

The Employer Brand within company X:
Does Employer Branding positively impact
Employee Motivation?

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Abstract

The aim of this research is to determine whether the Employer Branding techniques used within one company (company X), positively influence the motivation levels of its employees. Relevant literature points to the fact that an organisation with a good employer brand will benefit from highly motivated employees. In this approach, the employer brand is hypothesized to increase the motivation of employees. However, this hypothesis is still largely untested. The present study aims to fill this research gap by carrying out quantitative research to test this theory.

As the study involved two variables, employer branding and employee motivation, two scales were sourced from relevant journal articles. The Motivation at Work Scale (MAWS) (Gagne, et al., 2010) was used to measure employee motivation and the Employer Attractiveness scale (EmpAt) (Berthon, et al., 2005) was used to measure employee's perception of the employer brand.

Non-probability sampling was used to collect the data; statistical analysis was then carried out on the data once collected. Some interesting results emerged. Specifically, the output from Pearson's correlation analysis resulted in a positive relationship between the two variables. From literature reviewed, this result had been anticipated.

Regression analysis of the data was then conducted to determine to what extent Employer Branding accounts for Employee Motivation within company X. Again, the results brought to light a number of key findings as a percentage value of 26% was calculated.

From the primary and secondary research conducted, the study then lays out future recommendations that may be implemented as a means of increasing employee motivation through the employer brand.

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Abbreviations

EM – Employee Motivation

EB –Employer Branding

MAWS – Motivation at Work Scale

SDT- Self Determination Theory

Introduction/Background

It is widely recognised and accepted that members of today's workforce are not especially loyal to their employers (CIPD, 2016; Linz, et al., 2013; Thompson & Gregory, 2012; Keiningham & Aksoy, 2009). Millennials are the focal drivers within the business world of today and the beginning of generation Z's entrance to the workforce brings further fluidity to the traditional job spec. As organisations struggle to retain talented employees, the job market continues to be lucrative and those in the newest generation of workers have the freedom to move between jobs as they wish (Carlon, 2018).

Studies carried out by recruitment agency J. Kent staffing shows how the power within the job market is shifting from the employer to the candidate (Gervasini, 2015). Figure 1 below shows the gradual shift in power balance from the year 2011. For this reason it is more important than ever to ensure that while workers are employed by an organisation, their time spent there is of value to the employer. One way to ensure this is to keep employees motivated (Guclu & Guney, 2018).

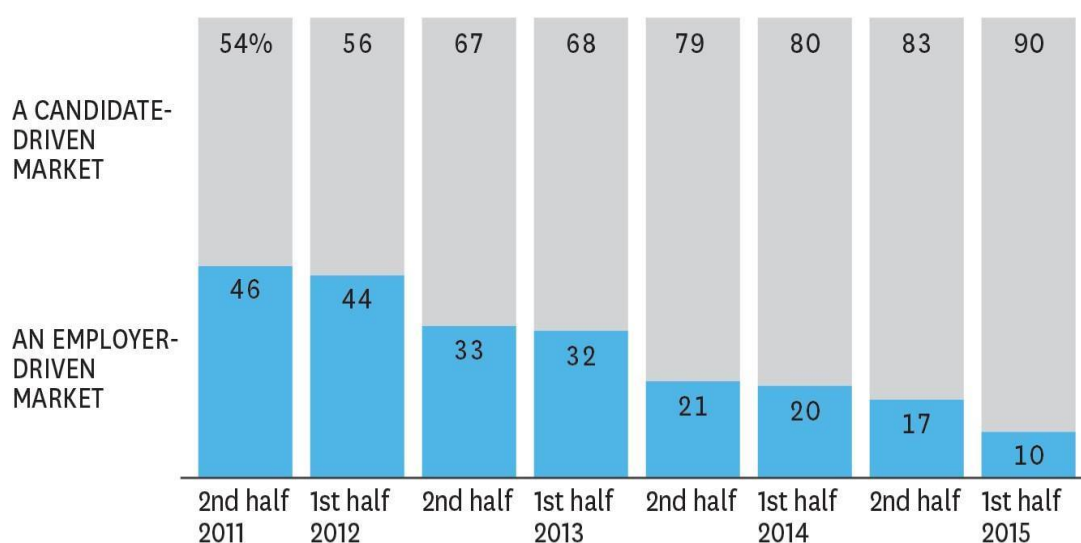


Figure 1: The Shift of Power from Employers to Job Candidates (Gervasini, 2015).

Business Rationale for ensuring Motivated Employees

The benefits of having motivated employees are numerous. The work of Tampu (2015) shows how the performance of employees improves when motivation is increased. She also shows that a converse dependence holds: performance decreases when motivation falls. Moreover it is not only the individual employee's performance that is affected by a lack of motivation; reduced motivation can have a domino effect among employees and contribute to poorer performance across the entire company (Tampu, 2015).

Employees who are motivated in their jobs are known to be more productive (Gunnigle, et al., 2017). A productive workforce results in augmented profit generated for organisations (Hrmagazine, 2010). Horvathova (2010) highlights the fact that an increase in profitability is the primary desire of any business; therefore, it follows that employers of today should seek to maintain motivated employees.

There has been much research carried out to date as to how to ensure that employees remain motivated within their positions; employee engagement programmes, employee reward and recognition, and flexible working practices are just some of the methods that have been implemented by managers in attempts to ensure motivation levels remain high (Haines & St-Onge, 2012; Shantz & Latham, 2011; Ulrich, et al., 2008).

The motivational theories that lay the foundation for the approaches that are being implemented in the hyper-competitive marketplace of today include that of Adams's Equity Theory which argues that the individual's motivation is unique to their personal values (Adams, 1963); Locke's Goal Setting Theory which presents the idea that goals must be set in place to ensure employee motivation levels remain high (Locke & Latham, 1990); and Deci and Ryan's Theory of Self Determination which supports the concept that in order to instil

motivation in employees the psychological needs of the individual must first be met and sustained (Deci & Ryan, 1985).

One relatively contemporary approach to maintaining motivated employees is that of Employer Branding. Since its introduction in the early 1990's, the concept of the employer brand has been increasing in relevance with more and more companies investing in their employer brand image. Many scholars acclaim to that fact that a good employer brand will ensure motivated employees (Ambler & Barrow, 1996; Thomson, et al., 1999; Backhaus & Tikoo, 2004; Biswas & Suar, 2014; Yalim & Mizrak, 2017).

Business Rationale for EB

The argument for EB is that, even though an investment in the Employer Brand will cost the business money in the short term, as company budget is invested into marketing techniques and employee reward systems the financial benefits will be returned through human capital (Roper, et al., 2013). It is believed that EB ensures long term financial benefits for the organisation by motivating employees who in turn will show an increase in productivity and profit (Sengupta, et al., 2015).

As the era of technology continues to ascend, the need for organisations to focus on their Employer Brand also increases. Transparency within organisations is becoming the norm as social media allows for employees to publically share their experiences within an organisation (CIPD, 2017). The knowledge era makes it easy for employees and future employees to predetermine how a company will fare as an employer. The Employer Brand is a way of strategically ensuring the predetermined image is one that is positive and not negative (Thomas & Clemence, 2016).

The EB is also used by organisations to attract desired employees. It allows companies to gain competitive advantage by directly pursuing potential employees with a particular skill or talent necessary for a certain position (Reis & Braga, 2016). Heilmann (2013) refers to the EB as a way of reducing costs and time in relation to recruiting new employees. It allows organisations to differentiate themselves from other organisations increasing their employer attractiveness for current and future employees (Backhaus & Tikoo, 2004) Overall when developed and maintained correctly, the EB is a way for organisations to increase their competitive advantage in the marketplace (Sullivan, 2004).

Taking all the aforementioned points into consideration it is fair to say that both the topics of Employer Branding and Employee Motivation hold undeniable relevance to present-day business negotiations and to the area of Human Resources. The need for motivated employees can be paralleled by the importance of employer branding and the justification for further research within both of these areas can be supported.

The Research Gap

While both areas of research are clearly pertinent to the field of Human Resources today, it is important at this point to also draw attention to the research gap that exists in previous studies regarding these areas. While many scholars have referred to the positive correlation that exists between EB and EM, fewer have undertaken the task of demonstrating its extent. In this dissertation the researcher's aim is to augment available research, to fill this research gap by adding to the information that is currently available. As expected, the focus of this dissertation is on Employer Branding and the impact that Employer Branding has on Employee motivation. The researcher used a combination of primary and secondary data to carry out the study and to answer the research question.

Significance of the Study

This study will concentrate on one multinational organisation based in Ireland. The researcher is currently employed within said organisation and therefore the results will be of particular relevance to that organisation. Throughout the thesis, the organisation will be referred to as “company X”. The fictitious name is used to avoid revealing the true identity of the organisation. The results of the study will be provided to the organisation. The aim is to determine whether the current investment in the EB of the company is positively impacting upon EM. If a significant correlation is found to exist, it will assist company X by providing a valid rationale for continued company resources being devoted to EB techniques. If a significant correlation is *not* found to exist, then company X will be equally well advised to modify its EB investments – both to reduce ineffective and wasteful uses of company resources and to produce the positive correlation sought between EB and EM.

Research Question

The principal question this research paper seeks to answer is “Does Employer Branding have a positive effect on Employee Motivation within company X?”

In order to answer this question it has been divided up into sub-questions. Firstly the researcher needed to find out the employees view of the employer brand. In order to do this the employer attractiveness scale (EmpAt scale) was used to measure employee’s perception of the employer brand within company X. The EmpAT scale designed by Berthon, Ewing and Hah (20005) measures the employer brand through the eyes of employees by measuring five key attributes of the employer brand; Interest Value, Social Value, Economic Value, Development Value and Application Value.

The second sub-question involved in the research is to determine the level of motivation of the employees currently in employment within company X. To answer this question the four

dimensional Motivation at Work Scale (MAWS) was implemented (Gagne, et al., 2010). The MAWS is designed to measure the motivation of people at work along a four construct scale. The scale consists of twelve questions which adhere to the paradigms of Intrinsic Motivation, Identified Regulation, Introjected Regulation and External Regulation. By answering the individual questions a measure of how motivated at work an individual is can be obtained.

Once the questionnaire was complete and the sub-questions were answered the researcher used SPSS software to carry out statistical analysis as to whether the Employer Brand of company X positively influenced the Motivation levels of Employees. According to the literature reviewed it was expected that the results of the study would show a positive correlation between the two variables.

Hypothesis

From the literature reviewed the researcher was able to establish the following Hypothesis;

- H0: No correlation exists between Employer Branding and Employee Motivation within company X.
- Ha: A positive relationship exists between the Employer Branding and Employee Motivation within company X.

Literature Review

The literature review for this research project will cover two specific topics; Employee Motivation and Employer Branding. This chapter will be divided into three specific sections. The concept of EM will be explored primarily. The definition of motivation as outlined throughout the relevant literature will be given. Following this, the conceptual frameworks and seminal theories will then be revised. The succeeding section will entail a review of the literature surrounding EB. Again a focus on the definitions and relevant theories will be taken. Finally the researcher will analyse the relevant literature which combines both themes of EM and EB.

Motivation

What is Motivation?

Motivation can be defined as a set of forces that influence and direct the way a person behaves. These are internal to the person and can energise and guide their behaviours in a certain direction (Locke & Latham, 2004). Florea and Gilmeanu (2016) identify the fact that motivation also has the power to sustain certain behaviours. Literature on motivation can be revised from numerous viewpoints. The intricacy of the nature of motivation makes it a topical area of study for many years. The researcher in the section will identify some of the relevant standpoints taken by scholars in the area of motivation and explore some of the theories which are pertinent to the subject.

Motivation can be viewed from two angles; intrinsic or extrinsic. Intrinsic motivation comes from within a person and is present where activities are carried out in order to receive an inner sense of fulfilment. Extrinsic motivation on the other hand is driven by external reward and is generally related to performance goals where recognition is coming from an exterior source (Tirole & Bénabou, 2003). Herzberg, Mausner and Snyderman (1959)

defined motivation by breaking it down into these two distinct areas. Their work explains how the first refers to an inherent feeling that an employee receives such as a feeling of accomplishment or self-satisfaction and is based around the individual; whereas the latter refers to the pursuit of external rewards such as monetary bonuses and is largely relative to the organisation as a whole (Reiss, 2012).

The authors Gunnigle, Heraty and Morlay (2017) put emphasis on the vital part that motivation plays in the workplace. They note that employees who are motivated at work are more prolific within the organisation. Amabile (1993) stresses the fact that the issue of maintaining motivated employees is a fundamental challenge for leaders and managers in any organisation. In order to be a good leader one must understand how to motivate employees. However there many obstacles which are beyond a managers control, that may have an effect on the motivation levels of employees. A good manager should be conscious of the possibility of fluctuating motivation levels of their employees. They should be able to recognise the issues that may possibly arise and take measures to handle them effectively (Hitt, et al., 2014).

Tampu (2015) explains how employees who lack motivation in their place of work are less likely to arrive on time and more likely to contribute to higher turnover rates. Demotivated staff are also less likely to show persistence in their efforts which in turn results in a lower calibre of work compared to that of motivated employees. The importance of employee performance is supported within the literature of Zamecnik (2014) who stresses that the goals of an organization can only be met through the performance of its employees.

The issue of motivation is one of longstanding fascination within the area of Human Resources and one that can be difficult to describe with precision and clarity.

Fundamentally motivation theories stem from the analysis of how work and the work environment satisfy the needs of its employees. Campbell, Dunnette, Lawler and Weick (1970) divided workplace motivational theories into two distinct categories; content theories and process theories. Content theories are concerned with *what* motivates people to behave in a certain way such as individual needs, wants and desires. Process theories focus on *how* motivation works and the influencing factors that can increase and sustain motivation over a period of time (Sahito & Vaisanen, 2017). This dissertation will briefly examine motivational theories from both angles however the content theory of Self-Determination will prove to be of greatest importance as it lays the theoretical framework the researcher will use to carry out part of the primary research. This will be discussed in greater depth in the Methodology chapter of this project.

To further develop an understanding of motivation it is imperative to review the central theories behind the concept, the majority of which emanate from the 19th and 20th centuries (Hauser, 2014). Therefore the proceeding section will review the seminal literature and theories around the subject of motivation, firstly reviewing the process theories followed by an appraisal of content theories.

Process Theories

Vroom's Expectancy theory

Vroom's Expectancy Theory of Motivation provides a philosophy behind the reason why people are motivated to choose one option over another. Vroom (1964) bases his conceptual framework on the idea that a person's motivation is driven by the desire to maximise pleasure and minimise pain. Vroom's theory, which Kanfer, Frese and Johnson (2017) consider to be one of the more contemporary theories within this subject, also says that employees have different levels of skills and their expectancy of reward varies from

person to person. Furthermore he states that a balance needs to exist between what the employee has to offer and what they receive in return in order to ensure motivation continues.

Adams's Equity Theory

Vrooms theory may be contrasted with Adams's Equity theory whose conceptual framework is based upon the fact that the motivation differs depending on the individual values of an employee (Adams, 1963). For example if an employee feels that they are undervalued or on the contrary they feel overvalued, this will contribute to a feeling of inequity. Huseman, Hatfield and Miles (1987) proposed the additional concept of equity sensitivity, claiming that the equity or inequity of a situation depends on the individual's desired outcome of the situation.

Theory X, Theory Y

McGregor's seminal work entitled "The Human Side of Enterprise" looks at motivation from the angle of the presumptions that managers make about their employees (McGregor, 1957). Theory X and Theory Y articulate two different beliefs that managers have about their employees. Theory X follows the belief that all employees are inherently lazy, lacking ambition and essentially need to be micro managed in order to ensure that work is adequately completed. Contrary to this, Theory Y assumes the belief that employees like to work and they are motivated by the respect and recognition that comes from doing a job. The assumption that employees want to be given the freedom of responsibility is also implicated along with the fact that employees do not need to be forced to get the work done to a standard that is considered satisfactory (McGregor, 1957).

Locke's Goal-Setting Theory

Edwin Locke developed the theory of Goal-Setting which focused on ensuring specific, challenging goals are established in order to maintain motivated employees. In order to create and sustain motivation, this theory proposed that employees are given goals that are adequately challenging without being overwhelmingly difficult. Positive feedback is a necessity for this theory as this allows the employee to feel valued within the organisation and therefore stimulates the motivation of the employee (Locke & Latham, 1990).

