



# Improving the Communication of the Employer Brand Exter- nally

Case: ManpowerGroup Talent Solutions RPO

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## **ABSTRACT**

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The objective of this thesis is to find out how the commissioner ManpowerGroup Talent Solutions RPO could improve its external employer branding communication so that it would reflect the experienced and desired EB of the RPO. The purpose of the thesis is to provide the commissioner with information about how their current employees experience working for them and how well this matched with what they would like the EB to be. Additionally, the thesis aims at providing recommendation ideas to the commissioner on how they could improve the external communication.

The thesis consists of theoretical part where previous literature and research materials were studied to gain a better understanding about the topic and an empirical part where case study with a qualitative approach is utilised to measure both desired and experienced employer brands through a questionnaire form. Questionnaire results are analysed using descriptive content analysis and compared to each other to see if they are in line with each other and to the contents of three chosen communication channels (webpage, job advertisement and Instagram) to find out how well they transmit through these channels.

The main findings of the research suggest that the experiences employees had were mostly positive and both employees and management had similar ideas about the RPO as an employer. Both highlight the people, working culture and growth opportunities in their responses and described the RPO as flexible, trusting and encouraging as an employer. Out of the three channels the webpage is the one with the most improvement needs regarding its ability to communicate the employer brand. Instagram was proven to be the best at transmitting the experiences and thoughts of the team members. Recommendation ideas are made based on theory and questionnaire results and they include the use of visual materials, use of employee experiences and testimonials and emphasising the key differentiating qualities that make the RPO a great place to work in the communication.

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Key words: employer branding, employee experience, employee value proposition, employer brand communication

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**ABBREVIATIONS AND TERMS**

COVID-19	coronavirus disease
EB	employer branding or employer brand
EVP	employee value proposition
HRM	human resource management
HR	human resources
RPO	recruitment processes outsourcing or Talent Solutions
	RPO

## 1 INTRODUCTION

As the workforce available for companies is getting smaller and smaller in size due to older generations retiring, the talent pools available are shrinking. Although talent pools are shrinking digitalisation and globalisation has made it possible for companies to search for talent from wider markets. This, however, pushes employers to pay more attention to how they make themselves attractive in the eyes of the potential applicants. (Dury 2016.) Added to all this the fact that companies' value is nowadays heavily dependable from its intellectual assets makes it even more crucial to find ways of retaining and attracting talented people because they have been proven important for the organisation's performance (Backhaus & Tikoo 2004). It is important because the unique talent a company possesses is difficult to copy (Leonard 2000). Another challenge companies will face in the future is that younger generations are switching jobs more easily if they do not feel happy with the employer (Keller & Meaney 2017).

Employer branding offers a solution to this war for talent because it enables companies to communicate the benefits for working for them and why they are a great place to work for. Sullivan (2004) argues that in a world where retaining and finding skilful employees have become the priority for the business to remain competitive and successful, employer branding has become necessary. A strong employer brand can act as a strong and valuable asset in the competition for the best employees (Maurya & Agarwal 2018). Also having a strong employer brand may provide the company with more talented applicants with lesser cost. Ultimately it is a tool for managing the awareness and perceptions of both current and future employees (Sullivan 2004) and to create a strong corporate image and make the company seen as an attractive place to work for (Ahmad & Daud 2016).

### 1.1 Thesis background

The topic of employer branding was chosen as the topic for this thesis after discussing with the commissioner about their needs and the author's interests. The commissioner said that there have been attempts on their side to find out the

state of their employer brand, but the lack of resources has always resulted in something more urgent appearing and leaving it to be pushed aside to wait for better times. Now, the commissioner has set up a team to develop the employer brand and the author feels that the thesis will help them in the process through providing them valuable information about the current state of their employer brand among their employees. The author believes that the work will also help them through providing development ideas which they can utilise especially in further developing the brands communication to help them attract more talented employees.

## **1.2 Structure of the thesis**

In the first chapter of this thesis is an introduction providing the reader background information of the thesis process and topicality. The second chapter consists of the findings of the literature review on the topic of employer branding. Third and fourth chapters deal with the actual research and in this part of the thesis the commissioner and the research question and methodology are explained, and the main findings described. Finally, in the final two chapters the author provides recommendations and improvement ideas to the commissioner based on the conducted research. In this part also the validity and reliability of this thesis are discussed.

