Can employers offer us what we want?

An analysis of the matching of expectations in the labour market and the implications of a discourse of attraction on employer brand imagery in the software industry

Max Andersson & Dexter Göthe
Peter Zackariasson
Marketing Bachelor Thesis
School of Business, Economics and Law
Gothenburg University
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Abstract

With young professionals (millennials) entering the labour market and baby-boomers nearing retirement age, the 'war-for-talent' is undoubtedly proving to be a real issue for employers in today's labour market with competition for 'top-talent' nearing its peak. This thesis takes its form studying the software industry in Sweden examining the implications of a changing demographic on recruitment, specifically delving into the subject of employer branding and attraction. The purpose of this thesis is to develop a discussion on employer attraction, to provide insight to business professionals on the matching of expectations in the labour market in order to facilitate targeted recruitment of young professionals. In order to develop the outlined discussion, the following question has been formulated: *How do the expectations of young professionals shape the image of what is considered to be an attractive employer?*

The study detailed in this thesis is an empirical case study of the software industry in Sweden, performed using a discourse analysis. The analysed field material was constructed using a qualitative methodology, consisting of nine semi-structured interviews, conducted with two different sample groups – 'Young Professionals' and 'Employers'. The theoretical framework used to analyse the field material is largely based on literature on the broader subject of employer branding, rather than specific research on young professionals and employer branding due to the relative lack of available articles on this subject currently.

Through the performed discourse analysis, four key elements of a company's internal processes were identified to constitute an attractive employer image according to young professionals: *value and identity, social environment, working environment, and management practices*. These thoughts were to a large extent mirrored in the discussions with employers and the conducted analysis suggests that the expectations of young professionals on what constitutes an attractive employer image to some extent has created a pressure on employers to change certain aspects of their organisational practices. Further, this thesis concludes that in order to attract 'top-talent', employing companies must create an attractive and authentic EVP around the internal environment of an organisation, where current employees play a vital role in the projection of the employer brand.

Key Words: Employer Branding, Employer Image, Young Professionals, Value Proposition

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Introduction

When the term 'war-for-talent' was first introduced in 1997, the idea of a scarcity of talent for employers was merely a statistical issue for the future. Classic management styles, organisational practices, the 'sink or swim' mentality and the mere status of an employer would be enough to ensure a constant line of top-talent waiting at their doorstep. However, as companies like IBM and the fate of countless others alike can account for, the pendulum in the labour market has tilted and the expectations of young professionals are posing direct questions and demands to their employers far different from those they were expecting. The millennials have begun their entrance into the labour market and are starting to receive the full attention of today's employers. Previously the primary stakeholders of a company have been the customers and the owners, however today the focus has shifted more towards employees, as the importance of high quality human capital is increasingly growing in today's market (Myrden & Kelloway, 2015).

Young professionals today are more demanding and more willing to change employers when the situation no longer suits them, making employment terms a focal point. This follows as the baby-boom generation falls into retirement, creating a challenge for employers in their efforts to secure and retain high-quality employees (Stahl et al., 2012). Atlagic et al. (2019) declare that the population of employable age (aged 14-64) in Sweden has progressively declined over the last 10 years, with a sizable part of the population reaching retirement age. Furthermore, the forecast for 2030 suggest that the percentage of the population within an employable age will reach record lows, where only three fifths of the population will be of suitable age for work (IBID). The companies in developed countries will face intensified competition to attract future employees in order to fill the gaps of the retiring population, with the number of employing companies increasing and the pool of available suitable employees decreasing. As this shift is becoming increasingly substantial it is obvious that employers need to work on their employer image to be able to differentiate themselves from competitors and establish themselves as an attractive place to work.

In order to fill the ever increasingly apparent gap in the labour market today, employers should turn their attention to young professionals when developing their employer brands and targeted recruitment activities to fill the vacancies being created. In Sweden, the average person today has a higher level of education than previously (SCB, 2018), which potentially could make them more qualified for modern lines of businesses and therefore extremely valuable for their

future employers. To be able to attract young professionals, employers need to work on their employer brand image (Backhaus & Tikoo, 2004) and create an employer offering targeted towards the younger generation. An attractive employer brand image, consisting of economic, psychological, functional and organisational attributes (Kucherov & Zavyalova, 2012), can help a company to become an 'employer-of-choice' as it is vital to advertise the characteristics of the company that young professionals desire. All of these attributes can be signalled either intentionally or unintentionally towards a prospective employee and regardless of how it is interpreted it helps to shape associations and the assessment of the specific employer. The effort of intentionally sending out certain signals and messages from a company is called employer branding. The term was first introduced in 1996 by Amber and Barrow and has been constantly developed since its addition to the academic field. Backhaus (2016) argues that all employers have an employer brand image but not all employers engage effectively in branding efforts to differentiate themselves as employers.

Therefore, creating a clear employer brand strategy and image can make a great difference on the labour market towards the final goal of becoming an 'employer-of-choice'. For company's engaging in business to business [B2B] markets it can often be a more difficult task to reach and engage with young professionals. Due to the fact that young professionals often have not interacted as much with a specific company as they may have done with a company engaging in business to consumer [B2C] sales. Where the consumer brand and associations can be an important element in the employing companies' employer branding activities. This follows as people tend to prefer well-known brands over lesser known (Kotler & Pfoertsch, 2006; Wilden et al, 2010).

One line of business, in the B2B-field, where the 'war for talent' is more noticeable than in many B2C industries, is the software industry. An industry where the competition for high qualified talent is amongst the highest. In the software industry it is normal for top talents to constantly change employer, seeking out the employer that for the moment can offer the most favourable terms (Gardner, 2005). This constant search for the next challenge and better benefits, as well as the competition from rivalling firms trying to poach top talents, means that companies constantly have to work on their brand image. Ensuring that the employing company is seen as a 'great place to work' for both prospective and current employees. Therefore, in order to attract the next generation of 'top-talent', it is crucial for employers to understand what

the meaning of 'a job' is to young professionals to be able to develop a competitive employer brand in today's intense labour market situation.

To provide an insight of various employers operating within the software industry and exemplify a situation where the war-for-talent is highly prevalent, we have chosen to work in close contact with SAS Institute for this thesis (hereinafter SAS). SAS is the largest privately owned software company in the world with its Swedish headquarters located in Stockholm. SAS core business is to develop and sell analytic software that helps to manage and analyse data in order to help companies in their various decision making processes. In 2019 in Sweden, SAS was ranked as the 70th 'most attractive employer' for IT-students (Universum, 2019). Even though the placement is relatively high, some of SAS main competitors are ranked significantly higher on the list. Meaning that young professionals are prone to see one of SAS competitors as their 'employer-of-choice' ahead of SAS. In an interview with the Marketing and Branding Executive for SAS Nordics, the main issue with their employer branding strategy was described as SAS inability to identify what elements of their employer offering should constitute the central aspects of their external employer image. Furthermore, being able to accurately portray the desired image and market their value proposition to prospective employees was described as another central issue. Fundamentally meaning that SAS lacks the capability to effectively market externally what it means to be employed at the company and why prospective employees should consider SAS as their next employer. This follows as the transmitting signals from the company portrays an underwhelming image of what it means to work at SAS, even though SAS has consistently over the past years been awarded 'best place to work' awards, a prerequisite according to the brand manager to be able to compete for talent at the highest level.

There is an abundance of literature on employer branding, despite the relative juvenility of the academic field, as is their compelling research being conducted with regards to young professionals in the workplace. The process of creating attraction through brand associations and imagery is well developed, however, there is a relative lack of research being conducted with specific regard to targeted employer branding towards young professionals. This thesis does not attempt to provide a precise answer or suggestions to the processes necessary to establish an attractive employer brand, but rather provide insight into the deliberations and thoughts of young professionals in relation to the current labour market situation.

The purpose of this thesis as such, is to develop a discussion on employer attraction, through a case study of the software industry, to provide insight to business professionals on the matching of expectations in the labour market in order to facilitate targeted recruitment of young professionals. Specifically, this thesis aims to delve on the issue of employer image within the broader subject of employer branding to illustrate how the interactions and discourse between relevant stakeholders in the labour market shape the ideals around what currently constitutes an attractive employer image. In order to develop the outlined discussion, the following leading question has been formulated:

How do the expectations of young professionals shape the image of what is considered to be an attractive employer?

Theory

Literature Review

Employer Branding

Employer branding as a concept was initially coined in Ambler and Barrow (1996), defined as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (P.185). When conceptualised, Ambler and Barrow intended employer branding to be a value neutral concept describing a company's identity, rather than for it to be used as an expression of an organisations aims to establish themselves as an 'employer-of-choice', as the term is largely associated with today. Moroko and Uncles (2008) defines employer branding as "the sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work" (P.161), similarly Kucherov and Zavyalova (2011) describe the employer brand as "Qualitative features of the employing company, which are attractive to a target audience…positive image and appropriate set of material… and non-material… advantages distinguishing a company in the labour market" (P.88).

Young Professionals and Employer Branding

Millennials or Generation Y are the group of individuals generally considered to be born between 1979 and 1994, various sources will suggest alternate start and end dates for the demographic classification (Myers & Sadaghiani, 2010). The terms 'generation Y', 'millennials' and 'young professional' are used interchangeably throughout this thesis recognising that much of academic literature dealing with the subject tends to use different terminology depending on the authors preference.

Besheer and Ricci (2010) defines millennials as having an 'I want it now mentality' seeking continuous recognition, reward and feedback in their daily work environment as well as demanding the opportunity to provide tangible input from day one. Özçelik (2015) further develops the implications of the younger generation on their future employers, pointing out that the differing values and demands young professionals have compared to previous generations poses potential problems related to retention and loyalty because of concerns over communicational interaction. With regards to branding and recruitment, Kucherov and Zamulin (2016) highlights that above all else, in order to attract young talents to a specific organisation,

they have to prove themselves to be a 'great place to work'. Where according to Bhattacharya and Sen (2003), a well matched person-organisation fit is based on self-determination, meaning that young professionals will identify their prospective employers based on how well an organisation matches their own personal values.