Content theories

Maslow's Hierarchy of Human Needs Theory.

One of the central theories in the theme of motivation is that of Maslow's Hierarchy of Human Needs. In his work Maslow (1943) proposes that human beings are motivated in an ascending order with the highest point in the pyramid being self-actualisation. Maslow says that people are first motivated to satisfy the basic physical needs to keep them alive and that only once the lower levels of needs have been acquired will people begin to strive for the highest need of self-actualisation. His theory supports the idea that one sole factor of motivation exists at any one time. More recent scholars such as Gunnigle, Heraty and Morlay (2017) have opposed this idea by implying that people can jump from one level of motivation to another and that the distinctive pyramid outlined in Maslow's theory does not necessarily have to be followed in ascending order.

Alderfer's Existence-Relatedness-Growth Theory

Posterior to Maslow is Alderfer's theory of Existence-Relatedness-Growth which condenses Maslow's five human needs into three categories: existence, relatedness and growth.

Alderfer's theory states that the motivation of a person changes depending on the current situation they are in and that progression from the lowest levels of need to the higher levels of needs is not a contributing factor (Alderfer, 1972). In the workplace this relates to the

fact that individual needs of employees vary and a single standard approach for all employees is not adequate. Amabile (1993) maintains that the actual work being carried out holds the key to the distinction between the two.

Herzberg's Two Factor Theory

The perception that the employee has towards the work they are undertaking is also pertinent. For example, as Herzberg shows in his two factor theory of motivation (1959), if an employee finds their job to be interesting and they feel as though they have accomplished something when they have completed their work day, this will give way to a feeling of intrinsic motivation. On the other hand, when an employee is uninterested in their work and feeling bored by the job they do, they lose their motivation. When employees do not see that what they are doing is making a difference or is having an influence or impact upon others they come to lack the intrinsic motivation that is so important within the workplace (Herzberg, 1966).

Hackman and Oldham's Job Characteristic Model

Herzberg's theory is further supported by the work of Hackman and Oldham (1976) who proposed the theory of the job characteristic model. This theory, which is rooted in Herzberg's two factor theory of motivation, suggests that if an employee finds a job to be monotonous it is not possible to create motivation for that employee. Hackman and Oldham base this theory on the belief that motivation is solely grounded upon how the job is structured for the individual employee.

The theory outlines five factors that need to be considered when creating a job position in order to ensure motivation can be cultivated. The factors outlined are, skill variety, which is the degree to which a job contains a variety of activities and requires a range of skill; task identity, which refers to the employee completing the whole task from start to finish where

the final outcome is clearly visible for the employee; task significance, which is the degree to which the job being carried out is significant to other people; autonomy, which refers to the degree to which the employee has freedom and independence to make decisions within their position; and feedback, which may be provided to the employee by management or in some case it may come directly from the job itself (Hackman & Oldham, 1976).

Self-Determination theory

The Self-Determination theory was introduced by the motivational psychologists Edward L. Deci and Richard M. Ryan in 1985. The theory takes a psychological stance regarding the concept of motivation namely looking at the psychological needs of humans. Deci and Ryan (1985) support the idea that in order to obtain optimum performance in the workplace, the basic psychological needs of employees must be met and supported on an ongoing basis. It outlines three innate psychological needs in particular; competence, relatedness and autonomy (Deci & Ryan, 1985).

Competence refers to the fact that employees need to feel competent and effective within their position. Relatedness, which is an important point outlined in Alderfer's Existence-Relatedness-Growth theory (1972), is the sense of belonging that an employee must have within their workplace. The third vital component is autonomy which Hackman and Oldham also highlighted as being essential to their theory of the Job Characteristics model (1976). As discussed previously, autonomy refers to the level of freedom an employee is given in regards to decision making. This need is satisfied for an employee when they can decide for themselves if they want to take action within their job (Deci & Ryan, 1985).

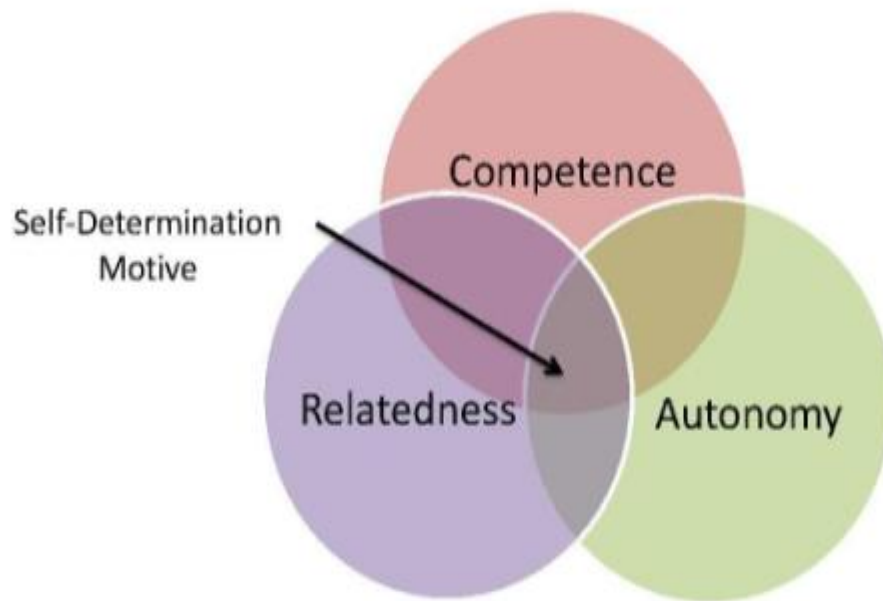


Figure 2: Three Psychological needs of self Determination; (Deci & Ryan, 2000)

The second crucial point to the theory puts emphasis on the *type* of motivation rather than just focusing on the *amount* of motivation. Deci and Ryan (1985) developed a framework for two explicit types of motivation; autonomous and controlled. The relevance of this framework is especially important for this dissertation as the scale used to measure EM in the workplace is based upon the theoretical framework of the outlined in the theory of Self Determination.

Autonomous motivation refers to actions being carried out enthusiastically with true interest and delight in the activity. In contrast to this, controlled motivation refers to actions being carried out in order to receive reward or avoid punishment. With controlled motivation the person feels obliged to do something whereas people who are autonomously motivated take action because of their love or enjoyment of something. Through their research Deci, Koestner and Ryan (1999) have discovered that when people

are autonomously motivated, engagement, performance and wellness are greater than when people have controlled motivation.

Measuring EM

Although the subject of motivation is one of the most protuberant areas in regards to organizational behaviour, instruments designed to measure EM are scarce. Amabile, Hill, Hennessey, and Tighe (1994) created the Work Preference Inventory (WPI) scale which measures people's emotions in relation to their intrinsic or extrinsic emotion. VandeWallen (1997) designed a scale to measure motivation in the workplace in relation to goal orientation.

However the most relevant instrument to date, with respect to the research being carried out in this dissertation is The Motivation at Work Scale (MAWS). The scale was designed by Gagne, Forest, Gilbert, Morin and Malorni in 2010 and was created in accordance with the theory of self-determination that has been discussed previously. The multi-dimensional interpretation of motivation expressed in this theory allowed Gagne, et al. (2010) to develop an instrument that measures motivation with respect to four factors highlighted in the theory; intrinsic motivation, identification, introjection and external regulation. The scale will be used in this dissertation to measure EM and it will be discussed in greater depth in the methodology section of this work.

The literature regarding motivation is abundant and as demonstrated throughout this section it has a long history which hails from the original theorists and goes back over half a century ago. Little empirical or theoretical research has emerged in recent years surrounding this theme which emphasises the imperative role that the seminal literature continues to play. Motivation is a topic that remains to be of great relevance to the

workplace environment today and it is arguably a subject that underpins the success of an organisation.

The second part of this literature review will analyse the more contemporary theme that is Employer Branding. Contrary to the literature surrounding motivation, scholars in the area of EB have come into existence much more recently with the concept first emerging in the 1990's.

Employer Branding

What is Employer Branding?

The Employer Brand is a concept that has come into existence relatively recently within the area of Human Resource Management, having first emerged in the 1990's (Martin, et al., 2005). Taylor (2008) explains through his literature that the term 'Employer Brand' is something used by organisations to promote their reputation as an employer and their value proposition to current and prospective future employees. Essentially a strong employer brand increases an organisations ability to attract and retain employees (Ambler & Barrow, 1996).

In the current day demographics where baby boomers curtail and the job market is becoming increasingly fast paced and dynamic, investing in their employer brand can help a company to overcome some of the greatest challenges that are presently faced by employers (Mihalcea, 2017) Recent studies have shown that the digital age of modern day society is only driving the need for a focus on the employer brand to be implemented (Eger, et al., 2018; Mihalcea, 2017; Spitzer, 2014).

Some aspects of EB are almost expected within every business, (especially when it comes to larger organisations) for example; the use of EB to aid recruitment and retention strategies

(Cheese, et al., 2007). Minchington (2006) points out how the biggest downfall when it comes to the theme of EB is evident when it comes to the continuous development and maintenance of the employer brand. Edwards (2010) draws attention to that fact that not all organisations are proficient in selling their strengths proactively thus having a negative effect on their employer brand.

Wilkinson & Taylor (2013) emphasise how an employer brand may be negatively affected by falsely marketing an employer brand message that is unrealistic. If an employer does this, new recruits will be left disillusioned and possibly frustrated, and current employees will feel discouraged. If the psychological benefits that have been associated with the Employer Brand are found to be incorrect this would result in damage to the psychological contract that exists between the employer and the employee (Ambler & Barrow, 1996; Rousseau, 1995; Robinson & Rousseau, 1994). Fulfilment of the psychological contract in the context of EB can be linked to the need for fulfilment of the psychological needs outlined in Deci and Ryan's theory of self-determination outlined previously (Deci & Ryan, 1985).

Ulrich, Smallwood and Sweetman (2008) say that the best way to guarantee success is by ensuring that the right employees are hired. Following from this it is fair to say that the people within the industry are the primary source of achieving long-term competitive advantage. Often referred to as 'human capital', strategies are implemented in order to reach the wider pool of talent that is emerging in the existing knowledge era. The employer brand is a way of directly targeting a particular group that are perceived to be beneficial to the organisational goals. This is supported by CIPD (2017) who maintain that decorously developing the employer brand aids with both recruitment and retention. In a report by

CIPD it was detailed how the employer brand is used in over two-thirds of organisations as a tool for recruiting employees (CIPD, 2008).

Sullivan (2004) describes the employer brand as being a tactical way of positively influencing employee's perceptions of the company. This is later supported by Minchington and Thorne (2007) who describe the employer brand as potentially representing a desirable place of work in the minds of employees. Walker (2008) then refers to the fact that effects of EB are often intangible effects. This intangibility may be comparable with the impalpable characteristics of motivation that have been discussed in the previous section.

The Conceptual Framework behind Employer Branding

The conceptual framework that is the Employer Brand was originally coined by Ambler and Barrow (1996). They carried out qualitative research to explore whether marketing techniques could be applied in regards to employment. The findings from their exploratory research brought them to the conclusion that combining aspects of Human Resource Management with Brand Management would create a concept that can be strategically used to achieve the long term objectives of the organisation, that concept being the Employer Brand (Ambler & Barrow, 1996).

Their idea stemmed from the ideas that were developed throughout brand management literature and proposed that the primary customer of any organisation should be its employees (George, 1990). It also incorporated the belief that internal marketing should be tactically directed towards these employees. On the other hand, Ewing and Caruana (1999) contend the idea of internal marketing and argue the point that external marketing is sufficiently cumbersome without introducing the idea of internal marketing.

Some previous researchers in the area of EB have utilized the conceptual framework of the brand equity theory and applied it to employees (Wilden, et al., 2010). The brand equity theory also known as Customer Based Brand Equity was introduced by Kevin Keller and discusses the fact that one product may be purchased over another similar product simply due to the brand name of the product. Keller (1993) explains how positively embedding a brand name into the minds of consumers can convince them to choose to spend their money on a product because the name of the merchandise has positive connotations for them. This can be correlated to EB in the sense that when employees have a positive image of a company, they will want to work for that organisation solely due to their positive perception of it.

However, the research in this study will be based around the former concept and will utilize the framework that has been theorized throughout brand management literature particularly that of Ambler and Barrow (1996).

Internal and External Branding

The Employer Brand can be used to add value to the organisation from two specific perspectives; internally and externally (Berthon, et al., 2005). Externally the Employer Brand is used to build a reputation as an employer of choice and broaden the potential employee marketplace for the organisation (Backhaus & Tikoo, 2004). On the other hand, the internal Employer Brand is used to manage current employees. Thompson, de Chernatony, Arganbright and Khan (1999) maintain that the internal brand is a way of manipulating organizational behaviour - motivating, engaging and retaining employees. The behaviour of employees can shape the perception of a company's employer brand, therefore employee values need to be considered and this can be achieved through the internal employer brand (Harris & de Chernatony, 2001).

Employee Value Proposition

EB incorporates the development of the culture of the organisation and the value proposition it has to offer (Mandhanya & Shah, 2010). The employee value proposition is the perceived value one can gain by joining and remaining within a specific organisation. Establishing the employee value proposition is a vital step taken by organisation when developing their Employer Brand (Sullivan, 2004). Essentially the employee brand proposition may be characterized by what a company can offer an employee in exchange for their knowledge and skills (Minchington, 2006), and is considered to be correlative to EB (Barrow & Mosley, 2005). Sullivan (2004) highlights the importance of building an employee value proposition in order to successfully master the EB of an organisation.

The employee value proposition is used by HR departments in conjunction with the employer brand to sell the company as a desirable place to be employed and to demonstrate to both current and future employees what they can gain by working in said organisation (Lievans, 2007). The process of the Employee Value Proposition begins before the on boarding of employees and continues through to after the termination of employment (Reddy, 2017). Eisenberg et al. (2001) insist that the value proposition is the backbone to the employer brand and that it is the key to developing a strong employer brand.

Brand Equity Theory

The brand equity theory also known as Customer Based Brand Equity was introduced by Kevin Keller and discusses the fact that one product may be purchased over another similar product simply due to the brand name of the product. Keller (1993) explains how positively embedding a brand name into the minds of consumers can convince them to choose to spend their money on a product because the name of the merchandise has positive

connotations for them. This can be correlated to EB in the sense that when employees have a positive image of a company, they will want to work for that organisation due to their positive perception of it.

Measuring EB

Studies have shown that organisations who invest in their Employer Brand will reap the rewards in human capital (Backaus & Tikoo, 2004; Pringle & Sharma, 2013; Collins & Kanar, 2013). Contrary to other areas of business where success can generally be measured in fiscal terms, areas of Human Resource such as EB can be more difficult to measure. Anthony & Govinarajan (2007) describe how within areas such as EB the input differs from the output, therefore measuring the returns on such factors can be a difficult feat. Nonetheless some authors have succeeded in successfully creating valid instruments to measure EB (Srivastava, et al., 2017; Srivastava & Bhatnagar, 2010; Berthon, et al., 2005; Lievens, et al., 2005).

Srivastava and Bhatnagar (2010) created a scale to measure EB by firstly administering a mix-method qualitative research project which consisted of focus groups, semi-structured interviews, and open ended questionnaires. The results of the qualitative research allowed them to create the scale used in the quantitative survey which measured EB over eight variables. This scale was not chosen for use by the researcher in this dissertation due to the limitations which were highlighted by the authors themselves. Srivastava and Bhatnagar explain their inability to measure EB as a whole stating that “since employer brand is a multidimensional construct it was not possible to study each and every aspect of it” (Srivastava and Bhatnagar 2010, p. 28).

Ambler and Barrow (1996) attempted to examine varying approaches towards EB by conducting semi-structured interviews across a number of sectors. Their findings confirmed that the concept of EB did in fact exist, however their research was limited and the necessity for more in depth study surrounding the topic was highlighted. Berthon, Ewing, and Hah (2005) build on the research carried out by Ambler and Barrow to construct a scale which adequately measures employer attractiveness.