## **1.3 Purpose, objectives and the research question of the thesis**

The purpose of this thesis is to give the commissioner in depth information about the current state of its employer brand through studying the employee experience of the current employees and to provide them with recommendations on how to improve the communication. The objective is to help the commissioner to improve its EB communication externally. Finally, this thesis aims to answer the following question: *How the external communication of the employer brand of Manpower-Group Talent Solutions RPO could be improved?*

## 1.4 Commissioner ManpowerGroup Talent Solutions RPO

The commissioner ManpowerGroup Talent Solutions RPO is focused on providing an on-going service for sourcing talent for its customers. They offer different services depending on their customer's needs, the services vary from consultation services, recruitment services to support services. The team can help their customers with for instance, mapping the available talent, helping them improve their social media or applicant experience, different types of recruitments or development of their human resource systems. The service is always customer centric and all the processes are designed together with the customer and the service is always integrated into the customers organisation and its information systems. (ManpowerGroup Solutions 2020.)

The RPO consists of 25 employees, working in three different locations: Helsinki, Tampere and Jyväskylä. The team consists of the management team with business unit director, sales personnel, client managers, service delivery leads, consulting and admin and enterprise leads, and from the consulting services team with recruitment and human resource consultants and coordinators. (ManpowerGroup Solutions 2020.)

Manpower Talent Solutions is a part of ManpowerGroup Ltd. Which is an expert in different HR and workforce solutions. The company operates globally and are headquartered in the US. They serve around 400 000 customer organisations in different HR related problems under four different trademarks of which Talent Solutions is one. Altogether the company operates in 80 countries and has its own personnel of 29 000. Through its services it employs around 600 000 people in different industries. In the Nordic and Baltic counties, the company is the market leader. ManpowerGroup has been chosen to Ethisphere Institutes World's Most Ethical Companies list 11 years in row as the only operator from its industry. In addition, the company has been chosen to Fortune's Most Admired Companies list 16 years in a row. (Manpowergroup.fi 2020.)



## 2 THE CONCEPT OF EMPLOYER BRANDING

### 2.1 Definitions for the term

The term employer branding (EB) has been around since the 1980's. During this time EB was thought about as a tool to help companies increase commitment so that they could compete for the war of talent more effectively (Maurya & Agarwal 2017, 315). In 1996 the term was introduced into the field of human resource management (HRM) by Ambler and Barrow. They have given the term probably its most famous definition of it being "the package of functional, economic and psychological benefits provided by the employment and identified with the employing company" (Ambler and Barrow 1996, 187). These benefits include things such as salary and other financial benefits, work culture, career and development opportunities and recognition (Dury 2016, 29).

The term can also be defined as development and communication of the factors that differentiate the company as an employer and are specific and unique for the company. EB aims at shaping and maintaining the perceptions both current and future employees have about the organisation's identity and culture. (Backhaus & Tikoo 2004, 501.) The perceptions people have, and the feelings people associate with a certain employer can be true, false, positive or negative because they emerge through experience and communication both intentional (recruitment advertisement) and unintentional (word-of-mouth) (Mosley 2014a, 4).

One of the more recent definitions presents the concept as being a two-way deal between the employer and the employee. Meaning the reasons why employees choose to work for a certain company and the reasons they choose to and are obligated to stay with the company. It is about communicating the deal to current and potential employees in a way that it is compelling, unique and relevant and making sure that it is delivered throughout the employee lifecycle. In other words, the definition divides EB into two elements: the promise or proposition the employer makes to the employees in exchange to their performance and the employees experience on how well this promise is delivered. (Rosethorn 2009, 19-20.)

EB considers both internal and external processes of promoting the organisation as an employer (Backhaus and Tikoo 2004, 502). From HRM perspective EB is about identifying the employment experience that the organisation offers to its employees (Edwards & Edwards 2013, 50) and through this it helps the human resources (HR) to understand the employees in similar way that branding gives companies knowledge about customers (Biswas & Suar 2016, 58). Ultimately EB is about communicating the values and culture of the organisation.

In the beginning the concept was more commonly used as a recruitment management tool but nowadays it considers the whole employee experience. Every company has an EB, but they do not necessarily know what and how they should communicate the benefits they would like people to associate with the company. (Mosley 2014b, 218.) These benefits are defined in and communicated through an EVP (employee value proposition) which will be discussed later on in this chapter.

