonen?	5: Høy grad	6
[Mellomledere /	1: Ingen	10
Avdelingsledere] I hvilken	2:	2
grad er følgende personer	3: Vet ikke	11
delaktig i Employer	4:	13
Branding prosessen i	5: Høy grad	4
organisasjonen?		
[Deg personlig] I hvilken	1: Ingen	7
grad er følgende personer	2:	3
delaktig i Employer	3: Vet ikke	4
Branding prosessen i	4:	16
organisasjonen?	5: Høy grad	10
[Min organisasjon har	Helt uenig	6
oversikt over kostnadene	Delvis uenig	8
ved våre Employer Branding	Nøytral / vet ikke	10
tiltak] Ranger følgende	Delvis enig	8
utsagn fra helt uenig til helt	Helt enig	8
enig:		
[Min organisasjon måler	Helt uenig	14
Employer Branding] Ranger	Delvis uenig	3
følgende utsagn fra helt	Nøytral / vet ikke	12
uenig til helt enig:	Delvis enig	5
	Helt enig	6
[Employer Branding kan gi	Helt uenig	0
økonomisk	Delvis uenig	1
gevinst/vinning/avkastning/ i	Nøytral / vet ikke	11
min organisasjon] Ranger	Delvis enig	13
følgende utsagn fra helt	Helt enig	15
uenig til helt enig:		
[Employer Branding kan gi	Helt uenig	0

reduserte kostnader (for eksempel ved rekruttering)]	Delvis uenig	1
Ranger følgende utsagn fra helt uenig til helt enig:	Nøytral / vet ikke	11
[Employer branding bør behandles som en langsiktig investering] Ranger	Delvis enig	10
følgende utsagn fra helt uenig til helt enig:	Helt enig	18
[Min organisasjon har et klart definert medarbeiderløfte] Ranger	Helt uenig	0
følgende utsagn fra helt uenig til helt enig:	Delvis uenig	0
[Employer Branding er en viktig del av min organisasjon sin langsiktige strategi] Ranger	Nøytral / vet ikke	8
utsagn fra helt uenig til helt enig:	Delvis enig	5
[Arbeidseffektivitet] Hvor ofte blir du målt på følgende faktorer:	Helt enig	27
	Helt uenig	7
	Delvis uenig	11
	Nøytral / vet ikke	6
	Delvis enig	10
	Helt enig	6
	Helt uenig	3
	Delvis uenig	5
	Nøytral / vet ikke	13
	Delvis enig	6
	Helt enig	13
	Aldri	12
[Tilfredshet] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	10
	Vet ikke	4
	Hver måned	5
	Kontinuerlig	9
	Aldri	6
	1-4 ganger i året	27
	Vet ikke	2
	Hver måned	2
	Kontinuerlig	3
	Aldri	8
[Organisatoriske resultater] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	12
	Vet ikke	4
	Hver måned	4
	Kontinuerlig	12
	Aldri	10
	1-4 ganger i året	20
	Vet ikke	2
	Hver måned	2
	Kontinuerlig	6
[Stolthet/indentifikasjon med organisasjonen] Hvor ofte blir du målt på følgende	Aldri	14
	1-4 ganger i året	16
	Vet ikke	5

faktorer:	Hver måned	1
	Kontinuerlig	4
	Aldri	8
[Profitt] Hvor ofte blir du målt	1-4 ganger i året	6
på følgende faktorer:	Vet ikke	3
	Hver måned	15
	Kontinuerlig	8
	Aldri	21
[Brukte arbeidstimer (per oppgave)] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	1
	Vet ikke	3
	Hver måned	8
	Kontinuerlig	7
	Aldri	11
[Ytelse i forhold til budsjett] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	4
	Vet ikke	2
	Hver måned	14
	Kontinuerlig	9
	Aldri	11
[Kundetilfredshet] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	17
	Vet ikke	3
	Hver måned	3
	Kontinuerlig	6
	Aldri	17
[Antall prosjekter] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	6
	Vet ikke	5
	Hver måned	5
	Kontinuerlig	7
	Aldri	8
[Trivsel] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	24
	Vet ikke	2
	Hver måned	2
	Kontinuerlig	4
	Aldri	7
[Turnover intensjon] Hvor ofte blir du målt på følgende faktorer:	1-4 ganger i året	18
	Vet ikke	6
	Hver måned	4
	Kontinuerlig	5
[ROI (return on investement)] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet	12
	Delvis egnet	6
	Vet ikke	12
	Egnet	5
	Godt egnet	5

