Employer Branding and its Effect on Organizational Attractiveness via the World Wide Web:

Results of quantitative and qualitative studies combined

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"Deep in my mind I am secure we can buy. I wanna see life before I die or lie in an empty space. The darkness comes and I have been telling my soul. And me and myself we turn around, we are getting old. But the lightning crashing, foolish emotions. Of the bruises and the beauty of this moment that we are feeling. And I feel like I am seeing the world inside of me. But I can tell you that I know, its getting easy and I am free. So don't rain on my parade. Life is to short to waste one day. I am gonna risk it all, the freedom to fall. Yes, Sure Looks Good To Me!"
Alicia Keys – Sure Looks Good To Me

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And

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Wendy Weekhout,

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Summary

This study is about the concept of employer branding, and the relationship it has with an organizations' attractiveness. Currently, organizations fight the 'war for talents'. The battle between organizations is getting tougher, especially now it is clear that there will be a labour shortage in the near future. However, instead of fighting over talents, organizations need to become an 'employer of choice' to get the talents they need, by focusing more on their brand and in specific on their employment brand. Shifting from fighting the war to branding different employment conditions gives the organization the advantage, over its competitors, of already being a favourable employer.

In literature employer branding is a rather new concept, first used in 1996 by Ambler and Barrow, created as a derivative from corporate branding and is the alignment of marketing and human resources. Employer branding aims to provide organizational members and organizational outsiders with specific (employment) information to increase their experience with an organization. Organizational identity and organizational image are important constructs for employer branding; they may strengthen the experience one has with an organization and could, therefore, increase the organizational attractiveness. Promoting an organizations employment brand can occur via different media sources, of which the World Wide Web gained in popularity. Besides using corporate websites, social networking sites are widely used sources. These latter sites are not only used for pleasure by individuals, as well the usage among organizations is increasing, especially for marketing and recruitment purposes.

Former literature assumed that employer branding has influences organizational attractiveness, however, no research measured the actual effect. In addition, the contribution of the World Wide Web to this effect is underexposed. This study, therefore, answered the research question '*what is the relation between employer branding and organizational attractiveness, and what is the moderator effect of corporate websites and social networking sites on this relation?*'

A mixed-method study is performed to answer this question. Besides that, eight organizations in the industrial environment agreed to participate in this study. First, an employer branding protocol has been developed to measure the level of employer branding of an organization. This measurement consists out of five employer branding elements, related to the identity and image of an organization, and five levels of employer branding, from 1 'weak employer branding' to 5 'strong employer branding'. Via a semi-structured interview, and the cooperation of two other researchers, each organization has been assigned a level of employer branding. Second, a quantitative research has been performed to measure the effect of employer branding on organizational attractiveness. Based on the organizational attractiveness literature a protocol has been developed, in terms of an experiment, to measure the actual level of attractiveness of the eight organizations. Respondents Business Administration have been asked to participate in the experiment and to rate the level of organizational attractiveness per organization based on the

employer branding outcomes. The experiment has been performed in two different classes, of which one class was able to use the World Wide Web.

Results showed that there was a direct relationship between employer branding and organizational attractiveness. Organizations that received a higher level of employer branding were rated higher on their organizational attractiveness. Notable was the large effect of the factor familiarity on employer branding, but also on the organizational attractiveness. This effect might also be the reason that organizations scored higher on organizational attractiveness via the control question 'I feel attracted to the organization' than via the computed (overall) organizational attractiveness.

Another outcome of this study is that the moderator effect of the World Wide Web remains unclear. The outcomes between the control group (with no interference of corporate websites or social networking sites) and the experimental group (with interference of corporate websites or social networking sites) did not differ significant. Respondents were not affected by the intrusion of corporate websites or social networking sites. However, it is remarkable that the outcomes within the experimental group show significant outcomes; the difference between the corporate websites and LinkedIn is significant, indicating that respondents feel more attraction to an organization when reviewing the corporate website than reviewing their LinkedIn profile. Also remarkable is the significant correlation between employer branding and organizational attractiveness, for both corporate websites and LinkedIn.

These outcomes show that employer branding has a relationship with the organizational attractiveness, however, the effect of making use of the World Wide Web is not significant. On the other hand, communication via different sources might play an important role; corporate websites moderate the effect positively, and thus increase the level of attractiveness to the organization.

For future research, to become an employer of choice, the focus should be on examining which media source can be used to increase the relationship between employer branding and organizational attractiveness. The possibilities of corporate websites need to be examined more in-depth and the upcoming usage of social networking sites should be explored; how can these sites be developed and used as a communication tool for employer branding. Next to that, future research should examine the value of employees in creating a strong employment brand.

"Although becoming an 'employer of choice' involves improving recruitment and retention, true employer branding goes farther and involves motivating employees and generating improved alignment between personal goals and the vision and values of the company. Ultimately, employer branding gets involved with all the people-related processes that create organizational excellence, including the human resource systems for appraising, rewarding, and developing individual performance."

Cited from Fombrun & van Riel, 2003, p. 10.
Fame & Fortune: How Successful Companies
Build Winning Reputations

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1. Introduction

Branding in the field of Human Resource Management (HRM) has recently received a lot of attention and is generally explained as improving the organizational image as an employer (Backhaus & Tikoo, 2004). This concept has been called 'Employer Branding' and was first defined by Ambler and Barrow (1996), who describe it as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (p. 187).

The thrive for this 'package' comes from the acknowledgement of organizations to the current labour shortage. Organizations fight the, so called, 'war for talents' to be able to attract the employees they want. According to Chamber, Foulon, Handfield-Jones, Hankin and Michaels III of the McKinsey Quarterly (1998) organizations can win this war when they are "being clear about the kinds of people that are good for the organization, using a range of innovative channels to bring them in, and having a complete organizational commitment to getting the best" (p. 5). These authors suggest that winning the war for talent – and in the end being an 'employer of choice' – is about creating and continually refine value propositions for employees. The focus on employer branding might be a mean to do so.

1.1 Employer Branding

Employer branding is a rather new concept, adapted from different fields of study. The first study that emphasized on this concept is derived from marketing and discussed by Ambler and Barrow (1996). These authors described an integrated brand management in which the corporate brand of the organization should provide a customer value proposition, even as an employee value proposition. This means that the identity and image of an organization should be aligned with marketing (customer experience) and human resource (employee experience) practices.

Backhaus and Tikoo (2004) are the first authors whom acknowledge a change in branding in relation to HRM and state that employer branding is based on the assumption that human capital brings value to the organization. These authors emphasize more on the employees by defining them as an important resource to create a competitive advantage. Backhaus and Tikoo (2004), therefore, refer to employer branding as "the differentiation of a firms' characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment" (p. 502). In their view employer branding is defined as a three step process in which [1] the value proposition of an employer brand is developed, [2] the employer brand is marketed external, and [3] the employer brand is marketed internal and becomes a part of the organizational culture (Backhaus & Tikoo, 2004; Lievens, 2007). This is based on their theoretical foundation of employer branding; the assumption of the value that human capital brings to the firm, the psychological contract (used by employers to advertise on training, career developments and personal developments), and the brand equity

concept as a 'desired outcome' of employer branding activities (Backhaus & Tikoo, 2004). This foundation leads to their conceptual framework in which they try to describe the different aspects of employer branding: "Employer brand associations shape the employer image that in turn affects the attractiveness of the organization to potential employees". (p. 504).

Almost ten years after the 1996 publication of Ambler and Barrow, Mosley (2007) discuss that the influence of human resources becomes much more important, not only because of its alignment with marketing, but mainly because of the alignment with the incumbent employees; a concept that will be defined as internal branding.

It is especially interesting to notice that only a few authors were able to academically explore the concept of employer branding. Although the concept is based on assumptions, which are derived from literature from other fields of research, there is hardly academic research on employer branding that is not based on the assumptions derived by Ambler and Barrow (1996) or Backhaus and Tikoo (2004). It is therefore that employer branding in this study is derived from their viewpoint and described as '*the process of developing and communicating organizational information that is specific and enduring for a firm as an employer and differentiates it from its competitors*'.

Insights are needed about the effects of employer branding to win the 'war for talents' via employer branding. Ambler and Barrow (1996) questioned whether it helps an organization to increase its performance. In turn, Backhaus and Tikoo (2004) questioned how potential and incumbent employees perceive a firm that engages in employer branding. According to these authors, a question for further research could be 'how do individuals assess the organizational attractiveness when an organization is making use of the concept of employer branding?'

1.2 Organizational Attractiveness

Organizational attractiveness has been a popular subject for research in lot of different literature. It is a widely used term in empirical research; however, no common definition is available. In marketing research, for example, organizational attractiveness is mostly measured in terms of branding (Backhaus & Tikoo, 2004; Cable & Turban, 2001; Mosley, 2007). Psychological research is focusing on why individuals are attracted, thus 'what makes an organization attractive in terms of specific (personal) characteristics?' (Highhouse, Lievens & Sinar, 2003; Rentsch & McEwen, 2002; Van Hoye & Lievens, 2007). And, in the recruitment literature this term relates to the decision of a job applicant to apply for a job (Allen, Mahto, & Otondo, 2007; Van Hoye & Lievens, 2007). Despite the differences in focus, most research measures the level of attractiveness of an individual: are you attracted to the organization on a 5-point scale? (Judge & Cable, 1997; Turban & Greening, 1996).

In general one can say that organizational attractiveness has been measured by asking individuals whether they feel attracted to a specific company. According to different authors, attractiveness

can be influenced through symbolic (and instrumental) attributes, job and organizational attributes/characteristics or specific attitudes about the company (Aaker, 1997; Cable & Turban, 2003; Highhouse et al., 2003; Lievens & Highhouse, 2003; Lievens, Van Hoye & Schreurs, 2005; Lievens, Van Hoye & Anseel, 2007; Turban & Keon, 1993; Turban & Greening, 1996; Turban, Forret & Hendrikson, 1998; Turban 2001). However, since there are so many different areas in which attractiveness is measured, the focus of the study plays an important role. In regard of this study the field of marketing and recruitment is central, mainly because of its relation with employer branding. Therefore, in the current study organizational attractiveness is defined as '*the package of organizational characteristics an individual perceives and which determines the thoughts about a particular organization as an employer'*.

1.3 Research objective

Since the concept of employer branding is rather new and hardly academic research has been performed, a lot of questions and assumptions arise. One of these assumptions is that employer branding has a relationship with organizational attractiveness. Despite the lack of theoretical foundation on employer branding, many researchers derived on the concept and performed empirical studies to give more insights in this assumption. Lievens and Highhouse (2003), for example, focus on the symbolic and instrumental attributes of an organizations' employment image. Other research contributed to that by stating that the focus on instrumental job and organizational attributes are not the main characteristics to promote a company as an attractive employer. Symbolic attributes, on the other hand, are central and are derived from the employer branding literature (Lievens, 2007; Lievens & Highhouse, 2003; Lievens et al., 2005; Lievens et al., 2007). Berthon, Ewing, and Hah (2005), on the other hand, found in their research factors (such as advertisements) that contribute toward 'employer attractiveness' which is, according to these authors, likely to contribute to the employment brand value. A last example is the research by Davies (2008), who took four outcomes from the consumer branding literature that should be relevant to employees. He found that one dimension in specific (agreeableness) was the most prominent in influencing the outcomes of employer branding; this dimension should not be ignored when promoting the employer brand.

Although these studies are still rather new, there are currently some (technological) changes that cannot be ignored. The media sources via which one perceives (organizational) information is changing: the usage of the World Wide Web and social networking sites in specific, experience a tremendous growth recently. Research shows that a Dutch citizen on average spends 31:39 hours per month online, of which 34% of the time one is visiting a social networking site (comScore, 2011). Besides that, research also indicates that in Europe 84% of all the activities on the internet is related to social networking activities. Furthermore, Cappelli found in 2001 already that over 90% of the large American companies were using websites to communicate information to organizational outsiders. Assuming that employer branding contributes to winning the 'war for talents' and that currently information (from organizations to individuals) is processed via the

World Wide Web, the effect of employer branding on organizational attractiveness and the moderator effect of corporate websites and social networking sites needs to be researched. Therefore, the following question for this study is derived:

What is the relation between Employer Branding Organizational Attractiveness, and what is the moderate effect of corporate websites and social networking sites on this relation?

To say something about the effect of employer branding, the concept should be clarified more and specific employer branding elements should be listed. This will be done by a literature background in which related marketing and recruitment literature will be described and explained in relation to employer branding. The same applies for organizational attractiveness. Although this concept is better known, it has been used in a variety of ways. To be able to formulate organizational attractiveness elements this concept will also be viewed from two specific literatures: recruitment and marketing. Also corporate websites and social networking sites as a moderator to the effect will be discussed. When a clear theoretical background has been developed, it will be possible to define a list with specific employer branding and organizational attractiveness elements.

International operating organizations will be asked to participate in this study to be able to measure their level of employer branding and to be able to search for the effect on their organizational attractiveness. First, a semi-structured interview will be taken place with the participating organizations to get more insights in their employer branding elements. After that, an experiment will be conducted to actually find the assumed relationship between employer branding and organizational attractiveness and the moderator effect of corporate websites and social networking sites. This experiment is based on the elements developed during the theoretical part and will be performed by respondents who rate an organizations attractiveness, with or without the treatment of reviewing the corporate website or social networking site.

The choice for performing a mixed method research comes from the idea that "the overall purpose and central premise of mixed methods studies is that the use of quantitative and qualitative approaches in combination may provide a better understanding of research problems and complex phenomena than either approach alone" (Molina-Azorín, 2011). Next to that, mixed method research has the ability to answer research questions other methods cannot, and the opportunity to present a better and more diverse view on the matter.

1.4 Contribution

This study makes four contributions to the literature. First, employer branding literature will be systemized by showing whether the assumed relationship between employer branding and organizational attractiveness exists. Second, following the increasing use of the World Wide Web by organizations, the moderator effect of corporate websites and social networking sites on the assumed relationship will be researched. Third, in addition to psychological research, this study

will show the usability of lab experiments in other fields of study. Fourth, results of this study have implications for practice: Over 90% of Dutch organizations have internet access and the usage of social networking sites is increasing (CBS.nl, 2011; Social Embassy, 2011), yet little research is available on the actual effect of using these media sources.

2. Theoretical Framework

During this chapter the definitions employer branding and organizational attractiveness, their characteristics and the World Wide Web will be further explained and discussed. In the end the research model will be presented. To be able to do that a theoretical foundation on both definitions needs to be formed, which has been done by a literature research.

2.1 Literature search process

The novelty of the concept of employer branding resulted in only a few articles were appropriate to use for this thesis. Although Google Scholar showed 35.100 hits for this search term, only nine articles actually defined or described employer branding. These articles were used to develop some insights in the concept and to define some characteristics that are closely related to the concept: company image, organizational image, company image building and organizational image building were the first topics that occurred. Google Scholar showed a total of 1.680.000 hits, of which only twenty articles really pinpointed to these topics. Most articles that discussed an organizational image also referred to an organizational identity. Therefore this topic was also used as a search term and showed even 2.080.000 hits. Because many articles were consulted already (image and identity are closely related scales), only six articles remained for the research. In total, thirty-five articles on employer branding were collected for the literature research.

Organizational attractiveness, on the other hand, is better known topic in empirical and academic research. However, Google Scholar showed 'only' 111.000 available articles. After a brief glance at the titles six articles were chosen to use for the literature research. Since some articles were already possessed on organizational attractiveness in this study, awareness about related topics such as organizational reputation and brand reputation was also important. These scales resulted in 205.000 hits via Google Scholar, of which only twelve were selected to use. Most of the selected articles referred to recruitment attributes of organizational attractiveness, however, no answer was given to the question 'what makes an individual attracted to a specific company?' Specific questions, such as 'peoples' perception to organizational attractiveness' and 'why are people attracted to organizations' were entered at Google Scholar to find additional information about attractiveness and resulted in 434.000 hits. A brief glance at the titles of the first 100 hits resulted in seven selected articles. In total, twenty-five articles were added to the list of articles for the literature research.

Of the already possessed articles, twenty-five articles were selected to use for the literature research. These selected articles were all checked for back references and this resulted in sixty seemingly useful articles. Next to that, five articles have been found randomly. In total, including the articles on employer branding and organizational attractiveness, a list with one-hundred-fifty articles (including author(s), publishing date and journal, times cited, and an abstract) remained.

An extra check has been conducted to delete the articles that were referred to multiple times. This resulted in a remaining list of one-hundred-forty-three articles.

The last step was to check the list again and to select the most relevant articles for use. This process took place in accompany of my supervisor, Dr. Bondarouk. We examined the relevance of the articles through focusing on the topic, reading the abstract, checking the publishing journal and the times cited. Via this process a list of fifty-three selected articles remained (appendix 1). These articles will be used to gain the information and foundation for this thesis. Figure 2.1 shows a schematic overview of the process as described.

Total of articles 150,
After eliminating doubles 143,
Checking for abstract and publisher 53,
Total to use 53

Random articles
Earlier found 25,
Back references 60,
Random 5,
Total found 90

Organizational Attractiveness 111.000,
Reputation (organizational, brand) 205.000,
Individuals perception 434.000,
Total found 25

Employer Branding 35.100,
Image (Building) 1.680.000,
Identity 2.080.00
Total found 35

Figure 2.1 Literature Search Process Model

2.2 Linking Marketing with HRM

As in the introduction stated, employer branding evoked from the alignment between marketing and human resources management (HRM). This alignment is described in terms of two different types of experiences; the customer experience and the employee experience (Ambler & Barrow, 1996). It is preferred to define the experiences differently, because they are not comprehensive enough for this study; not all stakeholder groups are taken into account while they all could play an important role in employer branding. In the field of marketing, where the term 'corporate branding' is broadly used, the focus is on providing 'key-stakeholders' with required information. The term 'corporate branding' emerged since the environment has moved from the industrial age

to the information age, where ideas, knowledge and information are important components (de Chernatony, 1999). Corporate branding, therefore, emphasized on "value through employees' involvement in relationship building" (de Chernatony, 1999, p. 159). Via these relationships, external stakeholders are able to look deeper into the nature of the organization. Or as Balmer (2001) discuss in his article:

"A corporate brand involves the conscious decision by senior management to distil and make known the attributes of the organization's identity in the form of a clearly defined branding proposition. This proposition underpins organizational efforts to communicate, differentiate, and enhance the brand vis-à-vis key stakeholder groups and networks." (p. 281).

Corporate branding is thus more than just communicating marketing principles; it is about experiencing and communicating the total package of corporate communication (Balmer, 2001). This study therefore argues that the term customer experience does not cover all stakeholder groups that the organization wants to reach – key stakeholder groups are not by definition only customers – and propose the term organizational outsiders experience. Corporate communication, on the other hand, can also incorporate HRM related practices, such as advancement opportunities. Though corporate branding is mainly focusing on organizational outsiders, organizational insiders also play a key role (Mosley, 2007). The alignment of marketing and HRM can thus be found in the communication of specific organizational and employment characteristics, both internal and external. This study therefore argues that the term employee experience is not comprehensive enough, and suggests the term organizational member experiences. In this way the term covers not only employees, but also e.g. shareholders.

The link between marketing and HRM is, therefore, based on the two types of experiences, one focusing on external stakeholder groups, the other focusing more on internal stakeholder groups. The focus on HRM causes that the term employer branding emerged. According to Lievens, et al. (2007) employer branding emerges from the combination of using marketing principles for recruitment activities. This viewpoint is accepted by Tüzüner and Yüksel (2009), who say that the employer brand is consistent with the corporate brand, however, there are also two differences: "One, the employer brand is employment specific, characterizing the firm's identity as an employer. Two, it is directed at both internal and external audiences whereas corporate branding efforts are primarily directed an external audience" (p. 51).

Concerned with the question 'What effect has employer branding on organizational attractiveness?' leads to the question 'What is employer branding?', and which elements define employer branding? But also 'What makes an individual attracted to an organization?' This study is not the first focusing on these questions, and it won't be the last. In different fields of study some of the same sort of questions has been asked (Brown, Dacin, Pratt, & Whetten, 2006, p. 99):

1. What do individuals (organizational insiders and organizational outsiders) know or believe about an organization?
2. How does a focal organization develop, use, and/or change this information?
3. How do individuals respond to what they know or believe about an organization?

These authors try to understand these issues from an individual and organizational perspective, and lead them to different constructs which play a key role – identity, image, and reputation. The mentioned constructs are widely known and extensively used in research, however, "our knowledge of them remains in its infancy" (p. 100).

2.3 Dimensions of Identity, Image, and Reputation

Brown et al. (2006) performed an interdisciplinary research to give a better overview of the different 'organizational viewpoints', and to find some consensus in the use of terminology. Figure 2.2 shows their key organizational viewpoints, which is "a review of existing literature on how people view, manage, and respond to an organization and reveals four dominant themes, characterized by viewpoints about the organization. This figure operationalizes these four viewpoints in the form of questions. Each arrow in the diagram originates from an actor as a way of indicating that the question represents the actor's viewpoint" (p. 100).

1. Who are we as an organization?   Identity
2. What does the organization want others to think about the organization?   Image
3. What does the organization believe others think of the organization?   Image
4. What do stakeholders actually think of the organization?   Reputation
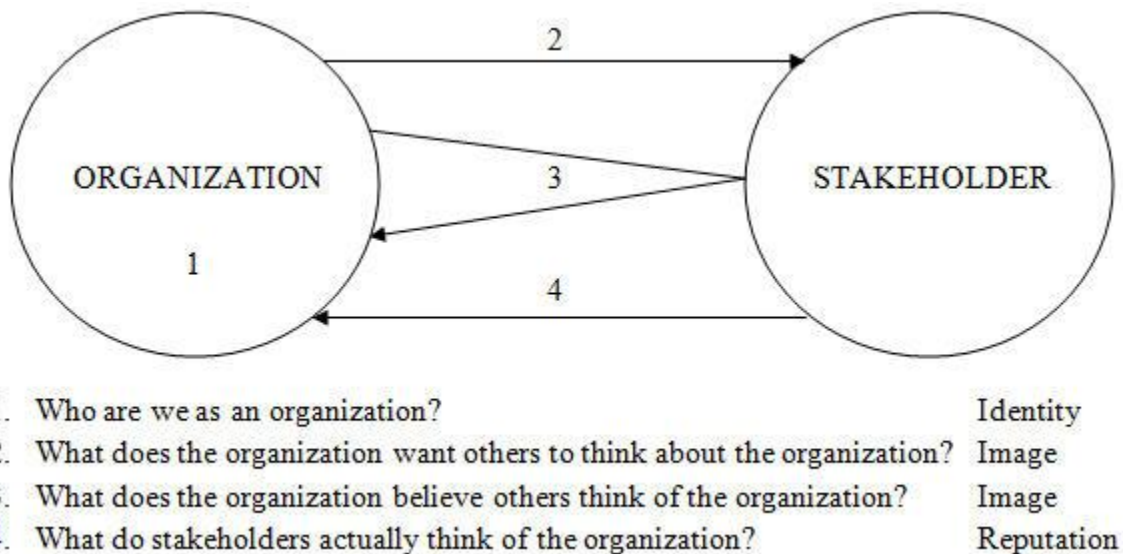
Figure 2.2 Key Organizational Viewpoints. Adapted from Brown, Dacin, Pratt & Whetten (2006)

The viewpoints described by Brown et al. (2006) can be used to develop value through organizational members and to give organizational outsiders a better 'view' into the nature of the organization. Their model gives a clear direction for this study since it enquires some critical questions that can be related to the earlier stated experiences. The organization, and thus viewpoint 1, can be seen as the organizational member experiences. This viewpoint is focusing

on the question who and what the organization is and is related to the identity of an organization – the behaviours and reactions of organizational members are central. The stakeholder group, on the other hand, can be seen as the organizational outsiders' experiences. This group of (other) stakeholders will perceive information from the organization. How the information of the organization, and about the organization, is communicated and how this group of stakeholders will perceive the information is dependent on the level of communication. The model of Brown et al. (2006) suggests that information is given to stakeholders via the image of the organization: information that organizational insiders want to send, but also how this group think organizational outsiders perceive the organization. Image is therefore also seen as an organizational member experience since it questions from an organizational point of view. How organizational outsiders, at last, perceive the organizational image is seen as an organizational outsiders experience since it questions how this group actually thinks about the organization. According to Brown et al. (2006) this is related to reputation. However, this study argues that this is related to the organizational attractiveness of the organization, mainly because the underlying question could be: 'are you attracted to this organization?'

Although the model is developed for marketing issues, there is a focus on the organizational member experiences even as on the organizational outsiders' experiences, which makes this model useful for this study as a guideline throughout the theoretical chapter.

2.4 Employer Branding characteristics

The employer brand is mostly created through specific organizational characteristics that are communicated via organizational members and (other) stakeholders. In general it can be said that employer branding is the intention of the organization to develop and communicate organizational characteristics and associations to be (judged as) a better employer and therefore gain a competitive advantage. This process knows a two-way interaction of internal and external branding (Lievens & Highhouse, 2003). In more specific terms, Backhaus and Tikoo (2004) describe it as: [1] "provide employees with information they need to self-assess once inside the organization" (p.510), and [2] "the effort by the organization to market its employer value proposition in order to improve recruitment and retention and increase the value of human capital" (p. 510). In recent years this difference gained more and more attention, mainly because of the emphasis on HRM. Mosley (2007), for example, stresses that the role of employees in creating a strong brand is very important; "engaged and satisfied employees are more likely to deliver a consistently positive experience" (p. 126). In addition, Davies (2008) describes employer branding as (distinctive) associations employees have with the organization name. The mental associations organizational insiders have of an organization, is referred to as organizational identity (Brown et al. 2006): "organizational members are said to identify with the organization when they define themselves at least partly in terms of what the organization is thought to represent" (Kreiner & Ashfort, 2004, p. 2). In the past, these representations of an organization were closely related to the graphic designs of an organization, such as logos, house

styles or visual identification. Nevertheless, there is an increase in acknowledgement that identity is more that that; it refers to unique organizational characteristics which can be found in the thoughts and behaviour of organizational members (van Riel & Balmer, 1997). However, as many researchers discuss, an organizations identity is not solely based on the specific organizational characteristics and the fit organizational members have with them. Identity is largely affected by 'what organizational members believe organizational outsiders think of the organization' and is defined as (construed) external image (Albert, Ashforth & Dutton, 2000; Dutton et al., 1994; Gioia, Schultz & Corley, 2000; Wan-Huggins, Riordan & Griffeth, 1998).

Although the upcoming use of the differences between internal and external branding, this study prefers not to use this difference because of the vague dissimilarities with employer branding in general; branding is about communication and the experiences one creates based on the perceived information. Internal employer branding is focused on transforming information to employees, while external branding is focusing on transforming (in many cases the same) information to organizational outsiders. This study believes, in accompany of Dutton et al. (1994), that the difference between internal and external audiences is more complex. Therefore, the term experiences will be used, and the distinction made earlier in this paper; namely the organizational member experiences and the organizational outsiders' experiences. By making a difference in these two experiences this study is also able to make the distinction between the concepts of identity and image (as shown in figure 2.2) which are important features when speaking about employer branding: Identity is described by specific organizational characteristics hold by organizational members. Image, on the other hand, is defined by what organizational members want others to think about the organization, or how they think others think about the organization (Brown et al., 2006; Dutton et al., 1994).