Taylor (2010, 5) defines the three key benefits linked with a strong employer brand. Effective recruitment because of positive reputation, increased retention of talented employees due to great work culture and improved performance due to pleasant working environment and job satisfaction.

### **2.1.1 Components of an employer brand**

EB is said to have three key components that are: brand equity, brand loyalty and employee engagement (Biswas & Suar 2014, 59).

#### **Brand equity**

Brand equity in marketing means the identification of the strengths of the brand, or simply put, the value of the brand. It shows the relationship between the brand and the customer and how relevant the elements of the are perceived by target customers. (Gronlund 2013, 59.) In EB brand equity refers to the intangible assets about the employer brand association and employer brand awareness in the

minds of both existing and potential employees (Ambler & Barrow 1996, 188, 190, 191). The brand associations shape the brand image and the level of knowledge the employees have about the employer's brand shows brand awareness. Strong brand equity can increase the attractiveness of the employer brand and bring competitive advantages to the company for example through attracting more talented employees and encouraging existing employees to stay with the company. (Ambler & Barrow 1996, 191; Backhaus & Tikoo 2004, 504.)

### **Brand loyalty**

Brand loyalty in general means the willingness of a customer to go back to a certain product or service because of trust towards the quality of it (Gronlund 2013, 62). Brand loyalty in EB refers to the commitment employees have towards the employer (Backhaus & Tikoo 2004, 508).

### **Employee engagement**

Employee engagement refers to the emotional connection between the employee and the organisation and its goals. This means that employees are willing to put in extra effort to reach the common goals because they feel a sense of purpose working for the organisation. (Kruse 2012.) Engaged employees are more likely to stay with a company for a longer time and are usually more motivated to work. Therefore, it can be argued that engaged employees contribute positively to the organisations EB through maintaining low employee turnover rates and increasing the reputation of the company as a great place to work. (Ernst & Young 2000 cited in Biswas & Suar 2014, 59.)

#### **2.1.2 Formation of an employer brand**

Rosethorn (2009, 27-33) describes the process with 5 stages (see FIGURE 1.). The model is based on classical brand development model. In the first stage the key target and talent groups are identified and objectives for the EB set. In the second stage the perceived EB is researched both internally and externally and the gap between these two is analysed. In the third stage the EVP is developed

and tested based on the perceived EB. The fourth stage is implementation where the EVP is communicated and delivered to the talent groups identified in stage 1. The final stage is measurement where for example objectives are measured through engagement or job satisfaction surveys or awareness and reputation are measured through different metrics.

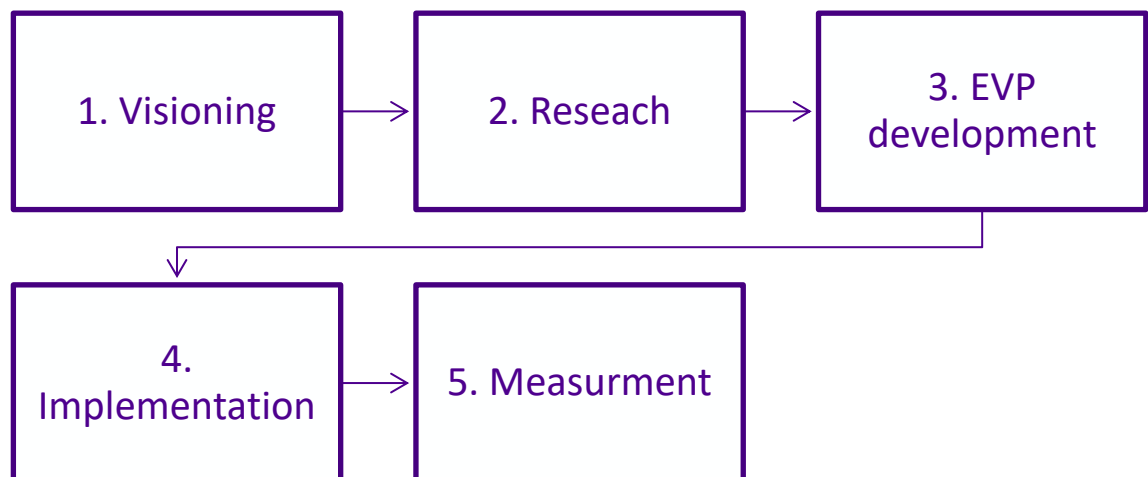


FIGURE 1. Stages of employer brand journey (Rosethorn 2009, 26)

This thesis focuses on the fourth stage of the process and more specifically the communication of the EB to potential applicants.