Even though some academic literature points out that converging around a specific classification of the characteristics that young professionals inhibit would be to undervalue the intricate nature of their wants and needs (Shaw & Fairhurst, 2008), there is some consensus towards the general traits that have come to signify young professionals in the work place. Young professionals are seen as being individualistic and independent but yet are socially present and prefer to work in teams. Kucherov and Zamulin (2016) further outlines that young professionals seek creative, flexible, and challenging work environments emphasising the need for high personal development. Despite their individualistic tendencies, Klimkiewicz and Oltra (2016) illustrate that young professionals are the generation most sensitive towards ethical and CSR related messaging, with a general belief that it is their duty to make the world a better place. The authors further develop that CSR and ethical messaging is a useful tool for organisations when developing their employer branding efforts towards young professionals.

The literature dealing with young professionals and employer branding is developing in line with the ever increasing amount of individuals from the millennial generation entering the workforce. However, most of the existent literature on the subject focuses on the working-relationship and challenges of integrating young professionals in the workforce (Özçelik, 2016), with little research being conducted on the expectations and attraction of young professionals. Until presently, the research on young professionals in the workforce and related activities (e.g. recruitment and employer branding) has provided much insight into how the characteristics of the millennial generation match with those of their predecessors, developing how organisations must adopt to the changing working practices of their next generation of employees. Chabra and Sharma (2014) outline how many changes in the workplace have already occurred because of the expectations of young professionals, with specific regards to management practices and there through employee engagement and loyalty. Despite this valuable research, in order to be able to develop an accurate depiction and insightful conclusion with regards to this thesis line of inquiry, we must increase the scope of literature on employer branding used to develop the theoretical framework, in order to fully understand the implications of the research conducted. Current literature provides us with an understanding of how millennials react to the various

elements of contemporary business practices, but there is an evident lack of information with regards to attraction, employer image and as a result employer branding aimed at the target demographic. Therefore, further information on conducted research within employer branding and related activities is provided below as well as developed in the theoretical framework.

Related Concepts

Lievens and Slaughter (2016) discusses how employer branding has radically progressed over the last 20 years, illustrating how there has been a proliferation of terms constructed in employer branding literature. It should be stated, as Collins and Kanar (2013) argue, that the term employer branding, despite its common use as a set term by scholars and business professionals alike, employer branding should not be seen as a specific tool or activity but rather an academic classification of a set of different corporate activities understood to promote and establish various elements related to employee retention and attraction. The term employer branding has merely allowed for a consolidation of activities for both business professionals and academics to work with, similarly to how they would approach the development of a corporate or consumer brand. As such, there are a multitude of different concepts that are highly related to or should be considered as elements of employer branding that are essential to the study of the subject:

- Culture – corporate culture can be defined as the values that support the organisational purpose and strategy or corporate identity (Lipton, 1996).
- Employer Familiarity and Reputation – a prerequisite of employer image as it represents the cognitive evaluation of the individual job seeker, determining whether or not they are aware of an organisation (Cable & Turban, 2003; Collins & Kanar,2013; Lievens & Slaughter, 2016).
- 'Employer-of-choice' – established amongst stakeholders as providing a qualitative employment experience which employees are happy to promote to others, ensuring access to top-talent in the labour market (Backhaus & Tikoo, 2004; Kucherov & Zavyalova, 2011).
- Organisational Attractiveness – can be seen as the envisioned benefits that a potential employee sees in working for a specific organisation (Berthon et al., 2005).
- P-O fit – Person-organisation fit refers to the situation where an individual's characteristics matches with an employer, generally recognizing that the better the P-O fit is, the more likely organisational attractiveness will be enhanced (Elving et al., 2012).

- Psychological Contract Theory [PCT] – concept that stems from psychology that within the HR field reflects the exchange relationship between two parties underlying the perceived reciprocal obligation between the employee and the organisation (Rousseau, 2013).

- Resource Based View [RBV] – competitive advantage originates from a company's capability to establish a resource which is valuable, rare, inimitable and difficult to substitute. In employer branding, the individual employee is identified as the key resource, where long-term/ sustainable competitive advantage relies on the attraction and retention of a high quality work force (Baum & Kabst, 2013; Heery & Noon, 2017).

- Signalling theory – traditional marketing theory explaining how information seekers use various informational cues to avoid adverse selection. Applied within HRM practices, as the employer brand similar to the price of a consumer good, can decrease information asymmetry because prospective applicants rarely have perfect information (Wilden et al., 2010).

Theoretical Framework

The theoretical framework of this thesis takes into consideration the definition of employer branding as suggested by Ambler and Barrow (1996), and further builds upon the notion of employer branding as a tool in the establishment of a company as an 'employer-of-choice', defined in Backhaus and Tikoo (2004) "as the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors." (P.502). Understanding what employer branding consists of is more intricate than establishing a concrete definition of the term, made rather evident by the vagueness of the numerous aforementioned descriptions of the practice. As such, it is important in the context of this thesis to establish and evaluate the various theoretical tools that will be used in order to analyse the constructed field material with regards to the line of inquiry. The theoretical framework presented is divided up into three sections aimed at presenting the theories that provide us with insight to explain what, how and why a clear employer branding strategy is essential to achieving success in a 'war-for-talent', more precisely with regards to the communication of a company's employer image.

Following the development of a specific theoretical tool or the conclusion of a theoretical section, we have chosen to use a series of statements to summarise the aforementioned detailed theoretical standpoint. The intended use of these theoretical *Summary Points*, denoted as SP.X in the text, is not to verify or falsify the information in the analysis, but rather to be used as a method to allow for a detailed discussion with clear connection to the theoretical framework.

What does Employer Branding consist of?

Employer Branding Framework

Backhaus and Tikoo's (2004) 'Employer Branding Framework' builds on the notion that a brand is one of a company's most valuable assets and careful brand management has the capability of creating significant increased value, regardless if it is a corporate, employer or consumer brand. 'The Employer Branding Framework' conceptualizes a company's employer branding activities as two process, internal and external respectively, aimed with generating brand associations and brand loyalty, two key assets of an organisation.
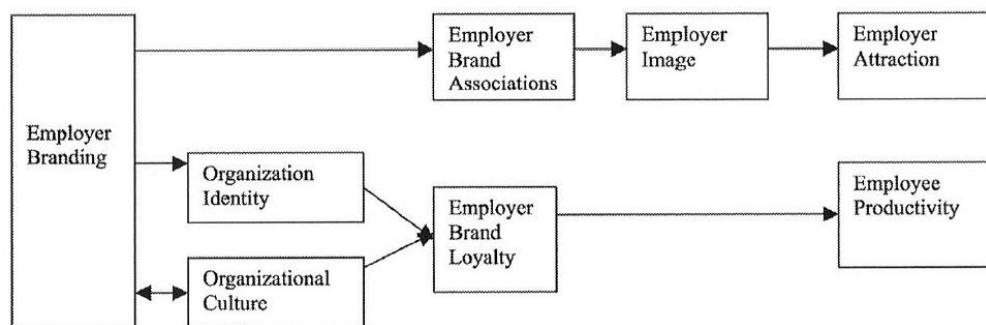

Figure 1, 'Employer Branding Framework' (Backhaus & Tikoo, 2004, P.505)

Employer brand associations are the thoughts and emotions that a specific brand evokes within a potential or current employee that determine the perceived employer brand image and in turn levels of employer attraction. Employer brand loyalty contrastingly refers to "commitment that employees make to their employer… shaped by a behavioural element that relates to organisational culture and an attitudinal element that relates organisational identity" (Backhaus & Tikoo, 2004, P.508).

Backhaus (2016) explains how research within employer branding has primarily focused on the area of recruitment with regards the creation of employer brand associations, because associations drive image, the key to attracting potential employees. According to Backhaus and Tikoo (2004), employer brand image can be defined as either functional or symbolic benefits – the former commonly recognized as tangible elements such as leave and benefits whilst the latter corresponds to the intangible – aspects such as prestige and social approval.

'The Employer Branding Framework' helps us to contextualise this thesis by positioning the line of inquiry in relation to the various processes associated with employer branding. The line of inquiry pursued in this thesis requires analysis with specific regards to the establishment of attraction through an employer image and therefore focuses on the external activities of a company aimed at generating employer brand associations. To summarise Backhaus and Tikoo's (2004) framework and its relevance with regards to this thesis, we have formulated the following statements:

SP1.   Employer image and attraction are subjective to the eye of the beholder based on the individual brand associations a potential candidate forms with the employer

SP2.   Organisational identity and culture are important elements in the generation of external brand associations

Employer Image

Similar to the broader concept of employer branding, employer image can be viewed as a collection of various terms branded in one concept, such as: organisational image, employer familiarity and reputation, and identity. Some will even argue that employer branding is actually an element of employer image rather than relationship being reverse. We however consider employer image to be a result of specific employer branding activities, consistent with most employer branding literature. Lievens and Slaughter (2016) define organisational image as "an amalgamation of mental representations and associations regarding an organisation as an employer" (P.409). Employer image is further defined as: (a) held by individuals, (b) might fluctuate, (c) targets specific aspects, and (d) cognitive in nature (IBID).

Employer image is generally recognized amongst researchers as primarily consisting of two or three core attributes: functional (or instrumental), symbolic and experiential attributes, where functional and symbolic attributes have received the most focus in contemporary research (Lievens & Slaughter, 2016). Backhaus and Tikoo (2004) describes functional attributes as "elements of employment with the firm that are desirable in objective terms, like salary, benefits, leave allowances" and define symbolic attributes as those that "relate to perceptions about prestige of the firm, and the social approval applicants imagine they will enjoy if they work for the firm" (P.505). The idea however that functional and symbolic attributes are the factors most influential in impacting employer image is however being questioned by HR professionals today in line with a changing demographic in the workforce as predicated by the

idea of a 'war-for-talent'. Elving et al. (2012) describe how experiential attributes increasingly are shaping the associations and images of specific company's held by prospective employees because "members of Generation Y… are particularly likely to demand more flexibility, meaningful jobs, professional freedom, higher rewards and better work-life balance than older employees do." (P.356).