Employer Attractiveness (EmpAT)

The concept of employer attractiveness is one that is deeply intertwined with the employer brand as shown previously. Berthon, et al. (2005) used this idea to create an instrument valid for measuring employer attractiveness; the employer attractiveness scale (EmpAT). When constructing the scale the researchers used a combination of primary data retrieved from focus groups and secondary data taken from Ambler and Barrows dimensions of employer branding. Using Ambler and Barrows (1996) three dimensions as a foundation, the authors were able to discover an additional two factors relative for their scale. They then applied structural equation modelling and used confirmatory factor analysis to design the five-dimensional model depicted in figure 3.

The instrument constructed by Berthon, et al. (2005) will be used in this dissertation to measure the attractiveness of the employer from the perspective of the employee. The five subsections outlined are; interest value, social value, economic value, development value and application value (Berthon, et al., 2005). . The validated scale has since been used in many studies that focus on the area of employer branding (Reis & Braga, 2016; Alniacik & Alniacik, 2012; Arachchige & Robertson, 2011; Roy, 2008), and will be discussed in greater depth in the methodology chapter of this study.

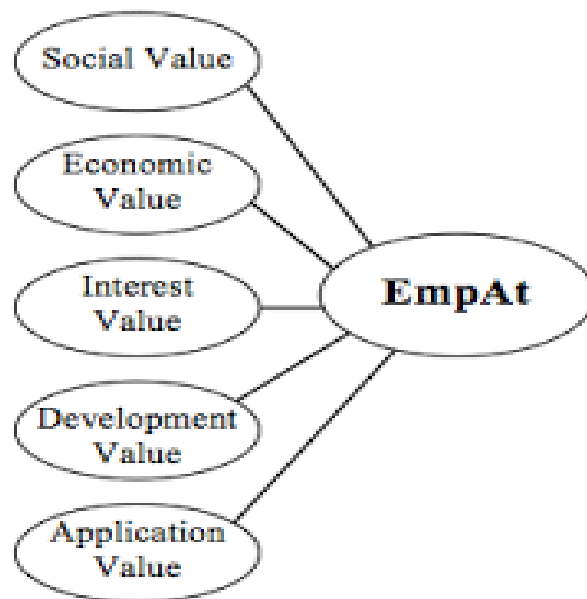


Figure 3: Dimensions of attractiveness in EB by Berthon, Ewing and Hah (2005)

The Future of EB

Taylor (2014) anticipates much interest arising around the theme of EB in the coming future.

This is currently evident by the abundant amount of literature presently available regarding the theme of Employer Branding. Boxall (1998) refers to the importance of technology within today's society. In the current age of digital revolution where technology can be said to drive business solutions, easy access to information makes it all the more important for organisations to focus on their brand image. The knowledge era of today has given rise to the modern day concept of the war for talent that is so prevalent to employers at present (Chanbers , et al., 1998). The focus has shifted from hiring a worker to do a job, such as it was in the industrial era, to attracting and retaining talented employees who can not only do the job but also show initiative, creativity and add value overall to the organisation (Verma & Ahmad, 2016).

It is essential that alignment is manged so that organisations can successfully match their employees to the future goals of the company. EB can be used as a method of aligning the

people of the organisation to the strategic business aims in order to accomplish its goals, similar to the way that motivating employees can help to achieve the objectives of an organisation (Hrmagazine, 2010).

The importance of instilling a positive brand image in the minds of employees is evident throughout literature, as is the importance of ensuring that employee's remain motivated within their jobs. Having established the relevance of each concept separately, the researcher in this study proposes to investigate whether and to what extent these two variables may be interdependent and if the employer brand can in fact have a positive influence the motivation of the employee. The next section will examine the literature which combines the topics of EM and Employer Branding.

The Relationship between EM and Employer Branding

Although literature which covers the themes of EM and EB individually is plentiful, exploratory studies combining both themes is much less abundant. The research gap is evident when exploring the concept that a correlation exists between the themes of EM and Employer Branding. Ambler and Barrow (1996) explain how motivation, employee performance and EB are all interlinked and state that brand equity "should have an impact on motivation" (Ambler and Barrow, 1996, p188), however no study was carried out by the authors to confirm this belief.

Several studies suggest a positive connection exists between EB and EM. Thomson et. al., (1999) support the idea that a strong Employer Brand will help to motivate employees. This is also reinforced by Backaus and Tikoo (2004) who maintain that EB allows companies to differentiate themselves from other organisations and to motivate and engage current employees. Biswas and Suar (2014) say that companies who are invested in their Employer

Band generally have employees who are motivated, whereas Uncles and Moroko (2005) maintain that when companies deliver on their employer brand promises, employees will feel motivated in their work. Yalim and Mizrak (2010) refer to increased motivation being an advantageous by-product of EB stating that people who work for an organisation with a good employer brand “see themselves as lucky because of working at an organization that the people around them want to work for. This increases their motivation and performance” (Yalim and Mizrak, 2017, p. 24)

From reviewing relevant literature it is fair to make the assumption that where EB is strong, motivation is heightened. As demonstrated above, many scholars refer to an existing connection between the areas of EB and EM. However not many studies have actually been carried out to positively correlate the two themes.

An exception to this is Jain (2013) who conducted research to investigate whether there was an association between the two by using factor analysis, Pearson’s correlation and the Krustal-Wallis test. Quantitative research was carried out using standardised questionnaires and the results were proven to positively associate the employer brand of the companies involved and the motivation of their employees. The study also measured CSR and the employee’s intention to stay with the organisation (retention). It focused on three organisations within the service sector in India. This differs to the research being carried out in this thesis as the main focus will be on EM from an Irish perspective.

It should be noted at this point that although the research conducted by Jain (2013) is not wholly applicable to this research paper, parts of the methodology implemented have been redesigned by the researcher and reapplied to one multinational organisation within the online service sector in Ireland.

Further to this, Singh and Jain (2013) carried out a similar study with the intention of using the results to assist companies within the service sector in India to develop their Employer Brand image. Similar to the previous study aforementioned, a positive correlation between the Employer Brand and EM was discovered. Again this result is relative only to the service sector in India.

Stratified random sampling was used by the authors to measure employee's intention to remain within the organisation. The objective behind the study was to determine the extent to which EB within the service sector in India impacts upon the employee's motivation levels and the employee's intention to remain working within that company. The results showed that where EB measured highly, intentions to stay were also high. Similarly where EB measured highly, EM was heightened. Using Pearson's correlation to analyse the data collected, a direct relationship between EB and EM was confirmed and it was concluded that within the service sector in India, organisations that invest in their EB have more motivated employees (Singh & Jain, 2013).

Due to the fact that employment is subject to cultural differences, the results acquired from these studies cannot be deemed to be fully transferable to other working environments. Therefore, although the results of this study are conclusive within the Indian environment, they are not necessarily transferrable to the Irish context.

Subsequently Badawy, Fahmy and Magdy (2017) conducted research with Egyptian employees to determine if EB can augment their motivation and improve retention. The researchers carried out a quantitative study using non-probability convenience sampling. Their investigation consisted of a questionnaire with four sections, one of which was taken from Singh and Jains (2013) study. Each section measured a different item; Employer

Branding, Intention to Stay, EM and Demographics. The data collected resulted in a positive affiliation between the EB and Retention. Additionally the relationship between EB and EM was proven to be significantly correlated.

Badawy, Fahmy and Magdy (2017) pointed out that the limitations of their research included the fact that they had limited access to employees and therefore they were only able to test employees in Egypt. Hence the final results are only applicable to workers within Egyptian organisations. The researcher of this dissertation has taken the limitations of previous researchers into consideration when deciding upon how to conduct an adequate research project and for this reason the researcher of this dissertation has decided to conduct a similar research project from an Irish perspective.

Although the studies aforementioned provide some insight into the impact of EB on EM, there is a clear need for continued research of the topic. A limitation to the literature reviewed in this section is the cultural barriers that are naturally in place across countries and the fact that previous studies carried out were specific to their individual countries.

Conclusion

The literature reviewed on the topic of motivation brought to light the vital role EM brings to a business. Especially emphasized are the three physiological needs necessary for motivation; competence, relatedness and autonomy which came to light in the self-determination theory of motivation (Deci & Ryan, 1985). This theory then underpins the instrument used to measure motivation (MAWS) (Gagne, et al., 2010).

A review of the relevant literature has shown that in relation to EB the opinions of the employees are dependent on several contributing factors. These factors – social value, economic value, interest value, development value and application value - have been

combined to construct the tool that measures the employer brand. The questionnaire designed by Berthon et. al., (2005) measures the strength of the employer brand by how attracted the employee is to the organisation.

In essence both topics of EM and EB contain a multiplicity of influencing factors. This chapter has endeavoured to bring to light the multi-dimensional characteristics relative to each individual theme. The literature indicates that a positive correlation exists between the two themes but more studies need to be carried out to determine the extent of this.

Considering the fact that EB is a contemporaneous phenomenon that continues to grow (Biswas & Suar, 2014); and the topic of EM is one that appears to be timeless with more work motivational theories in existence than any other topic (Barron , 1991), the research gap prevails. In order to address this gap the researcher will carry out qualitative research derived from the above literature review which will be further discussed in the following chapters.

Research Question

Title: The Employer Brand within company X: Does Employer Branding positively impact Employee Motivation?

Overall Research Question: Does Employer Branding have a positive effect on Employee Motivation within company X?

Sub question 1: Do employees of company X believe their company has a good employer brand?

H0: The employees do not believe that company X has a good employer brand

H1: The employees within company X do believe that it has a good employer brand.

Sub question 2: Are employees within company X motivated in their job?

H0: Employees are not motivated in their job

H1: Employees working in company X are motivated in their work.

Sub question 3: Is there a relationship between the motivation levels of employees and their perception of the employer brand?

H0: No relationship exists between the motivation levels of employees and their perception of the employer Brand

H1: A positive relationship exists between the motivation levels of employees and their perception of the employer brand.

Based on the literature reviewed, there is evidence to suggest that EB has a positive effect on EM. However, little primary research has been carried out to prove this theory. By

proposing the above research question a clear indication to the extent to which EB can influence EM can be determined. The sub questions have been designed in order to assist in answering the overall research question. The sub-questions clarify and assist in data collection so that a valid response for the research question can be determined.

By answering the research question, company X will have a clear idea as to whether the EB techniques used in the organisation have a positive effect on EM.

Methodology

Introduction

The following section will discuss the research methodology chosen to carry out the study on the relationship between EB and EM within company X. Primarily the researcher will clarify the research objectives and the research philosophy behind the study. Then the research approach and the chosen research methods will be reviewed. Additionally the ethical considerations will be reported. Finally the researcher will illustrate the chosen scales used into construct the research questionnaire and explore the limitations of the study.

The literature review section has highlighted some key themes within the areas of EB and EM. These fundamental themes lay the foundation for the research. The chosen methodology will format the way the study is conducted.

Research Aims and Objectives

The primary aim behind the bulk of the research that has been carried out to date focuses on the importance of EB in relation to recruitment (Maxwell & Knox, 2009). However, as demonstrated within the literature review section, there is a lack of literature available that investigates the correlation between EB and EM. Therefore the aim of this research is to fill the gap identified. The researcher aims to discover whether employees see their company as an attractive place to work; and if those employees who have a positive view on the EB within the company also have heightened levels of motivation. Essentially the researcher is aiming to discover if the employees who view the employer brand of company X favourably are the same employees who are motivated within their job, thus establishing if a positive correlation exists between the two themes.

The main objectives in this dissertation are to determine;

1. Do employees of company X believe their company has a good employer brand?
2. What is the motivation level of employees within company X?
3. Is there a relationship between the motivation levels of employees and their perception of the employer brand?

Research Philosophy

The research philosophy is particular to the researcher and stems from the philosophical viewpoint that the researcher holds. Saunders, Lewis and Thornhill (2012) illustrate how an understanding of research philosophy allows the researcher to objectively critique the research methods available, and to select the best approach for their study. The researcher's individual philosophical perspective will therefore influence the way the study is carried out. However, it is imperative that the adopted approach is an adequate fit for the research being undertaken in order to ensure that accurate and valid results are accumulated (Quinlan, 2011).

There are many philosophical considerations and issues that arise in relation to research methodology. Broadly speaking, we can distinguish two main categories for these issues: ontology and epistemology. Ontology concerns *what there is*, i.e. what specific things exist as well what *kinds* or *categories* of things exist. Epistemology, on the other hand, concerns what *we know* and *how we know it*. Thus, epistemology deals with such concepts as evidence, belief, justification, rationality, and the relationship between data and theory (Saunders, et al., 2012).

Ontology

Ontology is concerned with what exists and is used in practical fields of research such as business and management research (Wahyuni, 2012). In ontology, philosophers aim to

analyse and systematise our beliefs about what exists, both in general and according to particular theories or practices, and so to further develop theories upon which further research is based. There are two specific components of ontology that will be discussed here; objectivism and subjectivism. Bryman and Bell (2011) describe objectivism as committed to realities which exist beyond or independently of our beliefs and our influence. Subjectivism on the other hand is defined to be perceptions held by social actors which in turn generate social phenomena (Saunders, et al., 2012). As this research project is concerned with EM and employees attitudes towards their employer brand its ontological viewpoint falls into the category of subjectivism.

Epistemology

Dick (2013) explains that epistemology is the “theory of knowledge”. It determines what constitutes knowledge and what is considered to be acceptable knowledge within a particular area of study (Saunders, et al., 2012). The epistemological approach taken by the researcher in this dissertation is that of interpretivism. Essentially, an interpretivist epistemology conceptualises knowledge as being, to some extent, “open to interpretation” (Quinlan, 2011). This is in line with the ontological approach of subjectivism discussed previously. Due to the fact that this research is dependent on the interpretations of employees, an interpretivist approach was deemed to be the most suitable epistemological basis.

Research Approach

The chosen methodology in the research can take an inductive or deductive slant. The approach, whether it is inductive or deductive, will essentially specify where the research will begin. Bryman and Bell (2011) describe how an inductive research approach creates theories whereas a deductive approach tests them.

Inductive Approach

Inductive research begins with a research question which lays a guideline to the empirical data that is collected. That data in turn becomes the basis upon which a theory is formed.

Horn (2012) refers to inductive data as working from the bottom up. Generally it is said that qualitative research methods will follow an inductive approach

Deductive Approach

Deductive research uses existing theories and aims to then test them by means of empirical data. The hypothesis of the research is clarified. The researcher then either confirms or refutes the theory-driven hypothesis based on their analysis of the data collected.

Given the theoretical background of the chosen research topic, the researcher in this case decided that a deductive approach would be the most suitable. The purpose of this dissertation is to examine the correlation between two variables (EB and EM). The literature reviewed by the researcher led to the formation of the hypothesis specified. The choice of a deductive approach allows the researcher to test these hypotheses. Also the instrument used allows the researcher to reach a wider sample population than if an inductive approach had been used.

Research Method

The research methods used for this dissertation consisted of both primary and secondary data. Primarily secondary data was collected and examined for the literature review. This helped the researcher gain knowledge regarding the themes of EB and EM and to identify to what extent these areas had been previously studied concurrently. Neuman (2013) describes secondary data to be research that is derived from the work of other scholars.

The researcher then collected primary data using the data collection method of a questionnaire. The primary data chosen by the researcher consists of two previously

validated scales combined to make one questionnaire. The questionnaire will consist of three parts; demographics which will determine the age, sex and number of years that the employee is working at company X, the second part will measure the employee's perception of the employer brand within company X using the employer attractiveness scale developed by Berthon et. al., (2005), and the final part will measure EM using the motivation at work scale developed by Gagne et. al., (2010).

The quantitative method was chosen by the researcher because it allowed the researcher to reach a wider population and gain therefore a broader perspective from employees within company X. According to Saunders, Lewis and Thornhill (2003) (Saunders, et al., 2003) the survey method of data collection is less likely to distort participant's answers.

Alternative Methods

Before deciding on the best suited methodology, various approaches to research were considered. When determining the best approach to carry out the research, the researcher primarily considered qualitative research. The method of gathering data through semi-structured interviews was originally thought to be the best way of collecting data. Much of the primary research carried out in relation to motivation within the workplace has used a qualitative method of investigation. Qualitative research is best suited to gain an understanding of the meaning a particular issue has for a person and for that reason it appears to fit well with the theme of motivation. Qualitative research is also used when conducting research where previous knowledge and theory is limited (Quinlan, 2011). For these reasons the researcher initially believed that qualitative research would be the best method for this thesis.