"The first image, what the member believes is distinctive, central, and enduring about the organization, is defined as perceived organizational identity. The second image, what a member believes outsiders think about the organization, is called the construed external image" (Dutton et al., 1994, p. 239).

"By examining the relationships between construed external image and members' identification, we recognize that individual-organizational attachment is more than an intrapersonal phenomenon. Members' degree of cognitive attachment (e.g., strength of identification) to the organization links to the anticipated reflected appraisal by others, making cognitive attachment a social and interpersonal process as well" (Dutton et al., 1994, p. 257).

2.4.1 Organizational member experiences

When answering the question 'Who are we as an organization?' the contribution of employees is vital (Mosley, 2007). According to Brown et al. (2006), this question is related to the mental associations organizational members hold of the organization. The same authors relate this with

the term identity. In other words; an organizational member experience can be increased by focusing on the mental associations of a member with the organization which can be developed by communicating a specific organizational identity.

Viewpoint one is mainly focused on the organizational member experience. There are two forms that Brown et al. (2006) distinguish: on the individual level perceived organizational identity or organizational identity associations and on the organizational level organizational identity. It is, according to the authors, easier to use the term identity to characterize the company as such. An organizations' identity can be described in terms of specific organizational characteristics such as an organizational culture, or the loyalty one has towards the organization (Backhaus & Tikoo, 2004). Furthermore, values, work styles etc. play an important role in defining an organization (Tüzüner and Yüksel, 2009). The key question 'Who are we as an organization?' (Brown et al., 2006; Lievens et al. 2007) provides thus an answer in relation to the behaviours and reactions of organizational members.

Organizational Identity.
An organizational identity is, according to Dutton et al. (1994) what organizational members' belief about the organization. Every organization has its own identity, which distinguishes the organization from other organizations and is difficult to duplicate by others. Therefore an organizations' identity should be central, distinctive and enduring (Albert and Whetten, 1985). However, along the way these concepts became vague and undervalued and thus published Whetten (2006) an article, in addition to his 1985 article, in order to strengthen the concept of organizational identity. He explains that the basic idea of Albert and Whetten (1985) was that an organizational identity contained three components: "the ideational component equated organizational identity with members' shared beliefs regarding the question "Who are we as an organization?"; the definitional component proposed a specific conceptual domain for organizational identity, characterized as the CED features of an organization; and finally, the phenomenological component posited that identity-related discourse was most likely to be observed in conjunction with profound organizational experiences" (p. 220). An individual organizational member is thus concerned with forming an organizations identity. In turn, this suggests that when an organizational member has a greater fit with the organization, the identification with the organization grew stronger. The same viewpoint has been taken by Wan-Huggins et al. (1998), who see organizational identification as "when an individual strongly identifies with an organization, that individual defines himself or herself by the same attributes which define the employing organization" (p. 724).

Organizational characteristics.
During the last decade many researchers have tried to address the question of 'who are we as an organization?' by identifying an organizations identity (van Riel & Balmer, 1997). This is a very difficult process, because it is related to defining characteristics that makes an organization unique and the level of communication related to it (Fombrun & van Riel, 2004). Therefore,

organizations need to focus on 'enforcing a shared identity' among all organizational members. This can be reached by following a three step communication process: first, communicate it to the employees, second, convince employees of the relevance and the worth of it, and third, try to link every job in the organization to deliver it (Bergstrom, Blumenthal, & Crothers, 2002, p. 135).

This shared identity of an organization should than be central, distinctive and enduring, and should be defined by the experiences organizational members have. In most cases these experiences are translated into the culture, climate, and history of an organization, even as the skills and values of organizational members (Balmer & Greyser, 2002; Dowling, 1986).

An organizations identity refers, thus, to the organization's unique characteristics, which can also define an organizations position as an employer since it differentiates the company from its competitors. Therefore, it is important that all organizational members experience the same organizational identify. Next to that, an identity contributes to the brand associations one has, which can be defined in "the ability to differentiate, to create loyalty, to satisfy and to develop an emotional attachment" (Davies, 2008, p. 668). All of these aspects are relevant for the employer brand.

There are only a few authors who clearly defined their perception on organizational characteristics (Jackson, Schuler & Rivero, 1989; Turban & Keon, 1993). Although the concepts of the research used differ, both contain aspects that could describe the organization in distinctive, central and enduring terms (Albert & Whetten, 1985). Jackson et al. (1989) make a difference between the industry sector, innovation as a competitive strategy, manufacturing technology, and the organizational structure. Turban and Keon (1993), on the other hand, are intensively cited based on their assessment of organizational characteristics. They also define four organizational characteristics "that are thought to be salient to applicants, to influence impressions of the organizations, and to vary across alternatives" (p. 185): Reward structure, centralization, organization size, and geographical dispersion.

2.4.2 Organizational outsiders' experiences

According to Balmer (2001), branding is not only about communicating the brand to the outside world, but also the conscious decisions by the senior management on what the organizations identity is and how to communicate this. In other words, it is about the perception of organizational managers or leaders and their vision of how organizational outsiders need to see the organization. Many different authors refer to this as the intended external image because it represents how managers want organizational outsiders to think about the organization. The other situation is called construed external image. This involves how organizational members believe organizational outsiders view the organization (Brown et al., 2006; Dutton et al., 1994; Gioia et al., 2000; van Riel & Balmer, 1997; Scott & Lane, 2000). In either case, the experiences

organization outsiders have with the organization is vital. How organizational information is communicated, and reviewed by others, is than mainly referred to as an organizational image.

Organizational Image.
Image can be defined as the feelings and beliefs an individual holds about the organization (Lievens et al., 2005), and is mainly characterized by the current perception of the organization as employer (Balmer, 2001). The feelings and beliefs of an organization are mainly affected by the previous discussed organizational identity. It is therefore, that Gioia et al. (2000) propose a 'distilled' model where image is presented as a foster of changes in identity, and is described as not solely an internal concept: "organizational identity forms the basis for the development and projection of image, which are then received by outsiders, given their own interpretations, fed back to the organization in modified form, and subsequently affect insiders' perception of their own identity" (p. 74). In summary: according to Gioia et al. (2000), the 'construed external image' indeed is the extent of perception organization members believe organizational outsiders have, though, they discuss this construct also from an external focus by stating that organizational outsiders develop their own images and experiences based on other available information, gained from e.g. different media sources such as the internet.

When an organization is defining and communicating its employer brand, it can be assumed that the relation between organization members and outsiders is a very powerful, even more than the communication spread by the firm itself (Knox & Freeman, 2006). Employer brand image in this regard is based on the definitions of Dobni and Zinkhan (1990) and Stern, Zinkhan, and Jaju (2001) and is "simply the picture that an audience has of an organization through the accumulation of all received messages and is largely a perceptual phenomenon that is formed through interpretation whether reasoned or emotional" (Knox & Freeman, 2006, p. 679).

Four dimensions of image.
In addition to the previous statement of Knox and Freeman (2006), Cretu and Brodie (2007) define image as a "consumer's mental picture of the offering, and includes specific attributes of the product or service" (p. 232). This mental picture can consist of factors, characterized by Caligiuri, Colakoglu, Cerdin, and Kim (2010), such as an organizations' size, market success, corporate social responsibility or profitability. Caligiuri et al. (2010) measured image based on four dimensions: people and culture, remuneration and advancement opportunities, job characteristics, and employer reputation (how important are these aspects when choosing your ideal employer?). These dimensions "presocialize job seekers in terms of what to expect from the company and what would be expected of them if they joined the company as employees" (Cable & Yu, 2006, p. 828).

1. *People and culture*: Different authors have emphasized on the importance of employees in an organization (Davies, 2008; Mosley, 2007). Aspects that regard employees and the culture are therefore important constructs of image. Schuler (2004) makes a difference in several items, namely; personal wellbeing, acceptance of suggestions, ideas, and criticisms, employee

autonomy, clarity of internal and external communication, and the involvement and commitment of employees and the managing board. Other authors who amplify on these scales suggested as well that good ethics, safe employment, job security, and varying employee backgrounds are important aspects to take into account (Tüzüner and Yüksel, 2009). In general it can be said that people and culture enclose items that are related to the understanding of the relationship between organizational members and the environment.

2. *Remuneration and advancement*: Compensations, benefits, but also personal growth programs are very appealing to (prospective) organizational members. Many authors have discussed this element as an item of image (Lievens & Highhouse, 2003; Lievens et al. 2005; Turban et al., 1998; Turban, 2001). In general this element consists of personal and professional valorisation, benefits and compensation, career plan, good promotion opportunities and employee training (Schuler, 2004; Turban, 2001). Although this element is closely related to people and culture (which discusses the well-being of employees) it is broadly used by many organizations to attract and retain employees, and is therefore described as a solely element.

3. *Job characteristics*: This element encounters different aspects that define how it is expected to perform the job and the freedom one has to do so. Examples are: challenging and interesting work, freedom to do the work your own way, new learning experiences, variety in activities, etc. (Cable & Turban, 2003; Harris & Fink, 1987). But also taken from an organizational perspective, job characteristics are important and are defined as the level of social communication during the work, job condition equality, the form of personnel hiring, and the significance of the job (Schuler, 2004).

4. *Employer reputation*: Although reputation in this study will be used as a measure to indicate the level of attractiveness one has with a company, in many research, reputation has been used in relation with organizational image. Next to that, employer reputation is only focusing on items that are related to 'being an employer of choice', and not to, e.g., the quality of its products and services. Therefore, employer reputation will also be an element of employer branding. Items related to reputation will be: the pride organizational members have in working for the company, modernization, the attention paid to employees, social rewarding of employees, encouraging of employees, but also the topic of 'being a good corporate citizen' and other environmental related activities (Cretu & Brodie, 2007; Schuler, 2004).

2.4.3 Employer Branding Elements

Employer branding can be seen as a strategy in which organizations try to communicate to existing, but also to prospective, employees the efforts of employment in that specific organization. Since the concept is 'borrowed' from marketing "it helps organizations to focus on how they can identify themselves within their market as an employer of current staff, as a potential employer to new recruits and as a supplier or partner to customers" (Tüzüner and Yüksel, 2009, p. 50). Martin, Beaumont, Doig, and Pate (2005) refer to this as the attempt of an

organization to become an 'employer of choice' and base it on the image of the company seen through the eyes of the organizational members and organizational outsiders.

Defining employer branding thus results in assessing an organization towards its capabilities to define a clear identity ('who are we as an organization?' and 'what unique organizational characteristics do we have?') and to communicate this to organizational members and outsiders in such a way that they perceive a positive image of the organization. As discussed above, the experiences of organizational members are defined as identity which can be developed by the unique organizational characteristics. Organizational outsiders experience is influenced by the image of the organization which, in turn, is developed by the ability of an organization to provide information on the following elements: people and culture, remuneration and advancement, job characteristics, and employer reputation (Caligiuri et al., 2010; Jackson et al., 1989; Turban & Keon, 1993). In this study employer branding, thus, consists of the ability of an organization to provide organizational members and organizational outsiders with exclusive information on the five mentioned elements.

Providing stakeholders with information on the different mentioned elements can serve via multiple ways. In today's environment individuals are able to obtain information about organizations via sources such as written advertisements, commercials or (job) fairs. Another source, which receives increased use, is the World Wide Web. An advantage of making use of the Internet are the low costs involved, the broad reach of different stakeholder groups (geographical boundaries are diminished), and the quick process of information (Dineen, Ash & Noe, 2002). Next to that, it is known that the perceptions of others (e.g., family, friends, and acquaintances) have an influence on a persons' idea about an organization, and, in turn, may affect the level of organizational attractiveness (Cable & Turban, 2003).

2.5 The World Wide Web

During the introduction online media sources, such as a company website and the social networking sites, are introduced. Available research, measuring the effect of websites on organizational attractiveness mainly focuses on the recruitment literature, and with an emphasis on other aspects such as media credibility, content usefulness, ease of use, or the website orientation (Cable and Yu, 2006; Williamson, Lepak, and King, 2003; Williamson, King, Lepak, and Sarma, 2010). Since there is hardly no empirical evidence available on the intended research, this study will make no assumptions on the possible effect one source has above the other. The intention is to emphasis on the importance and possibilities of these different media sources, to gain more information on how to use them, and to be able to get some more insights in how individuals review them, especially in terms of perceived organizational attractiveness. To be able to do so, both media sources will be further explained.

2.5.1 Corporate Websites

It is difficult to recall the exact moment that organizations started to make use of a corporate websites; however, a large amount of organizations are using corporate website. Notable is, when looking at the figures from the Netherlands over the past five years, is that there is a small decline in corporate website usage. Especially specific industries and small organizations do not have a corporate website (Appendix 2). An explanation for this decline is, according to the Dutch Central Bureau of Statistics, the saturation; most organizations also had a corporate website in the year of 2005 (CBS, 2011).

Although the small decline, websites have been used more often in empirical research. As described, these sites mainly occur in recruitment literature and in relation to recruitment websites. The basic idea of recruitment websites is to connect organizations to job seekers, while recruitment activities also can be aligned with the corporate website of an organization. These, so called, company recruitment websites have the key activity to attract potential applicants to the organization (Williamson et al., 2010). The level of effectiveness of a company recruitment website is determined by the ability of the organization to communicate (the most) relevant information. The information available at the corporate website will be assessed and evaluated by different stakeholder groups (including applicants). Important determinants are, therefore, the perceived ease of use and perceived usefulness of the corporate website (Davis, 1989). According to this author, applicants are not only attracted to an organizations' reputation or the type of messages they send, but rather by the easiness to find the desired information on the website. Braddy, Meade and Kroustalis (2008) conclude therefore, that the usability of a website is an important feature to attract job applicants. Not only job applicants, but also other stakeholder groups need to be able to navigate easily on the website. Next to that, the usage of different types of media (such as video and audio), and the usage of aesthetic features are proven to be important aspects for creating organizational attractiveness (Allen, Van Scotter & Otondo, 2004; Allen et al., 2007; Cober, Brown, Levy, Cober & Keeping, 2003).

2.5.2 Social Networking Sites

Rather new information sources are the networking sites. According to Kaplan and Haenlein (2010) it can be defined as an application that connects people through personal profiles which enables individuals to invite friends, share photos and passing along information or experiences: 'Everything in order to 'stay connected' In more specific terms: social networking sites are "web-based services that allow individuals to 1. Construct a public or semi-public profile within a bounded system, 2. Articulate a list of other users with whom they share a connection, and 3. View and traverse their list of connections and those made by others within the system" (boyd & Ellison, 2008, p. 211).

Although the concept of social networking sites is launched quickly after the millennium (boyd & Ellison, 2008), these sites have a huge impact on our daily lives. A study of comScore (2011)

over the year 2010 shows that social networking activities on the internet grew with 10.8% to 84% of all internet activities in relation to 2009. An assumption regarding social networking sites is still that only younger generation users are active. Although, comScore (2011) shows that this assumption is only partly true. There is a growing amount elderly aged individuals that is using these sites more frequently: 38% of the users are aged 35 or older, while 32% of the users are aged 15-34 (comScore, 2011). This difference between these age groups can be subscribed to 1. the shift from online activities to social network activities for the younger aged users, while 2. the older aged users are more experiencing with social network activities, alongside the 'traditional' e-mail.

The same research reveals that nowadays three sites are most popular (worldwide), namely Facebook, Twitter and LinkedIn. Facebook is the by far most popular site at the moment. In 2010 comScore (2011) noted that Facebook has 500 million registered active members (users who return to the site within 30 days), at the beginning of September 2011 the site reports even 750 million active users (Facebook, 2011). A bit smaller, but still a large social networking site is LinkedIn. In August 2011, LinkedIn registered 120 million users worldwide, of which 26 million registered in Europe, and even more than 2 million in the Netherlands. Next to that, LinkedIn registers executives from all the Fortune 500 companies, and the LinkedIn Hiring Solution is used by 75 of the 100 Fortune companies (LinkedIn.com, 2011). LinkedIn is, therefore, familiar as a professional social networking site, since the basic idea of this site is based on professional networking. Twitter, on the other hand, gives members the possibility to share anything they like within 140 characters. The site has 175 million registered accounts that send 95 million tweets each day (Twitter.com, 2011).

In the Netherlands, another social networking site is very popular, namely Hyves. In 2010 Hyves registered 11 million accounts, mainly in the Netherlands (Hyves.nl, 2011). The basic idea of Hyves is comparable with Facebook; getting connected with friends, and sharing content.

Social Embassy publishes a report every year (the social media monitor) about the developments of social media in the Netherlands. In September 2011 the fourth edition was published and focused on the top 100 Dutch brands and their ability to make use of social media. This edition shows that a growing amount of organizations are using social media, most of them even more than 2 years. The brands are strategic with their implementation of social media; Facebook has been used for marketing and sales activities, Twitter has been used for services and web care activities, and LinkedIn has mainly been used for recruitment and HR activities. Notable is that marketing is leading when it comes to using social networking sites. Another striking outcome of the research is that brands are investing much more in social media; organizations are budgeting social media in their annual budget (Social Embassy, 2011). These outcomes might indicate the upcoming popularity and also importance of social networking sites among organizations: it is becoming a tool instead of just a medium.

2.6 Organizational Attractiveness characteristics

The last viewpoint of Brown et al. (2006) focuses on 'corporate associations'; information and associations organizational outsiders actually have about an organization. The authors define this as reputation, while they acknowledge that in marketing literature this term is also associated with image: "image concerns what an organizational member want others to know (or believes others know) about the organization, while reputation is a perception of the organization actually held by an external stakeholder" (Brown et al., 2006, p. 104). Although this still might sound a bit vague, Balmer (2001) clearly describes the differences between both concepts, and this difference will be adapted in this study: Image relates to the question "what is the current perception and/or profile?" (p. 257), while reputation relates to the question "what distinctive attributes (if any) are assigned to the organization?" (p. 257). Since reputation is about the enduring thoughts it will serve as a concept of organizational attractiveness; it defines whether one feels attracted to an organization. Furthermore, focusing on specific characteristics that makes an organizational favourable above others, and to attract applicants to apply for the organization are key drivers in recruitment literature (Martin et al., 2005).

Highhouse et al. (2003) suggests that a "company attractiveness is reflected in individual's affective and attitudinal thought about particular companies as potential places for employment" (p. 989). Furthermore, Ehrhart and Ziegert (2005), define organizational attractiveness as "getting potential candidates to view the organization as a positive place to work" (p. 902). Although this definition is closely related to what earlier is stated as employer reputation, these authors focus in their research on the question why individuals are attracted to organizations by not only focusing on employer conditions but also environmental conditions, and developed a theoretical framework to do so. The central question is 'what do stakeholders actually think of the organization?' Brown et al. (2006) see this as "mental associations about the organization actually held by others outside the organization" (p. 101), and define it as reputation. Reputation can be defined as the enduring perception individuals, groups or networks hold of an organization. A construct that has been used in accompany with reputation (Fombrun, Gardberg & Sever, 2000) is familiarity, and is defined as whether an individual 'knows' the organization, regardless the type of knowledge (Balmer, 2001).

Reputation is, therefore, only making sense when stakeholders have some sort of experience with the organization (Berens & van Riel, 2004). This is what authors call familiarity, since it is expected that more familiar stakeholders assign a better reputation and are more attracted to an organization, than stakeholders that are less familiar with the organization.

2.6.1 Familiarity

Employer familiarity is seen as the affect the awareness of the organization has on the attraction to an organization. In other words, the more 'familiar' an organization is, the higher the level of

attractiveness of an individual is (Gatewood, Gowan, & Lautenschlager, 1993; Lievens et al., 2005; Turban, 2001; Turban & Greening, 1996).

Turban (2001) discusses that when organizations are familiar to individuals, they are seen as more attractive employers. This statement has been empirical supported, although the discussed relation is indirect, while Turban (2001) also proposes a direct effect. The indirect effect has been measured through the mediating relationship of organizational attributes since "individuals who are more familiar with a firm may have more positive perceptions of organizational attributes because they attribute positive characteristics to familiar organizations in a manner analogous to how consumers attribute positive attributes to familiar brands" (p. 296). The author claims that both relations, direct and indirect, have an effect on organizational attractiveness. Although Turban (2001) assumes that there is a positive direct effect between familiarity and organizational attractiveness, he did not measure the type of effect. This is mainly because he asked participants the level of familiarity with the assigned organization (Turban, 2001). This type of measuring has been adapted by many researchers. Only Cable and Turban (2003) measured this scale by asking the participants three different questions, related to their knowledge of the organization, their knowledge of the offered products or services, and their overall familiarity with the organization. Also this type of measuring has been adopted multiple times.

2.6.2 Reputation

Reputation, on the other hand, has been defined as "a particular type of feed-back received by an organization from its stakeholders, and is derived from perceptions of all stakeholders" (Cretu & Brodie, 2007, p. 232). In more specific terms, these authors describe reputation as "the long-term combination of the stakeholders' assessment about 'what the firm is', 'how well the firm meets its commitments and conforms to stakeholders' expectations', and 'how well the firm's overall performance fits with its socio-political environment'" (p. 232). This form of reputation depends strongly on the marketing view in which stakeholders in general play a key role. Rindova, Williamson, Petkova, and Sever (2005) performed one of the first empirical studies measuring the factors that shape stakeholders perception of an organization. Although they measure the price premium (the price buyers are willing to pay) as an outcome, this could be seen as similar to attractiveness since it is expected that the better the reputation the more outsiders are willing to pay (or in terms of this study: the more attracted individuals are to an organization). They, therefore, defined reputation as "a valuable intangible asset that provides a firm with sustainable competitive advantages" (Rindova et al., 2005, p. 1033). This suggests that organizations with a better reputation are more attractive employers, and thus have an advantage in the (so called) 'war for talents'.

Reputation Quotient Model (RQ-Model):
What makes that an organization has a good or a bad reputation? Most research measures reputation by making use of organizational ratings from e.g. Fortune and KLD ratings (Cable &

Turban, 2003; Fombrun & Shanley, 1990; Fombrun, et al., 2000; Turban & Cable, 2003). These measurement tools, however, use financial measures which might bias the outcomes. Next to that, there are already companies in these lists who are highly thought of (Fombrun et al. 2000). In addition, past research measured reputation in many different forms. Highhouse, et al., (2003) measured a company's prestige, while Williamson et al. (2010) measured an organizations perceived desirability. Another option is performed by Turban and Greening (1996), these authors measured reputation by asking participants to rate a company on a 5-point scale from 1 'very poor reputation' to 5 'very good reputation'.

Fombrun et al. (2000) shows that it is difficult to make a reliable measure for reputation, however, despite all the critiques and limitations former rakings have when measuring reputation these authors developed, in partnership with the Reputation Institute, the 'Reputation Quotient' (RQ). This RQ-model tries to answer the question why some organizations have an advantage above others, and measures an organization's reputation from a multi-stakeholders perception. After validating the outcomes of different desk-research and pilot-studies Fombrun et al. (2000) appointed six drives that measure the positive reception of one's reputation, namely Emotional Appeal, Products and Services, Vision and Leadership, Workplace Environment, Social and Environmental Responsibility, and Financial Performance.

Three years later Fombrun and van Riel (2003) searched further for the underlying drivers of reputation by making use of the data available from the U.S. survey. These authors show that the emotional appeal is an important driver for reputation: "most consumers ascribe high reputations to companies they like, trust, and admire – the components of a company's emotional appeal" (p. 59). Furthermore, their study reveals that an organizations' products and services are key drivers for the emotional appeal. At last, the authors argue that the perceptions consumers have on the workplace environment and social responsibility are important predictors of how they rate the organization. Figure 2.3 presents the example of how reputation is affected by the drivers in the U.S. study.

Emotional Appeal.
Congruent to the previous, Berens and van Riel (2004) found that there are three dominant conceptual streams that discuss and/or measure reputation: social expectations ("expectations that people have regarding the behaviour of companies" (p. 161)), corporate personality (the attributed personality traits), and trust (the level of honesty, reliability and benevolence of a company). Although there are more items that represent an organization's reputation, these three dimensions will be shortly described and used to define reputation mainly because they are the most used measures of corporate reputation.
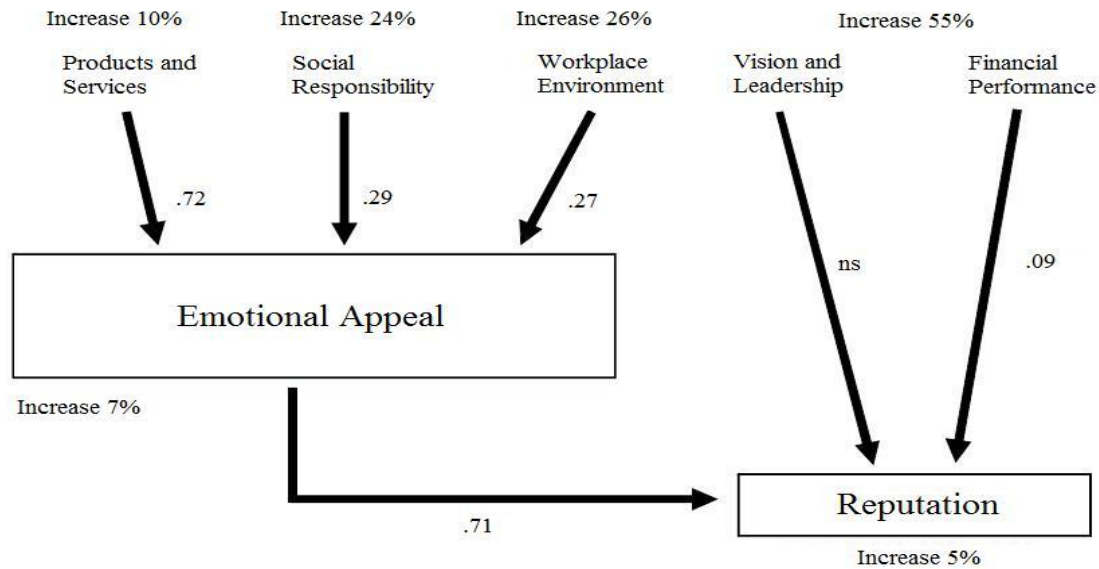
Figure 2.3 What drives Corporate Reputation? (Fombrun & van Riel, 2003, p. 59)

- *Social expectations*: These expectations focus on the behaviour of organizations in society. Items could be the quality of products and services, the level of being a good employer, but also doing something good for society (Berens & van Riel, 2004). A widely acknowledged term nowadays is corporate social performance (CSP). Turban and Greening (1996) are one of the first authors testing the effect of CSP on the attractiveness of potential applicants; it is "expected that firms engaging in socially responsible actions would have more positive reputations and would be perceived as more attractive employers" (p. 659). These authors base their assumption on the effect social policies and working conditions in the organization have on prospective employees, since this information provides individuals with a perception of how it would be to work for that specific organization. In more specific, Backhaus, Stone, and Heiner (2002) discuss that CSP are an organizations "configuration of social responsibility, processes of social responsiveness and policies, programs, and observable outcomes as they relate to the firm's societal relationships" (p. 293). In relation to the above stated personality traits, Turban and Greening (1996) are also aware of the attraction of individuals when the organization deems the same norms and values. Since the social activities of an organization can create the enduring view individuals have of an organization, CSP can be seen as a construct of reputation: Fombrun and Shanley (1990) explain that reputation relates directly to the social welfare activities of an organization.