## 2.2 Employee value proposition

Employee value proposition (EVP) is one of the key elements in and an essential part of EB. It aims to indicate the central elements that characterise working for a certain organisation in the minds of both current and prospective employees. In EVP employers communicate the reality of what it is like to work for the company parallel to other companies. In it the unique features provided in the employment experience are identified. It is used in recruitment to manage expectations and to appeal to certain type of candidates through putting out powerful and well thought messages. This helps filtering out people that do not match with the company and keeps the pool of applicants from growing too wide. (Heery & Noon 2017.)

EVP is not only for attracting talent, but it also partly advances the establishment of a psychological contract and help in stimulating employee engagement (Heery & Noon 2017). Employee engagement is an important objective for EB and therefore, the factors driving the engagement should be considered in the EVP development process. These factors include things such as sense of purpose, learning, trust and relationships between management and employees. (Mosley 2014a, 107.)

EVP should be defined in a way it captures the essence of the employment offer and the communication themes. The core positioning of the EVP can be for instance the one thing the organisation would like to be the most famous for as an employer or the idea upon which the EB story is built. It can be for instance, innovativeness, safety, environment or creativity. This is important because most organisations look for similar qualities from its employees, so they need to find captivating ways of differentiation in order to attract the right people. EVP's ultimate purpose is to translate the company values into the employment context and clarify them to employees in a way that the most relevant parts of the brand ideology culture are highlighted, and the values become embedded into the HRM. (Mosley 2014a, 35,124,137.)

The EVP is communicated through EB activities. These include things such as recruitment process, company's internal processes (training & development, career mentoring etc.). (Heery & Noon 2017.) The key thing is that the messages and promises in the EVP are delivered and communicated clearly at all stages of the employee lifecycle. Delivering starts before the potential job seeker becomes an employee. The different stages during the lifecycle include different touchpoints where EVP promises are delivered. The touchpoints need to be managed to have an effective and positive EB. Each touchpoint can be further divided into three dimensions that are look and feel (visual elements to create recognition and emotional reaction), tone of voice (wordings and communication style) and behavioural content (delivery of the promise and recognition for desired behaviour). If the touchpoints do not deliver the promises of the EVP there is a risk of wrongful expectations that may harm the organisation through disengaging the employees. (Rosethorn 2009, 51-55.) FIGURE 2 illustrates the employee lifecycle and its different touchpoints.