[EVA (economic value added)] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	9 1 21 5 4
[Aktivitetsrelaterte kostnader] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	7 4 17 7 5
[Ansattes produktivitet] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	8 6 11 8 7
[Indre motivasjon hos ansatte] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	2 4 9 14 11
[Turnover] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	2 4 9 15 10
[Organisatorisk vekst] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	5 5 9 17 4
[Andel passende søkere] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	1 2 7 13 17
[Kundetilfredshet / lojalitet] Hvor passende er følgende indikatorer for å måle ytelsen til Employer Branding aktiviteter:	Ikke egnet Delvis egnet Vet ikke Egnet Godt egnet	6 8 13 10 3
[Turnover intensjon] Hvor passende er følgende indikatorer for å måle	Ikke egnet Delvis egnet Vet ikke	3 3 19

ytelsen til Employer	Egnet	7
Branding aktiviteter:	Godt egnet	8
[Jobbaksept rate] Hvor	Ikke egnet	3
passende er følgende	Delvis egnet	3
indikatorer for å måle	Vet ikke	12
ytelsen til Employer	Egnet	10
Branding aktiviteter:	Godt egnet	12
[Eksterne omdømme-	Ikke egnet	1
undersøkelser (universom	Delvis egnet	4
etc)] Hvor passende er	Vet ikke	6
følgende indikatorer for å	Egnet	11
måle ytelsen til Employer	Godt egnet	18
Branding aktiviteter:	Godt egnet	18
[ROI (return on	Ikke egnet	13
investement)] Hvor	Delvis egnet	4
passende er følgende	Vet ikke	15
indikatorer for å måle	Egnet	4
ytelsen til HR aktiviteter:	Godt egnet	4
[EVA (economic value	Ikke egnet	9
added)] Hvor passende er	Delvis egnet	4
følgende indikatorer for å	Vet ikke	20
måle ytelsen til HR	Egnet	4
aktiviteter:	Godt egnet	3
[Aktivitetsrelaterte	Ikke egnet	6
kostnader] Hvor passende	Delvis egnet	7
er følgende indikatorer for å	Vet ikke	17
måle ytelsen til HR	Egnet	7
aktiviteter:	Godt egnet	3
[Ansattes produktivitet] Hvor	Ikke egnet	7
passende er følgende	Delvis egnet	3
indikatorer for å måle	Vet ikke	15
ytelsen til HR aktiviteter:	Egnet	9
[Indre motivasjon hos	Godt egnet	6
ansatte] Hvor passende er	Ikke egnet	1
følgende indikatorer for å	Delvis egnet	7
måle ytelsen til HR	Vet ikke	10
aktiviteter:	Egnet	8
[Turnover] Hvor passende	Godt egnet	14
er følgende indikatorer for å	Ikke egnet	3
måle ytelsen til HR	Delvis egnet	2
aktiviteter:	Vet ikke	13
[Turnover] Hvor passende	Egnet	13
er følgende indikatorer for å	Godt egnet	9
måle ytelsen til HR	Godt egnet	9