- *Corporate personality*: Past research on reputation focus on the different traits that people attribute to an organization. Lievens et al. (2005), for example, explain reputation in terms of traits that individuals ascribe to an organization. According to these authors traits provide individuals with a more imagery view of the organization. Although traits are subjective and sometimes abstract, they are assumed to positively influence an individuals' perception of the attractiveness of an organization as employer (Lievens & Highhouse, 2003; Lievens et al, 2005).

Aaker (1997) developed in her study a framework for five distinct personality dimensions (Sincerity, Excitement, Competence, Sophistication, and Ruggedness) and a scale to measure these dimensions. She argues that the use of symbolic attributes for brands is possible because it is often related to "human personality traits which are inferred on the basis of an individual's behaviour, physical characteristics, attitudes and beliefs, and demographic characteristics" (p. 348). However, there is a difference between the concepts of human personality traits and brand personality traits; brand personality traits "can be formed and influenced by any direct or indirect contact that the consumer has with the brand, while human personality traits come to be associated with a brand in a direct way by the people associated with the brand" (p. 348). The brand personality traits are what in this study can be seen as reputation.

Different studies have found evidence that "trait inferences about organizations were related to the image of organizations as employers, with applicants being more attracted to employing organizations having traits similar to their own personality" (Lievens & Highhouse, 2003, p. 76). However, the authors argue that there is more to being attracted to an organization than solely the job and organizational factors. Therefore they focus on the instrumental-symbolic framework and posit that attraction is also based on the symbolic attributes they correlate with the specific organization, and also refer these attributes in relation to other organizations. Instrumental attributes are described as "the job or organization in terms of objective, concrete and factual attributes that the job or organization either has or does not have. Symbolic attributes are described as subjective, abstract and intangible attributes that convey symbolic company information in the form of imagery and trait inferences that applicants assign to organizations" (Lievens, et al., 2007, p. 48). Although Lievens and Highhouse (2003) acknowledge the importance of job and organizational attributes in gaining organizational attractiveness, their study implies that personality traits also have a positive impact on the relation to organizational attractiveness.

- *Trust*: This is a more difficult aspect of reputation, mainly because it is based on 'predicting behaviour' of the organization. In different research, three underlying types of trust have been discussed, namely: reliability (the ability to keep a promise), benevolence (behave beneficial for both parties), and honesty (fulfils promised obligations) (Berens & van Riel, 2004).

2.6.3 Organizational Attractiveness Elements

Organizational attractiveness in this study is, even as employer branding, based on the alignment between marketing and HRM. Being attracted to an organization thus means that an individual holds positive thoughts about a particular organization as a potential place for employment (Highhouse et al., 2003). These thoughts can be created by the information that the organization is providing and that might increase the organizational outsiders experience. However, what determines the experience of an outsider and what makes them attracted?

Whether one is attracted to an organization is a rather known question that is asked multiple times by the organization. Although it is a familiar term to use, no common definition (yet)

exists. In this study some critical decisions have therefore been made. First, familiarity is described as a construct of attractiveness, instead of a solely concept. And second, reputation has been used to measure attractiveness.

Familiarity is easily to define, since the question is whether you know the organization or not. Reputation, on the other hand can be defined differently, however, to make it measurable in this study it is defined based on the six pillars of Fombrun et al. (2000).

2.7 Research Model

During this theoretical foundation, it has been tried to give some clear understanding on the concept of employer branding and the elements that define employer branding, even as the theory on organizational attractiveness and what it entails. Ambler and Barrow (1996) suggested that employer branding can be defined in two types of experiences. The experiences from organizational members are related to the organizations identity, mainly because it shapes the organization, makes the organization unique. Therefore, it is assumed that organizational identity is based on the specific organizational characteristics (Jackson et al., 1989; Turban & Keon, 1993). The experiences from organizational outsiders is referred to as image, and is developed and projected by organizational members' experiences (Dutton et al, 1994). Image is thus the organizational outsides interpretation on specific organizational characteristics communicated by organizational members and can be classified in four elements; people and culture, remuneration and advancement, job characteristics and employer reputation (Caligiuri et al., 2010). Attractiveness can be described based on two elements namely familiarity and reputation (Balmer, 2001), where familiarity is about ones knowledge (Turban, 2001; Turban & Greening, 1996) and reputation can be divided into six pillars (emotional appeal, products and services, vision and leadership, workplace environment, social and environment responsibility and financial performance) (Fombrun et al, 2000). In most research it is assumed that employer branding has an effect on organizational attractiveness (Berthon et al., 2005; Davies, 2008; Lievens 2007; Lievens & Highhouse, 2003; Lievens et al., 2005; Lievens et al., 2007), however, the actual effect has never been measured. To measure this assumption, the following hypothesis has been developed:

Hypothesis 1: There is a direct positive relationship between employer branding and organizational attractiveness.

Informing organizational members and organizational outsiders can be done via multiple sources; in today's environment the World Wide Web is often used. Not only corporate websites are used for this purpose, social networking sites gain popularity, not only for pleasure, but also for business usage. In addition, it is assumed that by giving stakeholders all sorts of information about the organization, their attractiveness will increase. To measure this assumption, the following hypotheses have been developed:

Hypothesis 2a: The relationship between employer branding and organizational attractiveness will be moderated by exposure through corporate websites. In case of exposure to corporate websites the effect of employer branding on the organizational attractiveness will grow stronger.

Hypothesis 2b: The relationship between employer branding and organizational attractiveness will be moderated by exposure through social networking sites. In case of exposure to social networking sites the effect of employer branding on the organizational attractiveness will grow stronger.
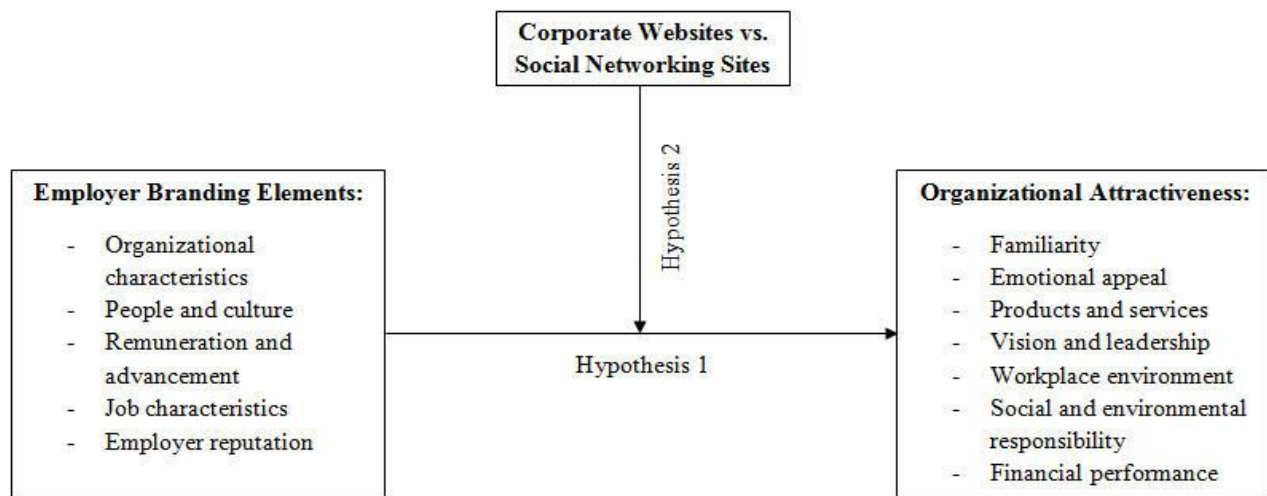

Figure 2.4 Research Framework

3. Methodology

This study contributes to the question "What is the moderate effect of corporate website and social networking sites on the assumed relation between employer branding and organizational attractiveness?" Especially in the industrial environment this question gained a lot of attention; only recently a growing amount of students chose beta studies, however the labour shortage is a current issue. Therefore, the concept of employer branding is interesting, and organizations are willing to do 'something' with it, but the added value is still vague.

A mixed method study has been developed to give more insights in this topic. The central idea of a mixed method study is the combination of a qualitative study and a quantitative study and all the advantages of making use of each of the method. There are several mixed method approaches of which the concurrent and the sequential are best known. "In sequential designs, either the qualitative or quantitative data are collected in an initial stage, followed by the collection of the other data type during a second stage. In contrast, concurrent designs are characterized by the collection of both types of data during the same stage" (Castro, Kellison, Boyd, and Kopak, 2010, p. 344).

This study is based on two stages, 1. Identifying employer branding elements and judging organizations' attempts to inform stakeholders based on these elements, and 2. Testing the effect of these attempts on the organizational attractiveness via the website and social networking site. For both stages a different form of method has been used: the sequential mixed method approach.

3.1 Employer Branding Elements

Revealing different employer branding elements has been done via the theoretical foundation. Five different elements have been specified through which organizations can develop their employer branding strategy.

3.1.1 Procedure

Four steps have been performed to assess an organizations ability to inform stakeholders about the different employer branding elements.

First, a model has been developed which makes it possible to judge organizations on their employer branding elements (see paragraph 3.1.2 measures). A pilot test has been conducted to measure the reliability of the measurement. Two professionals, independent from the research, have been asked to evaluate at least two pre-assigned organizations. The researcher assessed the same organizations. The outcomes have been compared to find dissimilarities and to improve the measurement. Most of the outcomes were similar; however, judging employer branding will always be related to subjectivity. To restrict the possibility of judging only based on subjectivity, three questions have been added:

1. At what level describes the organization these employer branding elements?
2. How much attention has been paid to these employer branding elements internally?
3. What is the level of external communication about these employer branding elements?

Second, to measure organizations' employer branding elements, 15 organizations in the industrial environment have been contacted via an invitation letter (appendix 2) and asked to participate in this study. The choice for this sector is mainly based on [1] the lack of research in this specific area, [2] the assumption that organizations are rigid and not able to use social networking sites, and [3] the growing importance of employer branding in this area because of the upcoming labour shortage. A total of 8 organizations responded positively and were willing to participate. A condition for participation was the availability of, at least, a corporate website and one social networking site. All the organizations satisfied this condition. Although, not all social networking sites are company owned. This means that some of the profiles are developed and managed by one or more employees, without being an official organizational profile. Table 3.1 provides a small introduction to the organization and their available social networking sites.

Third, a semi-structured interview with each organization has been held and gave the researcher more insights in how the organizations valued the concept of employer branding, how they communicated their identity and image and how they made use of the different media sources to achieve the desired outcome.

As a preparation of each interview, the corporate website has been viewed even as the available social networking sites. The available information on each site has been assessed. Next to that, a list with interview questions has been developed. This list was not developed as an instrument, but as a possible guideline with related questions. Since the participating organizations have been assigned via the researchers' own personal network, the interviews have been held with organizational members with different functions, varying from a more 'general' HR function such as HR manager and P&O manager, to a more recruitment oriented function such as Manager Talent Sourcing, Head of HR Talent Acquisition and Corporate Manager of Talent, but also with a focus on marketing, such as Manager Recruitment Marketing. All organizations have been asked to describe, in short, their organization and their organizational activities. Next to that, it was asked what kind of employees are employed, what specific characteristics they should have and in what kind of organizational culture they work in. During every interview the organization has been asked to describe the recruitment process (in some sort), however, the moment of questioning this topic differed.

After these types of kick-off questions the organization has been asked whether they implemented the concept of employer branding. Different answers were given, and based on these answers the interview took a specific direction. Other topics that in most interviews have been covered are related to the intensions of employer branding, related HR-practices and labour market communication.

Table 3.1 Participating organizations

Apollo Vredestein. Apollo Vredestein B.V. is part of the Apollo Tyres Ltd organization from India. This is a multinational organization with divisions in India, South-Africa and the Netherlands. The establishment in the Netherlands is located in the Enschede area and develops, produces, and sells high-performance tires; branded Vredestein. The brand Vredestein has a long tradition, and goes back over hundred years. Apollo Vredestein has branches all over Europe and in the United States, and employs almost 1.700 employees.	Corporate Website LinkedIn
Norma-Groep. Norma is a first-tier supplier in the global high-tech market. The organization 'makes strategic products for strategic clients. This implies that Norma offers complete modules to its clients, from engineering to the final assembling and service. The organization started as a small toolmaker firm, but grew intensively the last few years. Via acquisitions the organization has two branches in Hengelo, one in Drachten (Friesland), and one in Indonesia. In total, 400 employees are employed.	Corporate Website LinkedIn Twitter
Twentsche Kabel Fabriek. The Twentesche Kabelfabriek started in 1930 as a purely Dutch oriented cable producer, but grew towards a 'technologically leading supplier of cable solutions with customers all over the world'. The organization is part of the larger TKH Group N.V. and focuses on different market segments, such as: Broadband, Energy, Marine & Offshore, Railinfra, Home, Utility, Industry and Infra.	Corporate Website LinkedIn
Siemens Nederland. Siemens is worldwide multinational organization with 428.000 employees, employed over more than 190 countries. Siemens Nederland N.V. excists from 1879, and delivers not only products, but also systems, installations, and services in the area of industry, enegergy and healtcare. The different divisions of the Siemens Group in the Netherlands are: Siemens HealthcareDiagnostic, Siemens Audiologic, Siemens Industrial Turbomachinery, Siemens Product Lifecycle Management Software, Siemens Lease, OSRAM, and Nokia Siemens Networks.	Corporate Website LinkedIn Twitter
Philips Eindhoven. Philips, or better known as Royal Philips Electronics is a 'diversified Health and Well-being company'. The organization is a world leader in healthcare, lifestyle and lightning. The headquarter is situated in the Neterlands, and the organization employs around 117.000 employees worldwide. 'The company is a market leader in cardiac care, acute care and home healthcare, energy efficient lighting solutions and new lighting applications, as well as lifestyle products for personal well-being and pleasure with strong leadership positions in male shaving and grooming, portable entertainment and oral healthcare'.	Corporate Website LinkedIn Twitter Facebook
Regal Beloit. Regal Beloit is a global multinational leading manufacturer of electrical and mechanical motion control components. The headquarter is situated in Beloit, Wisconsin. The organization was founded in 1955,	Corporate Website LinkedIn

and during the first twenty-fuve years an acquisition program has been developed to which its current success can be attributed. 'During the last twenty-five years, twenty-eight acquisitions were done. This expanded product line reflects that Regal Beloit products are "At the Heart of What Drives Your World", alluding to the fact that most of our products are necessary - not optional - to the function of the equipment powering our world'. These expansions lead to the employment of 25.000 employees all around the world.	Twitter Facebook
Koninklijke Ten Cate. TenCate has been established more than 300 years ago and has grown to an organization that produces 'material that make a difference'. The organization has as core technology the textile technology and is divided into three sectors: Advanced Textiles & Composites, Geosynthetics & Grass, and Technical Components. Although the company has different sectors and acquires and sells some businesses, the organization remain as a single company that strives a joint objective: 'to achieve or retain global market leaderhip in the niche markets they operate in'.	Corporate Website LinkedIn
ASML. 'ASML is the world's leading provider of lithography systems for the semiconductor industry, manufacturing complex machines that ar critical to the production of integrated circuits or microchips'. The organization is headquartered in Veldhoven, has manuracturing sites and research and development facilities located in Connecticut, Carlifornia and the Netherlands, and has technology development centers and training facilities located in Japan, Korea, Taiwan, The United States and The Netherlands. In total, the organizaiton employs around 9000 employees worldwide.	Corporate Website LinkedIn Twitter

Topics, such as the different types of media sources the organization uses, online and offline, how they (think they) score on identity, image and reputation, and how they intend to increase these perceptions have also been discussed. Appendix 4 presents a schematic overview of the held interviews. Notice that every interview is held with different organizational members, with different professions, and therefore the emphasis of every interview was different. Despite these differences, all main topics have been discussed.

Fourth, the organizations have been assessed via the (in step one) developed model. Based on the knowledge gained from the interviews and the researchers own ability to self-assess some important information, each organization was individually judged. To increase the validity of this study, two other researchers have been asked to rate the participating organizations based on the same employer branding elements. Both researchers were provided with a detailed list of organizational information, interview outcomes, and the website of each organization. The researchers have been asked to rate the level of employer branding per organization, based on the received information, and the information they could self-assess. The outcomes of all the researchers have been compared, trying to find dissimilarities (table 3.2). A difference of one level has been accepted, since the judgement was subjective and based on the level of information perceived. Though it was tried to give the researchers all the available information, not every detail could be revealed to avoid biases. With the acceptance of a difference in one level no real dissimilarities had been found. Only twice the researcher and the two other researchers rated the outcomes totally different and only once one of the (other) researchers rated an outcome that differed two levels from the researcher; this researcher was very familiar with that participating organization and could therefore be biased. No further action was taken to resolve this dissimilarity. Furthermore, the researcher only rated 10% of the outcomes different than the two other researchers, while more than 30% of the outcomes were identical. This might suggest that the measurement is reliable. Appendix 7 presents the average outcomes of employer branding per organization.

Table 3.2 Level of Employer Branding, outcomes per organization

Organizations	Employer Branding Elements	5	4	3	2	1
Apollo Vredestein	Organizational characteristics		xa	o		
	People and culture		xa	o		
	Remuneration and advancement		xa	o		
	Job characteristics		o	x	a	
	Employer reputation	a	xo			
Norma-Groep	Organizational characteristics	a		xo		
	People and culture		a	xo		
	Remuneration and advancement			a	x	o
	Job characteristics				xa	o
	Employer reputation			xoa		
Twentsche Kabel Fabriek	Organizational characteristics		xa	o		
	People and culture			x	oa	
	Remuneration and advancement			xo	a	
	Job characteristics			x	oa	
	Employer reputation		a	xo		
Siemens Nederland	Organizational characteristics	xo	a			
	People and culture	a	xo			
	Remuneration and advancement		xoa			
	Job characteristics		o	xa		
	Employer reputation	xa	o			
Philips Eindhoven	Organizational characteristics	xoa				
	People and culture	xoa				
	Remuneration and advancement	xoa				
	Job characteristics	xoa				
	Employer reputation	xoa				
Regal Beloit	Organizational characteristics		a	xo		
	People and culture		x	oa		
	Remuneration and advancement			xo	a	
	Job characteristics			xo	a	
	Employer reputation		a	xo		
Koninklijke Ten Cate	Organizational characteristics		xoa			
	People and culture		o	xa		
	Remuneration and advancement			xoa		
	Job characteristics			xo	a	
	Employer reputation	a	xo			
ASML	Organizational characteristics	xoa				
	People and culture	xoa				
	Remuneration and advancement	xoa				
	Job characteristics	oa	x			
	Employer reputation	xoa				

x = researcher 1, o = researcher 2, a = researcher 3

3.1.2 Measures

In figure 3.1 the employer branding protocol is operationalized and forms the basis of the measurement. Underneath all the elements of the measurement will be discussed.

<u>Level of Employer Branding</u>: To judge to what extent organizations are making use of different employer branding tactics, five different levels have been developed, from 5 (strong employer branding) to 1 (weak employer branding). The differences between the five levels have been described below and are based on the content and vividness of the message and information (Breaugh & Stark, 2000; Williamson, King, Lepak & Sarma, 2010), the use of aesthetic features (Cober et al., 2003; Keller, 2003), the usefulness and ease of use of the source (Davis, 1989), and the richness and credibility of the source (Cable & Yu, 2006).

1. *Strong Employer Branding*: All the information is available, easy to reach and is relevant. The content of the information is vivid and credible. The information is strengthened by means of aesthetic features;
2. *Above Average Employer Branding*: Most of the information is available, easy to reach and mostly relevant. The content of the information is vivid and rather credible. Aesthetic features are strengthening the information;
3. *Average Employer Branding*: Most of the information is available, however, not always easy to reach. The content of the information is rather credible and aesthetic features are used to strengthen the information;
4. *Moderate Employer Branding*: Some of the information is available, however, not always easy to reach. The content of the information is not always credible and aesthetic features are occasionally used to strengthen the information;
5. *Weak Employer Branding*: Most of the information is not available, and is not very easy to reach. The content of the information leaves room for doubt and aesthetic features are rarely used to strengthen the information.

<u>Organizational characteristics:</u> This element is measured based on a 5-point Likert-scale, from 1 (weak employer branding) to 5 (strong employer branding). Weak employer branding is defined as: the organization provides no description of what the organization is, what it offers, and how it is offered. Organizational processes are not described at all, even as the vision, mission and future goals of the organization. Strong employer branding is defined as: the organization is able to provide a detailed description of what the organization is, what it offers, and how it is offered. Organizational processes are clearly described, including its vision, mission, and future goals.

<u>People and culture:</u> This element is measured based on a 5-point Likert-scale, from 1 (weak employer branding) to 5 (strong employer branding). Weak employer branding is defined as: the organization has no description about the kind of employees working in the organization, what the employment conditions are, or how the employees are treated. Neither provides the

organization information about the culture and ethics in the organization. Strong employer branding is defined as: the organization is able to provide a clear description of what kind of employees are employed and what is expected from potential employees. Employment conditions are described, even as how employees are treated. This will be strengthened by descriptions of former and current employees. Next to that, the organization provides detailed information about the culture and ethics within the organization.

Remuneration and advancement: This element is measured based on a 5-point Likert-scale, from 1 (weak employer branding) to 5 (strong employer branding). Weak employer branding is defined as: the organization gives neither information on possible advancement opportunities nor remuneration possibilities within the organization. Career paths or programs are not mentioned, even as benefits and possible compensation systems. Strong employer branding is defined as: the organization is able to provide a detailed list of advancement opportunities for employees, once inside the organization. Career programs are clearly defined, even as other opportunities available for advancement. The organization describes, next to that, also the benefits and compensation system, preferably, per group of employees.

Job characteristics: This element is measured based on a 5-point Likert-scale, from 1 (weak employer branding) to 5 (strong employer branding). Weak employer branding is defined as: the organization does not describe any job related information. Job opportunities and possible opportunities for growth remain vague. No key functions are mentioned, nor any function present in the organization. Therefore, no attention has been paid to introduction programs, or learning on the job activities. Strong employer branding is defined as: the organization is able to describe in detail what opportunities one has within the job. Key function are defined, and their specific characteristics. Attention has been paid to the introduction program of a new employee and the possibilities for 'learning on the job'.

Employer reputation: This element is measured based on a 5-point scale, from 1 (weak employer branding) to 5 (strong employer branding). Weak employer branding is defined as: the organization provides no information on earlier achievements or publications. No reviews on the products or services are given. Next to that, no information is available on social activities or possible sponsorship. Strong employer branding is defined as: the organization has a detailed and updated list with all achievements and publications for so far. Social activities and possible sponsorships have been described. Ratings about the product or service have been published, even as some reviews of clients and consumers.

Employer Branding Elements [1] At what level describes the organization these employer branding elements? [2] How much attention has been paid to these employer branding elements internally? [3] What is the level of external communication about these employer branding elements?	5. Strong Employer branding All the information needed is available, easy to reach and relevant. The content of the information is vivid and credible. The information is strengthened by means of aesthetic features.	4. Above Average Employer Branding Most of the information is available, easy to reach and mostly relevant. The content of the information is vivid and rather credible. Aesthetic features are strengthening the information.	3. Average Employer Branding Most of the information is available, however, not always easy to reach. The content of the information is rather credible and aesthetic features are used to strengthen the information.	2. Moderate Employer Branding Some information is available, however, not always easy to reach. The content of the information is not always credible and aesthetic features are used occasionally to strengthen the information.	1. Weak Employer Branding Most of the information is not available, and is next to that not very easy to reach. The content of the information leaves room for doubt and aesthetic features are rarely used to strengthen the information.
Organizational characteristics. A description of: What the organization is, what it offers and how it is offered. Organizational processes, including vision, mission and future goals.	The organization provides a detailed description of what the organization is what it offers, and how it is offered. Organizational processes are clearly described, including its vision, mission, and future goals.	The organization provides clear information on what the organization is what it offers, and how it is offered. Most of the organizational processes are described, mainly focusing on its vision, mission, and future goals. The information is clear, and provides a clear view.	The organization provides information on what the organization is what it offers, and how it is offered. Attention is paid to the vision and mission, and future goals, but other information is not described specifically.	The organization provides limited information on what the organization is what it offers, and how it is offered. Some attention has been paid to the vision, mission and future goals, but it is rather scare.	The organization provides no description of what the organization is what it offers, and how it is offered. Organizational processes are not described at all, even as the vision, mission and future goals of the organization.
People and culture. A description of: The kind employees employed and what is expected of them. Employment conditions and treatment of employees. Current culture and ethics in the organization.	The organization describes clearly what kinds of employees are employed and what is expected from potential employees. Employment conditions are described, even as how employees are treated. This will be strengthened by descriptions of former and current employees. Next to that provides the organization detailed information about the culture and ethics within the organization.	The organization describes what kinds of employees are employed, and in most cases also what is expected from them. A view employment conditions are described, and the same applies for how employees are treated in the organization. Information about the culture and ethics in the organization is provided.	The organization describes some amount of information about the kind of employees employed. No employment conditions are described, nor how employees are treated. There is some information available about the culture and ethics within the organization.	The organization describes a limited about of information about the kind of employees employed. No employment conditions are described, nor how employees are treated. There is rarely information available about the culture and ethics of the organization, and when available the content is not always credible.	The organization has no description about the kind of employees working in the organization, what the employment conditions are, or how employees are treated. Neither provides the organization information about the culture and ethics in the organization.
Remuneration and advancement. A description of: Advancement opportunities and career programs. Benefits and compensation system.	The organization provides a detailed list of advancement opportunities for employees, once inside the organization. Career programs are clearly defined, even as other opportunities available for advancement. The organization describes, next to that, also the benefits and compensation system, preferably, per group of employees.	The organization provides information about the advancement opportunities ones employees are inside the organization. Possibilities for career programs are discussed, however not always clearly defined. Mainly some examples for groups of employees are given. Benefits and compensation systems are provided.	The organization provides information about the advancement opportunities in the organization, however no details are revealed. The same applies for possible benefits and compensation systems. Information is given, but not excessively.	The organization provides scare information about advancement opportunities in the organization. The same applies for possible benefits and compensation systems. Whenever it is mentioned, the content is not always credible.	The organization gives no information on possible advancement opportunities nor remuneration possibilities within the organization. Career paths or programs are not mentioned, even as benefits and possible compensation systems.
Job characteristics. A description of: Job opportunities and on the job learning opportunities. Key functions and specific characteristics. Introduction program.	The organization describes in detail what opportunities one has within the job. Key function are defined, and their specific characteristics. Attention has been paid to the introduction program of a new employee and the possibilities for 'learning on the job'.	The organization describes opportunities one has within a job. Key functions are defined, however not very specific. Little attention has been paid to the introduction program of new employees. No further information is provided regarding job possibilities etc.	The organization describes different opportunities one has within a job. Some key functions are described, but no extra information is given. No attention has been paid to an introduction program for new employees, or any other related information.	The organization describes some opportunities one has within a job. Hardly any key functions are described, nor are any related information given. No attention has been paid to an introduction program for new employees.	The organization does not describe any job related information. Job opportunities, even as possible opportunities for growth remain vague. No key functions are mentioned, nor any function present in the organization. Therefore, no attention has been paid to introduction programs, or learning on the job activities.
Employer reputation. A description of: Achievements so far. Social activities, sponsorship etc. Products and services ratings.	The organization has a detailed and updated list with all achievements and publications for so far. Social activities and possible sponsorships have been described. Ratings about the product or service have been published, even as some reviews of clients and consumers.	The organization provides information on most of the achievements and citates different publications. Social activities are mentioned, mainly the most popular. Only for the newest products or services ratings have been published.	The organization gives information on some achievements and the most important publications are cited. The organization tries to give some insights in their social activities, mainly related to social corporate responsibility. No reviews or ratings have been published.	The organization gives information about the most important achievements, but they are rather scarce. Some publications are cited, however, the most remain vague. One social activity has been mentioned, but no in-depth information is given.	The organization provides no information on earlier achievements or publications. No reviews on the products or services are given. Next to that is no information available on social activities or possible sponsorship.