Even though, as Lievens and Slaughter (2016) describe, that an employer image is held by the individual rather than collectively, a consistent employer image is essential for achieving a number of outcomes with regards to attracting prospective individuals. Moroko and Uncles (2008) outline characteristics consistent between consumer brands and employer brands with regards to image recognisability, namely that successful employer brands are 'known and noticeable' by potential employees, 'seen as relevant and resonant' and 'differentiated from direct competitors'. It is rather clear through reading available research on the subject of employer image that there is a direct correlation between employer image and person-organisation match. Therefore, understanding the sources of employer image with greater detail than the general recognition that it stems from brand associations, is key for a company to identify in order to establish themselves as an 'employer-of-choice'.

Employer image is at the core of this thesis analysis with regards to the matching of expectations. Thereby understanding the various parts of employer image is central in order to identify the elements related to person-organisation fit and the levels of attraction developed by prospective applicants. Even though a firm has control over certain processes of their employer branding efforts, we conclude that:

SP3.   Employer image is individually interpreted, constructed through both organisational and non-organisational communication with regards to the concerned employer

SP4.   Person-organisation fit is likely to be incomplete if the employer image does not aptly match organisational practices

Organisational Culture and Identity
Ambler and Barrow (1996) write that there are three concepts that are similar to employer branding but should not be considered as employer branding activities in their own right, namely: corporate culture and identity, internal marketing and corporate reputation. Employer branding according to the Ambler and Barrow (1996) is an extension and combination of the

aforementioned elements. Contrastingly, most contemporary researchers within the field consider culture and identity as an essential part of the employer branding process that helps to build associations and loyalty amongst prospective and current employees respectively.

Even though culture and identity are seen as elements of the internal employer branding process, as conceptualised by Backhaus and Tikoo (2004), these two elements also have a highly influential role in the external marketing of an employer brand. However, it should be stated that culture and identity are primarily focused on current employees rather than prospective, with the aim of increasing brand loyalty, which in turn generates productivity. As Backhaus (2016) states, "The employer brand message is developed by the organisation to create a positive image of the organisation not only to outsiders, but also to organisational insiders." (P195). The employer brand therefore has a strong link between both the insiders and the outsiders of the firm, as the employer brand both promotes and reinforces the image of the culture that a specific workplace inhibits. In order for the employees to be the bearers of culture, management and management practices in an organisation play a vital role. Heery and Noon (2017) highlights the importance of well-functioning management practices in an organisation because of its ability to manipulate the symbolic context amongst employees, i.e. nudging the workforce to adopt certain practices and desired organisational values. As such, leadership is often considered to be one of the most important characteristics of an employer and to effect it is also seen as a key element of a company's employer brand (Alniacik & Alniacik, 2012). Backhaus (2016) goes on to develop that despite management being one of the less obvious areas that prospective employees factor in when determining their next employer, leadership and the culture fostered through management practices, such as development opportunities, is an element which young professionals value highly.

Organisational identity similar to culture also has an important role in the internal reinforcing of an employer brand. Lievens and Slaughter (2016) make the distinction "that identity is what organisational insiders (employees) perceive to be core characteristics, whereas image deals with an outsider's beliefs" (P.410), and the term internal branding is a substitute for identity management. Gioia et al. (2000) further describes organisational identity as the understanding of the various elements that make an employer unique by those inside the company and develop that organisational identity can both be reaffirmed and developed or changed over time by the formulated employer brand message.

The interplay between identity, culture and the process of employer branding is rather evident, the different aspects impact, change and reinforce each other. Elving et al. (2012) suggest that employer branding should be seen as a three step process where integrating the brand promise into the organisation's culture is a central part. This is particularly relevant with regards to young professionals who seek meaningful employment where culture is an important bearer and matcher or supporter of an individual's personality and values. Kucherov and Zamulin (2016) as well as Hershatter and Epstein (2010) develop this point in relation to the characteristics of the millennial generation, being individualistic and approval speaking where working in a reinforcing and nurturing culture is a central attribute for young professionals when identifying their future employer.

Understanding the various underlying elements of culture and identity is therefore vital in order to create a satisfied and engaged workforce, as Sengupta et al. (2015) writes "satisfied employees are the best source of employer branding" (P.309). We therefore conclude the following:

SP5.   Internal employees are the most effective marketers of a company's employer brand and help manage the formulation of a psychological contract with prospective employees

SP6.   Organisational culture and identity are key indicators for young professionals when choosing their future employer

How does Employer Branding Create Value?

There is little contradiction regarding the fact that a successful employer brand is desirable for all employers, but what an employer brand is and what characteristics constitute a successful brand is still largely under debate. The creation of value can however to a large extent be summarised as two processes or activities, active communication management from the employing company and secondly the individual interpretations of the prospective employee. To explain the respective relationships, researchers have developed the concepts of employer value proposition and employer brand equity.

Employer Value Proposition (EVP)

Backhaus (2016) defines employer branding as the process of the development of a value proposition and the marketing of that proposition both internally and externally. The EVP essentially explains what it means to be employed at a specific company and encompasses the attributes that can be expected from the employer in terms of workplace experience. Kucherov and Zavyalova (2011) define the value proposition as consisting of: economic, psychological, functional and organisational attributes. Sengupta et al. (2015) deepens the discussion on value proposition and explains that the "value proposition framework or employment offerings should be designed in line with those value preferences as to retain and attract current and potential employees" (P.309). The concept of a value proposition is a traditional marketing concept aimed at attracting and retaining loyal customers, translated into the field of HR - targeting the generation of a psychological contract between prospective employee and employer.

Psychological contract theory becomes highly relevant with regards to the employment offering or the EVP as it determines and shapes the expectations of prospective employers. Rousseau (2013) states that "psychological contracts are dynamic. Once formed they tend to be relatively stable, operating at a higher-order, subconscious level." (P.2). As such, it plays a vital role in the matching of expectations and the on-boarding of new recruits to a firm with regards to integrating them in the culture and identity of the organisation. Glazer et al. (2004) describes that job satisfaction and organisational commitment can be achieved when the employers offering matches that of the employee's values. The concept of employer value proposition has gained increased attention in line with changing demographics in the workforce, Sullivan et al. (2002) for instance states that the younger generation are more concerned with finding an employer that allows them to fulfil their personal values rather than aligning with those of the

employer. Besheer and Ricci (2010) outlines how millennial workers have different expectations on their future employers compared to previous generations, emphasising the 'four C's' as central to their perception of a workplace: culture, compensation, coaching, and communication. This poses a complicated question to employers, Sengupta et al. (2015) proposing that enterprises must consider demographic differences when designing their value propositions, however, they must also contemplate the fact that prospective employees seek uniformity across all branding messages (Wilden et al., 2010).

Employer Brand Equity (EBE)

The creation of employer brand equity can be seen as the result of a company's employer branding processes, however, the generation of EBE is largely determined by prospective employees rather than the employing company themselves. Collins and Kanar define (2013) EBE as "the outcomes of individuals' employment decision opportunities … that are attributable to the employer brand of the organisation" (P.2). More precisely, EBE refers to the effect on a unique individual's decision making process because of an organisations employer branding effort. EBE as such are grounded in the associations that a potential applicant has with the brand of the potential employer, therefore "exposure to an organisation with positive associations will have greater influence on potential employees and will build stronger EBE in the labour market" (Alshathry et al., 2017, P.416).

In order to be able to actively influence and generate EBE, it is vital to understand the various elements of which the concept consists of. Alshathry et al. (2017) describe EBE in an employment context as "a package of benefits that reflects the value of being an employee of a company" (P.146) and consisting of four elements as presented in their conceptual model.

Figure 2, 'Elements of EBE
(Alshathry et al., 2017, P.416)
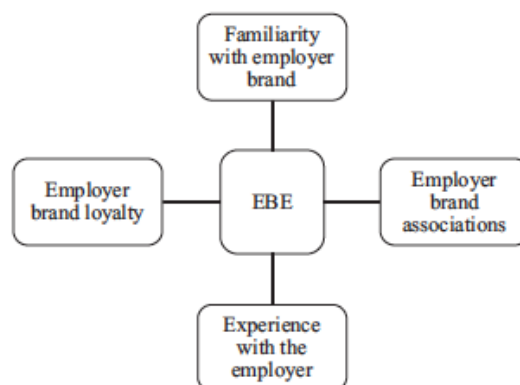
Employer brand loyalty refers to current employees and the internal process of the firm. Contrastingly, the three other elements are primarily relevant to individuals outside the firm, their impact on internal employees should however not be disregarded. Familiarity with an employer is an important element with regards to managing expectations and even more so in terms of reducing risk for prospective employees. Wilden et al. (2010) describe how increasing knowledge and interacting with an employer brand takes time, but can help to make a well informed employer decision, with perceived less risk. Associations relate to any form of memory or emotional response a prospective employee has towards an employer brand. Experience with the employer is crucial with regards to the employment relationship between prospective employer and employee. Experience in this context refers to the interaction with the employer brand and not a potential consumer brand, an aspect which makes experience a difficult element to manage. Experience as such can differ significantly between prospective and current employees. Summarising employer branding equity we illustrate that:

SP7.   A well communicated employer value proposition is essential for a company to differentiate themselves as an employer amongst competitors

SP8.   Demographic changes in the labour force pose a threat to employers as young professionals expectations are less aligned with the values of their prospective employer

Why is Employer Branding Relevant?

Ambler and Barrow (1996) defined employer branding as neutral, Backhaus and Tikoo (2004) developed the concept to incorporate the idea of 'employer-of-choice' and countless other researchers have written about the 'war-for-talent' as the basic premise for developing a unique and effective employer brand. Regardless if employer branding is considered as merely a representation of a company's identity or is seen as a tool in the 'war-for-talent', the underlying factor for developing an employer brand is based on the basic understanding that the individual employee and the workforce of an organisation is the key source of competitive advantage. The 'war-for-talent' and increased focus on the notion of attracting, retaining and developing an organisations workforce is in itself developing the employer branding field, as Elving et al. (2012) states, "the importance of attracting employees to organisations renders the development of sound recruitment communication strategy…" (P.356).