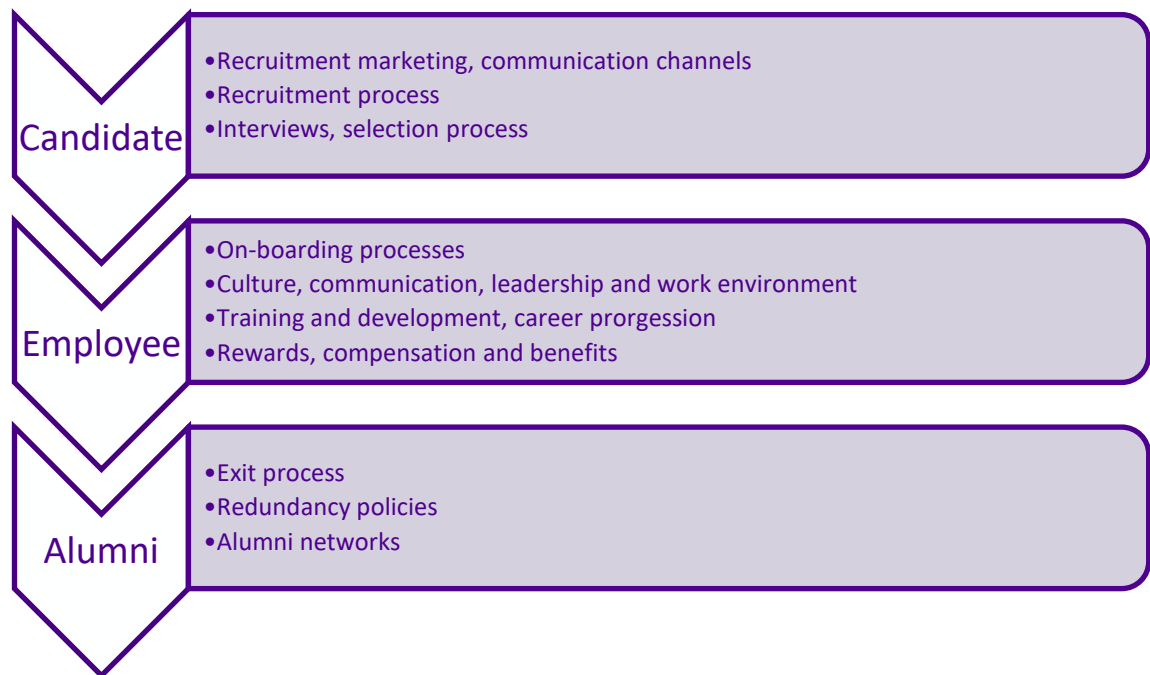


FIGURE 2. Employee lifecycle stages and different touchpoints for EVP delivery (adopted from Rosethorn 2009, 51)

This thesis focuses mainly on the candidate level EVP and EB communication. However, in also the current employees experience with the company is researched to help in improving the external communication to better match the experience employees currently have.

### 2.2.1 Employee experience

Employee experience is the actual delivery of the promise made in the EVP (Rosethorn 2009, 23). Managing the employee experience throughout the employee lifecycle is a part of EB and it is aimed at retaining top talent. Employee experience is a subjective concept for everyone feels and perceives things differently. It is created by the organisation in cooperation with the employees because it affects both the employer and the employee. Organisations need to know their employees in order to create the experiences that are truly meaningful and because these experiences are shaped by the employees themselves. Briefly defined, employee experience is point where employee needs, wants and expectations are balanced with the offered design by the employer. (Morgan 2017. 6-9.)

Employee experience depends heavily on the company culture, which means the collective mindset and attitude of the people working for the company. This culture is built upon the values of the company. Whereas culture is the attitudes people have, values show the behaviours that demonstrate these attitudes. For this reason, it is important to communicate the values to employees in a way that they are understood and have meaning and relevancy in them. Values need to be defined, promoted and integrated because they form the foundation to the employee experience. (Green 2017 14,18,20, 23.) Offering positive employee experience can provide companies with competitive advantage during a time where it is difficult to attract and retain skilful people. A good employee experience also affects positively to employee engagement. (Lee 2018.)

### **2.2.2 Psychological contract**

The term psychological contract refers to the contents and expectations that are formed as result of the employment relationship (Law, 2016). Employees have a list of different expectations in exchange to their commitment and performance. These can be for instance, salary, learning or work environment related (Deery, Iverson & Walsh 2006, 172.). It is the unwritten beliefs that the employee and organisation have about the relationship between them (Rousseau 2007). It reflects the perceptions about promises that have been made and things offered in exchange for these promises that guide the mutually agreed commitment of both the employee and the employer (Rousseau & Tijoriwala 1998, 680-681.).

Employees and prospective employees become aware of the attributes of the EB when they are communicated to them. The communication strengthens the psychological contract of the employee relative to specific attributes. This means that if for example career progression and learning opportunities are promised to the employee in the EVP and on the course of their career these do not become reality as the employee expects, their motivation, satisfaction and engagement towards the job may decrease. However, when the expectations and promises are delivered the employee will most likely to become more engaged with the company and his/her work, feel pride working for the company and become more

productive. Therefore, it is important for companies to take care of and recognise the psychological contract and its importance to EB. (Grigg 2011, 136.)

### **2.3 Communication of the employer brand**

Since EB is a critical factor affecting the organisations success through its ability to attract and retain talented and engaged employees, it is important that it is communicated effectively both to prospective and current employees. It requires adapting tools from both marketing and brand management (i.e. recruitment marketing) to be utilised in the promotion of the EB. (Grigg 2011,134.) In this thesis the focus is more on the external communication of the EB. However, taken into consideration the impacts of employee word of mouth to EB perceptions (Mosley 2014a, 177) it is important that also the internal communication is carefully managed.

Communication of the EB is used for promoting both the instrumental (salary, benefits, training and development) and symbolic attributes (company culture, values, reputation) related to the job/organisation. Organisations that include symbolic attributes in the job/organisation descriptions may eventually attract more applicants because the applicant may recognise some traits from the organisation that match with how they see themselves. (Lievens 2007, 53.) The EVP has a central role in the planning of the content (Mosley 2014b, 226).