However, even though current motivational research has been carried out using qualitative approaches, quantitative methods will be used in this study as the research will not be solely based on motivation. Instead the research will combine both areas of motivation and employee branding.

Further exploration on the appropriate type of research showed that quantitative research is best suited to examine the relationship between two variables. The researcher in this study is examining the relationship between two variables therefore a quantitative method of investigation is deemed to be the best fit. The independent variable in this case will be the employer brand and the dependant variable is the motivation of the employee.

Reliability and Validity

Well-founded research must use reliable, valid instruments (Saunders, et al., 2012). In order to test the validity of the instruments used in this research Cronbach's alpha is used.

Cronbach alpha score ranges from 0-1; 0 meaning that no internal reliability present and 1 signifies perfect reliability. A Cronbach alpha score of 0.7 and above is deemed reliable (Nunnally, 1978).

In order to ensure the scales used in this research were valid the researcher reassessed the reliability of each construct of the scales involved to confirm that the reliability measured over 0.7. Each scale used was individually tested to ensure that a Cronbach's alpha score over 0.7 was given.

EB Scale

Primarily the EB scale consisting of 5 subscales, (interest value, social value, economic value, development value and application value), was tested.

Interest Value

The first reliability test carried out was on the 5 item construct of Interest Value which formed part of the EmpAT scale. The Interest Value when tested (see below, table 1) gave a Cronbach's Alpha score of 0.89 which means it is a reliable tool of measurement.

Reliability Statistics	
Cronbach's Alpha	N of Items
.889	5

Table 1: Cronbach Alpha for Interest Value

Social Value

When tested for its reliability the construct of Social Value gave a Cronbach's alpha score of 0.86 indicating that it is a reliable scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
.858	5

Table 2: Cronbach Alpha for Social Value

Economic Value

When tested for its reliability the construct of Economic Value gave a Cronbach's alpha score of 0.89 indicating that it is a reliable scale of measurement.

Reliability Statistics	
Cronbach's Alpha	N of Items
.889	5

Table 3: Cronbach Alpha for Economic Value

Development Value

When tested for its reliability the construct of Development Value gave a Cronbach's alpha score of .90 rounded up which clearly indicates that it is a reliable scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	5

Table 4: Cronbach Alpha for Development Value

Application Value

When tested for its reliability the construct of Application Value gave a Cronbach's alpha score of 0.90 which again indicates that it is a reliable scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	5

Table 5: Cronbach Alpha for Application Value

EM Scale

When the tool for measuring the EB of company X had been proved reliable, the researcher carried out the same procedure to ensure reliability of the scale chosen to measure EM. The MAWS (Gagne, et al., 2010) is divided into four sub-scales consisting of three item constructs. Each of the four sub-scales was tested individually to ensure their reliability

Intrinsic Motivation

The researcher reassessed the reliability of the Intrinsic Motivation construct and can report a Cronbach Alpha score of 0.93 indicating that this is a valid tool of measurement.

Reliability Statistics	
Cronbach's Alpha	N of Items
.938	3

Table 6: Cronbach Alpha for Intrinsic Value

Identified Regulation

When the Cronbach's Alpha score for Identified Regulation was assessed the result was 0.89 which indicated that the 3 item construct is reliable.

Reliability Statistics	
Cronbach's Alpha	N of Items
.938	3

Table 7: Cronbach Alpha for Identified Regulation

Introjected Regulation

When tested, the construct of Introjected Regulation resulted in a Cronbach Alpha score of 0.93 which is a valid result.

Reliability Statistics	
Cronbach's Alpha	N of Items
.938	3

Table 8: Cronbach Alpha for Introjected Regulation

External Regulation

The fourth and final construct to be tested on the EM scale was External Regulation (see below, table 9). The reliability of this construct was confirmed with a Cronbach's Alpha score of 0.83 was retrieved.

Reliability Statistics	
Cronbach's Alpha	N of Items
.832	3

Table 9: Cronbach Alpha for External Regulation

Sample Size and Demographic Information

The chosen sampling frame was selected using non-probability convenience sampling. The researcher is currently employed within company X and therefore had access to the target participants. Primary data was collected using online surveys distributed through the internal email platform within the company. An email was sent out to the target participants requesting them to take part in the survey. Once they gave their consent they were redirected to the online questionnaire.

The demographics section of the questionnaire contained three demographic questions;

- What is your gender?
- What is your age?
- How long have you worked in this company?

The questionnaire was filled out by 98 employees currently employees within company X. However 6 of these responses were incomplete, indicating that the employee opened the survey and began to complete the answers but closed it before coming to the end. The valid information from these questionnaires has been saved and will still be used in this research.

In total 65 females and 33 males took part in the questionnaire. 39 participants were aged between 18-29 years, 34 participants were aged between 30-39 years, 15 were aged between 40-49 years and 11 participants were aged over 50.

Of the participants who took part, 42 were employed in the company less than 2 years, 32 had been working there between 2-5 years and 24 participants were employed in company X for more than 5 years.

Survey Design

The survey is divided into three separate sections; demographics, EB and EM. The first section will consist of a short section on demographics which will determine the age, sex and number of years that the employee is working at company X, the second part will measure the employee's perception of the employer brand within company X using the employer attractiveness scale (EmpAT) developed by Berthon et. al., (2005) and the final part will use the motivation at work scale to measure the motivation levels of employees (Gagne, et al., 2010).

In order to measure the employer brand and attraction the researcher used the EmpAT scale which measures employer attractiveness in EB along a 25 item instrument (Berthon, et al., 2005). The validated instrument which has been used in several studies in the area of employer branding, (Reis & Braga, 2016; Oladipo, et al., 2013; Alniacik & Alniacik, 2012; Wallace, et al., 2012; Arachchige & Robertson , 2011), measures the standard of the employer brand by determining how much an employee is attracted to that workplace.

Berthon, et al., (2005) initiated their study with the research of Ambler and Barrow (1996) and confirmed the three dimensions highlighted by them. They then conducted primary research to uncover two further principal traits relative for their five factor scale. The five

final factors used in the scale were: interest value, development value, economic value, social value and application value.

Interest value measures the extent to which the employee is attracted to the organisation because of how stimulating it is as a place of work. Development value measures the degree to which the employee is attracted to the possibility that they can further their career or progress within the organisation. Economic value focuses on the monetary aspects of the job such as salary, rewards and compensation packages and the extent to which this is of value to the employee. Social value measures the extent to which the social aspects of the job are of relevance to the employee – whether a fun working environment is encouraged and how important is this to employees. Application value measures how employees are attracted to an organisation that is humanitarian in their teachings and philanthropic in their actions (Berthon, et al., 2005). Turban and Greening (1997) support the application value and demonstrate how organisations who focus on giving back to society will instil a feeling of pride in their employees making them pleased to be associated with that company.

The third section of the questionnaire uses the motivation at work scale (MAWS) developed by Gagne et. al., (2010). The MAWS was developed and validated to measure the level of motivation and the type of motivation and based on self-determination theory. The scale measures four factors relative to motivation at work; external (extrinsic) regulation, introjected regulation, identified regulation and intrinsic regulation. These four factors were then further divided into three sub-questions as depicted in figure 4.

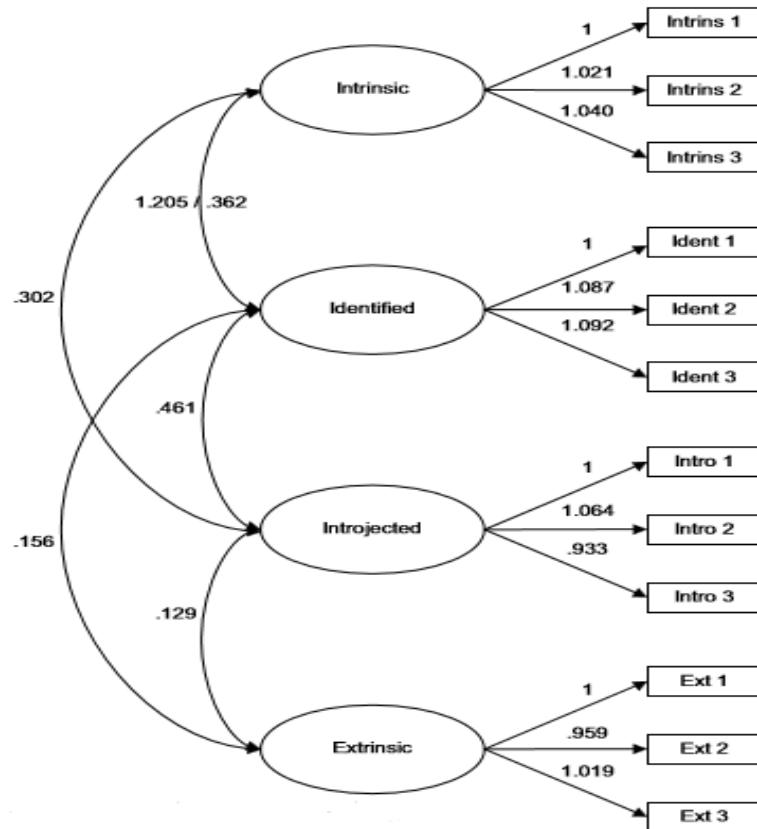


Figure 4: The dimensions of The Motivation at Work Scale

Ethics

Ethics are the principles which are used as guidance to the correct way a person should act (Quinlan, 2011). When a researcher undertakes to study a specific topic, ethical considerations should be a fundamental concern. Before any research has taken place, all areas of the intended research project should be deliberated from an ethical perspective. In order to do this the researcher began by consulting the ethical considerations outlined in the handbook by the National College of Ireland.

In this dissertation, the chosen method of primary data collection is the questionnaire. Confidentiality is essential; therefore the participants who answer the questionnaire are kept anonymous. Anonymity is especially important as this research deals with motivation in the workplace and depends highly upon the employees being truthful in their responses.

No data that can be used to identify participants was collected. . No data that does not hold relevance to the research was collected.

Participants were made aware that there is no obligation to take part in the survey.

Participants are informed of their right to withdraw consent at any time without any repercussion. No vulnerable participants were requested to take part in the survey.

The online surveys have been collected in accordance with the Data Protection (Amendment) Act (2003) (Citizens Information, 2015). Responses were gathered through the online platform lime survey and have been securely stored using encryption software.

The research is being carried out within one organisation. The researcher therefore had to request permission to conduct the research before beginning. Once approval from management was confirmed, employees within the organisation were contacted to partake in the questionnaire. Furthermore in order to protect the identity of the organisation, the name of the company is not mentioned and referred to only as “company X”.

Limitations

One of the limitations to this research is that it aims to test motivation levels of employees. Motivation levels are subjective to the individual and external factors may have an effect on the individual’s motivation at that time. For example, motivation levels vary depending on whether the employees are at the beginning, middle or end of their working week (Wiley, 1997). The time of day that employees carry out the survey also needs to be considered as motivation may peak at different times of the day. Factors peripheral to the working environment such as issues at home may also affect a person’s motivation at work on the day of testing.

One way of combating this would be to consider the test-retest method where the same employees would be repeating the same test in the same conditions to ensure valid results are retrieved (Adams, et al., 2014). However due to time constraints and the fact that longitudinal research is not being conducted, this method is not used in this study.

It is important to note that as the employees will be giving their opinion on whether the company has a good employer brand, the results regarding the employer brand of company X will be subjective. The researcher is relying on the participants to be honest when giving their responses to the questionnaire. The possibility of participants not answering the questions truthfully or to

Research carried out by an online surveying company showed that while participants are completing the survey, concentration levels wavers after a short time frame. It was also noted that people are more likely to complete a short survey over a longer one (Chudoba, 2018). This was highly considered when constructing the questionnaire to ensure the time taken to complete the survey would not be more than 10 minutes.

Findings and Analysis

Introduction

This chapter will primarily present the results that were generated from the statistical analysis and introduce the main findings. The statistical analysis tests were chosen by the researcher due to the fact that they coincide with the research objectives of this study. Firstly, descriptive statistics are carried out on the individual scales involved in this study. A visual guide for the overall distribution of the scales will be depicted through the histograms below.

The researcher then tests the relationship between the variables using Pearson's correlation analysis and regression analysis is then carried out. This will determine the extent to which one variable impacts upon the other. Finally the researcher conducts an independent sample t-test to test for any statistical variance in results generated in relation to gender.

Histograms: Skewness and Kurtosis

The researcher has chosen to begin the analysis by conducting normality tests in the form of histograms. In statistics, a test for normality will identify whether the data that has been collected through the questionnaire is of normal distribution or not. Normal data is identified by a curve that is bell-shaped and symmetrical on both sides (Pallant, 2016).

Statistical analysis customarily expects normal data however it often occurs that results generated from data sets are non-normal. Basically data that is not normal symbolises that there is more probability than expected on one side of the diagram. An excess in probability on one side of the distribution results in a curve shape that is not perfectly proportioned. It is important to determine if the normality of the data because many statistical tests work under the assumption that the data set fits the normal distribution (Mayers, 2013).

If data is not normal, it is said to be skewed. Skewness represents a lack of symmetry.

Perfectly symmetrical data will give a result of 0. If the data is positively skewed it will be tailed to the right on the histogram and signifies that there is a clustering of answers at the lower end of the scale. If a tail is visible to the left this signifies there is a negative skew meaning that responses are grouped to the higher end of the scale (Pallant, 2016).

The kurtosis of the data can also be established from the histograms. The kurtosis is a measure of how flat or how curved the distribution is, i.e. whether it is flatter or more curved than a perfect bell shaped distribution. A positive result indicates that the curve is pointed and a negative number indicates that the curve is flatter.

To determine statistical significance of kurtosis, the kurtosis value is divided by the standard error of kurtosis. A result that is higher than 1.96 and lower than -1.96 is deemed not statistically normal (George & Mallery, 2010). Table 10 shows the results for the overall skewness and kurtosis of each value.

		Statistics				
		InterestValue	SocialValueComp osite	EconomicValueCo mposite	DevelopmentValu eComposite	ApplicationValueC omposite
N	Valid	94	94	94	94	94
	Missing	4	4	4	4	4
Skewness		-1.122	-1.222	-1.363	-1.134	-.782
Std. Error of Skewness		.249	.249	.249	.249	.249
Kurtosis		1.213	1.316	1.963	1.780	.023
Std. Error of Kurtosis		.493	.493	.493	.493	.493

Table 10: Skewness and Kurtosis for EmpAt constructs

Overall the distribution of the data will guide the researcher to the statistical analysis that can be conducted. Primarily the researcher examined the normality of the distributions of

each of the scales used in the questionnaire. In total there were 9 scales involved in the survey therefore 9 histograms were generated. The frequency can be seen along the Y axis and the name of the scale is printed along the X axis. Histograms are useful in providing visual data results. They are also considered an effective graphical method to demonstrate the skewness and kurtosis of the data (Pallant, 2016).

All of the histograms demonstrated below show that the scales are not normally distributed. Figures 5 through to 13 demonstrate that the distributions are negatively skewed indicating that the value measured is considered important to the employee as the results are clustered towards the upper end of the scale.

Figure 5 shows the histogram for interest value. Visually the histogram for does not appear to be normally distributed with a tail protruding to the left indicating a negative skewness. Table 10 confirms this showing a skewness value of -1.12.

The kurtosis result ($1.213 \div .493 = 2.46$; $2.46 > 1.96$) indicates that this data set is not statistically normal.