The need and the reason why employer branding is important is a highly subjective question similar to the problems outlined by Moroko and Uncles (2008) regarding the establishment of a definitive categorisation of the characteristics that define a successful employer brand. Ritson (2002) identified that "companies with strong employer brands can potentially reduce the cost of employee acquisition, improve employee relations, increase employee retention and even offer lower salaries for comparable staff to firms with weaker employer brands" (P.24). Despite, Ritson's attempt to clearly identify the benefits of actively engaging with an employer brand, it is fair to conclude that employer branding is necessary, based on the fairly simple premise of employee attraction and retention. The various processes, actions and corporate activities undertaken, facilitated under the umbrella for employer branding essentially has to do with as Berthon et.al (2005) put it "concerned with building an image in the minds of the potential labour market that the company, above all others, is a 'great place to work'" (P.154).

Employer branding is further a tool for creating organisational attractiveness aimed at ensuring a well matched P-O fit. A P-O fit, or person-organisation fit occurs when the person and organisation share similar characteristics, something that can only be achieved if the organisation in their recruiting and employer branding efforts ensure that "their recruitment advertising provides sufficient information about such essential matters as mission, values and achievements" (Elving et al., 2012, P.359). Elements, which as previously mentioned are key determinants for young professionals and thereby should be considered as key parts of an organisations employer branding communication. Myers and Sadaghiani (2010) develop this

with regards to career building stating that millennials regard building a career as less important in relation to self-actualisation in comparison to previous generations. Therefore, P-O fit becomes a delicate issue where identifying an organisation that fits into their lifestyle and personal values is of greater importance for young professionals. We therefore put forward the following:

SP9.   Companies who do not actively engage with their employer branding efforts are unable to attract top talent

SP10.   Clear communication of symbolic attributes, such as values, mission and social responsibility are key in attracting young professionals

Method

The study detailed in this thesis is an empirical case study of the software industry in Sweden, performed using a discourse analysis. A case study is the research design most well suited for our thesis given that it is concerned with intensive and detailed analysis of a specific phenomenon or setting (Bryman & Bell, 2015), i.e. the labour market. Further, the study follows a qualitative methodology, often seen as the most applicable for a case-study design, with in-depth interviews constituting the constructed field material, allowing for careful interpretation and utilisation of verbal analytical tools. A qualitative methodology is well suited for a study where the primary goal is to develop and further deepen existing knowledge regarding an intricate problem or phenomenon, given the open-endedness of the research methodology (Patel & Davidson, 2011). The adoption of a qualitative method in and of itself does not provide or set concrete boundaries as to what must be carried out as an effect of the research design but rather provides an open-ended strategy for us to interpret and tailor to match our specific case study (Bryman & Bell, 2015).

As such, based on the outlined research design this thesis is built on the notion of an abductive research methodology. An abductive method can be seen as the intersection or incorporation of a deductive and inductive methodology into one approach, i.e. theory is both applied and developed as a result of the structure of collected data and the application of analysed material. "From this perspective, it takes two things to make good research: observation and reason" (Flick, 2014, P.127). An abductive approach means that from a specific case, the most applicable theoretical framework for detailed analysis is hypothesised [inductive], later to be tested and further implications deduced based on the empirical data set [deductive], finally for the theoretical framework to be developed as a result of the investigatory analysis (Patel & Davidson, 2011). A well suited methodology to this thesis as it is imperative to understand both the empirical and theoretical predispositions underlying the area of interest before developing the specific elements essential to the line of inquiry. "In terms of theoretical predisposition, abduction attempts as far as possible to begin its observations without presuppositions and, above all, without theories" (Flick, 2014, P.126), as such this research method insures that we do not exclude any possible incorporations of further theoretical or empirical insight in-line with the development and progression of the study.

Interviews

Given the qualitative nature of the study, in-depth interviews were identified as the most relevant and applicable source of information. Qualitative interviews allow the researcher to delve deeper into ambiguities and personal reflections of the studied subject. (Patel & Davidson, 2011). Qualitative interviews are generally seen as less structured than other forms of research, where the interviewee's point of view is placed at the centre of the research (Bryman & Bell, 2015). Therefore, by encouraging and allowing the respondent to develop on the elements of discussion deemed most important, we were able to identify key areas of discussion to further tailor our continued study around in order to deepen the analysis on specific elements essential to our conclusions.

The interviews in this study have been planned, developed and conducted based on a semi-structured premise, meaning that the interviews follow a low degree of predetermined structure and standardisation. At times during our study however, some interviews bordered on the notion of being almost totally unstructured, mirroring what can be conceived as a normal conversation, aided only with one leading question or concluding statement (Bryman & Bell, 2015). The conducted interviews did not follow a clear guideline with precisely formulated questions, rather the majority of the conducted interviews were designed with the help of six key leading themes or overarching topics. The six areas for discussion were as follows: *Background/ demographics, Prospect, Vision, Dream, Probability, and Exposure*. By using themes rather than predetermined questions, a more natural discussion is facilitated between the interviewer and respondent, in contrast to when using a highly structured and standardised guideline. An imperative variable to consider with regards to the nature of a discourse analysis, which was applied to analyse the constructed field material, developed further in the forthcoming section.

To allow for a relevant and accurate analysis of the constructed field material from the two differing sample groups, the interviews focused on the cognitive responses and reactions of the interviewee. Meaning that the questions asked by the interviewer focused on the respondent's thoughts and deliberations rather than their actions or experience. In regards to Patton's (2015) typology of interview questions this refers to the interviewees feelings, opinions/values, and knowledge in regards to the topics of discussion

Even though the interview structure was designed as to facilitate a natural discussion and allow the interviewer to pick-up on specific aspects or for the respondent to go out on a tangent, the individual themes and presumed structure of the interview/discussion was designed using a funnel approach. A methodology consistent with the overall research design. This means that through probing and the use of sub-questions, the interviewer guided his way through various touch points, initially at a broad level gaining general knowledge and background information, to then generate a more precise and narrow picture of relevant details. The six themes on which the interviews were centred upon were not mutually exclusive or necessarily chronological, as such the interviewer was able to move interchangeably between the various themes.

In order to identify relevant interview respondents, we used a method of purposive sampling, sometimes referred to as selective or subjective sampling. Purposive sampling is a form of non-random sampling based on the judgement and ability of the individual researcher to identify relevant interview subjects with regards to the line of inquiry (Patton, 2015). As the meaning with qualitative research is to generate and identify 'information rich' sources, certain levels of bias or subjective judgement will underpin the choice of respondents, in order to ensure that the identified sources can deliver knowledgeable responses (Bryman & Bell, 215). Furthermore, sampling in this study is based on homogenous sampling, a method of purposive sampling, where the identification of a certain group of interesting individuals is determined based on specific characteristics shared by all members (Patton, 2015).

Young professionals, defined in the context of this thesis as individuals between the age of 20 – 28, either pursuing a higher education or having completed a degree with a maximum of three to five years' work experience, constituted one of our sample groups. Additionally, the criteria of 'interest in pursuing a career within analytics or IT' was applied to further narrow the potential respondent pool, primarily in order to create accessibility, increase applicability with regards to the studied case, and closely match the 'young professional' sample group with the second respondent sample group – 'employers'. Given that this thesis analyses the interplay between young professionals and employers, the second sample group of interesting respondents focuses on employers active in the software or IT industry with an interest in hiring marketers, strategists, software developers, data analysts and other closely linked IT professionals (e.g. UX designers).

A total of four interviews with 'Young Professionals' and five interviews with 'Employers' were conducted during a six-week period in order to generate a well-developed information bank for further analysis and interpretation for the advancement of a theoretical discussion on the topic of discourse in employer branding[1]. An overview of the different interview respondents and their description are detailed in *Table 1 and Table 2*.

Table 1 – Description of Young Professional Interview Participants

Age	Student / Professional	Field of Study/ Profession
23	Student – Undergraduate	Marketing
25	Student – Undergraduate	Software Engineering and Management
26	Employed	Junior Developer/ Programmer
25	Employed	Consultant

Table 2 – Description of Employer Interview Participants

Position	Company [Employer]	Industry
Head of Brand Strategy	Top 20 largest companies in Swe. (>20,000 employees worldwide)	Communication/ Connectivity
Marketing & Communications Director - Nordics	World leading software analytics company (>13,000 employees worldwide)	Data/ Software Analytics
Nordics Talent Acquisition Lead	World leading software analytics company (>13,000 employees worldwide)	Data/ Software Analytics
Independent Consultant	Industry Expert (Self-employed)	30+ years' experience with top advertising, recruiting and consumer goods companies
Head IT Sourcer	Sweden's largest recruiting firm for young professionals	Recruitment

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[1] A number of the interviews were conducted in Swedish – any quotes used in this thesis from these interviews have been translated during the transcription phase of the study

The interviews with young professionals lasted on average for 40 to 60 minutes, in contrast the interviews with employers typically ran on for longer, lasting approximately between 50 to 90 minutes. During the interviews, field notes were taken by the interviewer or interviewers, in order to highlight additional identified important information and annotate specific time indicators corresponding to responses deemed highly relevant to the study. Following the completion of an interview a verbatim transcript was produced and we reviewed our field notes together as to establish any discrepancies, consistencies or discuss emerging themes for further examination in upcoming interviews.

There are ethical challenges and implications, which must be considered when entering the field and conducting qualitative interviewing. There is a continuous need to reflect on the relationship between the respondent and the respondents input in-light of the broader research project, as well as the general context of his or her answers. It is important for the researcher to strive to generate the most qualitative data as possible because haphazard interviews and underwhelming analysis has the possibility of creating false or misleading conclusions. High quality data as such is described by Flick as credible, transferable, dependable, confirmable and authentic (2014). Meaning that if the research has been carried out according to ethical principles and followed research protocol, the information produced will be reliable and trustworthy creating an accurate portrayal and interpretation of said events.