Figure 3.1 Employer Branding Protocol

3.2 Organizational Attractiveness Ratings

Organizational attractiveness has been measured by making use of eight different organizations; the same organizations have been used to measure the level of employer branding. Organizations were qualified to participate when they had at least a corporate website and one social networking site. Each organization fulfilled this condition, and as shown in table 3.1 (page 35) do all organizations have a LinkedIn profile. Not all the profiles are company owned, however, after quick assessing each profile it has been shown that all profiles provide initial company information, such as a short summary of the activities. Furthermore, LinkedIn is a very popular site, especially for professionals. It is therefore that LinkedIn is chosen as a review site for an organization's attractiveness.

3.2.1 Procedure

Data has been gathered via an experiment. Two main types of experiments are to be distinguished, of which the laboratory experiment was most suited for this study.

3.2.2 Experimental protocol

During the experiment the relation between employer branding and organizational attractiveness has been measured, where employer branding was the independent variable, while the level of organizational attractiveness was the dependent variable. Two groups of respondents in their master program Business Administration have been asked to participate as an assignment for their course 'International Management'. Although this experiment was part of the lectures, respondents participated voluntarily. Those respondents whom rejected to participate in the study were free not to come at all, or leave the room in advance. Neither were there direct consequences of not participating in this experiment.

During two afternoons, one in the course 'International Management', the other in the course 'Master Class International Management', respondents were asked to judge an organizations' attractiveness. All respondents perceived a short presentation on the research, describing the research question and explaining the concepts of employer branding and organizational attractiveness. Next to that, the researcher gave a short presentation on each organization; however, not too much information was given to avoid any biases. After introducing the organizations the experimental forms (see paragraph 3.2.2 measures and appendix 6) were distributed. Each respondent had ten minutes per company, which was timed by the researcher.
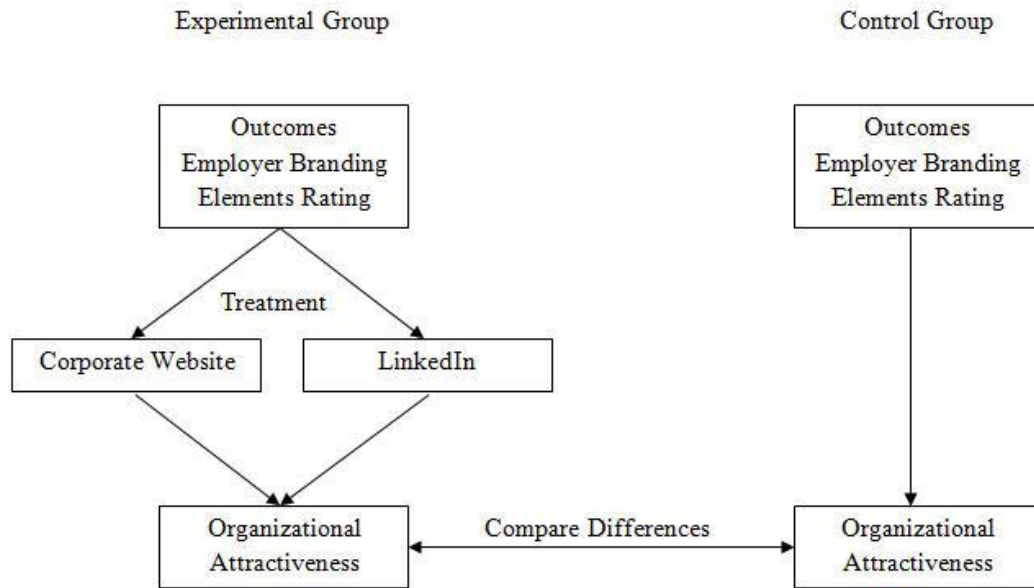
Figure 3.2 Experimental design

As shown in figure 3.2, three different groups were needed for the experiment: one control group and two experimental groups. Because the researcher conducted the experiment in two classes, one class served as a control group while the other class served as an experimental group. The two classes have been selected based on a non-probability quota sample; units were selected on the basis of prespecified characteristics (Babbie, 2007, p. 194). During the class which served as a control group all the respondents perceived the same conditions; no respondent was treated differently. In the class that served as an experimental group, random probability sampling has been used to divide the class in two different groups of respondents, one making use of the organizations corporate website, the other group making use of LinkedIn (figure 3.3). By making use of this sampling method each respondent had the same chance of selection (Babbie, 2007). The experimental condition (or treatment) used in this study was, thus, the ability to make use of a corporate website or a LinkedIn profile. A more detailed description of the experimental procedures can be found in appendix 5.

General concerns when conducting an experiment were related to issues of power and trust between the researcher and the participants (Webster & Sell, 2007). Respondents in this study were not used as 'objects' but rather as valued participants, whom have been asked to give their opinion and are therefore important to this study. Next to that, no real differences were made between the groups of respondents. Only in the experimental group a difference had been made between the control group and the experimental group (randomly assigned), but this was communicated well and the value of both groups was clearly expressed. Therefore, the potential harm participants could have perceived was minimal or even zero. The power of the researcher was tried to limit to a necessary level; the researcher had to control time, what resulted in a strict performance of respondents with too little time. Next to that, coffee or tea was served during the

break and something (small) to eat. No private information was asked during the experiment. Respondents were only asked to give their birth year and their gender, although, they could choose the option of 'I do not want to answer'.

Figure 3.3 Photos experiment

3.2.2 Measures

Organizational attractiveness has been divided into two aspects; reputation and familiarity. Both scales have been used in many studies, however, measured as an individual scale, and thus not as a construct of organizational attractiveness. This study assumed that when individuals have a better thought of the organization, the reputation score will increase even as the attractiveness. In addition, the knowledge one has of an organization could affect this assumption, positive or negative.

Familiarity: This scale is adapted from Cable and Turban (2003) who made use of three questions, adapted from Turban et al. (1998). The items were measured on a 5-point Likert-scale, from 1 (strongly disagree) to 5 (strongly agree): 1. I know a bit about this firm, 2. I am very familiar with this firm, and, 3. I am familiar with this firm's products or services. The coefficient alpha reliability for this scale was .82. (Cable & Turban, 2003, p. 2256).

Reputation: This scale has been adapted from Fombrun et al. (2000) and Fombrun & van Riel (2003), who developed a list of 20 items, divided over six categories. The items were measured on a 5-point Likert-scale, from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha reliability for this scale was .84 (Fombrun et al., 2000, p. 254).

Attractiveness: A last (control) question has been added which asked participants to rate their overall attraction to the organization on a 5-point Likert-scale and is adapted from Judge and

Cable (1997). The coefficient alpha reliability for this scale was .85 (Judge & Cable, 1997, p. 374).

Further elaboration of the data, gathered from the experiment, has been done by the use of SPSS (Statistical Package for the Social Science). The Cronbach's alpha has been calculated to check the reliability of the measurement. The overall reliability was $\alpha=.92$, after deleting one item (FP3). After that, a factor analyses has been conducted to control whether the different elements could be used in this study. The factor analyses showed different results. First, three items (EA2, PS1, and PS4) showed small values and have, therefore, been removed from the analysis. Second, organizational attractiveness contained four different factors: [1] organizational attractiveness, [2] familiarity, [3] emotional appeal, and [4] leadership. For this study the decision had been made to keep the measurement remained, including the four different factors, mainly since the factor organizational attractiveness was present. Next to that, a factor analyses was performed for both elements: familiarity showed one factor, while reputation showed four factors (reputation, emotional appeal, products and services, and leadership).

This study measures the moderator effect of corporate websites and social networking sites. In management research, performing a Moderated Multiple Regression (MMR) increased. However, one of the factors that affect the statistical power of this measurement the most is the sample size (Aguinis, 1995). According to this author, the sample size of a study is positively related to the statistical power. Next to that, the same author argues, in addition to previous research, that the sample size should be at least 120. He, therefore, suggests that a study could increase the statistical power by increasing the sample size. This study has a sample size of 38 respondents, divided over three groups. According to Aquinis (1995) the sample size is to small to perform a MMR.

The analysis of this study has been performed with the remaining organizational attractiveness scale of 19 items covered over 4 dimensions (table 3.3).

Table 3.3 Organizational Attractiveness scale after Exploratory Analysis

Dimensions	Code	Items	Extraction
Familiarity *(Adapted from Cable & Turban, 2003)*	F1	I know quite a bit about this company	.813
	F2	I am very familiar with this company	.841
	F3	I am familiar with this company's products and services	.801
Emotional Appeal *(Adapted from Fombrun et al., 2000)*	EA1	I have a good feeling about this company	.676
	EA2	I respect this company	.490
	EA3	I have confidence in this company	.604
	WE1	I have the feeling that this company is well managed	.617
	WE2	This company looks like a good company to work for	.681
	WE3	This company looks like a company that would have good employees	.575
	SER1	This company supports good causes	.775
	SER2	This company is an environmentally responsible company	.747
	SER3	This company looks like a company that maintains high standards in the way it treats people	.529
Products and Services *(Adapted from Fombrun et al., 2000)*	PS1	I have the feeling that this company stand behinds its products and services	.339
	PS2	This company develops innovative products and services	.562
	PS3	This company looks like a company that offers high-quality products and services	.601
	PS4	This company looks like a company that offers products and services that are good value for money	.381
Leadership *(Adapted from Fombrun et al., 2000)*	VL1	I have the feeling that this company has excellent leadership	.601
	VL2	This company has a clear vision for its future	.560
	VL3	This company looks like a company that recognizes and takes advantage of market opportunities	.593
	FP1	I have the feeling that this company tends to outperform its competitors	.552
	FP2	This company looks like a company with a strong record of profitability	.533
	FP3	This company looks like a low-risk investment	
	FP4	This company looks like a company with strong prospects for future growth	.538

Note: extraction outcomes marked red were deleted from scale
Note: red item FP3 was already excluded from scale by Cronbach's Alpha check

4. Findings

This chapter combines the findings of both studies. First, the outcomes of employer branding will be presented, which have been used during the experiment. Second, the outcomes regarding the organizational attractiveness will be presented. The underlying data of both constructs are presented in appendix 7 and 8.

4.1 Employer Branding Outcomes

The description below, of the outcomes on employer branding, shows that the organizations are aware of the concept of employer branding; although some organizations are more developed in applying employer branding elements than others, almost every organization is (partly) focusing on at least one of the different elements. Notable is the difference between companies in terms of focus. This can be seen as organizations show remarkable differences among the different elements, indicating that these organizations have a specific focus in terms of employer branding elements. The overall focus of all organizations is on organizational characteristics and employer reputation, while job characteristics obtain the least attention. Appendix 9 shows the outcomes from the researchers on employer branding elements.

4.1.1 Apollo Vredestein

Apollo Vredestein has a long history with a specialty in tires. The organization is a subsidiary of the larger Apollo Tyres Ltd organization in India. The organization is very much aware of the possibilities of employer branding and developed, although in small steps, a strategy for the internal branding of the different elements. New posters are distributed across the site, even as coffee cups with the logo. Recently a new flyer has been published on which the values and goals of the organization, HR activities and the communication processes are presented. The branding is not only for internal usage, the organization is also present at different job fairs where this message is shared. The acknowledgment for the necessity of employer branding is derived from the current labour market situation – the organization is well aware of the retirement of many elderly employees and the scarce amount of available qualified younger employees. Thus, besides informing organizational members on the core values of the organization, they are also using it for attracting new talents. This is, for example, done by the mentioned job fairs. The organization has a clear view on
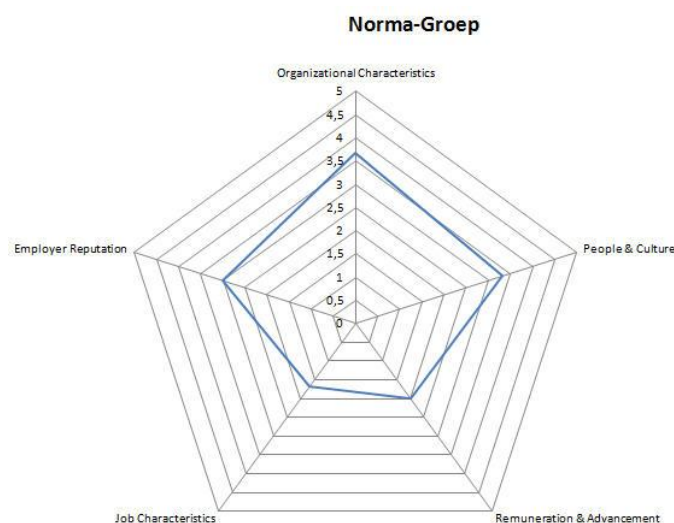

Apollo Vredestein
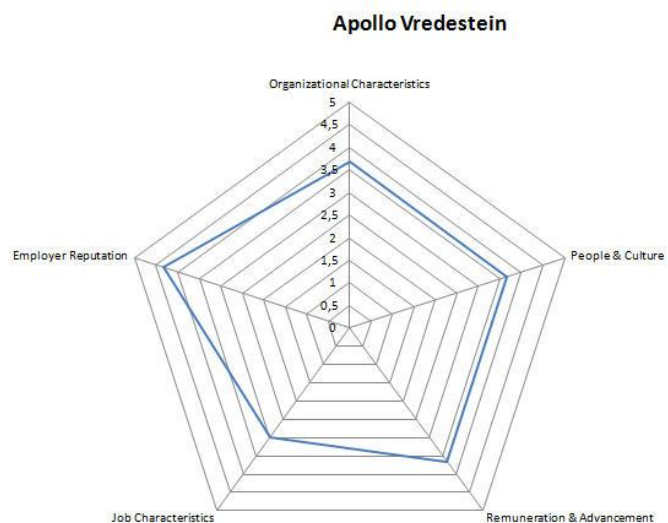
the advancement opportunities for employees; they believe that education, and making employees 'all-rounders', contributes to the attractiveness of the organization, but also to the internal stability of the organization. Vredestein, therefore, developed a 5-year educational plan for different core functions, such as operator. Besides focusing on advancement to appeal to organizational outsiders, the organization has an in-house recruitment agency and it recruits via different magazines and/or newspapers. This recruitment process contributes to another core value of the organization, namely the importance of employees. Besides the demand for highly rated employees, the organization tries to be a social company with a vision for corporate social responsibility. The previous is translated into the four pillars of the organization, all referring to sustainability, such as energy and water. Next to that, the organization is rather active in its region. Good contacts exist with schools and other organizations, such as the connection to the initiative called twente.com.

Based on the above stated information, and the organizations' focus on their internal branding, Apollo Vredestein has been rated as an 'Above Average Employer Branding' organization.

4.1.2 Norma-Groep

Norma-Groep is a Dutch first-tier supplier in the global high-tech market. The organization experienced a tremendous growth over the last few years. It started with one small establishment in Hengelo and after acquiring three other organizations (situated in Hengelo, Drachten, and Bandung (Indonesia)) it grew to 400 employees. Although all the establishments work as individual organizations, the Holding of Norma-Groep recently started with project 'Norma One' to integrate activities more. One of its activities was the alignment of the different house styles into one common style. Next to that, the organization developed a set of common goals, visions and missions (available at the website). Although each establishment still has some different goals and values, the organization is trying to align those with the goals and values of Norma-Groep. In addition, the organization has developed five core values and ten competences throughout the whole organization. Organizational members are, however, not yet well aware of these values, but the organization is paying more and more attention to them. Recently the NoBaMa (a group of young Norma employees with a Bachelor or Master degree, from all Dutch establishments) discussed the values and competences at their annual meeting. The same sort of situation applies for aspects such as culture and the treatment of employees. Although the organization has a vision on how to treat employees, no

common process is yet available. Where one establishment has a more ad-hoc policy, the other establishment is more active in assessments conducted by 'Investors in People'; "Investors in People is a practical and continuous improvement process aimed at more effective management. Sustainable employability and involvement of employees are the engine"[1]. This might be a result of the background of the different establishments, but common is the high value that the organization attributes to its employees. What all organizations do have in common is their large amount of students; Norma has its reputation of being a learning company (in Dutch better known as 'Erkend Leerbedrijf'), and many bachelor and master students perform different assignments here. Within the different establishments the recruitment of students is, therefore, very important for the organization and highly valued. The organization is present at different job fairs, but they also organize different excursions for students at all levels. Another aspects that is common throughout the whole organization, and related to one of the core values, is the open communication. Every week each Dutch establishment releases an internal information magazine, and quarterly the organization releases a magazine for both its external relations and organizational members. These magazines provide all sorts of information on processes and financial figures, but it also provides insights in internal issues like employee development.

The organization receives, based on the above stated information, an 'Average Employer Branding' rating.

4.1.3 Twentsche Kabel Fabriek

The Twentsche Kabel Fabriek started as a typical Dutch factory producing cables in the beginning of the 19th century and has now grown to an international technologically leading supplier of cable solutions. Although the organization is part of the larger TKH Group, it is an individual operating organization. Most of the communication is done via intranet, the internal magazine, or via an announcement board, but sources as team meetings and quarterly meetings are also used to inform organizational members. The organization is aware of the possibilities of employer branding and acknowledges the importance of this concept for future continuance of the organization. Although they do not have a strategy for employer branding yet, it is a focus point for the near future. The organization argues that their geographical location is not ideal; however, currently the
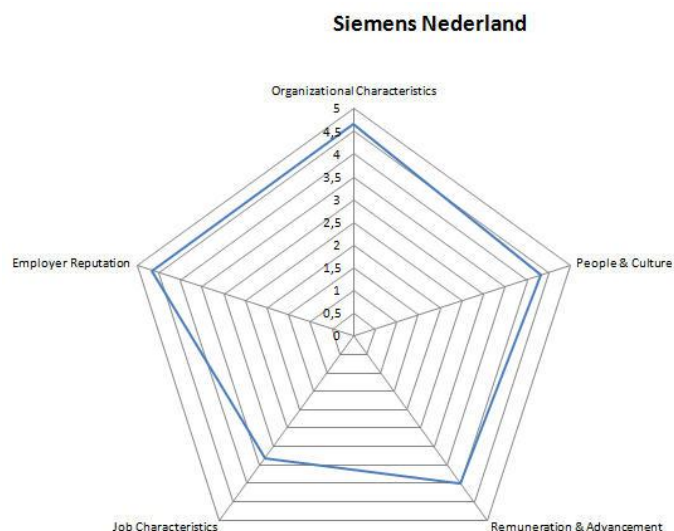

Twentsche Kabel Fabriek

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[1] Source: http://www.iipnl.nl
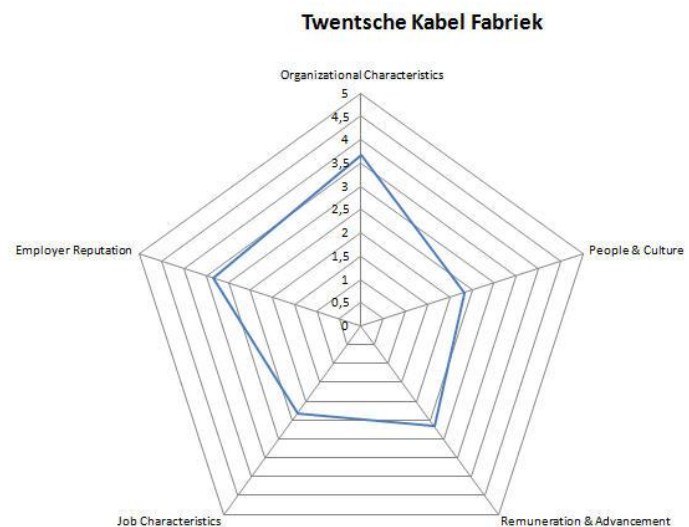
organization has no difficulty finding new employees. This might result from the clear description the organization provides on the culture and ethics within the organization, which are described by the organization as being a good employer. This is mainly due to the good salary and working conditions that are offered. Next to that, the organization clearly describes what specific job characteristics are present. In addition, the ability to attract qualified employees might also be an effect of the recruitment procedure of the organization or the current attention of the organization to advancement opportunities. The organization is active at job fairs and has no problem to recruit students for different assignments throughout the organization. Next to that, the organization is mentioned in booklets of some recruitment agencies. With one particular agency the organization has good contacts and this agency also hunts their applicants. The advancement opportunities are lately more developed with different educational possibilities, but also internal development of employees. The organization is working on a 'Talent management program' for high potential employees. Social Corporate Responsibility is another topic with which the organization tries to differentiate itself from others, with specific attention to sustainability. Although the organization argues that no real strategy for employer branding has emerged yet, actions are undertaken to brand the organization as a good employer.

The organization receives, based on the above stated information, an 'Average Employer Branding' rating.

4.1.4 Siemens Nederland

Siemens is a multinational organization, leading in different segments worldwide. The subsidiaries in the Netherlands, headquartered in The Hague, focuses on four divisions: Consumer Products, Industry, Energy and Healthcare. Although there are different divisions where the organization is operating in, it is able to clearly describe the processes internally, externally (via the website), but also to prospective employees via brochures etc. The same applies for the vision, mission and future goals of the organization. All information is communicated via multiple sources, such as e-mail and intranet, but also via a hardcopy magazine and quarterly meetings for all employees, divisions or groups of employees. The organization values employees highly. The core employees of Siemens are technicians, whom are, in general, very loyal to their employing organization. A sign of appreciation is given in terms of education and development, but also in different small activities or projects organized by Siemens. The advancement program of

Siemens Nederland

the organization, the Siemens Academy, is very well structured and different abilities are available. Via this program all employees can improve their knowledge and skills. In addition to this, the organization started with a new campaign to get employees more involved in what Siemens is and does – question what you are doing, question the added value for the environment etc. But the organization is, besides this, also active with the process of strengthening the employees' sense of pride. These are only a few methods of Siemens to improve the employer brand. But also the attention the organization is giving to different (secondary) employment conditions. The package that employees can receive is extensive. Next to that, the organization is well aware of the impact that their corporate brand has on prospective employees. Their recruitment process is, therefore, focused on peer-to-peer contacts. Employees are asked to look for prospective colleagues, while students are recruited via guest lectures at the different universities, but also by offering them excursions. In addition, Siemens is also present at different job-fairs where not only marketing or recruitment employees are available to consult, but also employees in specific positions to provide prospective employees with additional information. Especially job information can be provided via this method. The recruitment procedure in general is a corporate responsibility and rather clear structured. In 2008 Siemens was reported multiple times because of several internal scandals. The corporate brand has suffered from that. However, after some reorganizations the organization has witnessed a tremendous progress. Sustainability is an important aspect, even as corporate social performance, but also activities in the region are promoted.

Based on the above stated information, Siemens has been rated as an 'Above Average Employer Branding' organization.

4.1.5 Philips Eindhoven

Philips is a large international organization, headquartered in the Netherlands. Philips is rather famous because of their products in the three different divisions: Consumer Lifestyle, Healthcare, and Lightning. Although the organization has different divisions in which it operates, all have the same vision and mission, and processes are controlled from one site. The organization is very open and rather innovative; in terms of employer branding the organization is a pioneer with an explicit and open minded view – employer branding is a result of thoughts, behaviours and actions of its employees. The organization strives, therefore, to a peer-to-peer focused approach, including for branding,

Philips Eindhoven
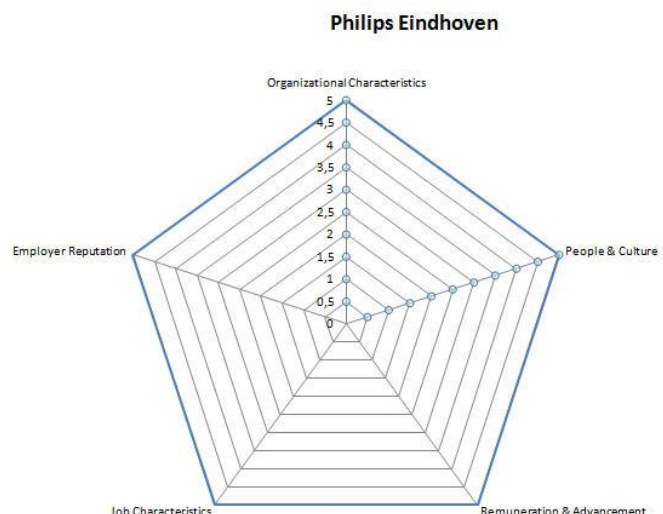
communication, and recruitment. This is what distinguishes the organization. Next to that, the organization is very open and is all information available via different sources. One example is their very informative website. The organization is well aware of the influence it has on stakeholders, and in particular potential applicants: Although Philips did not agree with the type of measuring, in the 'Intermediar Imago Onderzoek 2011' the organization was rated as a number 2 organization in terms of image. A disadvantage of the study was that students have been asked to name some organizations that they would like to have as an employer. However, this research might give an idea of the perception one has of Philips as being an employer of choice. Philips is therefore very straightforward with their recruitment process and has a strong preference for peer-to-peer communication. One advantage of this type of recruitment is the self-assessment of recruits, but also the level of information that can be provided. It is assumed that via this process only real interested applicants will respond. Next to that, the organization is active at job fairs and at school. The organization provides special traineeships for high potentials and there are several advancement opportunities for employees. Another source of recruitment is LinkedIn. The organization is very advanced in using this social networking site for recruitment. However, working with such sites also brings some disadvantages for usages. Employees are informed via an ethical guideline how to use LinkedIn and workshops are given how to work with this site. Other aspects that differentiate Philips from its competitors are their sustainability program and their social activities. Philips acknowledges the changing environment and the harm some products can have on the environment. Furthermore, Philips is sponsor of the Football Club PSV Eindhoven, and involved in other local social activities.

Based on the above stated information, Philips is rated as an organization with a 'Strong Employer Branding'.