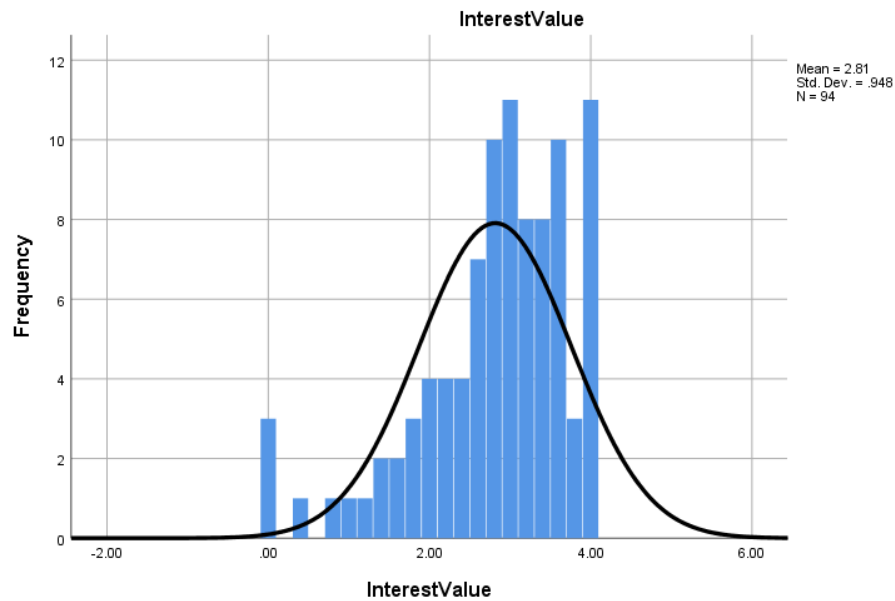


Figure 5: Interest Value Histogram

The histogram for social value outlined in figure 6 indicates a negative skewness with the tail to the left. Again this is confirmed in table 10 with a skewness value of -1.22.

The kurtosis result ($1.316 \div .493 = 2.67$; $2.67 > 1.96$) shows that this data set is not statistically normal.

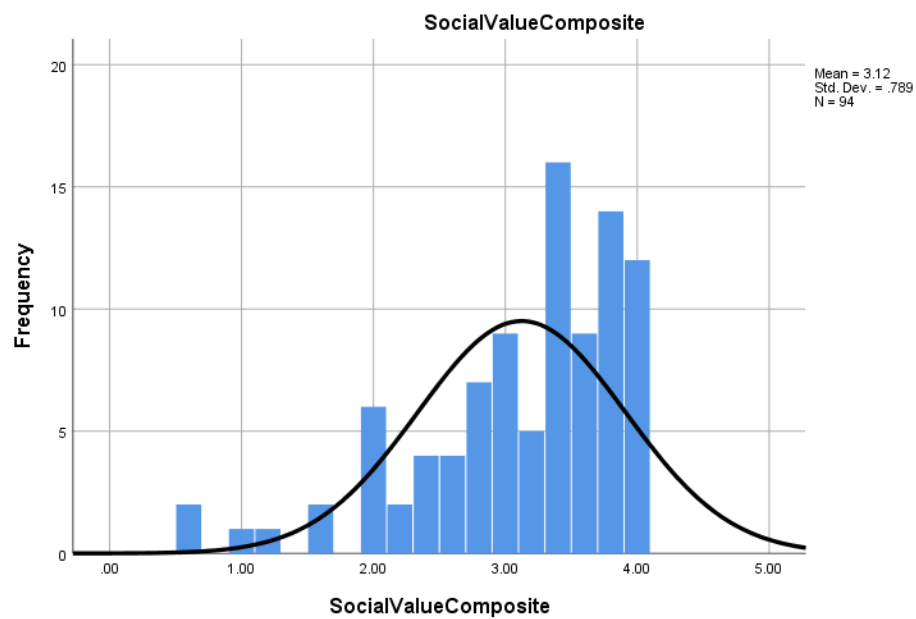


Figure 6: Social Value Histogram

The histogram for economic value can be seen below in figure 7. It shows a tail to the left which indicates a negative skewness and signifies non-normal data. Table 10 confirms this showing a score of -1.36.

The kurtosis result ($1.963 \div .493 = 3.98 > 1.96$) also shows that this data set is not statistically normal.

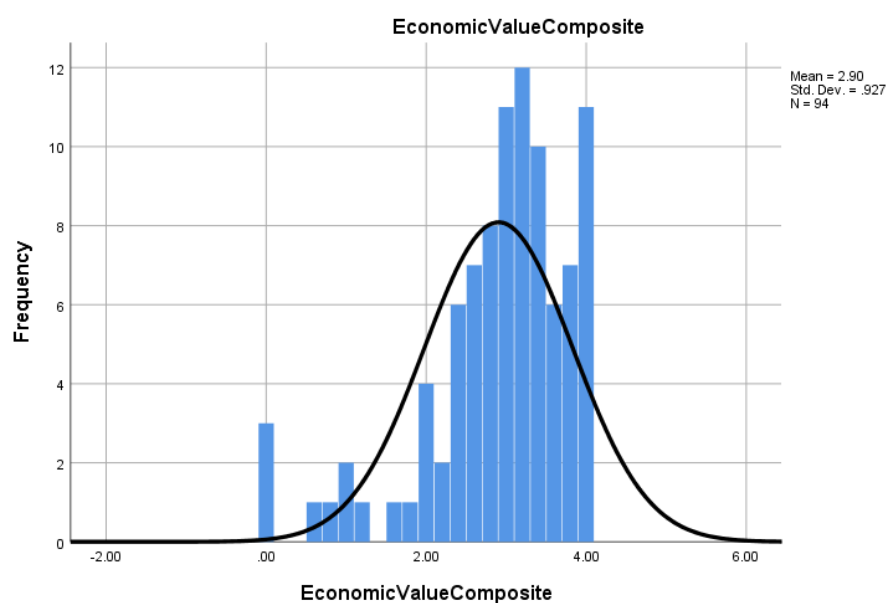


Figure 7: Economic Value Histogram

The histogram labelled figure 8 shows the data for development value. A tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data. Table 10 confirms this showing a score of -1.13.

The kurtosis result ($1.78 \div .493 = 3.61 > 1.96$) again indicates that this data set is not statistically normal.

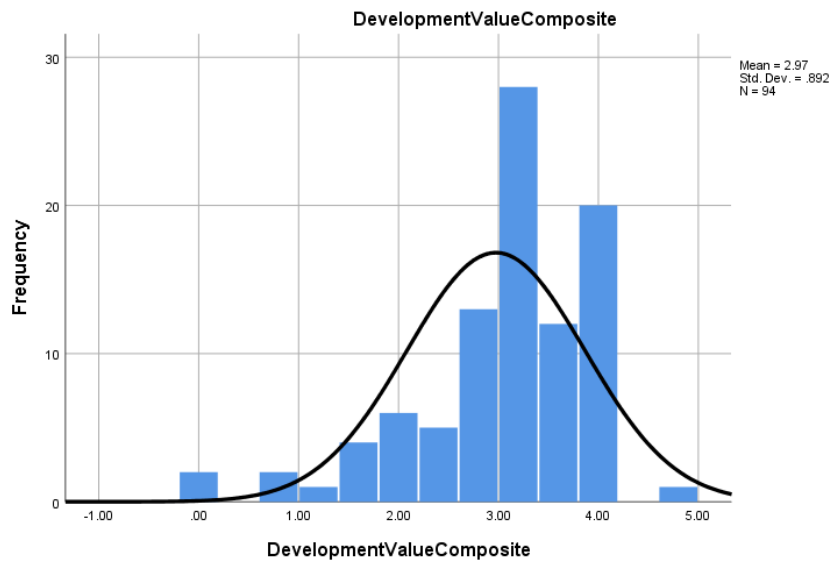


Figure 8: Development Value Histogram

Figure 9 shows the histogram application value. A tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data. Table 10 confirms this showing a score of -0.78.

The kurtosis result ($0.023 \div .493 = 0.046 < 1.96$) in this case is considered statistically normal.

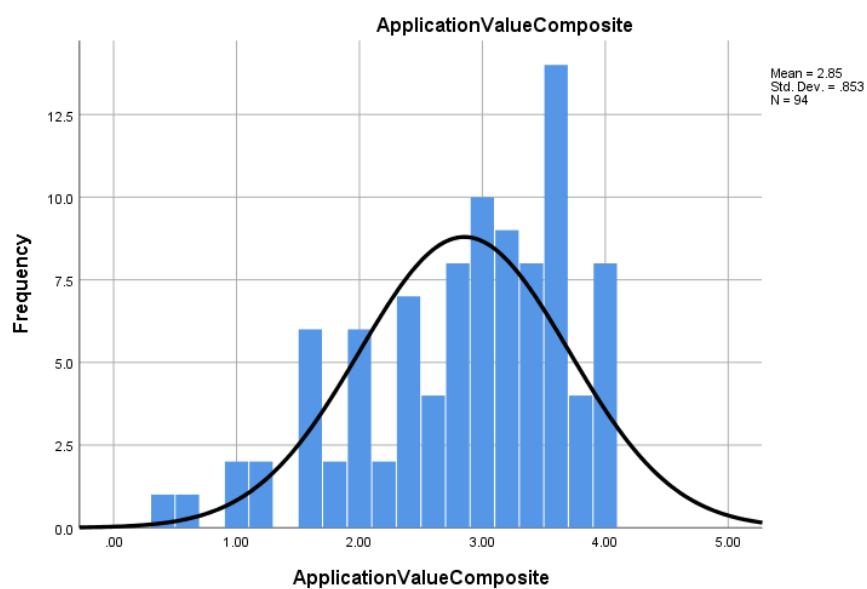


Figure 9: Application Value Composite

The researcher then analysed the scales used in the MAWS. Table 11 below shows the results for the skewness and kurtosis of each of the individual constructs on the MAWS; intrinsic motivation, identified regulation, introjected regulation and external regulation.

		Statistics			
		IntrinsicMotivationComposite	IdentifiedRegulationComposite	IntrojectedRegulationComposite	ExternalRegulationComposite
N	Valid	92	92	92	92
	Missing	6	6	6	6
Skewness		-.975	-.920	-.483	-.830
Std. Error of Skewness		.251	.251	.251	.251
Kurtosis		.344	.023	-1.208	.220
Std. Error of Kurtosis		.498	.498	.498	.498

Table 11: Skewness and Kurtosis for MAWS constructs

The histogram below (figure 10) shows the data for the intrinsic motivation construct. A tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data. Table 11 confirms this showing a score of -0.975.

However, the kurtosis result ($0.344 \div .498 = 0.69 < 1.96$) indicates that this data set is statistically normal.

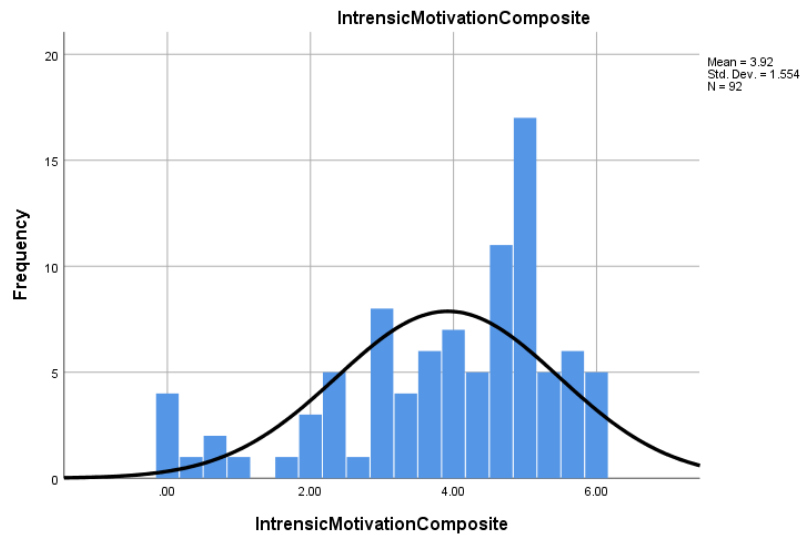


Figure 10: Intrinsic Motivation Histogram

Figure 11 shows the histogram for the identified regulation construct. Again a tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data.

Table 11 confirms this showing a score of -0.920.

However, once again the kurtosis result ($0.023 \div .498 = 0.05 < 1.96$) indicates that this data set is statistically normal.

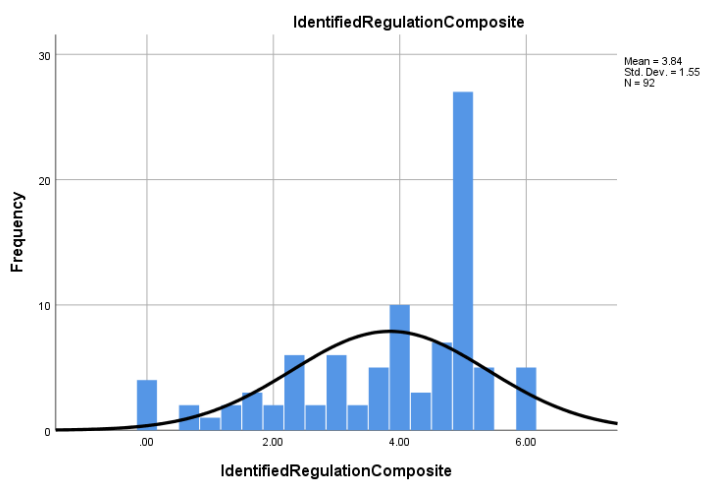


Figure 11: Identified Regulation Histogram

The histogram below in figure 12 shows the data for the introjected regulation construct. A tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data. Table 11 confirms this showing a score of -0.483.

The kurtosis result ($1.208 \div .498 = 2.43 > 1.96$) also indicates that this data set is not statistically normal.

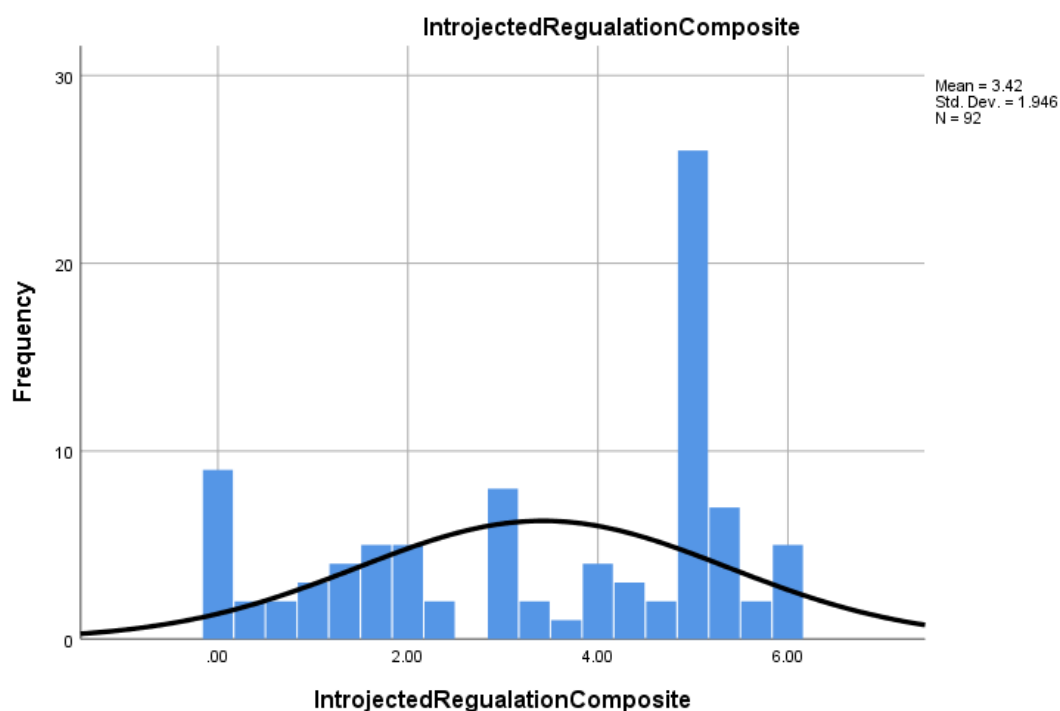


Figure 12: Introjected Regulation Histogram

The histogram named figure 13 shows the data for the external regulation construct. Again a tail to the left can be clearly seen on the graph which indicates a negative skewness and non-normal data. Table 11 confirms this showing a score of -0.830.

The kurtosis result ($.220 \div .498 = 0.44 < 1.96$) indicates that this data set is statistically normal.