Furthermore, the respondents were duly informed when contacted for the interview about the process of investigation and the implications of their responses, these were further reiterated at the start of each interview. As such, an informed consent was established between the interviewee and the interviewer. The information provided to the respondent made it clear that the interview was carried out in strict confidentiality, meaning that any reference to the interview would be done so without direct reference to the respondent's personal details (e.g. name), as well as the fact that any direct citation from the interview would be provided to the respondent before publication as to ensure full transparency between the two parties. Additionally, it should be stated that before any interview was conducted, consent regarding the possibility of audio recording the interview was established, where the interviewee was given full disclosure regarding why the interview was recorded and if the respondent rejected the premises, recording would be done only through field notes – however, all respondents agreed to the recording of the interview.

Analytic Method

In order to conduct analysis on the constructed field material, a process of open-coding was carried out on the verbatim transcripts. Open-coding is a process where an initial reading of the conducted interviews is carried out with no specific intent to identify significant themes or relations as this may have an impact on the latter stages of the investigation, such as constraining the analysis to a number of predetermined categories (Crang & Cook, 2011). Based on our initial round of coding, we established a set of six areas on which to base our analysis and sort our notes on, this was however reduced to the four areas developed in the analysis after a third round of coding and assessment.

The analysis and codification of the constructed field material followed as previously stated, a method of discourse analysis. "Discourse analysis emphasizes the way versions of the world, of society, events, and inner psychological worlds are produced in discourse" (Bryman & Bell, 2015, P.535). Essentially a discourse analysis intends to examine the question of how discourse may construct subjectivities, meaning that the research as such is not concerned with the value or specificity of what the respondent is conveying, rather the study aims to understand what the individual is doing when they talk about a specific subject. Specifically, this thesis uses a social psychological discourse analysis to interpret the responses of our interviewees with regards to the line of inquiry. This specific form of discourse analysis deals with "how identities as versions of self are constructed as factual and real, and how people position themselves in relation to other people, groups, ideas and objects." (Eriksson & Kovalainen, 2011, P.6). This analytical approach is well suited to this study as we aim to develop how the interactions between employers and young professionals shape the practices of recruitment and employment with regards to employability and attractiveness.

As such, the construct and concept of what an attractive employer brand is, can be conceived not necessarily exclusively as the actions of firms in terms of corporate branding and other corporate activities, but rather, a social psychological discourse analysis shows how the language of the practice shapes and manages the social reality of which the relevant participants choose to converge around and accept.

Reliability/ Validity

Reliability and validity are concepts which are essentially associated with quantitative research and even though these concepts have some applicability with regards to this thesis, we have chosen to apply alternative criteria in the evaluation of the qualitative methods used. This is as reliability and validity presumes that the conclusions of this study can be regarded as a single absolute truth. However, as duly illustrated through the chosen analytical method, a discourse analysis studies the subjective understandings and interactions between individuals with regards to a specific case, therefore a single truth cannot exist (Bryman & Bell, 2015). We have therefore chosen to evaluate our thesis with regards to: credibility, transferability, dependability, and confirmability of the study (Crang & Cook, 2011).

Credibility refers to the trustworthiness of the report with regards to the application of good faith and adherence to established research protocol (Bryman & Bell, 2015). As previously outlined, throughout our study we have regarded and taken into account the ethical implications of our chosen methodology as well as the results and conclusions we have arrived at. Therefore, we can consider this report to be highly credible. Transferability with regards to this study refers to the applicability of our results outside the case specific context. Given that the study deals with a subject highly relevant and present in a number of industries currently, it can be said that the results of this thesis do carry some transferability, but without further research or insight, the conclusions from this thesis should mainly be seen as context specific. Dependability refers to the reliability or trustworthiness of the research process in relation to transparency (Crang & Kook, 2011), where we have ensured full disclosure throughout the research process towards any invested stakeholders with a clear account of all our research phases available, e.g. verbatim transcripts and audio-recordings. Finally, confirmability as described in Bryman and Bell (2015) is concerned with the objectivity of the study. Whilst, full objectivity is seemingly impossible, this thesis has been carried out with the intention to portray an accurate account of the studied relationships and continuously regarded the integrity of all involved parties throughout our various interactions.

Analysis

Overview

The 'war-for-talent' has undoubtedly manifested itself in the labour market today creating an interesting dynamic between employers and prospective employees, with competitors racing to attract the individual's necessary to achieve their strategic goals. Creating an employer offering which both aligns with the company's values and attracts the top talent that will constitute the bulk of their future workforce is an intricate and complicated process. As SP.1 states, employer image and attraction are subjective to the eye of the beholder based on the individual brand associations a potential candidate forms with the employer. Therefore, the overarching idea of what is considered to be an attractive employer image in today's labour market is essentially an amalgamation of all individual's associations creating a collective consensus of certain desirable elements. As such, understanding what young professionals deem to be the most desirable traits that make an employer attractive in today's labour market is imperative for prospective employers to grasp in today's highly competitive labour market situation.

The generation of attraction, as explained in Backhaus and Tikoo (2004), presents a clear overview of how attraction is created in the employer branding process through the development of employer branding associations and images. However, the framework does not explain what constitutes an attractive image in the eyes of prospective employees, unsurprisingly given the subjective and cognitive nature of attraction. Throughout the discussions with young professionals and employers, a number of commonalities emerged in the language and descriptions that the various respondents used to explain the elements of a prospective job that were deemed essential. Based on the constructed field material, we propose that an attractive employer image is determined through an authentic and illustrative representation of the following four elements, conceptualised as following:
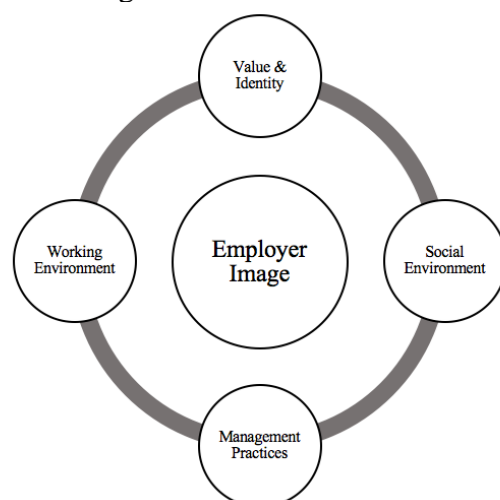
Figure 3, 'Elements of Employer Image Attraction According to Young professionals'

The conceptualised model displays the four elements identified as essential for an employer image to be considered as attractive according to young professionals, where the respective elements have come to be defined as:

(a) **value and identity** – company values, personal values, community engagement/ corporate social responsibility (CSR), transparency and authenticity;

(b) **social environment** – culture, colleagues, collaboration, office environment;

(c) **working environment** – content of work, work schedule, training and career development, opportunities;

(d) and **management practices** – flexibility, trust, leadership style, feedback and communication.

The aforementioned four elements do not represent the distinct process of a company's employer branding efforts, but rather explain the characteristics of which young professionals in today's labour market have come to agree upon to be the most sought after or desired at their prospective future employers. Furthermore, employers have detailed the implications this has had on the development of their employer branding efforts, but as the following analysis will show, several of these elements reflect trends represented in greater society, rather than processes within specific organisations. Elements that have come to influence the thoughts and attitudes of young professionals as a result of the communication driven by various relevant stakeholders, such as marketers and recruiters - as alluded to in SP.3, employer image is individually interpreted, constructed through both organisational and non-organisational communication with regards to the concerned employer. Therefore, using the identified common themes and previously outlined theoretical summary points, this analysis intends to provide insight into how the formation of young professional's expectations have as a result of the influence of various relevant stakeholders manifested itself as a discourse of attraction with regards to employer image and value proposition communication.

Value & Identity

The concepts of value and identity, similar to many of the theoretical tools used in this thesis, are highly subjective and interpretable in a multitude of ways. Based on the conducted interviews, with both young professionals and employers, it is evident that value and identity has become a central element of an organisations employer branding efforts. Representing, as described in Lievens and Slaughter (2016) the firms core characteristics as perceived by internal employees. Value and identity in relation to employer branding has manifested itself through the deliberations and thoughts of the various respondents as the activities or actions used to create an employer image related to; company values, a prospective employee's personal values, a company's community engagement or CSR activities, and transparency and authenticity portrayed by the firm. Based on a primary outlook of what value and identity mean to the individual respondents and the implications of their collective manifestation, the significance of value and identity in attracting young professionals can hardly be understated, as indicated in the theoretical framework through SP.6, organisational culture and identity are key indicators for young professionals when choosing their future employer.

The actual definition of what value and identity includes for the respective respondents is however not necessarily the most interesting conclusions that can be drawn from the constructed field material. The context of their responses and the way in which these answers are communicated provide details that help develop understanding far more insightful to the creation of attraction, rather than the mere declaration of specific values. A common insight gained from all respondents is that community engagement and clear projection of a company's social activities or formulation of a precise CSR policy is undoubtedly a key factor for all respondent when describing their dream employer. A preference held not only by young professionals but equally shared by the respondents representing employers alike. The emphasis placed on the need for a company to be engaged in more than merely fulfilling or improving bottom line goals creates a number of implications for recruiting firms, built and reinforced by the expectations of young professionals as well as more general societal trends.

Even though there is a visible trend amongst organisations and firms increasing their focus on working actively to promote their societal engagement, this mainly seems to have to do with the push from young professionals placing certain expectations on their future employers. Rather than the changing values and dynamics being an effect of an actual change of heart from the employing company themselves. Insight highly in line with contemporary literature as

illustrated by SP.8, demographic changes in the labour force pose a threat to employers as young professionals expectations are less aligned with the values of their prospective employers. As the conducted interviews displayed, there still is a certain lack of understanding amongst business leaders today as to why a clear match between an individual's values and an organisation's is key for young professionals when choosing their employer.