4.1.6 Regal Beloit

Regal Beloit is a large international company, with almost 250.000 employees worldwide. The
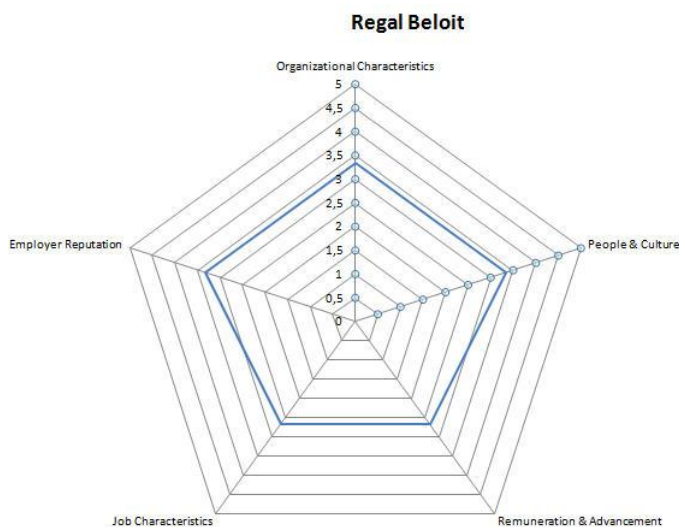
organization acquired and still acquires many different companies globally in the electrical and mechanical industries. The core vision of the organization is to keep the acquired organization in its current form, especially in terms of the products they produce; names of produces are not to be changed. The corporate governance of Regal Beloit, however, is something that acquired organizations need to adapt too. This might be a real challenge in terms of employer branding, mainly because the organization has to cope with different

global regions where governance policies differ from that of the U.S. (where Regal Beloit is headquartered – Beloit, Wisconsin). But also because acquired companies may retain their own, original, company name. On the other hand, the organization is very clear in its vision and mission and has a clear view on what the organization distinguishes; a strong culture of high integrity, high energy, and high performance. For those organizational outsiders who are familiar with the company name, much of this information can be found on the corporate website. For organizational members, globally, all this information will be announced via the intranet site, or – when specific groups of organizational members need to be addressed – via a group e-mail and a conference call. Next to that, the company strives to have a weekly conference call with the top leaders across the globe to inform them on relevant information. The organization is trying to keep their organizational members informed to increase their commitment and identity with the organization. A struggle for the organization might be the handling of the culture and people in the organization, although, they have a clear view on both. Because of the different ethics globally, it is difficult to really integrate all headquarter activities. Next to that, recruitment processes are not globally integrated, although there are some standard processes; for example to get approval to recruit for a job and hire the candidate. The organization, more specific the headquarter, tries to recruit new talents via job fairs at schools, but also by giving guest lectures. Their intention is to connect young applicant with employees to 'meet the employees' and get a cultural fit with the organization'. In addition, the organization tries to pay employees competitively (for all regions) and offer them advancement opportunities. The organization has, next to that, a long history of strong reputation and a low turnover in number of employees. Although the organization argues that they do not really have a strategy for employer branding, all elements are present. As discussed, the main disadvantage of the organization in terms of full integration of employer branding elements, are the differences in regions and acquired organizations.

Based on the above stated information, this organization has been rated as an 'Average Employer Branding'.

4.1.7 Koninklijke Ten Cate

Koninklijke Ten Cate is an international player in textile technology related to chemical processes. They produce for example materials for fire fighting clothing. The organization is headquartered in Almelo, the Netherlands and is one of the only textile factories that kept existing. The organization is specialized in different areas which resulted in the focus on different divisions, such as Advanced Textiles & Composites, Geosynthetics & Grass, and Technical Components. Although the organization is focusing on these three different divisions they are able to structure all to perform as one organization. The organization has a clear vision and mission and strategy. They pay high value to their communication, not only internal, but also external. Internal communication is mainly spread via intranet or communication signs, external information process via the corporate website. The organization values employees very much.

Although the organization is aware of the upcoming labour shortage, until now they attract enough qualified employees. This might be the result of the corporate brand name, which is well known in the area and is based on many years of good reputation. They strive for solidarity among all groups of employees. But, next to that, offers the organization also a broad range of advancement and (other) personal development opportunities. One disadvantage of the organization is the highly specialized functions they need, for which there are hardly any tailored studies. The organization is, therefore, active at schools to recruit and train the students. They have a good relationship with, for example, the University of Twente, but also Saxion Hogescholen. The organization is discussing the possibility of developing a special program in which students are trained to work with the materials of Ten Cate. Next to that, there are also job fairs and other possibilities to recruit the talents. The contacts the organization has with recruitment agency Start People is an example. The organization is very active in the region, not only because more than half of the employees are living in the here, but also because they feel Twente needs an extra stimulus to attract and retain talents and prevent them from moving more to the western parts of the country. They are, therefore, connected to the initiative as twente.com. With aligned companies the organization is active in different project groups to discuss popular, but also daily, related topics. Next to that, the organization is the main sponsor of the Football Club Heracles Almelo, and it supports some local social activities. Important to notice is that the organization acknowledges the possibilities of employer branding, however, no specific strategy is implemented yet.
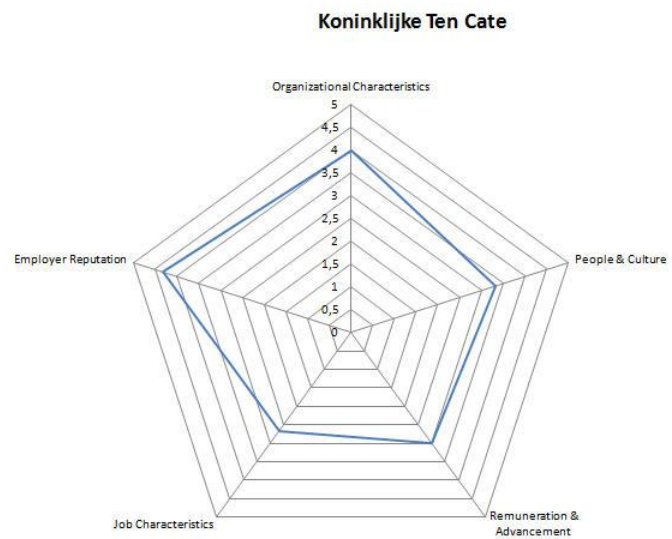
The organization has advanced intentions for developing an employer branding strategy; however, no actions have been taken yet. Therefore, based on the above stated information, the organization has been rated as an 'Average Employer Branding' organization. Noteworthy, the organization has real opportunities to become an above average employer branding organization.

4.1.8 ASML

ASML is an international leading organization in the production of lithography systems. They are manufacturing complex machines for the production of integrated circuits or microchips. The organizations headquarter is situated on a campus in Veldhoven (the Netherlands). This campus entails several buildings in which the main activities of the organization are performed; from R&D to the final assembly. This campus employs almost 5.000 highly educated employees. The

organization is well known in its market and, therefore, has no difficulty finding new recruits. This is not only because of the corporate brand, but also the possibilities employees have within the organization. Besides having different advancement opportunities and benefits, the organization provides their employees autonomy and a high level of job freedom, but also the possibility to work in a multidisciplinary environment. Next to that, exploring your talent is very important. This is also typical for their internal culture and the ethics; it is a company with great possibilities and opportunities, however, as an employee you need to work hard, explore yourself and you need to be able to cope with a reasonable amount of stress. Finding these talents results in an open communication via multiple sources, of which the online communication is very important. The organization is very open minded with the usage of these sources; they expect that employees are responsible enough to handle these sources with care. Employees had to sign a code of conduct in which the basic rules are included. Besides these communication sources, the organization is very active in recruiting talented students from different universities. The organization has good contacts with the technical universities of Eindhoven en Twente; multiple times per year the organization provides guest lecturers, attends lunch meetings or is present at
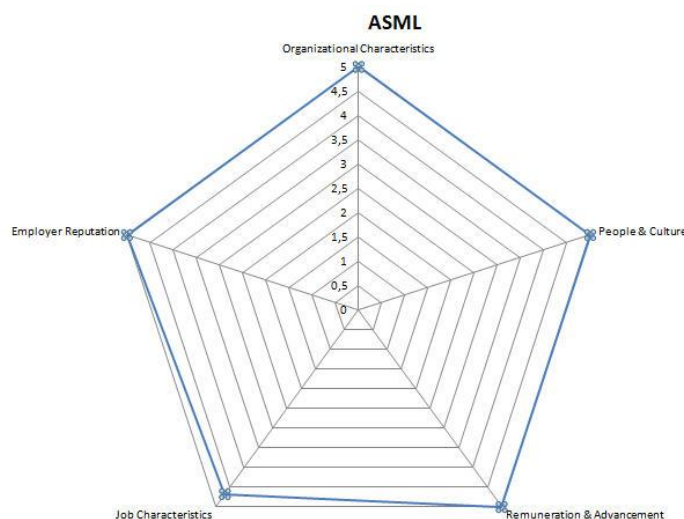
job fairs. This is their ability to introduce the organization to prospective employees and inform them about the possibilities. ASML has also a very clear and extensive sustainability program, focusing on, e.g., culture and ethics, but also on the ASML Foundation. This foundation is established in 2001 and aims to "support efforts worldwide, in those countries where ASML is present, regarding (technical) education, as well as other activities to improve the quality of life of children and underprivileged"[2].

Based on the above stated information, this organization has been rated as a 'Strong Employer Branding' organization.

4.1.9 All organizations

All organizations are able to provide information on specific organizational characteristics. Only one organization provides an average amount of information, while three organizations are strong in providing information about this element. Next to that, the element organizational characteristics perceived the highest overall rating, along with employer reputation, when providing information. However, remarkable is that five out of eight organizations score below

[2] Source: http://www.asml.com/asml/show.do?ctx=1432&rid=366

the average outcome on this element. Job characteristics, on the other hand, perceived the least attention. Although two organizations are excellent in providing information about this element, there are also two organizations that have difficulties with providing a clear description, and are rated as moderate. Although the overall level of employer branding of the organizations is rated as above average, five organizations score below this average. Next to that, three organizations score below the average outcomes of all elements and one organization scores on four elements lower than the average outcomes. Therefore, the two organizations that score strong on each element influence the average outcomes.
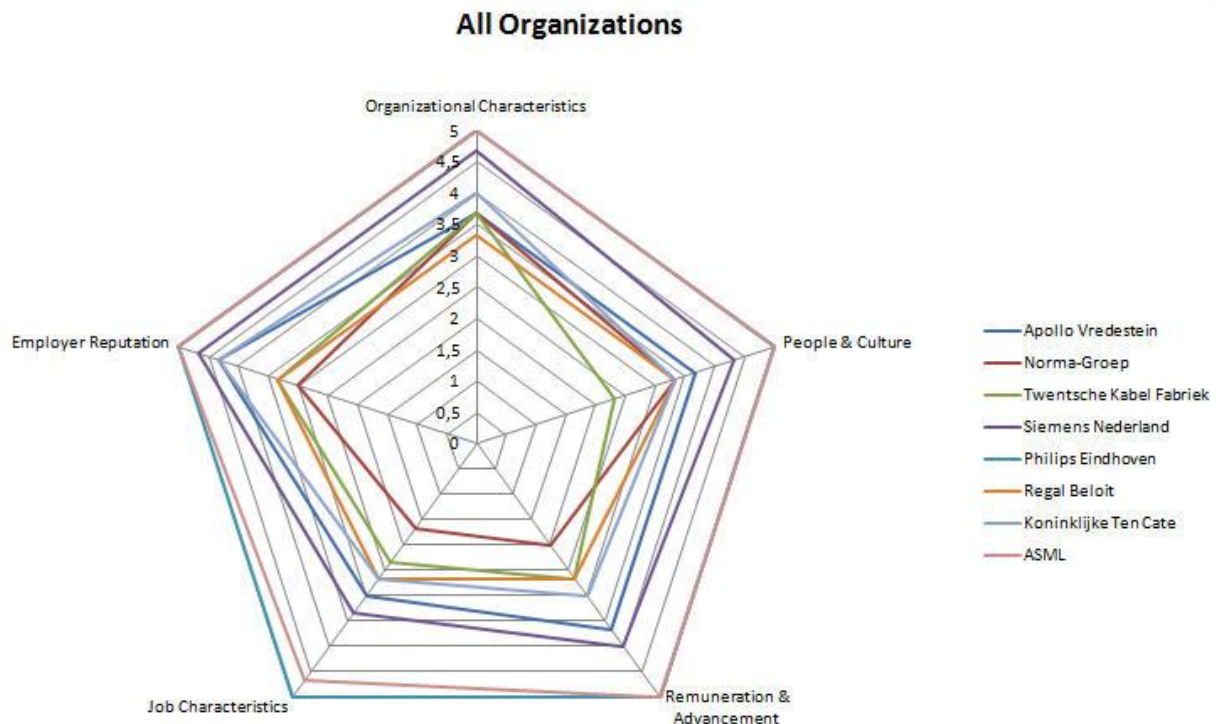
Figure 4.1 Employer branding outcomes per organization

4.2 Organizational Attractiveness Outcomes

The organizational attractiveness outcomes were derived by conducting an experiment, first with a control group, second with an experimental group. The control group consisted of 18 respondents, 61% of them were male, and they were all born between 1982 and 1988 (with an average age of 25). The experimental group consisted of 20 respondents, 60% of them were male, and they were all born between 1983 and 1991 (with an average age of 24). The outcomes of the experiments can be found in appendix 8. The different tables show standard deviations, computed means and correlations.

4.2.1 The direct relation between Employer Branding and Organizational Attractiveness

Outcomes in table 4.1 show that there is a strong significant relation between employer branding and organizational attractiveness (.52). This indicates that respondents were more attracted to organizations that have been assigned with a higher level of employer branding. This result is also shown in appendix 8.1, which presents the mean outcomes: the average employer branding organizations score the lowest on attractiveness (2.79), followed by the above average employer branding organizations (3.60) and the strong employer branding organizations (3.70). Notable, the average employer branding organizations scored much lower than the overall average outcome (3.22) of the organizational attractiveness. When looking at the three other factors that defined attractiveness (familiarity, reputation emotional appeal, and reputation leadership) results of table 4.1 show that employer branding was also significant related to the individual factors. Here the relation between employer branding and familiarity was the strongest (.48).

Another interesting outcome, shown in appendix 8.1, was the difference in the organizational attractiveness, and the outcomes of the control question for attractiveness ('I feel attracted to this organization'). Overall, respondents score higher on the control question (3.36), than on organizational attractiveness (3.36), this might be the effect of the factor of familiarity with the organization. In almost all cases scored familiarity on average lower than all other factors that determined the organizational attractiveness. Next to that, it has been shown in table 4.1 that familiarity was strongly significant correlated with the organizational attractiveness. The above average employer branding organizations, on the other hand, were rated higher via their organizational attractiveness (3.60) than via the control question (3.47). In either case, the average employer branding organizations overall scored the lowest and the strong employer branding organizations overall scored the highest on organizational attractiveness.

These outcomes show that there is a direct relationship between employer branding and organizational attractiveness. Therefore, hypothesis 1 can be accepted: there is a direct positive relationship between employer branding and organizational attractiveness.

4.2.2 The moderator effect of exposure to corporate websites or LinkedIn

Outcomes in table 4.1 also show the correlations after the inference of the World Wide Web (corporate websites and LinkedIn). Overall the relations were stronger, including the effect of employer branding on organizational attractiveness (.57). Notable, after the interference of the World Wide Web not familiarity but the emotional appeal had the strongest relation to organizational attractiveness.

Control group and Experimental group:
Table 4.2 shows that both the control group and the experimental group had significant correlations between employer branding and organizational attractiveness. This relationship was, as assumed, stronger within the experimental group (.57) than within the control group (.46).

In the control group, outcomes show that employer branding was also significantly correlated with all factors of organizational attractiveness, however, less strong than the correlations assumed under hypothesis 1. Striking is that employer branding has the weakest correlation with the factor reputation leadership (.25); this factor was very strong correlated with organizational attractiveness (.85), even stronger than the relation between the factor emotional appeal and organizational attractiveness (.60). In addition, appendix 8.1 shows that, on average, the control group was affected by the employer branding outcomes in terms of organizational attractiveness; the organizations lower in employer branding score lower on attractiveness. A large difference was shown between the attractiveness outcomes of the average employer branding organizations (2.84) and the above average employer branding organizations (3.57), while the differences between the above average employer branding organizations and the strong employer branding organizations were not that high (3.70). An explanation for this large difference could be the factor familiarity. As shown in table 4.2, attractiveness was very strongly correlated with the factor familiarity (.95). Next to that, respondents in the control group were much more familiar with organizations that are rated as an above average employer branding organization (3.63), than organizations that are rated as an average employer branding organization (2.28).

Outcomes in appendix 8.1 also show the differences between the organizational attractiveness and the control question. Although in both cases the level of employer branding was guiding the level of attractiveness, the differences between the different levels show interesting results. First, the average employer branding organizations were rated lower in their overall organizational attractiveness (2.84) than via the control question attractiveness (3.01), while the above average employer branding organizations and the strong employer branding organizations scored higher on the organizational attractiveness. The differences between the levels of employer branding is also different: the organizational attractiveness for the average employer branding organizations was much lower than for the above average employer branding organizations, while the differences between the above average employer branding organizations and the strong employer branding organizations were not very large. In addition, the differences between the levels of employer branding and the control question showed other results: the outcomes between the average employer branding organizations (3.01) and above average employer branding organizations (3.03) differed hardly, while the outcomes between the above average employer branding organizations and the strong employer branding organizations (3.64) showed large differences.

The experimental group showed significant correlated outcomes with all the measured variables (table 4.2), including the relationship between employer branding and organizational

attractiveness (.57). Most of the outcomes of the experimental group were higher than in the control group. However the correlations between organizational attractiveness and leadership (.63) and products and services (.67) were smaller. The outcomes of this group was in line with the outcomes of the control group, and showed that respondents were affected by the level of employer branding (appendix 8.1); the average employer branding organizations scored lower on organizational attractiveness (2.73) than the above average employer branding organizations (3.62), and the strong employer branding organizations scored higher than the above average employer branding organizations on organizational attractiveness (3.75).

The differences between the average employer branding organizations and the above average employer branding organizations were rather large. Also in this situation the effect of familiarity might play a role. Striking, however, were the outcomes in comparison to the control group: the average employer branding organizations scored lower on attractiveness in the experimental group than in the control group (2.84). Appendix 8.1 also shows differences between the organizational attractiveness outcomes and the control question outcomes; all levels of employer branding showed lower outcomes on the organizational attractiveness (average of 3.22) than on the control question (average of 3.54).

Most striking are the differences in outcomes of the control group and the experimental group on the organizational attractiveness (appendix 8.1). Results showed that amongst all the different levels of employer branding, the experimental group rated the organizational attractiveness lower than the control group, while the control question showed that the experimental group rated the organizational attractiveness higher than the control group. Looking at the overall (average) outcomes of organizational attractiveness between the control group (3.23) and the experimental group (3.22), the difference were, however, very small. In addition, results in table 4.4 show that the control group and experimental group do not differ significantly from each other in their organizational attractiveness outcomes, which indicates that the differences between both groups were not large enough to conclude that the World Wide Web has a moderator effect on the relationship between employer branding and organizational attractiveness. Although differences within the experimental group remain.

Table 4.1 Means, Standard Deviations and Bivariate and Partial Correlations

Dimensions	Mean	Std. Dev.	1	2	3	4	5	6	7
1. Employer Branding	3.75	.83	-	.57	.51	.52	.41	.48	.53
2. Organizational Attractiveness	3.22	.78	.52**	-	.96	.68	.62	.67	.74
3. Familiarity	2.83	1.24	.48**	.95**	-	.46	.41	.54	.51
4. Reputation Emotional Appeal	3.59	.56	.42**	.64**	.41**	-	.74	.62	.94
5. Reputation Leadership	3.53	.65	.34**	.56**	.33**	.70**	-	.60	.89
6. Reputation Products & Services	3.90	.80	.47**	.68**	.55**	.56**	.59**	-	.72
7. Reputation Overall	3.61	.52	.43**	.70**	.45**	.91**	.88**	.69**	-

**. Correlation is significant at the 0.01 level.
Note: Bivariate correlations are below the diagonal, Partial correlations are above the diagonal

Table 4.2 Means, Standard Deviations and Correlations of the Control Group & Experimental Group

Dimensions	Control Group Mean	SD	Experimental Group Mean	SD	1	2	3	4	5	6	7
1. Employer Branding	3.75	.83	3.75	.83	-	.57**	.51**	.51**	.41**	.48**	.53**
2. Organizational Attractiveness	3.23	.76	3.22	.80	.46**	-	.96**	.69**	.63**	.67**	.74**
3. Familiarity	2.92	1.23	2.76	1.25	.45**	.95**	-	.46**	.43**	.54**	.53**
4. Reputation Emotional Appeal	3.51	.53	3.66	.57	.31**	.60**	.38**	-	.74**	.64**	.94**
5. Reputation Leadership	3.44	.63	3.61	.66	.25**	.85**	.24**	.62**	-	.60**	.89**
6. Reputation Products & Services	3.78	.84	4.01	.74	.48**	.70**	.59**	.46**	.57**	-	.73**
7. Reputation Overall	3.53	.51	3.68	.53	.34**	.66**	.39**	.87**	.85**	.64**	-

**. Correlation is significant at the 0.01 level.
Note: Control Group correlations are below the diagonal, Experimental Group correlations are above the diagonal

Table 4.3 Means, Standard Deviations and Correlations of the Experimental group

Dimensions	Corporate Websites Mean	SD	LinkedIn Mean	SD	1	2	3	4	5	6	7
1. Employer Branding	3.75	.83	3.75	.83	-	.59**	.53**	.62**	.50**	.49**	.61**
2. Organizational Attractiveness	3.35	.76	3.09	.76	.56**	-	.97**	.76**	.67**	.68**	.79**
3. Familiarity	2.92	1.21	2.60	1.21	.50**	.95**	-	.57**	.50**	.56**	.60**
4. Reputation Emotional Appeal	3.76	.58	3.56	.58	.43**	.60**	.34**	-	.77**	.62**	.95**
5. Reputation Leadership	3.71	.62	3.51	.62	.34**	.55**	.32**	.71**	-	.51**	.92**
6. Reputation Products & Services	4.13	.77	3.89	.77	.48**	.66**	.50**	.64**	.61**	-	.70**
7. Reputation Overall	3.77	.52	3.58	.52	.46**	.68**	.42**	.94**	.86**	.75**	-

**. Correlation is significant at the 0.01 level.
Note: Corporate websites correlations are below the diagonal, LinkedIn correlations are above the diagonal

Table 4.4 Independent T-test Organizational Attractiveness

	Group	N	Mean	Std. Dev.	Std. Err. Mean	F	Sig.	t	df	Sig. (2-tailed)
Organizational Attractiveness	Control	142	3.23	.76	.06	1.18	.28	.07	291	.94
	Experiment	151	3.22	.80	.07					
	Website	77	3.35	.76	.09	.43	.52	2.00	149	.05
	LinkedIn	74	3.09	.83	.10					
Familiarity	Control	144	2.92	1.23	.0	.39	.54	.07	301	.27
	Experiment	159	2.76	1.25	.10					
	Website	79	2.92	1.21	.14	.93	.24	1.6	157	.12
	LinkedIn	80	2.60	1.27	.14					

Legenda: outcomes are significant when α= ≤ 5% (.05).

<u>Corporate Websites vs. LinkedIn:</u>
The experimental group perceived a treatment; they were exposed to a corporate website or social networking sites when assigning a level of attractiveness to an organization. Table 4.3 shows the correlations between the different variables and using corporate website and LinkedIn. Both tables show that all variables were strongly positive correlated. Notable, however, is that all the correlations for LinkedIn were stronger, including the correlation between employer branding and organizational attractiveness (.59).

The difference between corporate websites and LinkedIn further showed that corporate websites generate, among all levels of employer branding, the highest level of organizational attractiveness. Notable, however, is that among the strong employer branding organizations the differences were very small: corporate websites (3.79) and LinkedIn (3.72). Nevertheless shows table 4.4 that the difference between corporate websites and LinkedIn was significant (.05) in favour of corporate websites, and thus can hypothesis 2a be accepted. Results show that the relationship between employer branding and organizational attractiveness is moderated by exposure through corporate websites, and that the relationship strengthens.

Appendix 8.1, on the other hand, shows that LinkedIn scores lower on organizational attractiveness (3.09) than corporate websites (3.35) do. Furthermore, in most cases LinkedIn scored even lower on organizational attractiveness than the control group (3.23). The outcomes of the control question, on the other hand, showed that LinkedIn scored higher on attractiveness (3.41) than the control group (3.17) does. This might indicate that respondents are attracted to an organization when reviewing a LinkedIn profile and thus other organizational attractiveness factors might decrease the organizational attractiveness. As shown in table 4.3 the attractiveness of an organization was very strongly correlated with familiarity (.97), which might explain the decreasing effect. Based on these outcomes hypothesis 2b is rejected. It is shown that the relationship between employer branding and organizational attractiveness has been moderated by exposure through social networking sites, however, in most cases decreases the relationship instead of growing stronger.

4.2.3 The effects per organization

Table 4.5 shows all the organizational attractiveness outcomes per organization. A difference has been calculated between the control and the experimental group and between reviewing a corporate website and a LinkedIn profile. Outcomes are described by comparing the differences per level of employer branding. Notable, the outcomes were hardly significant, suggesting that there are no real differences between the control group and experimental group. Neither there were differences between the experimental group reviewing corporate websites and reviewing LinkedIn profiles.

Average employer branding:
Among the group of organizations with an average level of employer branding large differences in organizational attractiveness occurred; the less familiar organizations scored low on attractiveness (appendix 8.2). Notable is that Regal Beloit had a difference between the mean outcomes of the control group (2.38) and experimental group (2.50). Next to that, Regal Beloit was the only organization that scored higher in organizational attractiveness via LinkedIn (2.41) compared to the control group, although it not differed significantly. Norma-Groep, on the other hand, had a significant relation (.03) between the corporate websites and LinkedIn, indicating that respondents were affected by the different sources in terms of organizational attractiveness for this organization. The control group and experimental group of the Twentsche Kabel Fabriek differed significantly (.05) in outcomes, suggesting that respondents were less attracted to the organizations when making use of a media source. The Koninklijke Ten Cate, did not show any significant outcomes, although, the outcomes between the control group (3.54) and experimental group (3.18) differed a lot in terms of the calculated means for organizational attractiveness (table 4.5).

Above average employer branding:
More differences occurred when comparisons were made with the above average employer branding organizations. These two organizations differed largely in their ratings. Apollo Vredestein scored in the control group even lower in organizational attractiveness than the Koninklijke Ten Cate did (Table 4.5). Appendix 8.2 shows that this might be related to the control question, since Apollo Vredestein scored as well very low in the control group on this question. The difference between reviewing the corporate website and LinkedIn profile of the organization was not significant (.56). In addition, the difference between the control group and experimental group for this organization was neither significant (.43) suggesting that the two groups do not differ from one another. Siemens, on the other hand, scored higher on all elements (table 4.5). This organization scored higher in organizational attractiveness within the experimental group (4.03) than within the control group (3.78). This difference was, however, not very strong nor significant (.08). There was a significant difference (.01) between the organizational attractiveness via the corporate website and the attractiveness via LinkedIn. Respondents argued that Siemens was more attractive when reviewing the corporate website (4.26) than reviewing their LinkedIn profile (3.74).