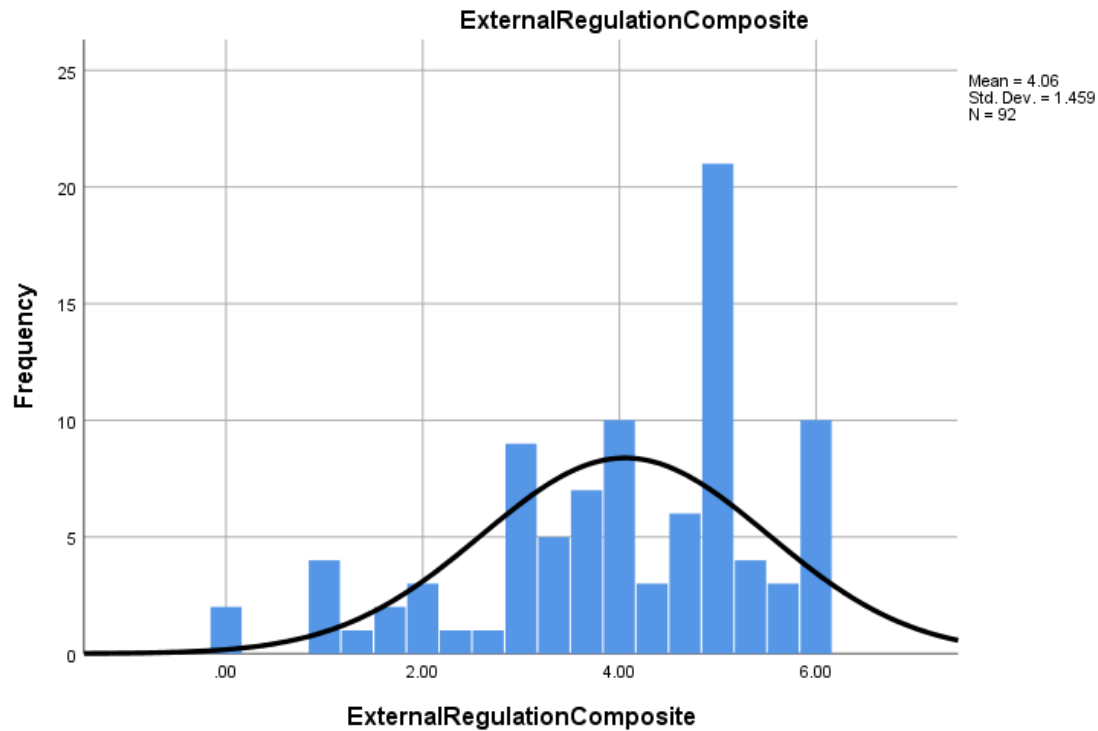


Figure 13: External Regulation Histogram

To recall, the main objective of this research is to determine the relationship between EB and EM. In order to do this an overall composite value of EB was determined by combining the five scales used to measure EB. The histogram for this is depicted below in Figure 14. As can be seen on the diagram, it is skewed towards the left which signifies that the EB composite is negatively skewed overall. This indicates that most of the participants answered the questions regarding EB towards the higher end of the scale. As the higher end of the scale indicates a strong importance of EB in company X, it can be said that this histogram shows that EB is positively regarded by the employees within company X.

The histogram also shows a mean response of 2.96. Given the fact that the scale ranged from 0 to 4 (0 being not important and 4 being very important), a mean score of 2.96 again shows that the participants are scoring towards the higher end of the scale. This further

reinforces the significance that the EB within company X has for those employees who participated in this study.

The standard deviation shows how far participants diverge from the mean response. For the EB composite the result for this is 0.68. The standard deviation is important to be able to understand how close to the average the results are. In some cases results may be widely spread out from the average, a high standard deviation result is significant of this. There is no specific value for what is considered a good or bad result in standard deviation and desired results differ depending on the research objective. In this case 0.68 is less than 1 therefore it is considered a good result as it means that all most employee's responses are generally in the same range. Therefore it can be said that the EB of company X is viewed by all employees in a similar way.

In relation to this study the results from the EmpAt scale are promising. The researcher is trying to determine a relationship between levels of EB and levels of EM. Thus far it can be said that the employees within company X are aware of the EB and considering that the results generated are closer to the top end of the scale than to the lower end the EB within company appears to be positively regarded. This addresses the first research objective outlined previously; Do employees of company X believe their company has a good employer brand?

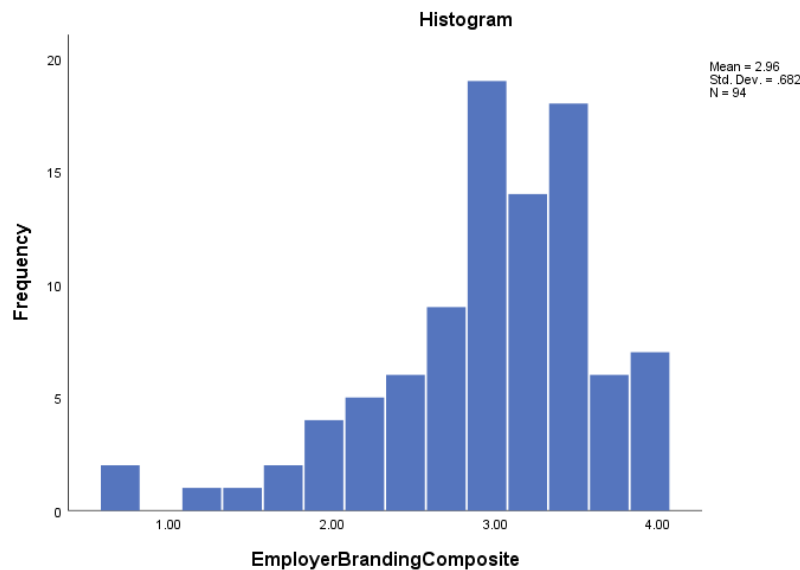


Figure 14: Employer Branding Composite Histogram

The researcher then carried out the same process for EM; combining all four scales within the measurement tool to create an overall value for EM. This is depicted in the histogram below labelled Figure 15. Again this histogram is negatively skewed indicating that participant's responses to the motivation at work section of the questionnaire mainly fell towards the higher end of the scale. This indicates that employees within company X view themselves as being motivated while at work.

The mean for the EM composite is 3.81 which supports the previous statement that employees view themselves as being motivated within their jobs. To recall the MAWS was ranged from 0-6 with 0 indicating a low level of agreement and 6 indicating exact agreement to the particular motivational aspect being measured. Therefore a mean score of 3.81 indicated that participants are closer to the high end of the motivation scale.

The standard deviation which indicates how far the participants deviated from the mean score is 1.3. This shows that in the MAWS the participants deviated further from the mean

score that in the EmpAt scale. The reason for this may be due to the fact that the EmpAt scale was measure along 5 points whereas the MAWS was a 7 point Likert scale, essentially giving the participants a wider measure to select from. Given the difference in the size of the scale, a standard deviation of this value is considered constructive for this study.

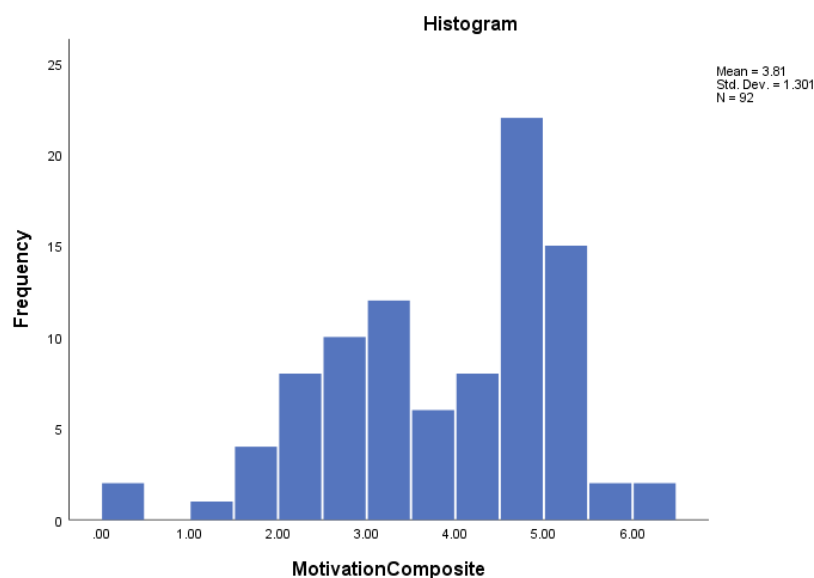


Figure 15 : Employee Motivation Composite Histogram

In relation to this study this is an encouraging result, it shows that employees see themselves as being motivated while they are working. As this study is concentrating on determining finding out if the EB within company X actually does have a positive impact on EM, the insight that employees are in fact motivated at their jobs means that the second research question (What are the motivation levels of employees within company X?) has been addressed.

Research Hypothesis Reiterated

The next step the researcher took was to test the normality of the data and determine whether to accept or reject the null hypothesis. To recap on the hypothesis that was introduced at the beginning of this thesis;

- H0: No correlation exists between Employer Branding and Employee Motivation within company X.
- Ha : A positive relationship exists between the Employer Branding and Employee Motivation within company X.

Test of Normality

Although the histograms give a clear visual indication to the normality of the distribution, the Shapiro-Wilks test gives a more precise statistical result. It can be used alongside the Kolmogorov-Smirnov test to determine if the data has been drawn from a population that is normally distributed. Essentially both tests are designed to measure the same thing. When the significance of the Shapiro-Wilks is less than or equal to 0.05 it allows the researcher to reject the null hypothesis (Pallant, 2016). The result for the Kolmogorov-Smirnov is measured the same with a result less than 0.05 indicating that the null hypothesis should be rejected (Mayers, 2013).

Table 12 below clearly shows the Shapiro-Wilks result for the EB composite is 0.000 which is less than 0.05 therefore we reject the H0 indicating that this data is not normal. The p value for the Kolmogorov-Smirnov test is 0.001 which again is less than 0.05. Again this indicates that data is not normally distributed.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployerBrandingComposite	.122	94	.001	.929	94	.000

a. Lilliefors Significance Correction

Table 12: Test of Normality for EB composite

Table 13 below shows the test for normality for the EM composite. The result for the Shapiro-Wilks test is 0.001 again which stipulates that the null hypothesis should be rejected in favour of the alternative hypothesis. This reiterates the fact that the data is non-normal. The result for the Kolmogorov-Smirnov test in this case is 0.000 which is significant of data that is not normally distributed.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MotivationComposite	.148	92	.000	.944	92	.001

a. Lilliefors Significance Correction

Table 13: Test of Normality for EM composite

Based on the above analysis it can be said that the data set used in the primary research of this study is not normally distributed. Therefore there has been a violation of the assumption of normality in this case. When statistical assumptions have been violated, this indicates that non-parametric statistics should be conducted. One limitation to this is that non-parametric tests are considered to be not as strong an analysis as parametric analysis. Although the desired result is that the data output comes from a data sample that is normally distributed, the recognition of the fact that data is not normal is equally important. This allows the researcher to determine the appropriate statistical analysis that should be subsequently done.

Research Objectives Recapped

The main research objectives of this study were outlined previously however in it is important to revisit these at this stage;

4. Do employees of company X believe their company has a good employer brand?
5. What are the motivation levels of employees within company X?
6. Is there a relationship between the motivation levels of employees and their perception of the employer brand?

Research questions 1 and 2 have been answered through the analysis above. It was determined that employees within company X do have a good perception of the employer brand as the mean score was 2.96 out of 4. Also the analysis determined that employees do consider themselves to be motivated while at work with the result being a mean score of 3.81 out of 6.

The researcher will now look to answer the third research question by carrying out statistical analysis that is designed to examine the relationship between two variables, in this study the variables are EB and EM. Primarily a visual analysis of the existing association will be presented in the form of a scatter plot.

Scatter Plot

Figure 16 shows a scatter plot of the relationship between EB and EM. Scatterplots are useful when investigating the relationship between two variables (Pallant, 2016). The EB composite is displayed along the X axis and along the Y axis is the EM composite. The scatterplot below indicates firstly that a relationship does exist between the two variables of EB and EM, and secondly that this relationship is a positive one.

Visually this can be seen where the data is sparsely located to the lower left of the diagram and increases in frequency towards the upper right hand side of the diagram. The regression

line that is drawn from the axis is another visual indicator of the existence of a relationship between the two variables. The upward direction of the line implies that the relationship is positive rather than negative and the increasing pattern is evident of the increasing strength of the relationship.

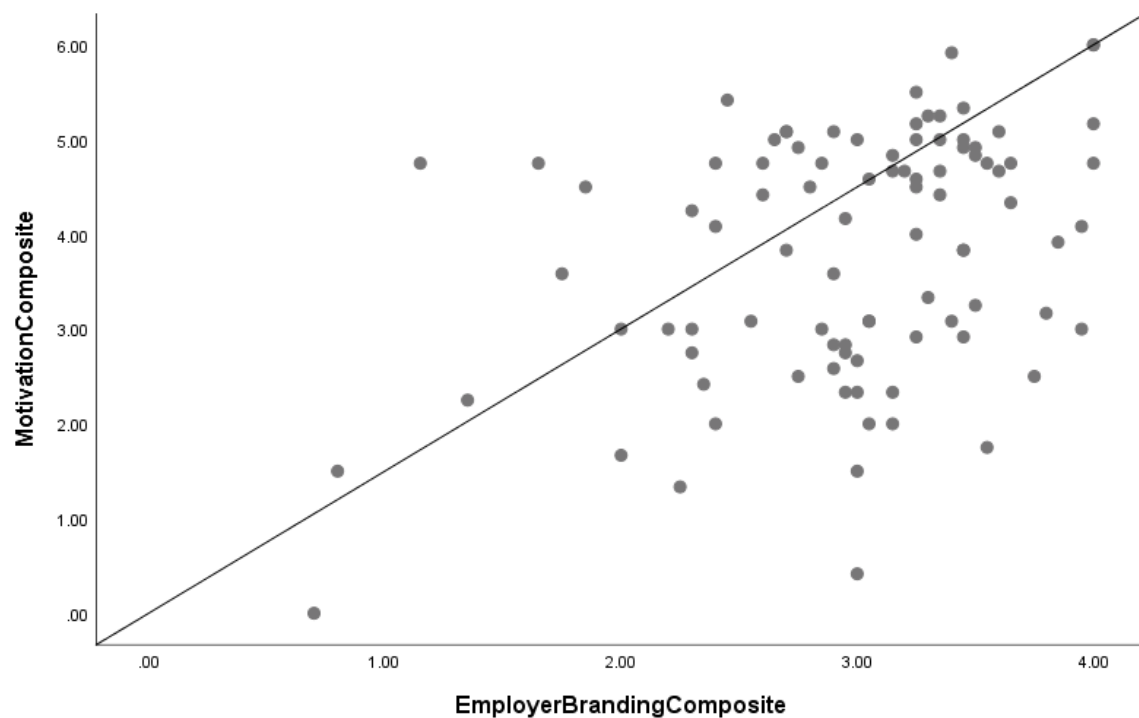


Figure 16: Scatter plot for EB and EM

This scatterplot result is relevant for this study as it demonstrates a clear graphical affirmation that a relationship between EB and EM is present in this data set. Although the scatterplot is a good visual result further statistical analysis must be carried out in order to fully correlate the two variables. For that reason the researcher then conducted Pearson's correlation analysis. Pearson's correlation is a means of summarising the scatterplot into one specific result between -1 and +1.

Pearson's Correlation

Pearson's correlation is used to measure the extent which two variables impact upon each other. The main aim of this study is to determine whether the EB within company X has a positive effect on EM within the company. The scatter plot above visually verified that a positive relationship exists between the two variables. However this does not give us an absolute answer; for that reason the researcher then conducted Pearson's correlation analysis.

Pearson's correlation is univariate analysis that is frequently used in statistics to analyse the correlation of two variables. It is used when there is a hypothesis in place where one variable is associated with another variable, such as in this study where the EB of company X is associated with EM, either positively or negatively. Pearson's correlation is one method of estimating the association between two variables.

A result between -1 and +1 indicates that a relationship exists between the two variables. A result of -1 indicates a result that is perfectly negative and + 1 indicates a perfectly positive correlation. A result of 0 specifies that no correlation between the two variables exists (Pallant, 2016). The results of analysis carried out are shown in table 14; it can be seen that a correlation result of 0.377 was determined. This indicates that a positive relationship exists between the EB and EM to the tune of .37.

Different scholars report various interpretations of the correlation results, however according to Cohen (1988) a result for r that falls between .30 and .49 is significant of a medium correlation therefore according to this it can be said that the EB and EM have a medium correlation within company X. This result is pertinent to this study as the main objective is to determine if a positive relationship exists between EB and EM within

company X and this result allows us to say that yes there is a positive correlation between the two variables.