Interestingly and to some extent similarly to the lack of truth or transparency behind certain societal engagements of companies, beyond that of developing an attractive image towards young professionals. At the inner level, the expectations on employers to have credible CSR practices from young professionals are largely built, perhaps not on the ideal for greater good, but rather based on an individualistic premise, as one respondent detailed,

"the whole recruitment process has changed very significantly to be: does it fit in with my lifestyle?" – Employer

The realisation being, does the firm or organisation have a value offering that fits with the personal values of the prospective employee. For as the academic literature suggests, as seen in SP.10 clear communication of symbolic attributes, such as values, mission and social responsibility are key in attracting young professionals. Where the matching of values between a prospective employer and employee, regardless of the truth and authenticity behind the individual motivations, is key for young professionals to feel that their chosen career and workplace aids them in their journey for self-actualisation (Myers & Sadaghiani, 2010). Working with or towards improving the environment perhaps being the strongest motivating or attraction factor amongst young professionals today, as expressed by numerous respondents, exemplified by one as;

"it's more important for me personally like what the company stands for, what the company stands for, what they do for like the environment… as opposed to just being a corporation."
– Young Professional

The idea of young professionals seeking out meaningful employment as defined by value or identity is a well-established fact, as exemplified in Elving et al. (2012), so the idea that the respondents mentioned these elements as important employer choice factors does not come as a surprise. The interesting details however lay in the self-centredness or individuality of these

statements from young professionals in relation to personal fulfilment or gain, rather than the generation of tangible societal value. Reasons which can be linked to certain characteristics of young professionals, being seen as individualistic and approval seeking (Kucherov & Zamulin, 2016). The necessity of approval coming both from within the firm in the form of management communication and feedback (developed further in the sections on working environment and management practices) but maybe more significantly from peers outside the employing company (Besheer & Ricci, 2010). Prior generations primarily focused on job descriptions or pay grade differences as a primary indicator of meaningful employment and thereby a source of approval amongst peers, whilst young professionals today have come to make the same distinction but based on an employing companies CSR engagements.

The implications of building a value driven workforce or workplace has not however foregone the minds of employers, despite the previous outlined lack of understanding. Establishing the firm as 'a great place to work' as discussed in Berthon et al. (2005) has implications on both social interaction, teamwork and brings increased value to the organisation in general, clearly echoed by one respondent;

"the more we can make our workforce value and purpose driven, the more engagement throughout the organisation we can build" – Employer

However, externally conveying value and identity as a tool in a company's employer branding efforts still remains a significantly unanswered question or unresolved task. Multiple respondents indicated that in order to fully understand a prospective employer's 'inner-workings', mentioned as; culture, value, transparency and authenticity, interaction with current employees was the most effective mode of communication, as displayed in SP.2, organisational identity and culture are important elements in the generation of external brand associations through current employees being a company's most effective brand ambassadors. Similar to any form of organisational process, the establishment and engagement with value and identity has internal and external effects. In terms of the creation of employer brand attraction, value and identity forms a central element of an employing company's EVP. More specifically, value and identity make up part of a firm's symbolic attributes, which as stated in Backhaus and Tikoo (2004) has a higher degree of influence on attraction compared to instrumental (functional) attributes.

Value and identity evidently has an important part in the discourse of attraction amongst young professionals when discussing their future employers. The discussion of what value and identity precisely means or how it manifests itself is rather subjective, but the bottom line is that it builds EBE. As developed in Alshathry et al. (2017), EBE is the process of relationship building between stakeholders, where prospective employees seek those organisations that reflect positively on the labour market, where young professionals have defined value and identity to be key elements in this process. There may be a mismatch between the weight which employers and young professionals place on the significance of value and identity within an organisation. Further, the underlying reasons for the development of certain propositions may also differ. However, regardless of these differences, the fact that identity and value has come to play an important role in the way that young professionals describe their dream employer is unavoidable. As is the fact that these expectations from young professionals have assimilated into the workforce being accepted and reinforced internally within firms in an attempt to generate a more engaged workforce, developed to accommodate for the increasing pressure that young professionals have created in the labour market.

Social Environment

The value and identity of a firm evidently plays a crucial role in determining the essential nature of an attractive employer according to young professionals. A second closely related attribute or element that is frequently used in the discourse of attraction amongst young professionals is the perceived importance of a company's social environment. Through the discussions with young professionals, social environment has emerged to include; company culture, colleagues and team members, collaboration and teamwork, and the physical office environment. These are the factors that young professionals consistently touch upon when describing the attributes of their future employers. Both through identifying their ideal scenario consisting of a mix of the aforementioned elements as well as more often than not explaining hypothetical situations which would constitute the antithesis of their ideal workplace situation. The relative importance placed on the social environment is however, similar to value and identity, not exclusive to the thoughts of young professionals but equally represented in the discussions held with employers and reinforced in the theoretical framework.

Even though the defined social environment constitutes an element of what Backhaus and Tikoo (2004) consider the internal process of employer branding aimed primarily towards current employees, culture and the broader social environment has a pivotal role in creating attraction amongst prospective employees – the external process. The social environment as such is an integral part of both a firm's internal and external employer branding process through generating and reinforcing internal relationships (Wilden et al., 2010). Furthermore, the internal social environment has a particularly important role in regards to integrating new employees within a firm and the ratification of the psychological contract between employer and employee. A critical element for both parties, as it solidifies the relationship between employer and employee, with the potential to either make or break the investment that the two have entered into (Collins & Kanar, 2013). As explained by one respondent,

"I do think that one of the hardest things right now is not only to sell to talent your company - above and beyond what the company is, but it's also to keep them when they feel that what you sold to them was not what they heard…. They may have an expectation that is greater than what you think you told them… and that can become a real bone of contention" –
Employer

The social environment as such, plays an important part in the process of realizing the promises that generated the attraction between the stakeholders in the first place, as discussed in SP.4, person-organisation fit is likely to be incomplete if the employer image does not aptly match organisational practice.

The social environment, culture in particular, has developed to be of particular interest for young professionals when identifying their next employer. This has largely to do with the fact that the intangible attributes of an employer – such as those encompassed by culture, have replace other more tangible values – such as pay and benefits, as the primary indicator of attraction. As illustrated once again through SP.6, organisational culture and identity are key indicators for young professionals when choosing their future employer. Thoughts which were clearly expressed individually by each respondent representing young professionals within the context of describing their ideal work situation, for instance as illustrated by a respondent as:

"It isn't just about getting a good salary, and a nice computer and phone. Because everyone has that. It isn't just about the tangibles, but it is so much more". – Young Professional

As mentioned, the quote should not be viewed in isolation, as its meaning and implications display the sentiments of all young professional respondents interviewed for this thesis. As with value and identity, it comes as no surprise that the social environment, symbolic -, and experiential attributes take precedence over the functional attributes within a firm, based on the competitive nature of the labour market. As the 'war-for-talent' starts to near its climax with baby boomers reaching retirement age (Sengupta et al., 2015), the competition for top talent continues to increase. At a certain point an employer's offering reaches levels of saturation with regards to what can physically be offered and guaranteed, establishing uniqueness as an employer thereby becomes increasingly difficult. For instance, salary, training opportunities, international work possibility etc. at a certain level of professional employment differs only marginally and as such, the social environment becomes a key element for a firm to differentiate themselves from its competitors, in order to cement themselves as an 'employer-of-choice'.

Further, even though companies tend to try and establish a certain desired culture based on strategic initiative or change management programs, it is almost inevitable to disregard the fact that the main source of culture are the firm's current employees, as outlined in Backhaus (2016). The bottom line as evident in the theoretical framework, displays the fact that employees are

not only the bearers of culture and identity, but because of this are the company's most important employer brand ambassadors. Clearly displaying the link between the internal and external employer branding practices of a firm. As expressed in Sengupta et al. (2015) the best source of employer branding are satisfied employees. A statement echoed by several interview respondents, specifically alluding to the fact that to some degree culture can be influenced by corporate activities, but the social environment is essentially developed organically within the firm.

"… there are always micro-cultures within the culture, then you'll find that, that gives much more fulfilment" – Employer

Regardless the source of the various elements of social environment, it has manifested itself as a central component with regards to what is considered to be an attractive employer amongst young professionals. Thereby becoming an integral part in the development of an organisations EVP with the aim to distinguish themselves as a unique and attractive employer towards prospective employees. An insight clearly in-line with the academic literature on employer image, as seen in SP.7, a well communicated employer value proposition is essential for a company to differentiate themselves as an employer amongst competitors.

Even though organisational culture dominates the discourse related to the defined boundaries of what constitutes a social environment from both the perspective of young professionals and employers, there is also a significant weight placed on colleagues and teamwork. Undoubtedly, organisational culture and colleagues are highly interlinked, as clearly developed with regards to culture being the effect of an organic interaction between co-workers, but interestingly the way in which respondents describe their dream co-workers ponders further inquiry. Culture is often defined by respondents in terms of what is brought about at the workplace, contrastingly, the preferred co-worker relationship is more often than not portrayed through desired interactions between colleagues outside of regular working hours. A factor potentially linked to the fact that young professionals regard their career as less important to the fulfilment of their personal identities in contrast to prior generations (Myers & Sadaghiani, 2010) and therefore greater personal fulfilment is gained through the way in which out-of-work interaction between colleague's fits into the lifestyle of the individual.

Interestingly however, the increased emphasis on socialization between co-workers on a more personal level is not exclusive to the discourse of young professionals, but mirrored amongst employers alike in the conducted interviews. Despite academic literature alluding to the implications of generational discrepancies in communication efficiency and fluency (Kucherov & Zamulin, 2016). The motivations however, similar to those described in the previous section on value and identity seem to differ between employers and young professionals. Several of the respondents describe how increased interaction between colleagues on a more personal level are key to the creation of a more unique, competitive and satisfied workforce, described by one employer as

"The better you know each other the better we know that people work together, that's a fact. We have seen that people who actually have an interest in other people and their colleagues that ... they have so much better operations and ... the results most often become better" – Employer

The emphasis here being on increased productivity and operational efficiency in order to generate increased value for the firm. As reiterated in Baum and Kabst (2013) with regards to the individual employee being the primary resource to gain a competitive advantage amongst competitors. Thereby it is not coincidental that the focus amongst employers is on the collective benefit of increased productivity, rather than tailoring to every individual's lifestyle, as emphasised by young professionals.