[Organisatorisk vekst] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	4
	Delvis egnet	3
	Vet ikke	14
	Egnet	10
	Godt egnet	9
[Andel passende søkere] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	5
	Delvis egnet	2
	Vet ikke	12
	Egnet	13
	Godt egnet	8
[Kundetilfredshet / lojalitet] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	9
	Delvis egnet	7
	Vet ikke	14
	Egnet	5
	Godt egnet	5
[Turnover intensjon] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	2
	Delvis egnet	4
	Vet ikke	19
	Egnet	9
	Godt egnet	6
[Jobbaksept rate] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	6
	Delvis egnet	4
	Vet ikke	11
	Egnet	12
	Godt egnet	7
[Eksterne omdømmeundersøkelser (universom etc)] Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter:	Ikke egnet	4
	Delvis egnet	6
	Vet ikke	14
	Egnet	6
	Godt egnet	10
[ROI (return on investement)] Hvor passende er følgende indikatorer for å måle ytelsen til Markedsførings aktiviteter:	Ikke egnet	4
	Delvis egnet	4
	Vet ikke	14
	Egnet	9
	Godt egnet	9
[EVA (economic value added)] Hvor passende er følgende indikatorer for å måle ytelsen til Markedsførings aktiviteter:	Ikke egnet	4
	Delvis egnet	4
	Vet ikke	20
	Egnet	8
	Godt egnet	4
[Aktivitetsrelaterte	Ikke egnet	4

kostnader] Hvor passende	Delvis egnet	6
er følgende indikatorer for å	Vet ikke	14
måle ytelsen til	Egnet	8
Markedsførings aktiviteter:	Godt egnet	8
[Ansattes produktivitet] Hvor	Ikke egnet	14
passende er følgende	Delvis egnet	5
indikatorer for å måle	Vet ikke	19
ytelsen til Markedsførings	Egnet	2
aktiviteter:	Godt egnet	0
[Indre motivasjon hos	Ikke egnet	8
ansatte] Hvor passende er	Delvis egnet	9
følgende indikatorer for å	Vet ikke	16
måle ytelsen til	Egnet	6
Markedsførings aktiviteter:	Godt egnet	1
	Ikke egnet	9
[Turnover] Hvor passende	Delvis egnet	7
er følgende indikatorer for å	Vet ikke	15
måle ytelsen til	Egnet	7
Markedsførings aktiviteter:	Godt egnet	2
	Ikke egnet	4
[Organisatorisk vekst] Hvor	Delvis egnet	6
passende er følgende	Vet ikke	15
indikatorer for å måle	Egnet	11
ytelsen til Markedsførings	Godt egnet	4
aktiviteter:	Ikke egnet	8
[Andel passende søkere]	Delvis egnet	2
Hvor passende er følgende	Vet ikke	11
indikatorer for å måle	Egnet	13
ytelsen til Markedsførings	Godt egnet	6
aktiviteter:	Ikke egnet	5
[Kundetilfredshet / lojalitet]	Delvis egnet	7
Hvor passende er følgende	Vet ikke	11
indikatorer for å måle	Egnet	8
ytelsen til Markedsførings	Godt egnet	9
aktiviteter:	Ikke egnet	11
[Turnover intensjon] Hvor	Delvis egnet	5
passende er følgende	Vet ikke	18
indikatorer for å måle	Egnet	5
ytelsen til Markedsførings	Godt egnet	1
aktiviteter:	Ikke egnet	7
[Jobbaksept rate] Hvor	Delvis egnet	6
passende er følgende	Vet ikke	15
indikatorer for å måle	Egnet	9
ytelsen til Markedsførings		