Strong employer branding:
The outcomes of the organizations rated strong in their employer brand also differed largely. Philips overall scored the highest among all elements and above all organizations. When taking a closer look, the control group and the experimental group differ significantly in their level of organizational attractiveness (.04), suggesting that the corporate website or LinkedIn increases the attractiveness to the organization. But, the difference between the corporate website and LinkedIn profile is not significant (.06). ASML, on the other hand, showed no significant differences between the different groups, although mean outcomes indicate that the corporate

website generates the highest level of organizational attractiveness. Striking for this organization is that the Koninklijke Ten Cate (an average employer branding organization) and Apollo Vredestein (an above average employer branding organization) scored higher on organizational attractiveness in the control group, and Apollo Vredestein scored also higher on organizational attractiveness via LinkedIn. Next to that, Siemens scored higher in all groups on organizational attractiveness than ASML (table 4.5). This outcome might be a result of the relatively low familiarity the respondents have with this organization (appendix 8.2).

Table 4.5 Independent T-test Organizational Attractiveness per organization

Organizations	Group	N	Mean	Std. Dev.	Std. Err. Mean	F	Sig.	t	df	Sig. (2-tailed)
Regal Beloit	Control	18	2.38	.46	.11	.21	.65	-.86	35	.40
	Experiment	19	2.50	.40	.09					
	Website	9	2.60	.49	.16	.53	.48	1.06	17	.30
	LinkedIn	10	2.41	.28	.09					
Norma-Groep	Control	17	2.36	.46	.11	1.35	.25	-1.36	33	.18
	Experiment	18	2.60	.56	.13					
	Website	9	2.88	.50	.17	.01	.91	2.36	16	.03
	LinkedIn	9	2.33	.49	.16					
Twentsche Kabel Fabriek	Control	17	3.05	.71	.17	5.36	.03	2.00	33	.05
	Experiment	18	2.65	.47	.11					
	Website	10	2.80	.51	.16	.67	.43	1.56	16	.34
	LinkedIn	9	2.46	.37	.13					
Koninklijke Ten Cate	Control	18	3.54	.58	.14	.38	.54	1.81	35	.08
	Experiment	19	3.18	.64	.15					
	Website	10	3.20	.55	.18	.13	.73	.11	17	.91
	LinkedIn	10	3.18	.76	.25					
Apollo Vredestein	Control	18	3.35	.53	.12	.23	.64	.79	35	.43
	Experiment	19	3.20	.62	.14					
	Website	9	3.29	.63	.21	.00	.96	.60	17	.56
	LinkedIn	10	3.12	.63	.20					
Siemens	Control	18	3.78	.38	.09	.84	.36	-1.80	36	.08
	Experiment	20	4.03	.44	.10					
	Website	11	4.26	.39	.12	.92	.35	3.17	18	.01
	LinkedIn	9	3.74	.33	.11					
ASML	Control	18	3.32	.56	.13	1.10	.30	.10	36	.92
	Experiment	20	3.30	.66	.15					
	Website	10	3.52	.69	.22	.87	.36	1.57	18	.13
	LinkedIn	10	3.07	.58	.19					
Philips	Control	18	3.97	.44	.10	.07	.79	-2.12	34	.04
	Experiment	18	4.26	.38	.09					
	Website	9	4.09	.31	.10	2.42	.14	-2.05	16	.06
	LinkedIn	9	4.43	.38	.13					

Legenda: outcomes are significant when α= ≤ 5% (.05).

5. Discussion

Backhaus and Tikoo (2004) discuss that employer brand associations are an important driver for image, which, in turn, affects the possible attractiveness of one to the organization. They see employer branding as a resource to highlight the aspects of the employment offerings or environment that makes an organization unique and thus more attractive. This conception can be empirically proven. However, this study will complement it with the discussion that communication (via different media sources) might strengthen the different brand associations of the employer brand and thus affects the attractiveness of the organization.

5.1 The relation between Employer Branding and Organizational Attractiveness

This study is the first that empirically examined the direct relationship between employer branding and organizational attractiveness. Although several researchers have explored the concept more, only two papers were able to give a real direction to the concept. Ambler and Barrow (1996) and Backhaus and Tikoo (2004) question in their papers how individuals assess the organizational attractiveness when an organization is making use of the concept of employer branding. All other researchers that, from that point on, used of the term employer branding assumed that there was an effect and tried to show how to develop a strong employer brand or to increase the overall attractiveness (Berthon et al. 2005; Lievens, 2007; Lievens & Highhouse, 2003; Lievens et al., 2005; Lievens et al., 2007). However, they all forgot to question whether employer branding really affects organizational attractiveness. This study shows that, as assumed, there is a direct relationship between employer branding and organizational attractiveness. Employer branding, thus, creates a higher level of organizational attractiveness for the organization.

5.1.1 The moderator effect of the World Wide Web

A second key finding in this study is that the different media sources are important communication tools. Although there was no significant difference between the control group and the experimental group, outcomes show that there is a significant relationship between corporate websites and LinkedIn, in favour of the corporate websites. This study argues, in accompany of several authors (Bergstorm et al., 2002; Fombrun & van Riel, 2004), that communication in the process of defining, creating, and informing on an employer brand is very important. The World Wide Web, and specifically the applications of corporate websites and recently social networking sites, increased tremendously. It is therefore suggested that these two media sources affect the relationship between employment branding and organizational attractiveness. The outcomes of this study are in line with previous research on corporate websites; applicants are not only attracted by an organizations reputation, but also by the easiness to navigate through the website of the organization and to find the desired information (Davis, 1989).

Only the Twentsche Kabel Fabriek (TKF) and Philips showed significant differences between the control group and the experimental group. Notable, the media sources of TKF have a negative effect on the organizational attractiveness, while Philips showed a positive effect with the usage of media sources. Different authors suggest that the media credibility, content usefulness, but also the ease of use of a website are important features to create organizational attractiveness (Cable & Yu, 2006; Williamson et al., 2003; Williamson et al., 2010). TKF, was not able to satisfy this condition while Philips, on the other hand, did. Next to that, the employer branding outcomes show that Philips scores strong on all employer branding elements, while TKF scores below the average outcome on these elements. The latter organization scored specifically low on advancement and remuneration, while the organization is currently developing a new development program (as described in the employer branding outcomes). Outcomes thus suggest that the respondents did not find this information on the corporate website of the organization, and are thus less attractive. Communication via different media sources and especially the credibility of the information are very important for the employment brand of an organization.

Another interesting outcome is the negative effect of LinkedIn as moderator on the relationship between employer branding and organizational attractiveness. In most of the cases the organizational attractiveness via LinkedIn scored even lower than the organizational attractiveness of the control group. Only Philips scored higher via LinkedIn. Philips has, on the other hand, a company owned LinkedIn profile. Although, it is assumed that social networking sites increase the amount of information shared and the time communicating with others (Kaplan & Haenlein, 2010). Next to that, the contact organizational members have with organizational outsiders is very powerful in terms of increasing the image of the organization (Knox & Freeman, 2006). A reason for this negative effect could be found in the usage of LinkedIn for this study. Although LinkedIn is mainly used to connect with business relationships and to post recruitment related context, forums and social networking sites such as Facebook might be better designed for the purposes of sharing information and giving an opinion on a product or service (Social Embassy, 2011). Organizations, on the other hand, more often use these types of communication on their own corporate websites by focusing on employee testimonials to increase their employer brand. In addition, organizations high in employer branding are already using these applications on their corporate websites. Although, there is a difference in the level of employer branding; the higher the level of employer branding, the better the outcomes of LinkedIn. This might indicate that LinkedIn could be a good media when used properly; LinkedIn needs to have some time to be developed as a better tool, since the outcomes are not statistically significant. For future research, to be really able to say what the moderator effect of social networking sites is, other sites need to be researched. What is the moderator effect of other social networking sites and how does it compare to the outcomes of this study. Advisable is the use of social networking sites such as Facebook and Twitter because of their popularity and upcoming use as a business tool.

5.1.2 Unknown, Unloved

Literature on familiarity suggests that the more familiar one is with an organization, the higher the level of attractiveness this person subscribes to the organization (Gatewood et al., 1993; Lievens et al., 2005; Turban, 2001; Turban & Greening, 1996). This study shows that familiarity is strongly correlated with attractiveness, and that the ability to form a more precise mental picture about the organization influences the attractiveness, however not always positively. This suggests that when one knows something about the organization, one is more attracted to the organization. These assumptions are based on the idea that one cannot ignore the influence familiarity has (Berens & van Riel, 2004). Next to that, it is suggested that when stakeholders are (more) familiar with the organization, they assign a better reputation to the organization, which in turn leads to a more attractive organization (Berens & van Riel, 2004). Although, this study did not measure this assumption directly, outcomes suggest that it might be true. When the familiarity with the organization increases, the reputation of the organization also increases (in terms of emotional appeal and leadership), which in turn increases the organizational attractiveness. In general, organizations higher in familiarity perceived a higher organizational attractiveness outcome. Organizations higher in employer branding scored, next to that, also higher on reputation. In turn, organizations low in organizational familiarity scored low on organizational attractiveness, even when the different reputation factors scored high; familiarity had a very strong effect.

Regal Beloit, for example, is a rather unknown organization in the Netherlands. In each group, the organization was rated in the lowest segments. The same applied for Norma-Groep, this organization is situated in the Netherlands, mainly in the Hengelo area, but still rather unfamiliar among respondents and also judged rather low. Turban (2001) found in his research that participants were more familiar with an organization when they "[1] knew someone who worked for the firm, [2] when they had seen an employee of the firm on campus, [3] when they used the firm's products. And [4] when they had studied the firm in class" (p. 307). Although not all items were measured in this study, the outcomes of the experiment also show that knowledge of products and services has an influence on the familiarity of the organization. Both companies, Regal Beloit and Norma-Groep produce goods for the business-to-business markets. Respondents that are not familiar with the industrial environment might never have heard of the organizations. This in comparison with organizations such as Siemens and Philips, who also produces consumer products. The latter organization, for example, is rated favourably on all elements and among all groups.

Organizations that scored rather low on familiarity by respondents also scored low on employer branding; these organizations have been rated as average employer branding organizations. Three of the four average employer branding organizations filled the last three spots of the overall ranking, suggesting that employer branding, in combination with unfamiliarity, results in a lower level of attractiveness. The organizations that were assigned with a strong employer

brand were overall rated in the top three positions. In the control group ASML is an exception, since it scored a fourth position. This can be partly explained by the unfamiliarity one has with the organization and its products and services. Next to that, the employer branding outcomes show that organizations low in familiarity also score low in providing information about their organizational characteristics.

Branding the organization as a good employer, but also corporate branding, might thus be of great importance when attracting talents and becoming an 'employer of choice'. The brand name should be known and people need to talk about the organization. For future research, the impact of familiarity should be studied more. This study measured familiarity as a construct of organizational attractiveness; however, outcomes show that familiarity has a strong influence on all the outcomes. The research performed by Turban (2001) could be a solid foundation to examine the moderator effect of familiarity on the relationship between employer branding and organizational attractiveness.

5.1.3 Feeling vs. Intellect

Individuals are more attracted to an organization that is "having traits similar to their own personality" (Lievens & Highhouse, 2003, p. 76). In addition, according to Berens and van Riel (2004) the emotional appeal is an important driver for the reputation of the organization, and the emotional appeal, in turn, is affected by the social and environmental responsibility, the workplace environment and the products and services of the organization. A factor analyses in this study showed that reputation indeed consisted of the driver emotional appeal, including the items of workplace environment and social and environmental responsibility. This might suggest that the emotional appeal is partly predicted by feelings. Products and services, on the other hand, were not assigned as items of the emotional appeal but instead affect the reputation directly. Only Regal Beloit scored higher on the emotional appeal than on the products and services. However, this organization scored very low on organizational attractiveness. This might indicate that individuals are more attracted by an organization they know, are familiar with, than by an organization that pays value to social behaviour or is trustworthy. Products and services and emotional appeal on the other hand were neither very strong correlated (in comparison to the other drivers).

Organizations that scored high on the emotional appeal, in average also scored higher on the employer branding elements people and culture and employer reputation. This means that organizations that are rated stronger in their employer branding also in average score higher on organizational attractiveness. This indicates that the emotional appeal is an important indicator of the employment brand. However, it is not leading in the overall attractiveness of the organization. In addition, organizations strong in employer branding scored higher on workplace environment than emotional appeal, while the organizations that score average and above average in employer branding score higher on emotional appeal than workplace environment.

Results indicate that the quality of the products and services of the organization are more important drivers of the organizational attractiveness, than the feelings (the traits and symbolic attributes). However, noteworthy is that the organizations that are high in employer branding – and also high in attractiveness – value sustainability and social elements highly. One might thus argue, although not proven, that they play a role in attractiveness. In addition, sustainability is a rather burdened element since it not only increases the employer brand of the organization; it also increases the reputation of the organization, and thus the attractiveness. An individual is thus attracted by an organization with a good reputation on products and services, and might be influenced by the level of knowledge one has with the company (familiarity). After this first assessment based on familiarity, feeling might determine the strength of the attractiveness – good feelings will lead in the end to a higher attractiveness, than less positive feelings.

Mosley (2007) and Davies (2008) argue, deservedly, that the role of employees in creating a strong employer brand is very important. In addition, employees are also very important for communicating the employer brand to organizational outsiders, and thus in creating a higher level of organizational attractiveness. For future research, the influence of employees needs to be examined. Although several authors argued about their importance, no empirical research has been performed yet. In line with this study, future research should focus on the influence organizational member experiences have on the organizational outsiders' experience; measuring the direct relationship between these groups.

5.2 Limitations

This study was not without limitations. One of the most heard limitations in research are the different objectives scientists have for using lab experiments. One of the greatest critiques is the generalizability: "because experiments are artificial they do not mirror any real settings, and they are not representative of a particular empirical population" (Webster & Sell, 2007, p. 13). However, being artificial might also have advantages. The researcher is able to control how the participants behave, the information they perceive, and whether or not to repeat the study (Falk & Heckman, 2009). Furthermore, lab experiments are characterized by the random assignment of participants and the rewards of participating. "In this sense, behaviour in the laboratory is reliable and real: participants in the lab are human beings who perceive their behaviour as relevant, experience real emotions, and take decisions with real economic consequences. Lab experiments can be used for testing theories and to study institutions at relatively low costs" (Falk & Heckman, 2009, p. 536). Notable, however, is that when conducting an experiment the outcomes will not determine what actually happens, but an event that might occur under certain conditions (Greenberg & Tomlinson, 2004). For future research, the possibilities of lab-research need to be explored: Psychological research is already making use of lab-experiments, and this study presents the usability of lab-experiments in the field of Human Resources. The ability to control conditions and stimuli respondents perceive makes it very interesting to find relationships

or effects of e.g. human resource practices. Noteworthy, however is that the respondents of the research should be a potential target group.

This study made use of students as respondents. All students were in their Master programme Business Administration at the University of Twente. Disadvantages of using students as respondents could be that one might argue that students are forced to participate in the study, or students do not cover the exact subject pool (Babbie, 2007). In this study, respondents were not obeyed to participate, participation was completely voluntary. Next to that, students might be the right subject pool for this study; they are almost finished with their study and soon entering the workplace. However, organization in this study might be more interested in students from other fields of studies. Future research could, on the other hand, be performed with making use of a larger group of participants. By covering more respondents in different fields of study the generalizability can be increased, because a broader range of demographic characteristics is used.

Making use of the RQ-model to measure reputation had some disadvantages for the study. First, the literature study had an emphasis on the emotional appeal and in general the social expectations, corporate personality, and trust. These items were, however, not explicitly measured during this study; especially corporate personality traits are undervalued. Future research should have more emphasis on the influence of these traits in reputation and attractiveness. Second, the RQ-model is a valid and reliable model to use among stakeholders, however, this model is tested by making use of participants that are familiar with the organization; they knew quite a lot. This study, on the other hand, did not select participants based on their knowledge of the organization, suggesting that participants had to assume some aspects based on the available information. Although the familiarity with the organization has been asked during the experiment, future research could make a difference in participant groups; stakeholders that are familiar with the organization, and stakeholders that are unfamiliar with the research. Next to that, it could be asked more explicit how participants know about organizations. As argued before, is it expected that the knowledge from friend or family about the organization has a larger effect on the attractiveness. Another discussion could be neglecting the existing measures of attractiveness. Different studies (Berthon et al. 2005; Tüzüner & Yüksel, 2009) developed scales to measure attractiveness. Although these measurements were partly based on existing literature, the measurements were specifically developed for their study purpose and made it therefore rather difficult to use. Using these measurements would bias the outcomes.

Finally, the participating organizations are all active in the industrial environment. Even though this was not included in the research model, all organizations are operating in the High Tech industry. Furthermore, the organizations were selected by ones' own network. The outcomes of this study are limited to one specific industry, and are therefore difficult to generalize to other sectors. Future research should sample organizations in other sectors, to find whether the same

results occur. Another possibility is to sample more organizations from different sectors and compare outcomes within the same research.

5.3 Conclusion

This study presents an important contribution to literature by being the first to show that there is a direct relationship between employer branding and organizational attractiveness. Although this relationship has been assumed by several authors, no research examined the actual relationship nor the direction of this relationship. This study, therefore, is a foundation for future research on this topic.

A second contribution of this study to literature is the examination of the moderator effect of corporate websites and social networking sites as a communication source for employer branding to improve the organizational attractiveness. This study tried to show that communication is very important for the employment brand and organizational attractiveness. Results indicate that exposure to different media sources show no significant difference with no exposure to different media sources. However, corporate websites moderate the relationship between employer branding and organizational attractiveness positively, while the outcomes of social networking sites show no significant results. These outcomes show that corporate websites are an important tool to provide organizational outsiders with employer branding information. The effect of social networking sites remains unrevealed, however, it is suggested that the usage of different media sources and the content of the information are important drivers to increase the organizational attractiveness.

For future research, to become an employer of choice, the focus should be on examining which media source can be used to send the desired information. The upcoming use of social networking sites should be explored more; how can these sites be developed and used as a communication tool for employer branding. Next to that, it is suggested in literature that employees are respected sources in developing an employer; however, no research has been performed yet to examine their added value. Therefore, future research should examine the value of employees in creating a strong employment brand.

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Appendixes

Appendix 1. List of remained 53 articles

Appendix 2. Figures usage corporate websites in the Netherlands

Appendix 3. Invitation letter

Appendix 4. Interview Scheme

Appendix 5. The Experimental Conditions

Appendix 6. Organizational Attractiveness Protocol

Appendix 7. Employer Branding Outcomes

Appendix 8. Organizational Attractiveness Outcomes

Appendix 1. List of remained 53 articles

Employer Branding

Nr.	Authors, Title, Publication	Abstract
1	Kristin Backhaus, Surinder Tikoo, (2004) "Conceptualizing and researching employer branding", Career Development International, Vol. 9 Iss: 5, pp.501 – 517 Cited by 85	Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. Given this managerial interest, this article presents a framework to initiate the scholarly study of employer branding. Combining a resource-based view with brand equity theory, a framework is used to develop testable propositions. The article discusses the relationship between employer branding and organizational career management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.
2	Pierre Berthon, Michael Ewing, & Li Lian Hah, (2005). Captivating company: dimensions of attractiveness in employer branding. International Journal of Advertising, 24(2), pp. 151-172. Published by the World Advertising Research Center, www.warc.com Cited by 49	The internal marketing concept specifies that an organisation's employees are its first market. Themes such as 'internal advertising' and 'internal branding' have recently entered the marketing lexicon. One component of internal marketing that is still underdeveloped is 'employer branding' and specifically 'employer attractiveness'. Employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organisation. It constitutes an important concept in knowledge intensive contexts where attracting employees with superior skills and knowledge comprises a primary source of competitive advantage. In this paper, we identify and operationalise the components of employer attractiveness from the perspective of potential employees. Specifically we develop a scale for the measurement of employer attractiveness. Implications of the research are discussed, limitations noted and future research directions suggested.
3	Lievens, F (2007). Employer branding in the Belgian Army: The importance of instrumental and symbolic beliefs for potential applicants, actual applicants, and military employees. Human Resource Management (special issue: Human Resource Management and Leadership Lessons	This study conceptualizes employer brand as a package of instrumental and symbolic attributes. Using a sample of 955 individuals (429 potential applicants, 392 actual applicants, and 134 military employees), we examine the relative importance of instrumental and symbolic employer brand beliefs across different groups of individuals: potential applicants, actual applicants, and military employees (with less than three years of tenure). Results show that instrumental attributes explain greater variance in theArmy's attractiveness as an employer among actual applicants compared to

from the Military), Vol. 46, Iss. 1, pp. 51-69.

Cited by 22

potential applicants or employees. In all three groups, symbolic trait inferences explain a similar portion of the variance. In addition, in all three groups, symbolic trait inferences explain incremental variance over and above instrumental attributes. Implications for employer branding practices and image audits are discussed. ©2007 Wiley Periodicals, Inc.

4   Lievens, F., van Hoye, G., & Anseel, F. (2007). Organizational Identity and Employer Image: Towards a Unifying Framework. British Journal of Management, Vol. 18, Iss supplement s1, pp. 45-59

Cited by 35

This study aims to bridge two research streams that have evolved relatively apart from each other, namely the research streams on organizational identity and on employer branding (employer image). In particular, we posit that it is crucial to examine which factors company outsiders (applicants) as well as company insiders (employees) associate with a given employer. To this end, this study uses the instrumental–symbolic framework to study factors relating to both employer image and organizational identity of the Belgian Army. Two samples are used: a sample of 5258 Army applicants and a sample of 179 military employees. Results show that both instrumental and symbolic perceived image dimensions predict applicants' attraction to the Army. Conversely, symbolic perceived identity dimensions best predict employees' identification with the Army. Results further show that employees also attach importance to outsiders' assessment of the organization (construed external image). Theoretical and practical implications for managing organizational identity and image are discussed.

5   Martin, G., Beaumont, P., Doig, R., & Pate, J. (2005). Branding: A New Performance Discourse for HR? European Management Journal, Vol. 23, Iss. 1, pp. 76-88

Cited by 31

In this paper we explore the potential for HR professionals to draw on the branding literature as a new performance discourse, which increasingly is believed by organizations such as the UK-based Chartered Institute of Personnel and Development (CIPD) to be a key area of interest for their members. We believe that such an interest is more than a passing fad because of three important trends: the importance of corporate and global branding, the development of the services-based economy in all advanced economies, and the growing importance of intangible assets and intellectual capital as sources of strategic advantage. In making our case, firstly, we outline some of the emerging evidence on the branding-HR relationship. Secondly, we bring together diverse sources of literature from marketing, communications, organizational studies and HRM to produce a model of the links between branding and HR and set out some propositions that may serve as a future research agenda and guide to practice, and illustrate these with some case study research. In doing so, our overall aim is to help HR specialists make a stronger claim for inclusion in the brand management process and, by extension, into the core of strategic decision-making in many organizations.

6	Moroko, L., & Uncles, M.D. (2008). Characteristics of successful employer brands. Journal of Brand Management, 16, pp. 160-175. Cited by 9	Based on the analysis of data gathered from industry experts, a typology of the characteristics of successful employer brands is presented. Depth interviews were carried out with senior industry participants from the fields of internal marketing, human resources, communications, branding and recruitment. Transcripts were analysed using formal interpretive procedures. Member checking was undertaken to confirm interpretations. Analysis of the transcripts shows there are two key dimensions of success for an employer brand: attractiveness and accuracy. As with customer-centric brands, attractiveness is underpinned by awareness, differentiation and relevance. For employer brands, however, the accuracy with which the employer brand is portrayed is also critical to success. This emphasis on accuracy highlights the importance of consistency between the employer brand and employment experience, company culture and values. General implications for the strategic management of employer brands are presented as well as marketing and human resource management strategies for each of the four states of employer branding success in the typology. It is proposed that researchers and firms should assess employer brand success according to the typology, using commonly collected human resources metrics. More generally, a case is established for studying employer branding as a context distinct from consumer and corporate branding and conceptualising the employment experience of a firm as a product produced by the culture, policies and processes of the firm.
7	Knox, S. & Freeman, C. (2006). Measuring and Managing Employer Brand Image in the Service Industry. Journal of marketing Management, 22, pp. 696-716. Cited by 14	In competitive labour markets, the challenge for service-based organisations is to differentiate themselves in order to successfully attract and retain talented staff. Recently, the notion of branding the firm to potential and existing employees has been evoked in the marketing literature. In an empirical study, we measure aspects of this 'employer brand' image among potential recruits and recruiters during the recruitment process. The managerial implications of developing a more consistent employer brand image in the 8recruitment market are discussed. We conclude the paper by highlighting the contribution of our research, its limitations and areas for further research
8	Mosley, R.W. (2007). Customer Experience, Organizational Culture and the Employer Brand. Journal of Brand Management, 15, 123-134. Cited by 22	It has been little more than a decade since this journal published the first recorded paper on the employer brand concept, first originated by Simon Barrow and first researched in partnership with Tim Ambler of the London Business School. In light of the subsequent evolution in employer brand management practice, the aim of this paper is to present a re-appraisal of the concept in terms of its potential contribution to brand-led culture change and customer experience management. The ultimate aim of brand management has always been to deliver a consistent and distinctive customer experience, but this task has been particularly difficult for service brands due to the greater complexity involved in managing service brand experience. Despite the evidence that personal interactions are generally more important in driving customer service satisfaction, there has been a tendency for service companies to focus more of their attention on the functional/operational factors involved in service delivery. Successful service companies stress the role of organisational culture in

promoting on-brand customer service behaviours, but the mechanisms for shaping an on-brand culture (such as internal marketing and internal branding) have typically relied too heavily on communications-led approaches to sustain a lasting effect. The discipline of employer brand management takes a more holistic approach to shaping the culture of the organisation, by seeking to ensure that every people management touch-point is aligned with the brand ethos of the organisation. In providing a robust mechanism for aligning employees' brand experience with the desired customer brand experience, and a common platform for marketing and HR, employer brand management represents a significant evolution in the quest for corporate brand integrity.