Pearson's correlation analysis has proven that a correlation *does* exist between the two variables involved. However correlation does not imply causation. Although we can say assuredly that yes a correlation does exist, it cannot be said that employees are motivated *because of* the EB. In order to determine how much of the motivation that is experienced by employees within company X is due to the EB further statistical analysis is necessary. Therefore the next section will look at regression analysis to determine to what extent EB can be accountable for EM within company X.

Correlations		EmployerBrandin gComposite	MotivationCompo site
EmployerBrandingComposite	Pearson Correlation	1	.377**
	Sig. (2-tailed)		.000
	N	94	92
MotivationComposite	Pearson Correlation	.377**	1
	Sig. (2-tailed)	.000	
	N	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

Table 14 Pearson's Correlation of Employer Branding and Employee Motivation

Regression Analysis of the EB composite

In statistics, regression analysis is a model that is used to estimate the relationships among variables. It is useful when dealing with research that has a focus on the relationship between a dependant variable and one or more independent variables or predictors. More specifically it helps the researcher to understand how the dependant variable may fluctuate depending on the variation of the independent variable (Mayers, 2013). Considering the fact that in this thesis the researcher is interested in the relationship between EB (independent

variable) and EM (dependant variable), regression analysis was deemed a viable option of investigation.

Primarily the researcher carried out regression analysis to predict the motivation of employees with regard to employee's perception of EB within company X; the independent variable in this case is EB and the dependant variable is EM. The data output, which can be seen in table 15 below, brought to light some interesting results.

The basic regression model concluded an R square value of 0.142; 0.14×100 gives us a result of 14%. Therefore in this particular analysis of the study only 14% of the fluctuation in motivation values can be accounted for. Overall it can be said that EB is responsible for 14% of EM within company X. The percentage value will vary depending on the topic being investigated however in this case it can be said that a result of 14% is relatively low. In essence it means that 86% of employee motivation within company X is completely detached from the influence of the EB.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.377 ^a	.142	.132	1.21163

a. Predictors: (Constant), EmployerBrandingComposite

Table 15: Regression model for EB and EM

The researcher then ran the ANOVA test to compare the means of the two groups and explore whether the result is statistically significant. The ANOVA test is an analysis of variance that allows us to explore how two groups interact quantitatively.

However, as shown below in table 16 the output of ANOVA test gave a result of significance of 0.000. Given that the p value should be below 0.5 in order to ensure random error is eliminated, it can be concluded that this result is statistically significant.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.849	1	21.849	14.883	.000 ^b
	Residual	132.125	90	1.468		
	Total	153.974	91			

a. Dependent Variable: MotivationComposite

b. Predictors: (Constant), EmployerBrandingComposite

Table 16: ANOVA model for EB and EM

The goal of determining the effect of EB on EM was realised by performing the regression analysis above. However due to the relatively low result of the regression analysis using the composite value for EB, the researcher decided to carry out further analysis to determine if this result would change when variables were altered.

To recall, the EB value used in this regression analysis is the composite score of the 5 constructs of EB (interest value, social value, economic value, development value and application value). Overall the combined value for EB can be said to contribute to 14% of motivation score. The next section will look at each of the EB subscales individually to see if the results of the impact that EB has on EM are different when EB is considered with its independent constructs.

Regression analysis for the EB constructs

The researcher then re-ran the regression model. This time, instead of using the composite score for EB the researcher measured the five constructs that form the overall EB value. The results of this can be seen below in table 17.

When this was done we can see that an r square result of 0.256 is received. $0.256 \times 100 = 26$. Thus in this analysis we can account for 26% of the motivation levels and determine that EB impacts upon 26% of EM. The explained variance in the second model gives a higher result than the previous regression model. Consequently this tells us that the result is more powerful when the constructs are analysed individually than when EB is examined as an overall composite value.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.216	1.15178

a. Predictors: (Constant), InterestValue, EconomicValueComposite, ApplicationValueComposite, SocialValueComposite, DevelopmentValueComposite

Table 17: Regression Model for EB constructs

The reason for the difference in results can be seen by examining the coefficients outlined in table 18. While interest value, social value, development value and application value are positively scored indicating that these constructs have a positive contribution to make to motivation, economic value has a negative scoring. This can be seen below in table 16 where economic value has a negative beta value of -0.076.

Taking into consideration the negative contribution that economic value makes to the EB composite as a whole the difference in the outcome of the two results of regression analyses can be accounted for. It seems that the negative scoring of economic value was being overwhelmed by the other constructs in the first model of regression analysis where the EB composite value was evaluated.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.546	.583		2.654	.009
	SocialValueComposite	.021	.203	.013	.105	.917
	EconomicValueComposite	-.107	.174	-.076	-.612	.542
	DevelopmentValueComposite	.090	.202	.061	.445	.657
	ApplicationValueComposite	.752	.190	.491	3.960	.000
	InterestValue	.032	.156	.024	.207	.836

a. Dependent Variable: MotivationComposite
Table 18: Coefficients of EB

The researcher then ran the ANOVA analysis again, this time using the individual constructs of EB. The output can be seen below in table 19. As shown $p = 0.00$, $0.00 < 5$ therefore that there is a proven statistical significance in this analysis.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.829	4	9.957	7.589	.000 ^b
	Residual	114.145	87	1.312		
	Total	153.974	91			

a. Dependent Variable: MotivationComposite
b. Predictors: (Constant), ApplicationValueComposite, SocialValueComposite, EconomicValueComposite, DevelopmentValueComposite
Table 19 : ANOVA model of EB constructs

The researcher then looked at the correlations between the individual constructs of interest value, social value, economic value, development value and application value it was found that the correlations that existed between each of them were medium to strong. The correlations between the constructs show only one low result of 0.279; the rest are classed as medium to highly correlate with 0.6 being the highest result. This is outlined below in table 20.

According to Cohen (1988) a correlation of r value between 0.30 and 0.49 signifies a medium correlation and a result of r which falls between .50 and 1.0 means a high correlation exists. When the correlation of the five constructs was examined it showed that a medium to high relationship was in existence. The high correlations indicate that the variables are capturing similar information; they are essentially overlapping in data leaving the constructs less well-defined.

One of the assumptions that the regression analysis of that there should not any multicollinearity between the independent variables. Therefore given the fact that the constructs in the EB scale have high correlations among each other it can be said that in this particular analysis we may violate one of the assumptions of the regression model.

Correlations

		InterestValue	SocialValueComposite	EconomicValueComposite	DevelopmentValueComposite	ApplicationValueComposite
InterestValue	Pearson Correlation	1	.497**	.352**	.415**	.424**
	Sig. (2-tailed)		.000	.001	.000	.000
	N	94	94	94	94	94
SocialValueComposite	Pearson Correlation	.497**	1	.501**	.480**	.270**
	Sig. (2-tailed)	.000		.000	.000	.009
	N	94	94	94	94	94
EconomicValueComposite	Pearson Correlation	.352**	.501**	1	.600**	.491**
	Sig. (2-tailed)	.001	.000		.000	.000
	N	94	94	94	94	94
DevelopmentValueComposite	Pearson Correlation	.415**	.480**	.600**	1	.595**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	94	94	94	94	94
ApplicationValueComposite	Pearson Correlation	.424**	.270**	.491**	.595**	1
	Sig. (2-tailed)	.000	.009	.000	.000	
	N	94	94	94	94	94

** . Correlation is significant at the 0.01 level (2-tailed).

Table 20: Correlation Analysis of the EB constructs

Independent Sample T-Test

The researcher then conducted an independent sample t-test using the variable of gender.

Table 19 shows the number of participants of each gender for each variable, the mean and the standard deviation.

Group Statistics					
	What is your gender?	N	Mean	Std. Deviation	Std. Error Mean
MotivationComposite	Male	30	3.6806	1.43156	.26137
	Female	62	3.8737	1.23996	.15748
EmployerBrandingComposite	Male	31	2.8210	.78111	.14029
	Female	63	3.0341	.62281	.07847

Table 21 : Group statistics EM and EB

Table 22 depicts the output for the Independent Samples Test. The significance value for the results of Levene's test for equality of variances for EM is 0.25 and for EB the result is 0.1. In both cases $p < 0.5$ which means that the variances for the two groups are not the same.

Therefore this infers that the data output violates the assumption of equal variance.

Consequently the data outlined along the line labelled "equal variances not assumed" will be used for this analysis.

Interestingly the results of the t-test show that in regards to motivation no significant difference in the scores for males and females was evident; sig (2 tailed) = 0.53; $0.53 > 0.05$.

Similarly in regards to the employees perception of the EB there was no statistically significant difference found between the mean scores for the two groups; sig (2 tailed) = 0.19; $0.19 > 0.05$.

In regards to the research being conducted through this thesis, this indicates that the EB techniques implemented within company X have a similar effect on males and females; there is no statistical difference in how males and females are affected by the EB within company X.

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MotivationComposite	Equal variances assumed	1.360	.247	-.665	90	.507	-.19310	.29018	-.76960	.38340
	Equal variances not assumed			-.633	50.700	.530	-.19310	.30514	-.80578	.41958
EmployerBrandingComposite	Equal variances assumed	2.737	.101	-1.432	92	.156	-.21316	.14885	-.50880	.08248
	Equal variances not assumed			-1.326	49.368	.191	-.21316	.16074	-.53613	.10981

Table 22: Independent Samples Test

Conclusion

This chapter carried out the relevant statistical analyses in order to answer the research questions. Primarily the researcher looked at the values independently. An analysis on the individual values of the employee's perception of the EB in company X, and EM within company X was carried out. The researcher then conducted correlation analyses to determine if a relationship between the two variables existed. It was concluded that a relationship *does* exist and that the relationship in existence is positive. Further analysis allowed the researcher to determine the percentage value that EB was accountable for EM within company X.

Overall the statistical analysis carried out permitted the researcher to reject the null hypothesis and accept the alternative hypothesis; A positive relationship exists between the Employer Branding and Employee Motivation within company X. This is in keeping with the results of secondary research carried out earlier in this thesis. The next chapter in this study will revert to the literature which laid the foundation for this study and draw a parallel to the results achieved by the researcher.

Discussion

Introduction

The main objective of this study was to determine whether a positive relationship exists between the EB and EM within company X. A review of literature led to the establishment of the overarching research question: *Does EB have a positive effect on EM within company X?*

The previous chapter demonstrated the results of the statistical analysis which allows us to say that a significant relationship between the two variables is evident. This chapter will combine the results retrieved by the researcher in this study to previous analyses that have been carried out in these areas. A comparison between the two will be demonstrated so that a better understanding of the relevance of this study will be reached and a direction for future possible research will be delivered.

To recall, in order to answer the overarching research question two sub-questions were asked:

- Do employees believe company X to have a good EB?
- Do employees within company X see themselves to be motivated in their work?

Employer Branding

Many scholars have demonstrated the importance of EB within organisations today (CIPD, 2017; Biswas & Suar, 2014; Minchington & Thorne, 2007; Minchington, 2006; Backhaus & Tikoo, 2004). However the intangibility of some of the features of EB can make it a difficult area to measure. One way of measuring the strength of the EB is by observing the human capital it generates (Berthon, et al., 2005).

Berthon et. al. (2005) developed a tool for measuring the EB of an organisation through its employees (human capital). The EmpAt scale can be used to measure the level of

attractiveness that employees feel towards their employers. Literature shows how the EB of an organisation can be measured by how attracted employees feel towards that organisation (Ewing , et al., 2002; Ambler & Barrow, 1996). Therefore, we may conclude that the EB of company X can be effectively developed and managed by understanding the specific elements of the EB that employees are attracted to.

The scale used in this study measures EB across five precise values; social value, development value, application value, interest value and economic value. When the mean scores were calculated for each value independently social value was deemed the most important value for employees and interest value had the lowest score.

Berthon et al. (2005) described social value as the importance of having good relationships in work with colleagues and superiors and the value that a feeling of support within the workplace has for employees. This was the highest result in this study which is not surprising as the idea that humans need to feel supported in their work environment was introduced in the motivational theories discussed in the literature review section of this study. The gravity that a sense of belonging has for employees has been outlined in many motivational theories over time. One of these is Alderfer's Existence-Relatedness-Growth theory (1972) where Alderfer outlined how in order for motivation to exist workers need to have feel supported by those around them.

Furthermore the MAWS used to measure the motivation levels of employees in this particular study originally stemmed from Deci and Ryan's Self Determination Theory (1985). The SDT emphasised the importance of supporting the psychological needs of the individual in order to encourage motivation levels. It argued that the nurturing of psychological needs underpinned the extent to which employees would feel motivated. Furthermore, it stated

that employees need to feel as though they belong in their workplace and that they fit in socially with those around them in order for them to be motivated. It is understandable therefore that social value scored highest on the EmpAT scale.

Interest value was the lowest scoring value on the scale. Berthon et al. (2005) defined this subdivision to be a company which manufactures innovative products, which provides an exciting place of work for employees. The employees within company X did not rate this particular value to be of high importance. This result was unexpected as the literature indicates that the interest value of an organisation would be prominent among employees. Verma and Ahmed (2016) highlight the importance of cultivating an environment which is highly innovative and thought-provoking for employees when focusing on EB tactics.

Literature also points towards that fact that the interest value scoring within an organisation can impact upon the motivation of employees. This is evident within Herzberg's two factor theory of motivation where he states that in order for motivation to exist the job needs to be interesting for the employees. This is slightly contradicted in the results of this study as motivation is present where interest value is the lowest scoring value. Although with that being said, it was not actually rated as *unimportant* to employees, it was merely the *least* important value outlined on the EB scale of EmpAt.

Development value was the second highest scoring point on the EB scale. This result is explicable considering literature regarding the theme; and again it ties in with the theory outlined by Deci and Ryan that was used for the MAWS. In this particular value Berthon et al. (2005) refer to the scope that employees have to improve and develop within their particular position. Development value also measures how important it is for employees to feel they can gain worthy experience that will allow them to progress within their career.

Deci and Ryan (1985) referred to the importance of employees feeling competence in their position. Employees who feel competent at their jobs can develop within the organisation and this instils in them a feeling of motivation. This also coincides with the authors Gunnigle, Heraty and Morlay (2017) who maintained that motivation can be augmented when employees see themselves developing within their position. It is further supported by Herzberg's two factor theory of motivation (1959) which said that employees who do not see any improvement or progression in themselves are more likely to lose motivation at work.

The values used in the EmpAt scale have clear links to literature and the results of the EmpAt scale correspond accordingly to previous research. However, the results outlined in this study are applicable to one multi-national organisation located in Ireland. There is an opportunity for future research to broaden the investigative study in this area and, instead of focusing on one organisation, multiple organisations within one sector could be explored. This would give a wider variety of results that could be generalised for that particular sector. Results would be useful to any organisation in that specific sector that is focusing on improving its EB.

An understanding of the importance of the EB is imperative as it underpins this research project. The next section will look at how the EB impacts upon EM in relation to the results achieved in the primary data and the secondary sources obtained from literature.

EB and its impact on EM

Due to the fact that main aim of this research is to determine whether or not a positive correlation existed between the themes of EB and EM within company X, the researcher carried out statistical analysis to ascertain a response to the research question. Initially,

Pearson's correlation analysis was conducted with the composite value of each theme. It was established that a positive correlation existed between the Employer Branding of company X and the level of motivation of the employees. The correlation result was 0.37 which according to Cohen (1988) falls into the category of a medium correlation.

A similar study was carried out within the service sector in India. Jain (2013) conducted research across three organisations using factor analysis to measure Employer Branding and its impact upon retention of employees, corporate social responsibility of employees, and the motivation levels of employees. In the study Jain (2013) discovered that a positive correlation existed for all variables. In particular the author established that a correlation of 0.827 existed between the EB and the motivation levels of employees. According to Cohen (1988) this is considered to be a large correlation result which is higher than the results received through this study. Although the correlation result is slightly greater than the results of this study, it is in harmony with the theory presented by many authors that EB has a positive effect on EM (Biswas & Suar, 2014; Backhaus & Tikoo, 2004; Thomson, et al., 1999; Ambler & Barrow, 1996).

Parallel to this, Singh and Jain (2013) carried out a related study using two organisations in India. The study used primary research to measure motivation and retention with regards to the EB. Pearson's correlation gave the result of 0.83, which according to Cohen (1988) this represents a high correlation between the variables. Again this result is somewhat higher than the results received in this research. Some contributory factors to this that may be due to the fact that this study takes place in a different country, therefore cultural values and perceptions differ. The variance in results may also be impacted by the distinct characteristics of the particular sector in which the survey was carried out.