aktiviteter:	Godt egnet	3
[Eksterne omdømme-	Ikke egnet	3
undersøkelser (universom	Delvis egnet	1
etc)] Hvor passende er	Vet ikke	13
følgende indikatorer for å	Egnet	13
måle ytelsen til		
Markedsførings aktiviteter:	Godt egnet	10
[Uklare sammenhenger	1: Ingen grad	0
mellom årsak og virkning] I	2:	5
hvilken grad gjør følgende	3: Vet ikke	14
momenter det vanskelig å	4:	11
måle økonomisk verdi av		
Employer Branding i din	5 Høy grad	10
organisasjon:		
[Resultater som ikke kan	1: Ingen grad	3
måles i penger] I hvilken	2:	2
grad gjør følgende	3: Vet ikke	11
momenter det vanskelig å	4:	12
måle økonomisk verdi av		
Employer Branding i din	5 Høy grad	12
organisasjon:		
[Mangel på gode	1: Ingen grad	0
måleinstrumenter (valide og	2:	0
reliable)] I hvilken grad gjør	3: Vet ikke	14
følgende momenter det	4:	17
vanskelig å måle økonomisk		
verdi av Employer Branding	5 Høy grad	9
i din organisasjon:		
[Uklare kostnadsdrivere] I	1: Ingen grad	4
hvilken grad gjør følgende	2:	6
momenter det vanskelig å	3: Vet ikke	21
måle økonomisk verdi av	4:	6
Employer Branding i din	5 Høy grad	3
organisasjon:		
[Utvendige faktorer som	1: Ingen grad	0
påvirker resultatet] I hvilken	2:	7
grad gjør følgende	3: Vet ikke	21
momenter det vanskelig å	4:	7
måle økonomisk verdi av		
Employer Branding i din	5 Høy grad	5
organisasjon:		
[Uklare resultater] I hvilken	1: Ingen grad	4
grad gjør følgende	2:	7

momenter det vanskelig å måle økonomisk verdi av	3: Vet ikke	18
	4:	5
Employer Branding i din organisasjon:	5 Høy grad	6
[Måle Employer Branding er en kostbar prosess] I hvilken grad gjør følgende momenter det vanskelig å måle økonomisk verdi av	1: Ingen grad	7
	2:	1
	3: Vet ikke	24
	4:	6
Employer Branding i din organisasjon:	5 Høy grad	2
	Under 50	18
	50-99	3
Antall ansatte i organisasjonen:	100-149	1
	150-249	2
	250-499	5
	Over 500	11
	under 18	0
	18-21	0
Din alder:	22-26	1
	27-35	12
	36-45	17
	over 45	10
	grunnskole	0
	videregående skole	2
Ditt utdanningsnivå:	høyere utdanning 1-2 år	3
	bachelorgrad	12
	mastergrad	22
	doktorgrad	1
	Revisjon	0
	HR	3
	Finans	0
Hva er din utdanningsretning:	IT	15
	Markedsføring	4
	Ingeniørfag	2
	Kommunikasjon	6
	Økonomi og administrasjon	7
	HR	4
	Markedsføring	2
Hva er ditt arbeidsområdet/fagfelt:	Økonomi/Finans	0
	Kommunikasjon	3
	IT	13
	Employer Branding	1

	Administrasjon og ledelse	10
	Spesialist / Fagperson	2
	Styremedlem	1
	Toppleder	11
	Avdelingsleder	10
Hva er din posisjon / stilling i organisasjonen?	Mellomleder	3
	Prosjektansvarlig	3
	Teamleder	0
	Medarbeider	3
	Konsulent	9
	Utvikler	0
	Under 1 år	4
Hvor lenge har du vært ansatt i organisasjonen?	1-2 år	10
	3-5 år	11
	6-10 år	7
	over 10 år	8
Mellomleder	0	24
	1	16
Ansatt	0	28
	1	12
Leder	0	28
	1	12
Topp avdeling og mellomleder	Ansatt	15
	Leder	25

Attachment 4: Removed “neutral” responses and calculated % on 1-2 and 4-5 responses

Statement nr 1		Statement nr 2		Statement nr 3		Statement nr 4	
Total	40	Total	40	Total	40	Total	40
1	0	1	0	1	0	1	3
2	1	2	1	2	0	2	5
3	11	3	11	3	8	3	13
4	13	4	10	4	5	4	6
5	15	5	18	5	27	5	13
New Tot	29	New tot	29	New tot	32	New tot	27
% 1-2	3,4%	% 1-2	3,4%	% 1-2	0,0%	% 1-2	29,6%
% 4-5	96,6%	% 4-5	96,6%	% 4-5	100,0%	% 4-5	70,4%
% neutral	27,5%	% neutral	27,5%	% neutral	20,0%	% neutral	32,5%
Mean	4,05	Mean	4,13	Mean	4,48	Mean	3,53

Attachment 5: The questionnaire (Norwegian)

Employer Branding i Norske IT-bedrifter - Spørreundersøkelse til Masteroppgave.