9	Gary Davies, (2008) "Employer branding and its influence on managers", European Journal of Marketing, Vol. 42 Iss: 5/6, pp.667 – 681 Cited by 14	*Purpose* – The paper seeks to explore the role of the employer brand in influencing employees' perceived differentiation, affinity, satisfaction and loyalty – four outcomes chosen as relevant to the employer brand. *Design/methodology/approach* – A multidimensional measure of corporate brand personality is used to measure employer brand associations in a survey of 854 commercial managers working in 17 organisations. Structural equation modelling is used to identify which dimensions influence the four outcomes. Models are built and tested using a calibration sample and tested on two validation samples, one equivalent to the calibration sample and another drawn from a single company. *Findings* – Satisfaction was predicted by agreeableness (supportive, trustworthy); affinity by a combination of agreeableness and (surprisingly) ruthlessness (aggressive, controlling); and perceived differentiation and loyalty by a combination of both enterprise (exciting, daring) and chic (stylish, prestigious). Competence (reliable, leading) was not retained in any model. *Research limitations/implications* – Further work is required to identify how appropriate improvements in employee associations can be managed. *Practical implications* – The findings emphasise the importance of an employer brand but the results also highlight the complexity in its management, as no one aspect has a dominant influence on outcomes relevant to the employer. At issue is which function within an organisation should be tasked with managing the employer brand. *Originality/value* – Employer branding is relatively new as a topic but is attracting the attention of both marketing and HR academics and practitioners. Prior work is predominantly conceptual and this paper is novel in demonstrating empirically its role in promoting satisfaction, affinity, differentiation and loyalty
10	Ambler, T. & Barrow, S. (1996). The employer brand. Journal of Brand Management, Vol. 4, pp.	No abstract available

Company Image – ** to translate to EB   Results **1 - **10** van circa **1.680.000**. (**0,19** sec)

Nr.	Authors, Title, Publication	Abstract
11	Dowling G.R. (1986). Managing your corporate images. Industrial Marketing Management, vol 15, iss. 2, pp. 109-115 Cited by 260	Corporate images is an illusive concept. To manage a corporation's images requires both an intimate understanding of how these images are formed and how to measure them. Modifying a corporation's images is dependent on knowing the current images and being able to change those factors on which they are based. This paper represents a model of the corporate image formation process and a set of guidelines to modify these images.
12	Gioia, D.A., Schultz, M, & Corley, K.G. (2000). Organizational Identity, Image, and Adaptive Instability. Academy of Management Review, Vol. 25, No. 1, pp. 63-81 Cited by 664	Organizational identity usually is portrayed as that which is core, distinctive, and enduring about the character of an organizationa. We argue that because of the reciprocal interrelationships between identity and image, organizational identity, rather than enduring, is better viewed as a relatively fluid and unstable concept. We further argue that instead of destabilizing an organization, this instability in identity is actually adaptive in accomplishing change. The analysis leads to some provocative, but nonetheless constructive, implications for theory, research, and practice.
13	Bhattacharya, C.B., & Sen, S. (2003). Consumer-company identification: a framework for understanding cnsumers' relationships with companies. Journal of Marketing, vol. 67, Iss. 2, pp. 76-88 Cited by 395	In this article, the authors try to determine why and under what conditions consumers enter into strong, committed, and meaningful relationships with certain companies, becoming champions of these companies and their products. Drawing on theories of social identity and organizational identification, the authors propose that strong consumer-company relationships often result from consumers' identification with those companies, which helps them satisfy one or more important self-definitional needs. The authors elaborate on the nature of consumer-company identification, including the company identity, and articulate a consumer-level conceptual framework that offers propositions regarding the key determinants and consequences of such identification in the marketplace.
14	Gatewood, R.D., Gowan, M.A., & Lautenschlager, G.J. (1993). Corporate Image, Recruitment Image, and Initial Job Choice Decisions. Academy of management Journal, Vol. 36, No. 2, pp. 414-427	Aspects of corporate image, or the image associated with the name of an organization, and recruitment image—the image associated with its recruitment message—were studied. Data collected from five student groups indicate that the image of an organization is related to the information available about it. Additional results are that different external groups only moderately agree on ratings of corporate image, potential applicants have different corporate and recruitment images of the same organizations, and corporate image and recruitment image are significant predictors of initial decisions about

pursuing contact with organizations.

Organizational image building - EB

Nr.	Authors, Title, Publication	Abstract
15	Albert, S., Ashforth, B.E., Dutton, J.E. (2000). Organizational Identity and Identification: Charting New Waters and Building New Bridges. Academy of Management Review: Vol. 25, Iss. 2, pp. 13-17. Cited by 329	*Identity* and identification are powerful terms. Because they speak to the very definition of an entity—an organization, a group, a person— they have been a subtext of many strategy sessions, organization development initiatives, team-building exercises, and socialization efforts. Identity and identification, in short, are root constructs in organizational phenomena and have been a subtext of many organizational behaviors. NO REAL ABSTRACT AVAILABLE
16	Hatch, M.J. & Schultz, M. (2002) The Dynamics of Organizational Identity. Human Relations, Vol. 55, No. 8, pp. 989-1018. Cited by 274	Although many organizational researchers make reference to Mead's theory of social identity, none have explored how Mead's ideas about the relationship between the 'I' and the 'me' might be extended to identity processes at the organizational level of analysis. In this article we define organizational analogs for Mead's 'I' and 'me' and explain how these two phases of organizational identity are related. In doing so, we bring together existing theory concerning the links between organizational identities and images, with new theory concerning how reflection embeds identity in organizational culture and how identity expresses cultural understandings through symbols. We offer a model of organizational identity dynamics built on four processes linking organizational identity to culture and image. Whereas the processes linking identity and image (mirroring and impressing) have been described in the literature before, the contribution of this article lies in articulation of the processes linking identity and culture (reflecting and expressing), and of the interaction of all four processes working dynamically together to create, maintain and change organizational identity. We discuss the implications of our model in terms of two dysfunctions of organizational identity dynamics: narcissism and loss of culture.
17	Turban, D.B., & Greening, D.W. (1997). Corporate Social performance and Organizational Attractiveness to Prospective employees. Academy of Management Journal, Vol. 40, Iss. 3, pp. 658-672. Cited by 598	Drawing on propositions from social identity theory and signaling theory, we hypothesized that firms' corporate social performance (CSP) is related positively to their reputations and to their attractiveness as employers. Results indicate that independent ratings of CSP are related to firms' reputations and attractiveness as employers, suggesting that a firm's CSP may provide a competitive advantage in attracting applicants. Such results add to the growing literature suggesting that CSP may provide firms with competitive advantages. [ABSTRACT FROM AUTHOR]

| 18 | Abratt, R. (1989). A new approach to the corporate image management process. Journal of Marketing Management, Vol. 5, No. 1, pp. 63-76 | The author analyses the conceptual development of the corporate image process. Emphasis is placed on the difference between corporate image, corporate identity and corporate philosophy. These concepts are combined into a new process for the development image in the eyes of an organisation's publics. |

Organizational reputation - Organizational attractiveness   Results **1** - **10** van circa **250.000**. (**0,15** sec)

Nr.	Authors, Title, Publication	Abstract
19	Rindova, V.P., Williamson, I.A., Petkova, A.P., & Sever, J.M. (2005). Academy of Management Journal, Vol. 48, No. 6, pp. 1033-1049 Cited by 187	We examined the extent to which organizations' reputation encompasses different types of stakeholders' perceptions, which may have differential effects on economic outcomes. Specifically, we propose that reputation consists of two dimensions: (1) stakeholders' perceptions of an organization as able to produce quality goods and (2) organization's prominence in the minds of stakeholders. We empirically examined the distinct antecedents and consequences of these two dimensions of reputation in the context of U.S. business schools. Results suggest that prominence, which derives from the choices of influential third parties vis-à-vis an organization, contributes significantly to the price premium associated with having a favorable reputation.
20	Deephouse, D.L., & Carter, M.S. (2005). An Examination of Differences Between Organizational Legitimacy and Organizational Reputation. Journal of management Studies, 42:2 Cited by 175	Organizational legitimacy and organizational reputation have similar antecedents, social construction processes and consequences. Nonetheless, an improved understanding of relationships between legitimacy and reputation requires that differences between the two be specified and clarified. Our examination of past research indicates that legitimacy emphasizes the social acceptance resulting from adherence to social norms and expectations whereas reputation emphasizes comparisons among organizations. We empirically examine two antecedents of the financial, regulatory, and public dimensions of legitimacy and reputation in a population of US commercial banks. We find that isomorphism improves legitimacy, but its effects on reputation depend on the bank's reputation. Moreover, higher financial performance increases reputation, but does not increase the legitimacy of high performing banks.
21	Cable, D.M., & Turban, T.B. (2003). The value of Organizational Reputation in the Recruitment Context: A Brand-Equity Perspective. Journal of Applied Social Psychology. Vol. 33, Iss. 11, pp. 2244-2266.	We extend the recruitment literature by examining how and why firms' reputations affect job seekers, and by expanding the outcome variables that can be used to judge recruitment success. Results from 339 individuals suggested that job seekers' reputation perceptions affected job pursuit because (a) individuals use reputation as a signal about job attributes, and (b) reputation affects the pride that individuals expect from organizational membership. Moreover, individuals were willing to pay a premium in the form of lower wages to join firms with positive reputations, and individuals' familiarity

with organizations affected the amount of information they could recall about a recruitment job posting after 1 week. Finally, the results suggested that reputation advertising did not affect job seekers' reputation perceptions, suggesting that past research on fictitious companies may not generalize to actual organizations.

Brand reputation – extra reading

Nr.	Authors, Title, Publication	Abstract
22	De Chernatony, L. (1999). Brand Management Through Narrowing the Gap Between Brand Identity and Brand Reputation. Journal of Marketing Management, Vol. 15, Iss. 1&3, pp. 157-179. Cited 215	Classical models of brand management pay insufficient attention to staff as brand builders, placing more emphasis on external issues such as image. This paper explores the significant contribution from employees and considers the need to align their values and behaviours with the brand's desired values. It clarifies the importance of culture in brand building and discusses how an adaptive, strategically appropriate culture, consistently apparent throughout an organisation is likely to be associated with healthy brand performance. A model is proposed, suggesting that stronger brands result from a homogeneous brand identity, with congruent identity components. It argues that reputation is a more appropriate external assessment of a brand than image. By auditing the gaps between brand identity and brand reputation, managers can identify strategies to minimize incongruency and develop more powerful brands. It is concluded that brand reality is an important aspect of branding.
23	Cabral, L.M.B. (2000). Stretching firm and brand reputation/ Rand Journal of Economics, Vol. 31, No.4,	I consider an adverse selection model of product quality. Consumers observe the performance of the firm's products, and product performance is positively related to the firm's (privately observed) quality level. If a firm is to launch a new product, should it use the same name as its base product (reputation stretching), or should it create a new name (and start a new reputation history)? I show that for a given level of past performance (reputation), firms stretch if and only if quality is sufficiently high. Stretching thus signals high quality.
24	Cretu, A.E., & Brodie, R.J., (2007). The Influence of Brand Image and Company Reputation where manufacturers market to small firms: A customer value perspective. Industrial Marketing	Branding research has largely focused on consumer goods markets and only recently has attention been given to business markets. In many business markets the company's reputation has a strong influence on buying decisions which may differ from the more specific product related influence of the brand's image. In this paper we investigate these differences by testing the hypotheses about the influences of brand image and company reputation on customers' perceptions of product and service

Management, Vol. 36, Iss.2, pp. 230-240.

Cited by 56

quality, customer value, and customer loyalty in a business market where there are three manufacturers marketing their brands directly to a large number of small firms. The results indicate that the brand's image has a more specific influence on the customers' perceptions of product and service quality while the company's reputation has a broader influence on perceptions of customer value and customer loyalty.

Organizational Attractiveness

Nr.	Authors, Title, Publication	Abstract
25	Thomas, K.M., & Wise, P.G. (????). Organizational attractiveness and Individual Differences: Are Diverse Applicants Attracted by Different Factors? Journal of Business and Psychology, Vol. 13, No. 3, 375-390 Cited by 71	Recruiting is a critical staffing activity for organizations, but its impact on the job seeker is poorly understood. Much remains to be learned about individual differences in reactions to recruitment efforts. This paper discusses the results of a study of MBA candidates that examined (a) the relative importance of various job, organizational, diversity, and recruiter characteristics on assessments of organizational attractiveness, and (b) the extent to which these assessments differed when applicant race and gender are taken into account. Results confirmed that relative to organizational, diversity, and recruiter characteristics, job factors were reported as most important to organizational attraction. However, within the job, diversity, and recruiter characteristics categories interesting gender and/or race differences emerged. The implications of these differences for research and for practices are offered.
26	Rentsch, N.R., & McEwen, A.H. (2002). Comparing Personality Characteristics, Values, and Goals as Antecedents of Organizational Attractiveness. International Journal of Selection and Assessment. Vol. 10, No. 3, 225-243. Cited by 18	Person–organization (P–O) fit was examined as an antecedent of individuals' attraction to organizations by operationalizing P–O fit as the similarity between individuals and organizations on three points of comparison: personality dimensions, values, and goals. It was hypothesized that compared to P–O fit on values and on goals, P–O fit on personality dimensions would be related more strongly to organizational attractiveness. It was also hypothesized that relative to P–O fit on goals, P–O fit on values would be related more strongly to organizational attractiveness. The results indicated that each of the points of comparison had a unique effect on organizational attractiveness and that individuals were more attracted to organizations that were similar to them than to organizations that were dissimilar to them.
27	Martin, L.L., & Parsons, C.K. 2007. Effect of gender diversity management on perceptions of organizational attractiveness: the role of	In this study, the authors examined how individual gender-related attitudes and beliefs affect the reactions of men and women to gender diversity management programs in organizations. They found that whereas there were no significant between-sex differences in the effects of gender diversity

		management on organizational attractiveness, there were strong within-sex differences based on individual attitudes and beliefs. Specifically, within the sexes, centrality of one's gender identity, attitudes toward affirmative action for women, and the belief that women are discriminated against in the workplace moderated the effects of gender diversity management on organizational attractiveness. The findings, combined with prior research, suggest that it is critical for organizations to incorporate efforts to manage perceptions of gender diversity management programs into their diversity management strategies.
individual differences in attitudes and beliefs. Journal of Applied Psychology, Vol. 92 (3), pp. 865-875. Cited by 12		
28	Dutton, J.E., Dukerich, J.M., & Harquail, C.V. (1994). Organizational Images and Member Identification. Administrative Science Quarterly, Vol. 39. No. 2,239-263. Cited by 1496	We develop a model to explain how images of one's work organization shape the strength of his or her identification with the organization. We focus on two key organizational images: one based on what a member believes is distinctive, central, and enduring about his or her organization and one based on a member's beliefs about what outsiders think about the organization. According to the model, members assess the attractiveness of these images by how well the image preserves the continuity of their self-concept, provides distinctiveness, and enhances self-esteem. The model leads to a number of propositions about how organizational identification affects members' patterns of social interaction.'

Earlier found related literature – Random findings – OA/methods/introduction

Nr.	*Authors, Title, Publication*	*Abstract*
29	Cable, D.M., & Yu, K.Y.T. (2006). Managing Job Seekers' Organizational Image Beliefs: The Role of Media Richness and Media Credibility. Journal of Applied Psychology, Vol. 91, No. 4, pp. 828-840	In this article, the authors assessed job seekers' organizational image beliefs before and after they experienced 3 recruitment media. The authors examined whether perceptions of media richness and credibility were related to improvements in the correspondence between job seekers' image beliefs and firms' projected images. Both media richness and credibility perceptions were associated with correspondence between job seekers' image beliefs and firms' projected images. However, results revealed that richness and credibility perceptions were likely to enhance job seekers' initial beliefs about firms' images when their beliefs were positive but did not diminish.
30	Caligiuri, P., Colakoglu, S., Cerdin, J-L., & Kim, M.S. (2010). Examining cross-cultural and individual differences in predicting employer reputation as a driver of employer attraction. International Journal Of Cross Cultural Management, Vol.10, No. 2, pp. 137-151.	This study explores cross-cultural and individual differences in predicting employer reputation as a driver of organizational attraction. Controlling for occupational and generational differences, this study examines the importance of employer reputation when choosing an employer among graduate engineering students in nine countries. At the cultural level, the impact of two cultural syndromes of individualism vs collectivism and verticalness vs horizontalness is examined. At the individual level, the influence of their needs for power and achievement is examined. Results suggest that, at the cultural level, collectivism and, at the individual level, need for power and achievement are related to

the importance attached to employer reputation. In practice, companies should consider crafting their recruitment message to fit the cultural norms of the country where they are recruiting and also encourage their recruiting staff members to tailor their messages to fit the candidates they are trying to attract.

| 31 | Turban, D.B., Forret, M.L., & Hendrickson, C.L. (1998). Applicant Attraction to Firms: Influences of Organizaiton Reputation, Job and Organizational Attributes, and Recruiter Behaviors. Journal of Vocational Behavior, Vol. 52, pp. 24-44. | We develop and then empirically test a model of how organization reputation, job and organizational attributes, and recruiter behaviors influence applicant attraction to firms using data from 361 campus recruitment interviews in which applicants completed surveys before and after the interview. Results indicate that recruiter behaviors did not have a direct effect on applicant attraction, but influenced attraction indirectly through influencing perceptions of job and organizational attributes. As hypothesized, job and organizational attributes positively influenced attraction, and organization reputation positively influenced applicant perceptions of job and organizational attributes and recruiter behaviors. Contrary to our hypotheses, however, organization reputation had a negative direct effect on applicant attraction. We discuss implications of our findings and suggest directions for future research. |

| 32 | Van Hoye, G., & Lievens, F. (2005). Recruitment-Related Information Sources and Organizaitonal Attractiveness: Can Something Be Done About Negative Publicity? International Journal of Selection and Assessment. Vol. 13, No. 3 | The present study begins to fill a gap in the recruitment literature by investigating whether the effects of negative publicity on organizational attractiveness can be mitigated by recruitment advertising and positive word-of-mouth. The accessibility–diagnosticity model was used as a theoretical framework to formulate predictions about the effects of these recruitment-related information sources. A mixed 2 _ 2 experimental design was applied to examine whether initial assessments of organizational attractiveness based on negative publicity would improve at a second evaluation after exposure to a second, more positive information source. We found that both recruitment advertising and word-ofmouth Improved organizational attractiveness, but word-of-mouth was perceived as a more credible information source. Self-monitoring did not moderate the impact of information source on organizational attractiveness. |

| 33 | Van Hoye, G., & Lievens, F. (2007). Social Influences on Organizational Attractiveness: Investigating If and When Word of Mouth Matters. Journal of Applied Social Psychology, 37, 9, pp. 2024-2047. | Previous recruitment studies have treated potential applicants as individual decision makers, neglecting informational social influences on organizational attractiveness. The present study investigated if and under what conditions word-of-mouth communication matters as a recruitment source. Results ($N = 171$) indicated that word of mouth had a strong impact on organizational attractiveness, and negative word of mouth interfered with recruitment advertising effects. Word of mouth from a strong tie was perceived as more credible and had a more positive effect on organizational attractiveness. For potential applicants high in self-monitoring, word of mouth had a stronger effect when presented after recruitment advertising. Finally, the effect of word of mouth on organizational attractiveness was |

partially mediated by the perceived credibility of recruitment advertising.

34	Williamson, I.O., Lepak, D.P., & King, J. (2003). The effect of company recruitment web site orientation on individuals. Perceptions of organizational attractiveness. Journal of Vocational Behavior, 63, pp. 242-263.	The use of company web pages to attract prospective job applicants has experienced tremendous growth in recent years. To date, very little is known about the process by which recruitment web sites influence individuals_ desire to pursue employment with an organization. This study attempts to address this issue by using an experimental design to investigate the relationships among recruitment web site orientation, individuals_ expectations concerning the use of Internet technology, web site usability, and organizational attractiveness. Survey results from 252 business students indicated that web site orientation and outcome expectancy influenced organizational attractiveness perceptions through influencing the perceived usability of the website. The implications of such results for firms interested in using recruitment web sites to attract applicants are discussed.
35	Williamson, I.O., King jr, J.E., Lepak, D., & Sarma, A. (2010). Firm Reputation, Recruitment Web Sites, and Attracting Applicants. Human Resource Management, Vol. 49, No. 4, pp. 669-687.	Despite rapid growth in using Web sites to recruit applicants, little theoretical or empirical research has examined how firm attributes influence the effectiveness of recruitment Web sites. We developed and tested a model that examines the relationships among the firm's reputation as an employer, the attributes of the firm's Web site, and applicant attraction using data on business students' reactions to the recruitment Web sites of 144 firms. Results indicated that the amount of company and job attribute information provided on a recruitment Web site, the Web site's vividness, and the firm's reputation as an employer have a three-way interactive effect on prospective applicants' perceptions of the recruiting organization. As such, certain Web site attributes were more effective for firms with poor reputations and others for those with a good reputation. The implications of these results for recruitment research and for firms using Web sites as recruitment tools are discussed.
36	Allen, D.G., Mahto, R.V., & Otondo, R.F. (2007). Web-Based Recruitment: Effects of Information, Organizational Brand, and Attitudes Toward a Web Site on Applicant Attraction. Journal of Applied Psychology. Vol. 92, No. 6, pp. 1696-1708	Recruitment theory and research show that objective characteristics, subjective considerations, and critical contact send signals to prospective applicants about the organization and available opportunities. In the generating applicants phase of recruitment, critical contact may consist largely of interactions with recruitment sources (e.g., newspaper ads, job fairs, organization Web sites); however, research has yet to fully address how all 3 types of signaling mechanisms influence early job pursuit decisions in the context of organizational recruitment Web sites. Results based on data from 814 student participants searching actual organization Web sites support and extend signaling and brand equity theories by showing that job information (directly) and organization information (indirectly) are related to intentions to pursue employment when a priori perceptions of image are controlled. A priori organization image is related to pursuit intentions when subsequent information search is controlled, but organization familiarity is not, and attitudes about a recruitment source also influence attraction and partially mediate the effects of organization information. Theoretical and practical implications for

recruitment are discussed.

37	boyd, d.m. & Ellison, N.B. (2008). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication*, Vol. 13, pp. 210-230	Social network sites (SNSs) are increasingly attracting the attention of academic and industry researchers intrigued by their affordances and reach. This special theme section of the Journal of Computer-Mediated Communication brings together scholarship on these emergent phenomena. In this introductory article, we describe features of SNSs and propose a comprehensive definition. We then present one perspective on the history of such sites, discussing key changes and developments. After briefly summarizing existing scholarship concerning SNSs, we discuss the articles in this special section and conclude with considerations for future research.
	Cited by 999	
38	Lievens, F., Van Hoye, G., & Schreurs, B. (2005). Examining the relationship between employer knowledge dimensions and organizational attractiveness: an application in a military context. *Journal of Occupational and Organisational Psychology*, 78, pp. 553-572.	This study uses Cable and Turban's (2001) employer knowledge framework as a conceptual model to formulate hypotheses about a broad range of possible factors affecting the attractiveness of an organization (i.e. armed forces) among potential applicants (576 high-school seniors). Results show that gender, familiarity with military organizations, perceptions of job and organizational attributes (task diversity and social/team activities), and trait inferences (excitement, prestige, and cheerfulness) explained potential applicants' attraction to military organizations. Relative importance analyses showed that trait inferences contributed most to the variance, followed by job and organizational attributes, and employer familiarity. Finally, we found some evidence of interactions between the three dimensions. Specifically, trait inferences and job and organizational attributes had more pronounced effects when familiarity was high. From a theoretical perspective, these results generally support the framework of employer knowledge. At a practical level, implications for image audit and image management are discussed.
	Cited by 40	
39	Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56, pp. 75-102.	This study adds a new marketing-based angle to the study of the attractiveness of organizations in the early stages of the recruitment process. Drawing on the instrumental-symbolic framework from the marketing literature, we expected that the meanings (in terms of inferred traits) that prospective applicants associate with employing organizations would play an important role in applicants' attractiveness to these organizations. Two groups of prospective applicants (275 final-year students and 124 bank employees) were drawn from the applicant population targeted by the bank industry. These applicants were asked to rate a randomly assigned bank in terms of job/organizational factors and to ascribe traits to this bank. In both samples, trait inferences about organizations accounted for incremental variance over job and organizational attributes in predicting an organization's perceived attractiveness as an employer. Moreover, it was easier to differentiate among organizations on the basis of trait inferences versus traditional job and organizational attributes. Practical implications for image
	Cited by 111	

audit and image management are discussed.

Retrieved from references earlier found literature – Back references

Nr.	Authors, Title, Publication	Abstract
40	Turban, D.B. (2001). Organizational attractiveness as an employer on college campuses: An examination of the applicant population. Journal of Vocational Behavior, 58, 293-312. Cited by 87	I extended recruitment research by sampling from the applicant population to investigate factors related to a firm's attractiveness as an employer on college campuses. Specifically, I surveyed potential applicants at nine different universities and university personnel (faculty and placement staff) at eight of those universities to investigate relationships of recruitment activities, organizational attributes, familiarity with the firm, and the social context with a firm's attractiveness as an employer. Results indicated that recruitment activities influenced firm attractiveness through influencing perceptions of organizational attributes. Additionally, familiarity with the firm and the social context, operationalized as perceptions of university personnel, were related to potential applicants' attraction to the firm. Finally, of additional interest was the finding of no differences in perceptions of organizational attributes or attraction to the firm between respondents who interviewed with the firm and respondents who had not interviewed with the firm. The implications of such results for firms interested in attracting applicants are discussed.
41	Chaudhuri, A., & Holbrook, M.B. (2001). The chain of effects from brand trust ans brand affect to brand performance: the role of brand loyalty. Journal of Marketing, Vol 65., pp. 499-519. Cited by 910	The authors examine two aspects of brand loyalty, purchase loyalty and attitudinal loyalty, as linking variables in the chain of effects from brand trust and brand affect to brand performance (market share and relative price). The model includes product-level, category-related controls (hedonic value and utilitarian value) and brand-level controls (brand differentiation and share of voice). The authors compile an aggregate data set for 107 brands from three separate surveys of consumers and brand managers. The results indicate that when the product- and brand-level variables are controlled for, brand trust and brand affect combine to determine purchase loyalty and attitudinal loyalty. Purchase loyalty, in turn, leads to greater market share, and attitudinal loyalty leads to a higher relative price for the brand. The authors discuss the managerial implications of these results.
42	Ewing, M.T., Pitt, L.F., de Bussy, N.M., & Berthon, P. (2002). Employment branding in the knowledge economy. International Journal of Advertising, Vol 21, pp. 3-22. Cited by 44	

43	Turban, D.B., & Keon, T.L. (1993). Organizational attractiveness: An interactionist perspective. Journal of Applied Psychology, 78, 184-193. Cited by 240	An interactionist perspective was adopted to investigate how the personality characteristics of self-esteem (SE) and need for achievement (nAch) moderated the influences of organizational characteristics on individuals' attraction to firms. Ss read an organization description that manipulated reward structure, centralization, organization size, and geographical dispersion of plants and offices and indicated their attraction to the organization. Although Ss were more attracted to firms that were decentralized and that based pay on performance, results supported the interactionist perspective. Ss with low SE were more attracted to decentralized and larger firms than high SE Ss. Ss high in nAch were more attracted to organizations that rewarded performance rather than seniority. Finally, organization size influenced attraction differently for individuals high and low in nAch.
44	Judge, T.A., & Cable, D.M. (1997). Applicant personality, organizational culture, and organizational attraction. Personnel Psychology, 50, 59-394. Cited by 338	This study examined the dispositional basis of job seekers' organizational culture preferences and how these preferences interact with recruiting organizations' cultures in their relation to organization attraction. Data were collected from 182 business, engineering, and industrial relations students who were seeking positions at the time of the study. Results obtained from multiple sources suggested that the Big Five personality traits (neuroticism, extraversion. openness to experience, agreeableness, and conscientiousness) generally were related to hypothesized dimensions of culture preferences. Results also suggested that both objective person-organization fit (congruence between applicant culture preferences and recruiting organization's reputed culture) and subjective fit (applicant's direct perception of fit) were related to organization attraction. Further, subjective fit mediated the relationship between objective fit and organization attraction.
45	Bergstrom, A., Blumenthal, D., & Crosthers, S. (2002). Why internal branding matters: the case of Saab. Corporate Reputation Review 5(2-3), 133-142. Cited by 43	In this paper, the concept of internal branding is reviewed and its importance to the overall brand engagement is outlined, as is its relationship with the field of reputation management. The Brand Consultancy's internal branding methodology is introduced in theoretical terms, and then applied to a successful engagement with Saab Automobiles. Challenges, lessons, and broader implications are discussed.
46	Aaker, J.L. (1997). Dimensions of brand personality. Journal of Marketing Research, 34, 347-356 Cited by 1685	No abstract available
47	Cornelissen, J.P. (2002a) On the organizational identity metaphor. British Journal of Management, 13, pp. 259-268	This article reviews and evaluates the heuristic status of 'organizational identity' as a metaphor for the generation of knowledge about the subject that it supposedly illuminates. This is done by drawing out the general uses and utility of metaphors within organizational theory and research, on the basis of which the article assesses the 'organizational identity' metaphor with the objective of providing insight

	Cited by 55	into whether this particular metaphor is warranted and has any heuristic value for our understanding of organizational life.
48	Highhouse, S., Lievens, F., & Sinar, E.F. (2003). Measuring attraction to organizations. Cited by 77	Organizational attractionmeasures are commonly used as surrogate assessments of organizational pursuit. Despite the range in content often encompassed by such instruments, no research has systematically examined the assumptions underlying their use. The authors address this issue by empirically distinguishing items assessing attractiveness, prestige, and behavioral intentions and by modeling their effects on organization pursuit. Undergraduates (*N*= 305) were randomly assigned to recruitment literature from one of five wellknown companies and were asked to respond to a series of items commonly used in past research. Analyses of the itemresponses suggested that three components of organizational attraction can be reliably distinguished and that their relation to organization-pursuit behavior corresponds to Fishbein and Ajzen's theory of reasoned action.
49	Balmer, J.M.T., & Greyser, S.A. (2002). Managing the multiple identities of the corporation. California Management review, 44, pp. 72-86 Cited by 112	No real abstract available
50	Kreiner, G.E., Ashforth, B.E. (2004). Evidence toward an expanded model of organizational identification. Journal of Organisational behavior, 25, pp. 1-27. Cited by 147	Recent research on organizational identification has called for the consideration of an expanded model of identification, which would include a more thorough treatment of the ways an individual could derive his or her identity from the organization. This paper begins to answer that call by testing operationalizations of the four dimensions of the expanded model: identification, disidentification, ambivalent identification, and neutral identification. Survey results from 330 employed adults support the discriminability of the four dimensions. This exploratory study also begins to establish the criterion-related validity of the model by examining organizational, job-related, and individual difference variables associated with the four dimensions of the model, and suggests implications for the expanded model's strong potential for applications in organizational identification research.
51	Wan-Huggins, V.M., Riordan, C.M., & Griffeth, R.W. (1998). The development and longitudinal test of a model of organizational identification. Journal of Applied Social Psychology, 28, pp. 724-749.	This study proposed and tested a theoretical model of the organizational identification process using a sample (*N*= 198) of electric utility employees. Based upon a longitudinal design, results indicated that the antecedents of perceived role-related characteristics and construed external image were related to employees' identification with their organization, while perceived motivating job characteristics were not. Additionally, organizational identification was positively related to the employees' intention to remain within the organization. Implications for research and practice are discussed.