Singh and Jain also carried out factor analysis which allowed them to state that EB contributed overall to 83% of EM within their study. This result is considerably higher than the result received in this dissertation where the researcher was only able to statistically prove that EB accounted for 26% of EM within company X.

On a similar more recent study carried out among Egyptian employees, Badawy et al. (2017) carried out Pearson's correlation analysis to test the existence of the relationship between EB and EM. The r value was found to be 0.315 which allowed the researcher to reject the null hypothesis and confirm that a positive relationship between the variables was present. The result achieved by Badawy et al (2017) coincides with the outcomes of this dissertation study where results achieved indicate that a medium positive correlation exists between the two variables of EB and EM.

As demonstrated, previous research with a focus on the EB and how it affects EM is limited with much of the research being carried out abroad. There is scope here for future researchers interested in this area. As mentioned previously, study within one particular sector in Ireland could be carried out which would be beneficial to all organisations in that area. Carrying out research from an Irish perspective would obviously be beneficial to organisations within Ireland but also for companies that are seeking to relocate to Ireland and researching how to become established in the Irish market.

Employee motivation was the dependant variable with regard to this research meaning that it was hypothesised that the levels of EM were dependent upon the strength of the EB. The literature of Ambler and Barrow (1996) presented the idea that where EB was central to an organisation, motivation levels of employees would be high. This was proven to be true in

this study however it may also present the question as to whether the opposite is true; are motivation levels of employees low in an organisation that places no value on EB? This question presents an opportunity for future research where a study could take place across two organisations, one with a high value on its EB and one in which the EB holds little or no significance.

Future research could achieve more definite results in this area by carrying out longitudinal research. Tampu (2015) refers to the natural fluctuation of motivation driven by outside forces such as home life and extracurricular commitments. These forces which are external to the workplace may drive a subconscious variation in the motivation levels of employees. This may have affected results on the day of testing but if the same group were retested with the same assessment over a period of time the motivation levels recorded would give a more definite result. In order for this to work, the researcher would have to have access to the same group of people and the environment would have to be as similar as possible each time the study was carried out (Quinlan, 2011).

Conclusion

The findings in this study are undoubtedly linked to previous literature. The results generated through this research reinforced many key arguments that had been outlined in the motivational theories discussed earlier in this dissertation. Results from the statistical analysis carried out in this study were akin to previous research projects conducted in similar areas. Although results may have been stronger in other studies there are reasonable explanations for the variance in these results, for example the fact that the focus of the studies were carried out in different countries and cross cultural norms may affect results.

Through the analysis that was carefully selected in this dissertation, the much theorised association between EB and EM was confirmed with regard to company X. However, the research process also brought to light a number of limitations that were evident regarding this research. From the limitations highlighted the researcher was able to suggest possible future avenues of exploration in this area.

Conclusion

Organisations are constantly thriving to gain competitive advantage in the fast-paced marketplace place of today. Globalisation and the growth of the knowledge era make it all the more important for businesses to look at how they can increase profitability while simultaneously maintaining their positioning within their specific industry. Literature points to the fact that developing the EB of an organisation is an adequate way to approach this (Yalım & Mızrak, 2017; Biswas & Suar, 2014; Uncles & Moroko, 2005). The emergence of the concept of EB has brought about multiple theories on the positive effects an investment in EB can have for an organisation. One of these is that EB can positively influence EM .

A review of secondary sources strongly suggests that that EB increases EM, however primary studies corroborating this theory are few. Hence, one of the main intentions of this research project was to enhance the literature presently available on these topics. The researcher used a combination of primary and secondary sources to test the theory that EB impacts positively upon EM (Ambler & Barrow, 1996).

Primarily the researcher considered the themes of EB and EM separately, incorporating the relevant theoretical and conceptual frameworks into the investigation. The themes were then examined collectively and a gap in the literature was identified which allowed the researcher to formulate a specific research question; Does EB have a positive effect on EM within company X? The question directly targets the existing gap in research underlined by the author.

It was highlighted that although motivation is a topic that has been in existence for decades with motivational theories such as Maslow's hierarchy of human needs dating back to 1940's, the theme of EB is relatively novel and for that reason exploration around it is still in

its infancy stage. Many of the studies that have been carried out to date are purely theoretical with little primary research in place to support the propositions put forward. For that reason this piece of research was decided upon.

All methods of research were carefully considered before a quantitative means of data collection was decided upon. Scales suitable to measure the key areas were obtained and non-probability sampling was conducted. Potential future research in this area could include stratified random sampling so as different groups could be targeted directly and sampled; for example the impact of EB on motivation levels of new hires could be compared to the impact that EB has on employees in managerial levels of the business.

The research in this study focused on one multinational organisation in Ireland and the employees within that organisation. This may be viewed as a limitation to this study as the results can not necessarily be generalised across other similar organisations. Again this presents opportunity for further research.

The chosen tests of statistical analysis showed that the EB techniques within company X are effective. Employees consider themselves to be motivated and they consider the EB techniques outlined in the study. This is in keeping with the literature of Ambler and Barrow (1996) who stated that employees working for an organisation with a good employer brand will be highly motivated. This idea that EM is increased where EB is evident was further supported by Backaus and Tikoo (2004). Therefore the results of the questionnaire which indicated the same were not unanticipated.

Findings also indicated that the EB practices outlined in this dissertation are considered to be of value by the participants of the study. This is in keeping with the findings of Berthon

et. al., (2005) whose primary research led them to the discovery of the five particular values mentioned in the EmpAt scale of EB.

Overall it can be concluded that EB does have a positive effect on EM. However the extent to which EB influences EM varies depending on many different factors one of which appears to be geographical location. This study demonstrated through secondary research how EB techniques throughout the service sector in India and Egypt positively influenced EM. In addition to this the researcher carried out primary research to verify that a positive correlation does exist between EB and EM within company X. Interestingly the secondary sources of data showed EB affected EM to a much greater extent than in the Irish industry encompassed in this study.

The positive results received in this research should be considered a viable reason for any organisation to place a greater emphasis on their EB. As demonstrated through this study, EB positively influences EM and employees who are motivated in their job are more productive, engaged, dynamic and more beneficial to organisations as a whole (Gunnigle , et al., 2017; Florea & Gilmeanu, 2016; Tampu, 2015).

The recommendations outlined by the researcher in the next section lay out possible options that can be considered by an organisation conscientious of improving their EB techniques. The options also take into consideration the cost to the company and the time needed to incorporate the idea into the business.

Recommendations

This section will outline specific recommendations for how companies can improve on their EB tactics in order to increase motivation levels of employees. The ideas for these recommendations have been inspired through the process of completing this particular research project. The research carried out in this study demonstrates that there are many contributing factors that are of relevance when formulating and developing the EB. The main values of EB that have been explored in this dissertation are; social value, development value, economic value, interest value and application value. Some of these values will be used below to establish recommendations, costings, and timeframes needed for implication of the recommendations.

Social Value

The EmpAt scale used to measure the EB in this research project highlighted the importance to employees of having a social aspect to work. There are many ways to implement social activities and improve the EB in the process.

- One recommendation for this is to hold a social gathering organised for outside of work hours. For example team meals out can be organised on a quarterly basis to encourage employees to get to know each other external to the work environment. The costing for this could be planned for so that each person has a modest budget per night out. The budget could be kept minimal e.g. € 20 per person. This could be implemented on a quarterly or bi-annual basis depending on overall budget allowances and department sizes.
- Co-ordinated tea breaks could be organised for teams on a monthly basis. Team members could take it in turn to bring in sweet treats from home to share with team mates. This encourages a social aspect to break time rather than employees possibly

sitting alone in the break room. It would also build team morale as workers get to know each other better. The company would incur no additional costs in implementing this change and it would guarantee that employees enjoy a social break from work at least once a month. Simultaneously, it would also impact employee engagement as teammates would engage with each other and could share advice regarding work issues.

Development Value

Development Value was the second highest scoring item on the EmpAt scale indicating that it is important for employees to see opportunities for development and progression within an organisation.

- One way of targeting this would be to implement mentoring programmes among employees. More skilled workers could sit with newer employees for one hour or two hours per week and help them to improve their skills. This would help junior employees to improve in their work and simultaneously give the mentors a sense of accomplishment themselves. The cost of this to the company would be minimal. Although the price would include sacrificing the labour of the mentor for one hour or two hours per week while they assist the new employees, the improvement in the new employee and the increased sense of achievement of the mentor would more than compensate for time and labour lost. The time needed to implement this agenda is minimal and the programme could be started straightaway.
- Another way of showing the opportunities for development is to work on interdepartmental communications. For example meetings where members of different departments come to give insight into their daily work schedule could be organised. This would develop the employees understanding of the business overall

and help them to feel as though they have a greater understanding of the organisation. It could also simultaneously build the loyalty of employees towards the business. This would be of no cost to the organisation and could be implemented without any wait time.

- Another recommendation is to build an internal platform where employees can view career paths that others have followed within the organisation. This would allow employees to work on their own development plan and decide where the next step in their career will take them. While there will be a cost to the organisation to develop the platform initially, it will be of no cost to the organisation once it is live on the internal website. The time frame for this could take 6-12 months depending on how many career paths were accessible within the particular organisation.

Economic Value

Economic value is significant in regards to the EB of an organisation (Berthon et al., 2005).

Opportunities for promotion and attractive compensation allowances are among the economic factors outlined by Berthon et al., (2005).

- One way of targeting this is to introduce reward systems whereby employees receive monetary bonuses when targets are met. Behavioural studies show that when employees are set clear goals to achieve their performance improves (Shantz & Latham, 2011). Latham (2007) states that when a goal is clearly laid out, employees will focus on dedicating the necessary work and effort needed in order to achieve these goals. A focus on economic value will not only improve the perception of the EB, it will concurrently motivate employees to be more productive while at work. This recommendation will have a cost to the organisation and it will be a timely process to implement. However when the reward system is implemented it will

assist with motivation and productivity of employees saving the organisation money in the long run.

Interest Value

One of the main points within interest value is the level of innovation present within an organisation (Berthon et al., 2005). Employees who are forward thinking and constantly striving for new ways to conduct business will consider interest value to be of great importance.

- In order to address this issue, businesses should allow their employees to use their innovation in the workplace. Some jobs will be limited in the flexibility afforded to employees due to the type of job being carried out; even so, these organisations can permit employees to voice their ideas through internal competitions or out-of-hour meetings. Employees who have a knack for innovation will be interested in spending the time to see whether their ideas have room to cultivate. The cost of this would be minimal to the organisation and if ideas are established in these meetings, it could financially benefit the organisation in the long run. There would be no restraints to the time frame for this either as meetings could be organised within days.

Application Value

Application value refers to the scope allowed to employees to apply what they have learnt through business or through their education and the opportunities they have to teach others within the organisation.

- The mentoring programme suggested earlier will target application value also as it allows employees to share their knowledge and apply what they have learned by working with less skilled employees to help them improve. Again the costs to the

company here will effectively be nothing and the rewards will come in the form of a higher skilled workforce. Not a lot of time is needed to begin mentoring. However, if it is to take place on a long-term basis, careful planning needs to be considered to ensure that senior members of staff are still available while others may be occupied with mentoring.

Personal Reflective Journey

Going back to study a Masters was possibly one of the most daunting experiences of my life to date. Having been out of full time education for five years throughout which I travelled a lot, returning to the Irish job market made the decision for me. I needed to further my education to get to where I want to be.

I was pleasantly surprised when I began my course in NCI in September 2017. I quickly discovered that with a bit of determination, a lot of self-control and the support of family and friends anything is possible! I learned that when it comes to study, time management is the key. The assignments, group work, presentations and exams are all achievable – once you put in the right amount of hard work and manage your time correctly. The dissertation project was by far the most difficult piece of work to adequately manage time with. However the importance of continuous steady work in regards to the thesis quickly became apparent once my research began.

Although I found the dissertation to be challenging, the fact that it was self-directed learning gave me the freedom to choose a subject of interest to me. I found the areas of Employee Motivation and Employer Branding to be extremely intriguing and of great relevance to the area of Human Resources. For that reason I believe I will find this study to be beneficial to me in my future career.

The area of Human Resources became was one that I had developed an interest in over the past couple of years and I found the course in HRM to be extremely stimulating, challenging and very rewarding. I believe that the academic knowledge I have gained over the past 11 months will help me develop my career in the area of Human Resources which was the

original reason I chose this particular course. Already I can see that a multitude of doors are opening and that in itself is extremely gratifying.

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Appendices

Letter to the Participant before Completing the Survey

Dear participant,

I am currently studying for my Master's Degree in Human Resource Management in the National College of Ireland.

The following survey is part of my dissertation. It is based around two variables; Employer Branding and Employee Motivation. Employer Branding is the term commonly used to describe an organisations reputation as an employer. Employee Motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs.

This survey is made up of three sections; 3 basic demographic questions, 25 short questions on Employer Branding and 12 short questions on Employee Motivation. It will take less than 10 minutes to complete.

Kindly note that the company name will not be mentioned. As the author, I do not want the company name to be printed or written down on the survey as it will not be revealed within the dissertation.

Confidentiality is critical both to me as the researcher and you as the participant. For that reason your name will not be required and no personal data will be collected.

The findings of the dissertation will be available from the library at the National College of Ireland and can be provided to any participant upon request.

Finally, I would like to thank you very much for taking the time and effort to complete this survey. If you have any issues completing the survey please do not hesitate to contact me directly on the email address listed below.

Email: x17110092@student.ncirl.ie

By pressing 'next' below you are consenting to participate in the survey.

Kind regards,

Marylea Teague

Survey Contents

Section 1 Demographics

What is your gender?

1. Male
2. Female

What is your age?

1. 18-29
2. 30-39
3. 40-49
4. 50-59
5. 60-69

How long have you worked in this company?

1. Less than 2 years
2. 2-5 years
3. More than 5 years

Section 2 Employer Branding

How important are the following attributes held by an employer?

Instructions

Listed below is a series of statements in relation to employer attributes. There are five employer attribute values, each with five statements related to them.

With respect to organisation X, please indicate the degree of importance of each value to you by selecting a number from 0 to 4 using the scale below.

0 = Not important

1 = Slightly important

2 = Moderately important

3 = Important

4 = Very important

Interest Value

1. Working in an exciting environment
2. Innovative employer – novel work practices/forward-thinking
3. The organisation both values and makes use of your creativity
4. The organisation produces high-quality products and services
5. The organisation produces innovative products and services

Social Value

1. A fun working environment
2. Having a good relationship with your superiors
3. Having a good relationship with your colleagues
4. Supportive and encouraging colleagues
5. A happy working environment

Economic Value

1. Good promotion opportunities within the organisation
2. Job security within the organisation
3. Hands-on interdepartmental experience
4. An above average basic salary
5. An attractive overall compensation package

Development Value

1. Recognition/appreciation from management
2. A springboard for future employment
3. Feeling good about yourself as a result of working for a particular organisation
4. Feeling more self-confident as a result of working for a particular organisation
5. Gaining career-enhancing experience

Application Value

1. A humanitarian organisation – gives back to society
2. Provides opportunity to apply what was learned at a tertiary institution
3. Provides opportunity to teach others what you have learned
4. Acceptance and belonging
5. The organisation is customer-orientated

Section 3 Employee Motivation

Instructions

“Using the scale below, please indicate for each of the following statements to what degree they presently correspond to one of the reasons for which you are doing this specific job”

0= not at all;
1= very little;
2 = a little;
3= moderately;
4 = strongly;
5 = very strongly;
6= exactly.

Intrinsic Motivation

1. Because I enjoy this work very much.
2. Because I have fun doing my job.
3. For the moments of pleasure that this job brings me

Identified Regulation

1. I chose this job because it allows me to reach my life goals.
2. Because this job fulfils my career plans.
3. Because this job fits my personal values.

Introjected Regulation

1. Because I have to be the best in my job, I have to be a ‘winner’.
2. Because my work is my life and I don’t want to fail.
3. Because my reputation depends on it

External Regulation

1. Because this job affords me a certain standard of living.
2. Because it allows me to make a lot of money
3. I do this job for the pay check.