Spørreundersøkelse om måling av Employer Branding i norske IT- bedrifter.

En del av vår avsluttende masteroppgave ved siviløkonomstudiet ved Høgskolen i Oslo og Akershus

Hei og velkommen til vår undersøkelse.

I forbindelse med vårt masterstudiet i økonomi og administrasjon ved Høgskolen i Oslo & Akershus er vi nå i ferd med å skrive en avsluttende masteroppgave, i den sammenheng skal vi gjennomføre en spørreundersøkelse rettet mot den norske IT-bransjen. Undersøkelsen inneholder spørsmål om Employer Branding, og selv om det er noen litt faglig krevende spørsmål så er det ingen krav til forkunnskaper for å svare på undersøkelsen, vi ønsker bare at du svarer etter beste evne. Undersøkelsen er anonym, men vi ser gjerne at repondenten skriver opp navnet på organisasjonen for å gjøre svarene mer sammenlignbare og for å gi oss et bedre bilde av utvalgsstørrelsen i undersøkelsen.

Etter noen besvarelser har vi fått tilbakemelding om at det blir en del "vet ikke" svar. Da dette er et ganske nytt konsept enda så regnet vi med at dette kom til å bli tilfelle. Men "vet ikke" er et like godt svar som noe annet så vi er like fornøyd uansett, bare å ta resten av spørreundersøkelsen alikevill.

Vi setter stor pris på at du tar deg tid til å hjelpe oss med vår masteroppgave! Vi skal gjøre vårt ytterste for å bruke svarene vi får til å kaste nytt lys på et ungt fagfelt som for øyeblikket er veldig populært i Norge.

Med vennlig hilsen Henrik og Fredrick.

Det er 21 spørsmål i denne undersøkelsen.

Kjennskap til Employer Branding

Har du en formening om hva konseptet Employer Branding omfatter? *

Velg kun en av følgende:

- Ja
- Nei

Hvor treffende er følgende definisjoner av Employer Branding med den generelle oppfatningen blandt de ansatte og ledelsen i din organisasjon?

Svar kun på dette hvis følgende betingelser er oppfylt:

Svaret var 'Ja' ved spørsmål '1 [B1]' (Har du en formening om hva konseptet Employer Branding omfatter?)

Vennligst velg passende svar til hvert alternativ:

	1: Ikke treffende	2	3: Vet ikke	4:	5: Treffende
The Employer Brand is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer Branding is externally managing a firms' reputation to attract and retain potential employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1: Ikke treffende	2	3: Vet ikke	4:	5: Treffende
Branding , or employer brand management involves internally and externally promoting a clear view of what makes a firm different and desirable as an employer. Employer Branding is a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Har du en klar formening om hva din organisasjons Employer Brand er? *

Svar kun på dette hvis følgende betingelser er oppfylt:

Svaret var 'Ja' ved spørsmål '1 [B1]' (Har du en formening om hva konseptet Employer Branding omfatter?)

Velg kun en av følgende:

- Ja
- Nei

Måling av Employer Branding

Før du svarer på de 3 neste spørsmålgruppene ønsker vi å komme med en kort forklaring av hva Employer Branding er. Dette for å tydeliggjøre spørsmålstillingen.

Kort forklaring av Employer Branding: En organisasjons Employer Brand er den samlede oppfattelsen av hvordan organisasjonen er som arbeidsgiver, altså en organisasjon sitt arbeidsgiveromdømme. Employer Branding er alt det organisasjonen foretar seg for å forbedre eller vedlikeholde sitt Employer Brand.