Cited by 64

52	Fombrun, C., & Shanley, M. (1990). What's in a Name? Reputation Building and Corporate Strategy. The Academy of Management Journal, Vol. 33, No. 2	Firms compete for reputational status in institutional fields. Managers attempt to influence other stakeholders' assessments by signaling firms' salient advantages. Stakeholders gauge firms' relative merits by interpreting ambiguous informational signals from the firms, the media, and other monitors. The results of an empirical study of 292 large U.S. firms supported the general hypothesis that publics construct reputations on the basis of information about firms' relative structural positions within organizational fields, specifically using market and accounting signals indicating performance, institutional signals indicating conformity to social norms, and strategy signals indicating strategic postures. Understanding the informational medium from which publics construct reputations helps explain sources of mobility barriers within industries that originate in external perceptions.
	Cited by 1623	

Found by chance - Random

Nr.	Authors, Title, Publication	Abstract
53	Yüksel, C.A., & Tüzüner, V.L. (2009). Segmenting Potential Employees According To Firms' Employer Attractiveness Dimensions in The Employer Branding Concept. Journal Of Academic Research in Economics, pp. 47-62.	Brands are among firms' most valuable assets; consequently brand management is a key activity in many firms. Although firms commonly focus their branding efforts toward developing product and corporate brands, branding can also be used in the area of human resource management. The application of branding principles to human resource
		management has been termed "employer branding". Increasingly, firms are using employer branding to attract recruits and assure that current employees are engaged in the culture and the strategy of the firm. The employer brand puts forth an image showing the organization a "good place to work." The purpose of this paper is to determine the components of employer attractiveness from the perspective of potential employees. Throughout this study, the potential employee segments that are related to the attractiveness components and their demographic characteristics are also examined. 475 respondents were given a questionnaire of employer attractiveness scale and demographic questions. Final-year undergraduate Business Administration Faculty's students at Istanbul University were segmented according to two employer attractiveness components clusters with each cluster acquiring its own demographic characteristics.

Appendix 2. Figures usage corporate websites in the Netherlands

Appendix 2.1 ICT-gebruik bedrijven naar bedrijfstak en bedrijfsomvang, 2009. CBS (2011).

	Internet	Breedband-internet	Mobiel breed-bandinternet	Website
	% van bedrijven			
Totaal	98	91	28	82
Bedrijfstak				
Industrie	98	91	26	85
Energiebedrijven; winning en distributie van water; afvalverwerking	99	97	39	85
Bouwnijverheid	98	88	22	80
Groot- en detailhandel; reparatie van auto's	98	91	25	75
Vervoer en opslag	98	91	21	79
Logies-, maaltijd- en drankverstrekking	96	84	16	86
Informatie en communicatie	98	97	57	91
Financiële instellingen	98	93	46	79
Verhuur van en handel in onroerend goed	99	88	38	89
Advisering, onderzoek en overige specialistische zakelijke dienstverlening	99	95	43	88
Verhuur van roerende goederen en overige zakelijke dienstverlening	99	91	26	79
Gezondheids- en welzijnszorg	99	94	28	92
Bedrijfsomvang				
10– 19 werkzame personen	97	88	19	77
20– 49 werkzame personen	99	92	28	84
50– 99 werkzame personen	99	95	41	88
100–249 werkzame personen	100	98	55	93
250–499 werkzame personen	99	99	63	95
500 en meer werkzame personen	100	99	72	98

Bron: CBS, ICT-gebruik bedrijven 2009.

[1] Bedrijven met tien en meer werkzame personen.

Appendix 2.2 Ontwikkeling ICT-gebruik bedrijven, 1995-2009. CBS (2011).
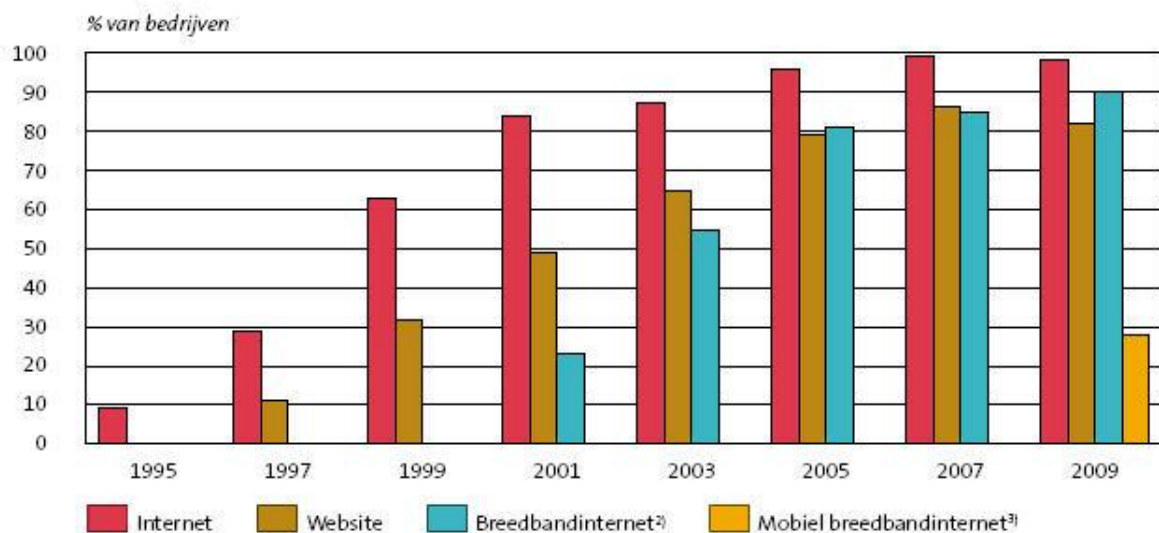
% van bedrijven

Bron: CBS, ICT-gebruik bedrijven/Automatiseringsenquête.

[1] Bedrijven met tien en meer werknemers (1995–2001)/werkzame personen (2003–2009).
[2] Breedbandinternet is hier gedefinieerd als ADSL, kabel en andere vaste hoogwaardige internetverbindingen zoals glasvezel.
[3] Naar gebruik van mobiel breedbandinternet is in 2009 voor het eerst gevraagd.

Appendix 3. Invitation Letter

Wendy Weekhout
Student Master Business Administration
University of Twente

Generating organizational attractiveness via social networking sites or corporate website?

Dear mr./mrs.,

Through this letter I kindly invite you to participate in a unique research into the role of social networking sites in organizational attractiveness.

Millions of companies are nowadays active on Facebook, Twitter, LinkedIn, or Hyves. Company profiles are created by employees, but also company-owned sites are available. Hyves, for example, created the 'Branded Hyves', where organizations can promote themselves more as an organization. Although official figures are not available, it is assumed that about 40 till 50 Dutch organizations make use of this feature. LinkedIn, on the other hand, has built the 'LinkedIn Hiring Solutions' where already 73 of the Fortune 100 companies have registered.

Despite the growing use of social networking sites by organizations, it is still not clear whether attracting via these sources leads to higher quantity and quality of job applicants. Especially looking at the Industrial (High Tech) sector, where job applicants are scare and the businesses needs to promote itself as a nice place to work to get the talents they want. That is why this research is initiated!

Participating in this research *will only cost* you a short interview about the tactics your organization uses to increase its organizational attractiveness.

This research will, in the end, make a comparative analysis of the influence of social networking and company websites on the organizational attractiveness.

Participating companies will benefit in several ways by receiving:

- A full report on the comparative analysis of the question in subject;

- Guidelines on image building tactics through social networking sites and the company website.

You may express your willingness to join this research by sending an e-mail to w.a.j.weekhout@student.utwente.nl with your name, e-mail address, company name, and telephone number. For questions or initial information, you can also reach me via these sources.
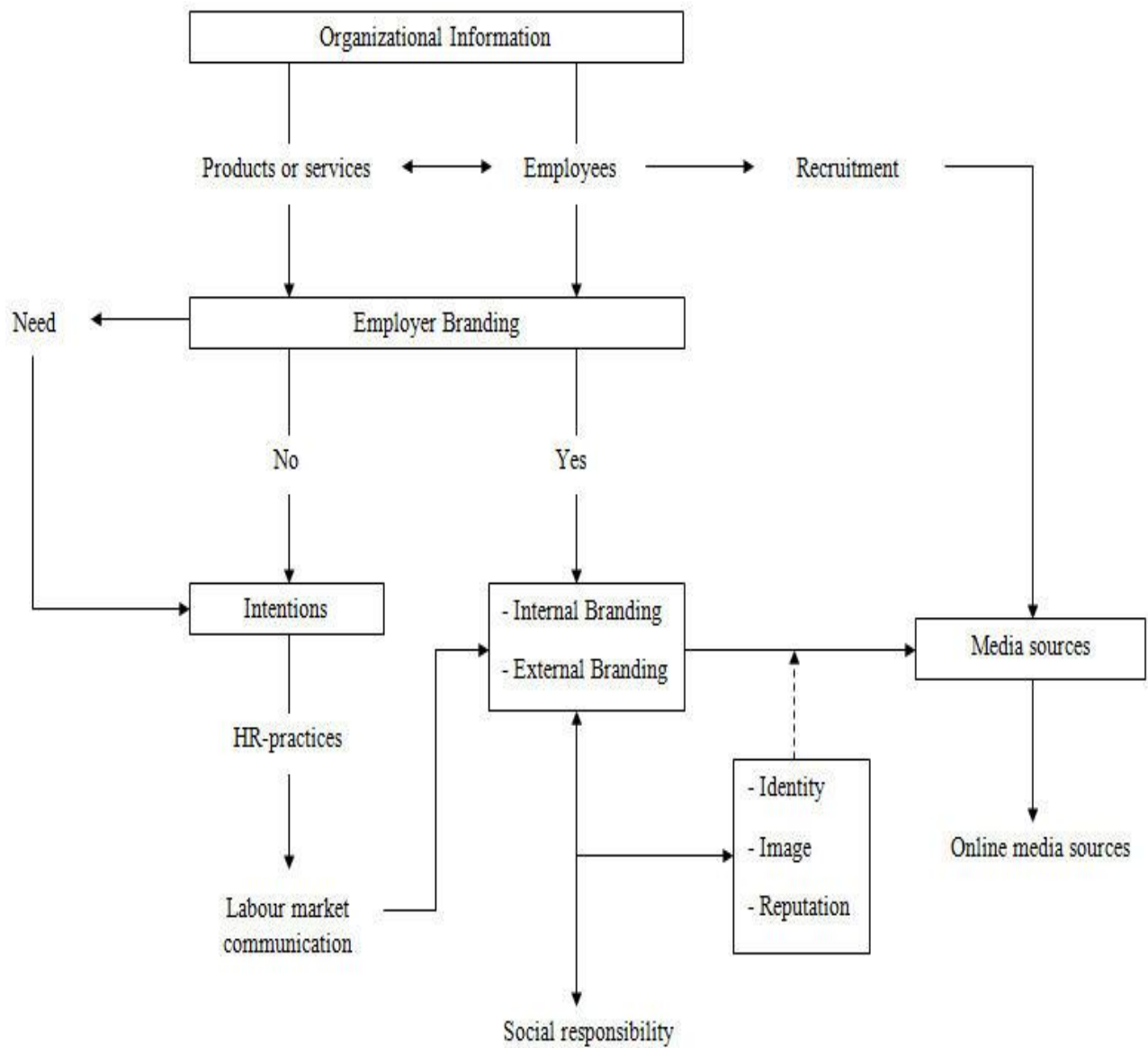
Kind Regards,

Wendy Weekhout
w.a.j.weekhout@student.utwente.nl
06-12276593

Appendix 4. Interview Scheme

Appendix 5. The Experimental Conditions

The experiment has been performed among 38 Masters students Business Administration during two classes. One class was following the course International Management, while the other class was following the Master Course International Management. Both groups of respondents are in their latest year of college.

Although it is tried to keep the conditions in both classes equal, the difference between the experimental group (International Management course) and the control group (Master Class International Management course) made it difficult to fully apply the same circumstances.

<u>Welcome & Introduction:</u> The experiment started with a short welcome. The researcher introduced herself and shortly explained the content of the afternoon. She addressed the intention of performing an experiment for her master thesis research.

<u>Presentation:</u> A short presentation was held to introduce the topic - including the research question – to the respondents, and to explain the concepts of employer branding and organizational attractiveness more. Attention has been paid to the decisions made in this thesis; the choice of the five elements (based on organizational identity and image), and the choice to measure attractiveness in terms of reputation and familiarity. After that, the intended experiment was explained: What will be measured, why will this be measured and what is the relevance of the study? In addition, respondents received some background information on all participating organizations.

- Experimental group: The experimental group perceived the full research question (including the concepts of corporate website and social networking site). During the presentation these concepts have been explained more, even as the relevance of measuring these concepts.

<u>Experiment:</u> The respondents received a form with the employer branding outcomes per organization which entailed a detailed description. A table of all the outcomes was presented via a presentation. While handing out the experimental forms, respondents were informed that they only had a limited time to fill out each form – per organization ten minutes – and that the researcher controlled the time. After reviewing three organizations respondents were allowed to have a ten minute break. The researcher provided coffee and tea for all respondents. After the break the respondents preceded the experiment and filled out the last 5 forms. After the experiment the researcher thanked all respondents for their attention and their participation, and asked whether there were any questions.

- Experimental group: All respondents have been asked to bring their laptop to the course. While the forms were distributed, they were asked to start up their laptops. Before

starting the experiment, some conditions were clearly defined. First, respondents were informed that half of the group perceived forms with the corporate websites, while the other half perceived forms with the LinkedIn profiles. Second, respondents have been asked explicitly to make use of the available information about employer branding on paper, but also to make use of the assigned web-address before answering the question – they have been asked to carefully make use of the information before (just) 'judging' the organization. Third, respondents were reminded that they only had a limited amount of time (10 minutes) to full out the whole form.

Planning experiment – control group

Planning	Description
15.45 – 16.00	Welcome & Introduction – Short presentation about the research.
16.00 – 16.05	Handing out the experiments and explaining the content once more.
16.05 – 16.35	Start experiment, with the first three organizations. To fill out one form takes about 10 minutes – including reading the employer branding outcomes.
16.35 – 16.45	Coffee break with coffee, tea, soda and some cake/candy.
16.45 – 17.35	Second half of the experiment, with five remaining experiments to fill out.
17.35 – 17.40	End of the experiment.

Planning experiment – experimental group

Planning	Description
15.45 – 16.00	Welcome & Introduction – Short presentation about the research.
16.00 – 16.05	Handing out the experiments and explaining the content once more.
16.05 – 16.45	Start experiment, with the first three organizations. To fill out one form takes about 15 minutes – including reading the employer branding outcomes and assessing a corporate website or social networking site.
16.45 – 15.55	Coffee break with coffee, tea, soda and some cake/candy.
15.55 – 17.45	Second half of the experiment, with five remaining experiments to fill out.
17.40 – 17.45	End of the experiment.

Besides a planning, different equipments are needed to be able to perform the experiment in such a way. Table 2 shows all the needed accessories.

Needed accessories

Equipment	Description
Laptops with internet access	Each respondents must be in possession of a laptop with internet access to be able to consult the needed information
LinkedIn profile	It would be preferable to have a LinkedIn profile for those who will be asked to consult this page. Although it is not obligatory, for some organizations the effect of being logged in could be different.
Power	There should be enough power supply for all the respondents. Extra extension cords are needed.
Drinks and food	Before and in the break of the experiment should there be some coffee, tea, and some soda for all the participants. Even as some cake and e.g. candy.
Photo camera	To be able to make some photo's during the experiment
PowerPoint presentation	For the introduction
Computer and beamer	To show the PowerPoint presentation
Reward	A small thanks to all those who participated
Experiment	The experiment should be printed out on paper. Each student should have eight copies; one of each company.
Pencils	It would be requested for each respondents to bring their own pencil, however, there should be pencils available for those who did not brought their own.
Paperclips	When respondents only fill in once their background characteristics. Their filled out forms can be grouped together.
Stopwatch	To record time

Appendix 6. Organizational Attractiveness Protocol

The experiment exists out of two groups, an experimental and a control group. Therefore, two different experiments have been developed. Both groups perceived the employer branding outcomes, however, the experimental groups was treated with the ability to make use of the website or LinkedIn profile, while the control group did not perceive any treatment. Underneath the experiment for the experimental group - websites can be found. The differences between the different experiments are that the control group did not receive a link to the corporate website or a LinkedIn profile, while the experimental group – LinkedIn profile received an experiment with a LinkedIn profile.

Apollo Vredestein

Corporate website: www.vredestein.nl

Background characteristics					
A-1.	What is your gender? Please mark one	o Male	o Female	o I don't want to answer	
A-2.	What is your year of birth?	_ _ _ _			

Familiarity (Cable & Turban, 2003). [3 items in this scale; Cronbach Alpha = .82]					
To which extent do you agree with the following statements (one answer per statement)?	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
F-1. I know quite a bit about this company.					
F-2. I am very familiar with this company.					
F-3. I am familiar with this company's products or services.					

Reputation (Fombrun et al., 2000). [20 items in this scale; Cronbach Alpha = .84]					
To which extent do you agree with the following statements (one answer per statement)?	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
EA-1. I have a good feeling about this company.					
EA-2. I respect this company.					
EA-3. I have confidence in this company.					
PS-1. I have the feeling that this company stand behind its products and services.					
PS-2. This company develops innovative products and services.					
PS-3. This company looks like a company that offers high-quality products and services.					
PS-4. This company looks like a company that offers products and services that are good value for money.					
VL-1. I have the feeling that this company has excellent leadership.					
VL-2. This company has a clear vision for its future.					
VL-3. This company looks like a company that recognizes and takes advantage of market opportunities.					
WE-1. I have the feeling that this company is well managed.					
WE-2. This company looks like a good company to work for.					
WE-3. This company looks like a company that would have good employees.					
SER-1. This company supports good causes.					
SER-2. This company is an environmentally responsible company.					
SER-3. This company looks like a company that maintains high standards in the way it treats people.					
FP-1. I have the feeling that this company tends to outperform its competitors.					
FP-2. This company looks like a company with a strong record of profitability.					
FP-3. This company looks like a low-risk investment.					
FP-4. This company looks like a company with strong prospects for future growth.					

Organizational attractiveness (Judge & Cable, 1997). [1 item in this scale; Cronbach Alpha = .85]					
To which extent do you agree with the following statement (one answer per statement)?	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
OA-1. I feel attracted to this organization					

Appendix 7. Employer Branding Outcomes

	Organizational Characteristics	People & Culture	Remuneration & Advancement	Job Characteristics	Employer Reputation	Average Outcome	Level of Employer Branding
Apollo Vredestein	3.67	3.67	3.67	3	4.33	3.7	Above Average
Norma-Groep	3.67	3.33	2	1.67	3	2.7	Average
Twentsche Kabel Fabriek	3.67	2.33	2.67	2.33	3.33	2.9	Average
Siemens Nederland	4.67	4.33	4	3.33	4.67	4.2	Above Average
Philips Eindhoven	5	5	5	5	5	5	Strong
Regal Beloit	3.33	3.33	2.67	2.67	3.33	3.1	Average
Koninklijke Ten Cate	4	3.33	3	2.67	4.33	3.5	Average[‡]
ASML	5	5	5	4.67	5	4.9	Strong
Average Outcome	4.1	3.8	3.5	3.2	4.1	3.8	Above Average

[‡] The average was calculated 3.47. Rounded up is this 3.5, however, when judging the overall level of employer branding the researcher choose to rate it as average, especially in comparison with the other organizations.

Appendix 8. Organizational Attractiveness Outcomes

Appendix 8.1 Computed Means Attractiveness and Attractiveness factors

Level of Employer Branding	Group	Organizational Attractiveness	Control Question Attractiveness	Familiarity	Reputation Overall	Reputation Emotional Appeal	Reputation Leadership	Reputation Products & Services
Average Employer Branding	Control	2.84	3.01	2.28	3.39	3.37	3.34	3.40
	Experiment	2.73	3.08	2.07	3.40	3.39	3.34	3.67
	Website	2.87	3.25	2.24	3.51	3.51	3.47	3.76
	LinkedIn	2.59	2.90	1.90	3.29	3.27	3.20	3.59
	Total	2.79	3.05	2.17	3.40	3.38	3.34	3.54
Above Average Employer Branding	Control	3.57	3.03	3.63	3.51	3.51	3.32	3.94
	Experiment	3.62	3.87	3.43	3.83	3.78	3.79	4.15
	Website	3.82	4.00	3.65	4.00	3.94	4.01	4.38
	LinkedIn	3.41	3.74	3.22	3.65	3.62	3.58	3.92
	Total	3.60	3.47	3.53	3.67	3.65	3.57	4.05
Strong Employer Branding	Control	3.65	3.64	3.47	3.82	3.78	3.76	4.35
	Experiment	3.75	4.13	3.48	4.05	4.09	3.97	4.51
	Website	3.79	4.15	3.56	4.04	4.08	3.91	4.60
	LinkedIn	3.72	4.10	3.40	4.06	4.10	4.03	4.43
	Total	3.70	3.89	3.48	3.94	3.94	3.87	4.43
Total	Control	3.23	3.17	2.92	3.53	3.51	3.44	3.78
	Experiment	3.22	3.54	2.76	3.68	3.66	3.61	4.01
	Website	3.35	3.66	2.92	3.77	3.76	3.72	4.13
	LinkedIn	3.09	3.41	2.60	3.58	3.56	3.51	3.89
	Total	3.22	3.36	2.83	3.61	3.59	3.53	3.90

There is a range from 1 till 5, with 1 strongly disagree and 5 strongly agree

Appendix 8.2 Computed Means Attractiveness and Attractiveness factors per organization

	Organizations	Group	Attractiveness	Familiarity	Reputation Overall	Reputation Emotional Appeal	Reputation Leadership	Reputation Products & Services
Average Employer Branding	Regal Beloit	Control	2.38	1.61	3.15	3.08	3.17	3.08
		Experimental	2.50	1.72	3.35	3.28	3.58	3.21
		Website	2.60	1.97	3.35	3.30	3.73	3.17
		LinkedIn	2.41	1.47	3.35	3.25	3.43	3.25
	Norma-Groep	Control	2.36	1.41	3.36	3.25	3.39	3.24
		Experimental	2.60	1.78	3.37	3.31	3.31	3.93
		Website	2.88	2.13	3.57	3.51	3.54	4.15
		LinkedIn	2.33	1.43	3.19	3.08	3.10	3.70
	Twentsche Kabel Fabriek	Control	3.05	2.76	3.34	3.43	3.11	3.36
		Experimental	2.65	2.07	3.30	3.38	3.01	3.45
		Website	2.80	2.17	3.43	3.55	3.08	3.45
		LinkedIn	2.46	1.97	3.13	3.20	2.92	3.44
	Koninklijke Ten Cate	Control	3.54	3.35	3.73	3.74	3.69	3.92
		Experimental	3.18	2.72	3.59	3.59	3.41	4.08
		Website	3.20	2.70	3.69	3.66	3.53	4.20
		LinkedIn	3.16	2.73	3.47	3.51	3.28	3.95
Above Average Employer Branding	Apollo Vredestein	Control	3.35	3.35	3.35	3.39	3.07	3.72
		Experimental	3.20	2.83	3.63	3.55	3.59	3.90
		Website	3.29	2.93	3.66	3.56	3.56	4.00
		LinkedIn	3.12	2.76	3.61	3.55	3.62	3.80
	Siemens	Control	3.78	3.91	3.66	3.63	3.57	4.17
		Experimental	4.03	4.03	4.02	4.01	4.00	4.40
		Website	4.26	4.24	4.28	4.26	4.38	4.68
		LinkedIn	3.74	3.78	3.70	3.71	3.52	4.06
Strong Employer Branding	ASML	Control	3.32	2.93	3.71	3.65	3.70	4.28
		Experimental	3.30	2.72	3.88	3.89	3.82	4.38
		Website	3.52	3.07	4.00	4.04	3.87	4.50
		LinkedIn	3.07	2.37	3.78	3.75	3.77	4.25
	Philips	Control	3.97	4.02	3.92	3.91	3.82	4.42
		Experimental	4.26	4.28	4.24	4.30	4.13	4.65
		Website	4.09	4.11	4.11	4.13	3.95	4.70
		LinkedIn	4.43	4.43	4.38	4.49	4.30	4.60

There is a range from 1 till 5, with 1 strongly disagree and 5 strongly agree