Social environment, specifically culture and colleagues has significant weight in the discussion on what builds attraction according to young professionals. The expectation that culture and co-workers should match with the personal lifestyle and goals of the individual are clearly expressed by respondents representing both parties. An interesting paradox lies in the need for organic growth and development of the internal social environment, whilst it at the same time needs guidance or reinforcement from corporate activities, i.e. the employer brand. As such, given the generational differences and the implications that a demographic shift has on preferences, the link between internal and external employer branding practices seems to have become increasingly strengthened. It is clear that the symbolic and experiential attributes of an employer have a substantially greater effect on generating attraction over functional (instrumental) attributes and whilst working to accurately portray an attractive internal culture to prospective employees is difficult, it is essential in order to attract young professionals.

Working Environment

A part of the employer brand image that is of utter importance as identified through the conducted interviews and reflected in Berthon et.al (2005) is the working environment. During the conducted interviews, young professionals and employers alike consistently mentioned a number of elements related to the employment experience considered necessary for building attraction, which we have come to define as working environment, including: content of work, training availability and development opportunities.

"I think for me specifically one of the more important things is that I want to work with things that are interesting" - Young Professional

"There is also the issue of the older generation who are fighting for talent sometimes panicking a little bit too much and trying to create environments that don't fit into what their companies are. So, and, when I say that, I think that there is a loss of a less higher priority, on what the actual job is and what you are going to be doing and what you are going to get out of it" - Employer

As the quotes above state; according to the representatives of employers, sometimes other parts than the working environment can receive a disproportionate amount of focus in order to create an attractive employer image. Employers tend often to try and mimic the Facebooks and the Googles of the world, who are notorious for spending a lot of money on culture and social values, since those are the companies who consistently occupy the top spots for 'most attractive' employers according to young professionals. Therefore, it is not shocking that other competitors try to mimic them, when as Alniacık & Alniacık (2012) state, the symbolic values of the employer brand image are seen as crucial. The representatives of employers suggest that one problem with mimicking competitors branding strategy could be that the strategy does not match with what the company stands for - their culture and identity. For instance, advertising a workplace where flexible working hours and working from home is seemingly accepted, when in reality this is far from a possibility, merely in an attempt to attract young professionals, can have dire consequences. The threat employers are exposing themselves to when developing an employer image around false expectations is that (SP.4) the person organisation fit is likely to be incomplete if the employer image does not aptly match organisational practices, i.e. the 'psychological contract' between the two parties is breached. This can come to impact not only the specific individual, but spread throughout the organisation creating a real bone of contention

(Rousseau, 2013). Additionally, there is a chance that the actual job is regarded as secondary in relation to other elements, such as being able to use the latest technology or working in a bright new office interior, and therefore is not given appropriate attention in the recruiting process. Bearing in mind that interesting jobs with clear job descriptions is seen as one of the most important aspects when identifying their future employer, described by young professionals during the conducted interviews. Creating a dilemma where young professionals create false expectations towards certain jobs and miss out on interesting opportunities, and recruiters are unable to accurately describe what the job entails thereby missing out on 'top-talent'.

"Development opportunities and future knowledge. That's what I see, as to where I am in my life at the moment, as the most important attribute" – Young Professional

"That you can come to a place of work where you still feel that you are constantly developing and it's not like you graduated from school, started working and then you never learn anything else" - Employer

Young professional view an attractive employer image, as a value proposition communicated by an employer describing an environment with endless career opportunities and tangible development potential. Young professionals express how they do not see themselves working at a company in a similar position for more than a few years, but instead state that they seek opportunities to obtain their next set skills, which will enable them to apply for a new job. This goes hand in hand with what Backhaus (2016) describes as 'the gig economy", illustrating that employment no longer is a long-term commitment, but rather two parties aim to exploit each other in order to fulfil their own requirements and personal desires before the next opportunity arises. Employers see the advantages of developing their staff out of the value of what the in-house knowledge can lead to, but the learning opportunities is also something that is actively communicated outwards, as the opportunities for self-development is seen as an important part in the employer brand image.

"Flexibility in the work schedule would influence my choice" - Young Professional

"I am a real advocate of flexible work, and I wouldn't shy away from the opportunity to use it so to say. If I have the possibility to work from home I'll take, well... I never do it because I know I wouldn't be able to work from home. But the opportunity to be able to do it I value quite highly" - Employer

An employer offering including flexible working in terms of hours and locations is consistently mentioned as an important element when choosing their future employer for young professionals and as such, a key attribute to an attractive employer brand. The previously mentioned 'gig economy' as Backhaus (2016) describes it, allows employees to work when and where they want. Young professionals live their private life in a flexible manner and they do not want to be stuck by a stationary computer, making the 'gig economy' a better fit with their current lifestyle.

From the conducted interviews, it can be established that young professionals consider working environment to be an essential element of an attractive employer brand, specifically the respondents emphasise the importance of development opportunities and flexible ways of working. The problem that can arise when focusing an employer brand image around these elements is that sometimes other parts of the EVP can receive a disproportionate amount of attention. Therefore, it is important for employers to clearly signal what 'a job' means to them in order to distinguish themselves from competitors to attract valuable employees. Meaning SP.9, companies who do not actively engage with their employer branding efforts are unable to attract 'top talent'.

Management Practices

With today's young professionals being more demanding than earlier generations, management needs to adapt their ways of interacting with employees in order to attract and retain them (Hershatter & Epstein, 2010). Today's young professionals want to enjoy working and are therefore not afraid to say when they feel mistreated by management (Kucherov & Zamulin, 2016). When interviewing young professionals and representatives of employers it becomes obvious that what prospective employees expect of management is ever-evolving. Young professionals emphasise that their future managers need to be leaders with responsibility for all previously mentioned categories rather than, as historically, someone who simply points with a firm hand towards the assignments that need to be completed. Specifically, for management to be seen as an attractive part of the employer image it should preferably outline the direction the company needs to go in and provide the tools to get there.

"A quite open environment where there still are expectations on you. But you don't get governed in micro, every little thing that you do. You have your work, responsibility, but in an environment where the management or the ones in control trust the knowledge of the employees" - Young Professional

"We would like it to be more leadership than management. More giving you a goal, and asking you to find the way to get there, and then to be the 'bouncing partner' along the way, with good advice etc. But not to give you a process from which you need to do step one, two… up to 100"
- Employer

The quotes show how both young professionals as well as employers within the software industry desire a working environment where the actual assignments of the job are not constantly being monitored by someone with a higher pay grade. Rather wishing for management to provide a guiding push into the correct direction. According to Alniacik & Alniacik (2012) a management style like this is to be seen as the most attractive part of the employer brand image. With that being said, today's young professionals have a higher demand on their employers to thoroughly and patiently guide them initially, in order to 'take off the training wheels' and let them bike with minor corrections, in contrast to earlier generations who had more of a 'crash landing' into the labour market and their first jobs (Hershatter & Epstein, 2010). The interviewed young professionals view a more nurturing and guiding management style as more helpful, providing them with enough knowledge to initially accomplish various

tasks so that they can at a latter stage and through 'learning by doing' develop their personal skills further. Something they see as one of the key elements that an employer is supposed to provide them with and thereby a central element to be communicated through the employer brand. Understandably, young professionals see an attractive employer image as one promoting management professionals with a nurturing approach allowing for personal development and freedom along the way. On the other hand, the representatives of the employers, unsurprisingly see the benefits of a changed management style as with more flexibility, employees will not waste their managers time by requiring constant supervision. As it would be both too time consuming, taking away resources from more crucial parts of their job, as well as it could hinder the development of employee's skills and knowledge when not they are not given the option to try tasks by themselves at first, situation where the fresh eyes of young professionals often is a great contribution for solving problems (Myers & Sadaghiani, 2010) Therefore it is important for employers to advertise an employer image where an employee has the opportunity to develop under the guidance of their superiors and being provided the freedom to make their own decisions.

"...both saying what they are expecting of you but also constantly giving feedback, both good but also constructive" - Young Professional

"...giving them the opportunity to provide input but also helping them see, if it's wrong, right or needs to continue to be developed" - Employer

As today's young professionals have spent their childhood receiving gold stars just for showing up, they are taught from their earliest moments to seek approval for everything that they do (Hershatter & Epstein, 2010). Therefore, it is unsurprising hearing from the interviewees that constant personal feedback sessions are one of the necessary duties of today's management. In general, young professionals expressed how continuous feedback would increase their enjoyment at work by feeling appreciated, as well as understanding that you are actually 'pulling your dedicated weight' to the company, which is in line with the research of Berthon et.al (2005). This pursuit of feedback in their work may be difficult for managers to handle as young professionals suggest that management should not constantly be overlooking their work, but at the same time they require continuous feedback for the same work. What young professionals however suggests, is that management should not intervene with every little step but rather when a few steps are accomplished or when the young professional asks for it, letting

them first try themselves before being told the 'correct' way of doing it. The interviewed representatives of the employers also display an understanding for the importance of delivering feedback in the right way, both working as a motivating factor and token of appreciation, as well as a method through constructive criticism pushing their employers in the right direction.

"A boss is one of the most important parts also, that you feel that you can talk and ask about everything" - Young Professional

"Our management has a great responsibility, especially assessing how to take care of our people"
- Employer

The two quotes above aim to express the importance of today's meaning of great leadership. In today's labour market, a boss is not only the voice of the employer who informs you about your tasks, but also someone who is responsible for the well-being and culture of the company. Backhaus (2016) expresses the importance of this internal 'fostering' as it is meant to create strong organisational culture. Being the leader of the company's well-being and culture is, when listening to the interviewees, becoming an ever increasing part of a manager's role. The representatives of employers also agree and declare that a lot of focus on management has shifted from who has gone through the 'correct' pathway and has worked for the longest time to who and what is a great leader, placing more weight on EQ qualities than before. Both sides of the interviewees therefore clearly explain that management which can inspire and care for their employees and through it create a learning atmosphere are of great importance when promoting the employer brand of a company. Meaning that management essentially is responsible for building all of company culture and therefore should share the values and identity of the company reflected in them.