Har dere et eget Employer Branding budsjett? *

Velg kun en av følgende:

- Ja
- Nei

Hvis JA på forrige spørsmål: Hvordan blir følgende aktiviteter dekt av Employer branding budsjettet. *

Svar kun på dette hvis følgende betingelser er oppfylt:

Svaret var 'Ja' ved spørsmål '4 [B5]' (Har dere et eget Employer Branding budsjett?)

Vennligst velg passende svar til hvert alternativ:

	Ikke dekket	Delvis dekket	Vet ikke	Nesten fullstendig dekket	Fullstendig Dekket
Rekruttering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reklame / PR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kompetanseutvikling / Kursing av ansatte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR aktiviteter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Ikke dekket	Delvis dekket	Vet ikke	Nesten fullstendig dekket	Fullstendig Dekket
Eksterne omdømmebyggende aktiviteter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kulturbyggende aktiviteter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I hvilken grad er følgende avdelinger delaktig i Employer Branding prosessen i organisasjonen? *

Vennligst velg passende svar til hvert alternativ:

	1: Ingen	2:	3: Vet ikke	4:	5: Høy grad
Markedsavdelingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR- avdelingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunikasjonsavdelingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Økonomiavdelingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrasjon / ledelse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I hvilken grad er følgende personer delaktig i Employer Branding prosessen i organisasjonen? *

Vennligst velg passende svar til hvert alternativ:

	1: Ingen	2:	3: Vet ikke	4:	5: Høy grad
Administrerende direktør (eller tilsvarende)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR- ansvarlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Økonomiansvarlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunikasjonsansvarlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markedsansvarlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mellomledere / Avdelingsledere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deg personlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Måling av Employer Branding del 2

Kort forklaring av Employer Branding: En organisasjons Employer Brand er den samlede oppfattelsen av hvordan organisasjonen er som arbeidsgiver, altså en organisasjon sitt arbeidsgiveromdømme. Employer Branding er alt det organisasjonen foretar seg for å forbedre eller vedlikeholde sitt Employer Brand.

Ranger følgende utsagn fra helt uenig til helt enig: *

Vennligst velg passende svar til hvert alternativ:

	Helt uenig	Delvis uenig	Nøytral / vet ikke	Delvis enig	Helt enig
Min organisasjon har oversikt over kostnadene ved våre Employer Branding tiltak	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Min organisasjon måler Employer Branding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer Branding kan gi økonomisk gevinst/vinning/avkastning/ i min organisasjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer Branding kan gi reduserte kostnader (for eksempel ved rekruttering)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer branding bør behandles som en langsiktig investering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Min organisasjon har et klart definert medarbeiderløfte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer Branding er en viktig del av min organisasjon sin langsiktige strategi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hvor ofte blir du målt på følgende faktorer: *

Vennligst velg passende svar til hvert alternativ:

	Aldri	1-4 ganger i året	Vet ikke	Hver måned	Kontinuerlig
Arbeidseffektivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Aldri	1-4 ganger i året	Vet ikke	Hver måned	Kontinuerlig
Tilfredshet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisatoriske resultater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivasjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stolthet/indentifikasjon med organisasjonen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profitt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brukte arbeidstimer (per oppgave)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ytelse i forhold til budsjett	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kundetilfredshet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Antall prosjekter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trivsel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover intensjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Måling av Employer Branding del 3

Kort forklaring av Employer Branding: En organisasjons Employer Brand er den samlede oppfattelsen av hvordan organisasjonen er som arbeidsgiver, altså en organisasjon sitt arbeidsgiveromdømme. Employer Branding er alt det organisasjonen foretar seg for å forbedre eller vedlikeholde sitt Employer Brand.

Hvor passende er følgende indikatorer for å måle ytelsen til Employer

Branding aktiviteter: *

Vennligst velg passende svar til hvert alternativ:

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
ROI (return on investement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVA (economic value added)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aktivitetsrelaterte kostnader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ansattes produktivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indre motivasjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
hos ansatte					
Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisatorisk vekst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Andel passende søkere	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kundetilfredshet / lojalitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover intensjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobbaksept rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eksterne omdømme- undersøkelser (universom etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hvor passende er følgende indikatorer for å måle ytelsen til HR aktiviteter: *

Vennligst velg passende svar til hvert alternativ:

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
ROI (return on investement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVA (economic value added)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aktivitetsrelaterte kostnader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ansattes produktivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indre motivasjon hos ansatte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisatorisk vekst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Andel passende søkere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
Kundetilfredshet / lojalitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover intensjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobbaksept rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eksterne omdømme- undersøkelser (universom etc)	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	

Hvor passende er følgende indikatorer for å måle ytelsen til Markedsføringsaktiviteter: *

Vennligst velg passende svar til hvert alternativ:

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
ROI (return on investement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVA (economic value added)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aktivitetsrelaterte kostnader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ansattes produktivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indre motivasjon hos ansatte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisatorisk vekst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Andel passende søkere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kundetilfredshet / lojalitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover intensjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobbaksept rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Ikke egnet	Delvis egnet	Vet ikke	Egnet	Godt egnet
Eksterne omdømme- undersøkelser (universom etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I hvilken grad gjør følgende momenter det vanskelig å måle økonomisk verdi av Employer Branding i din organisasjon: *

Vennligst velg passende svar til hvert alternativ:

	1: Ingen grad	2:	3: Vet ikke	4:	5 Høy grad
Uklare sammenhenger mellom årsak og virkning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resultater som ikke kan måles i penger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mangel på gode måleinstrumenter (valide og reliable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uklare kostnadsdrivere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utvendige faktorer som påvirker resultatet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uklare resultater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Måle Employer Branding er en kostbar prosess	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Informasjon om respondenten

Navn på organisasjon du jobber i:

Vennligst skriv her:

Ønsker du at organisasjonen skal være anonym så la felt stå blankt.

Antall ansatte i organisasjonen: *

Velg kun en av følgende:

- Under 50
- 50-99
- 100-149
- 150-249
- 250-499
- Over 500

Din alder: *

Velg kun en av følgende:

- Under 18
- 18-21
- 22-26
- 27-35
- 36-45
- Over 45

Ditt utdanningsnivå: *

Velg kun en av følgende:

- Grunnskole
- Videregående skole
- Høyere utdanning 1-2år
- Bachelorgrad
- Mastergrad
- Doktorgrad

Hva er din utdanningsretning: *

Velg kun en av følgende:

- Revisjon
- HR
- Finans
- IT
- Markedsføring
- Ingeniørfag
- Kommunikasjon
- Økonomi og administrasjon
- Annet

Hva er ditt arbeidsområdet/fagfelt: *

Velg kun en av følgende:

- HR
- Markedsføring
- Økonomi / finans
- Kommunikasjon
- IT
- Employer Branding
- Administrasjon og ledelse
- Spesialist / fagperson
- Annet

Hva er din posisjon / stilling i organisasjonen? *

Velg kun en av følgende:

- Styremedlem

- Toppleder
- Avdelingsleder
- Mellomleder
- Prosjektansvarlig
- Teamleder
- Medarbeider
- Konsulent
- Utvikler
- Trainee
- Annet

Hvor lenge har du vært ansatt i organisasjonen? *

Velg kun en av følgende:

- Under 1 år
- 1-2 år
- 3-5 år
- 6-10 år
- Over 10 år

Takk for din deltakelse! Dersom det skulle være noen spørsmål rundt undersøkelsen eller resultatene av oppgaven så er det mulig å sende en mail til hh.masteroppgave@gmail.com også vil vi komme tilbake til deg så fort som mulig.

Med vennlig Hilsen

Henrik T. Holthe og Fredrick Halvorsen.

29.04.2014 – 10:00

Send undersøkelse.

Takk for at du fullførte denne undersøkelsen.