One of the possible problems with management as one important part of the employer brand image for prospective young professionals is that the management and management style is tough to portray effectively to non-employees. Therefore, stories from current staff are crucial for potential employees to understand how management works and is actively developed inside the company as stated in, SP.5 Internal employees are the most effective marketers of a company's employer brand and help to manage expectation when prospective employees develop a psychological contract. Additionally, even if lucrative management is successfully

advertised in the employer brand, this is something that might change dramatically if people within the management resign and the new management does not share the same values and practices as their predecessors. Therefore, employers need to put in sufficient resources in order to employ management who shares the same values, identity and strategies as the company, while also having the right characteristics to successfully nurture and lead the workforce in line with these company values.

Conclusion

From the constructed field material and the outlined analysis, it has become clear that young professionals discuss and define attraction with regards to their dream employer based on four key elements: *Value and identity, Social environment, Working environment, and Managerial practices*. Even though it can be argued that the four separate areas in relation to each other carry different weight, with for instance many respondents mentioning elements of the working environment to be the most important, it should be noted that an attractive employer image is defined by the combination and interaction between the different areas rather than any aspect being viewed in isolation. The discourse around an attractive employer image as such centres around the capability of a firm to be able to provide an interesting EVP that essentially promotes the company's internal processes to prospective employees.

It is no coincidence, that the aspects deemed most attractive and desirable amongst young professionals are all related to internal process specifically linked to the interactions and implications of person-to-person relationships, rather than the allure towards functional attributes like salary, technology and office layout – deemed ancillary when most employer offerings at face value are relatively similar. As such, the building of EBE amongst prospective employees largely has to do with the capacity of the firm to aptly externally promote the inner identity of the firm through various mediums of communication. Not merely in an attempt to establish the firm as an 'employer-of-choice', but equally so to reinforce or reshape the desired workplace environment envisioned by the organisation as to create a more satisfied workforce and thereby increase productivity.

Limitations

As with all research, this study has its limitations. Given the specific scope of investigation, the software industry, the conducted analysis and conclusions may lack generalisability across other industries or practices. A further limitation is that the sample group of employers interviewed were all managers or C-suite executives, which could provide bias in their responses with regards to influenced corporate communication, rather than providing an accurate representation of the discussed elements. For a broader and potentially more balanced account, interviews with employees of different levels within the organisation would be recommended.

Discussion

As evident in the analysis, the idea of what constitutes an attractive employer image from the perspective of young professionals does not differ drastically from those of their prospective future employers. To a large extent, the elements most prominently emphasised by employers mirror those of young professionals, the justification for the various elements underlying their reasoning however prove to be slightly different. It comes as no surprise that when employers speak of the elements most important to their EVP that these areas are closely related to a discourse of efficiency, productivity, development, and progress. The identified four areas are focused on the internal processes of employer branding aimed at generating loyalty and there through productivity, as such it comes as a natural result that the ideal of an attractive employee follows along the lines of an individual who can fit into the desired organisational structure. Contrastingly, young professionals draw on a discourse of individuality, personal development, and self-fulfilment when outlining the elements of their future employer deemed attractive, not unlike the general characteristics attributed to their demographic group.

These insights indicate that the expectations of young professionals may be rather aligned with those of their prospective employers at face value. As seen, the motivations and justifications may differ when analysed at a deeper level, an insight however deemed less relevant in the discussion on image, attraction, and employer branding. The expectations of young professionals have undoubtedly had an impact on the formulation of organisations EVP even if the correlation may not be so direct and other influencing factors cannot be disregarded. The following question for managers and business professionals within the software industry therefore arises; 'how should an attractive EVP be promoted as to attract top talent?'.

The findings in this study are highly in-tune with previous research on the subject with regards to the importance of symbolic and experiential attributes in generating lasting or impactful associations amongst prospective employees. Further, this thesis reiterates the statement that aligning the firms value proposition with the internal environment is essential to create a smooth transition between prospective applicant and integrated employee. However, this thesis adds a dimension to existing literature through further highlighting the relationship between the internal and external employer branding process. Concluding that a firm's employer branding activities may be of a circular relationship rather than parallel linear. Reinforcing and shaping the internal and external activities continuously, thereby constantly developing the value

proposition as well as the workplace environment. Further developed below and conceptualised as following:
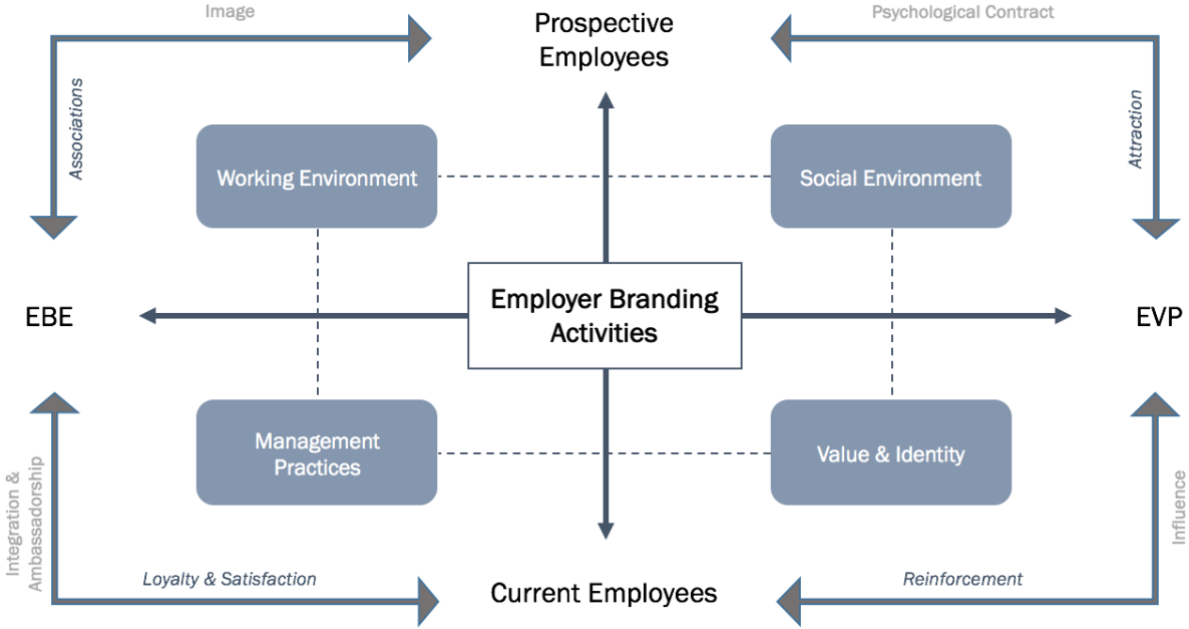

Figure 4, 'Employer Branding Process Relationship'   *Key:*   *Internal Impact*
                                                                          External Impact

Managerial Implications:

The bottom line for managers and recruiters with regards to attracting and essentially retaining young professionals, for both SAS and other actors in the software industry, lies truly in the ability of the organisation to mould their employer branding activities around the internal processes, projecting an EVP around the four identified elements. Accurately portraying the internal environment of an organisation towards prospective employees without creating a generic and unenthusiastic image of the organisation is a difficult task, but as this thesis suggests, it is also the most paramount in the process of generating attraction. This is as an excessive amount of positive brand imagery and associations has the potential of decreasing the reliability of the promoted offering. Further, the complex brand associations, i.e. the intangible elements of an employer offering, are those that generate the most value and EBE amongst a prospective audience, rather than the surface brand associations such as brand name, location awareness etc., which have little effect on persuading young professionals to join an organisation. As such, this thesis suggests that forming an organisations employer brand around the projection of internal values not only is the composition of attributes most attuned to what

is considered to constitute an attractive image amongst young professionals, but is also the most effective tool for managers to reinforce these values within the organisation likewise. The better and more precise employer branding activities are in creating a unique employee experience, the more likely it is that this relationship will be communicated externally over time and as the analysis shows – internal employees are an organisation's greatest ambassadors. Furthermore, if the external projection of the internal environment does not reflect the actual internal environment, there is a likelihood that the psychological contract formed with prospective employees is not fulfilled creating discontent and a reason for confrontation with negative consequences for both the employee, colleagues and the internal company environment at large.

For business professionals in the software industry, the realisation that the internal and external process of employer branding exist in a circular reinforcing relationship creates a number of practical implications – the primary being the centrality of the internal environment in the EVP. A further closely linked important implication lays in the mobilisation and importance of current employees in a company's employer branding activities. As the four core elements of attraction according to young professional's centre around the internal activities of a firm, it would be an extremely costly miscalculation to disregard the importance of current employees when formulating the employers EVP. The relationship between employees, managers, executives and in turn the corporate vision, has an integral part in the projection and formulation of the employer offering, as the EVP essentially is a product of co-creation between the various invested stakeholders. The employer branding activities of a firm are as such not solely under the control of management or in-tune with corporate vision, but are a product of the interactions between organisational insiders and outsiders that constitute the backbone of the company. As such, employer branding should be handled by managers and business professionals not as distinct processes separate from the company's regular activities but rather as the result of all interactions that constitute a company's business.

To summarise, in order for managers to be able to attract and retain top talent they must focus their employer branding efforts around the promotion of the internal environment of the organisation, more specifically, the value and identity of the employing company, the social environment, the working environment, and managerial practices. It is through an accurate portrayal of these elements that targeted recruitment drives should be focused on in order to attract young professionals to their workforce. However, mobilising employer branding practices around the external projection of these values is equally important in order to reinforce

the desired values amongst current employees due to the close relationship between internal and external employer branding activities. A crucial step to create a loyal and productive workforce, their greatest brand ambassadors. For it is the employees that constitute an organisation's greatest resource and therefore it is imperative to ensure their satisfaction to be able to successfully integrate new employees within the organisation as well as retain them once assimilated.

Future Research

As evident in this thesis, the development of an attractive employer image is an intricate and challenging task, where the promotion of a firm's internal environment and practices is undoubtedly the most difficult as well as the most essential. Even if it seems as if the expectations of young professional's matches those of their prospective employers, throughout our study it has been indicated by interview respondents that a communication issue exists. Illustrated by young professionals as a lack of available and interesting information from prospective employers. Therefore, we suggest that future research should focus on the communication and projection of an attractive EVP and employer image towards the target demographic, evaluating how to incorporate the elements identified to constitute an attractive image from this research into a communicable offering.

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