Communicating the EB and the EVP are important because it creates the base for forming the psychological contract and it builds awareness to the company's HRM policies (Aggarwal & Bhargava 2009, 22). According Grigg (2011, 137) Rynes (1991) suggested that both current and potential employees use cues and signals including HRM policies to form an idea about the organisation and its intentions, actions and characteristics. Effective communication of the EB and awareness of the HRM policies will help in developing the psychological contract of an individual employee (Guest & Conway 2002, 35-36).

To effectively communicate the EB companies should create a visual and visible EB that tells compelling stories. The idea is to communicate the EB in a way that



potential job seekers get an idea about what it is like to work for the company, what kind of team they are joining, what kind of role it is that they are applying for and what the company actually does. This can be done through adding employee testimonials to different communication channels and utilising content marketing and storytelling in different forms (videos, pictures, profiles) and through different channels (career pages, job descriptions and social media). It is beneficial because it creates a more personal image about the company and portrays its values and culture. (Universum 2017; Mosley 2014a, 189,191,194; Falcone 2016.)

Companies can either rely on providing general information about the company or create more emotional attachment with the applicants through emphasising the values, heritage and culture of the organisation or by creating an idea about an experience with the company. Familiarity is one of the reasons why people consider applying for certain companies, therefore it is important to create emotional and motivational content for the EB (Xie, Bagozzi & Meland 2015,138,140) and promote it also through in person channels such as job fairs, campus events and internships and summer job opportunities (Saini, Gopal & Kumari 2015,46). HR managers can together with marketing design an effective strategy for promoting the EB and increasing the EB equity and awareness. (Saini et al. 2015, 46). In addition, employee referrals and word of mouth should be included (Mosley 2014a, 177).

Internet should be utilised in the communication because it allows companies to be more creative when open positions and the company are promoted. Investing in online presence building across different channels creates competitive advantage. (Falcone 2016.) For people who are looking for a job usually use job portals, company's career pages and personal connections to do that (Ramstad 2019). Also, most applicants search at least on online or offline channel before applying to help them evaluate the employer brand (Tallulah 2017). Therefore, it is important to utilise these online channels in EB promotion.

To further enhance the communication, companies need to identify both firm and job-related factors that affect the applicant's decisions and improve practices that are related to these factors. It is also important for companies to understand that different people have different expectations and that different EVPs need to be

designed and communicated to match the needs and expectations of the people within the same talent pool. (Saini et al. 2015, 47.) Employers need to provide messages that are clear, credible and consistent and based on the expectations of different applicants (Wilden, Gudergan & Lings 2010, 28). This allows them to build a positive reputation and attract more talent (Mosley 2014a,1). Finally, in EB communications the focus should be on defining the attributes that make the company different and a desirable place to work for because applicants are usually more interested in these attributes than the job (Falcone 2016).

#### **2.4 What makes an employer attractive?**

An employer brand research conducted by Randstad (2019) identifies the key attributes in an employer that attract employees. And the 10 most important factors were: salary and benefits, work-life balance, job-security, good work environment, career opportunities, financially healthy organisation, flexibility, location, good training and learning opportunities and strong management. In Europe the top five were salary, work environment, job-security, work-life balance and career progression. The research also indicated that multinational companies were seen more attractive because of they were perceived as capable to offer job-security and career progression and they were considered being financially healthy allowing them to pay competitive salaries.

The research also looked at the behaviours of people who were thinking about switching or had switched jobs. The result showed that four out of ten people who switched jobs search up new employers through job portals and one third through their own personal contacts. It also indicated that 96% of people who changed or were thinking about changing their job researched the potential employer's reputation through company webpage, internet, social media, their personal connections or through meeting the employer or their representatives.

A study of Xie et al. (2015) showed that both symbolic and instrumental attributes affect the attractiveness of the employer, especially the intention of the applicant to further study company information before applying. The study found that similar attributes influence both the willingness to apply and perceptions about the

company as a great place to work. These attributes were for instance, personal-development, culture, delivery of the promises, firm reputation and familiarity with the firm. The study also showed that people who considered themselves being a good match with the company based on the information they found, were more likely to apply for a job.

## 2.5 Theoretical framework

As the Figure 3 below shows the theoretical framework of this thesis consists of defining the EVP and explaining how it is delivered. Both the EVP and its delivery through employee experience and communication are in crucial role in determining the employer brand image of the organisation. In other words, employer brand image is formulated through the EVP and the different stages in its delivery and its purpose is to ease the attraction and retention of talented employees.



FIGURE 3 Visualisation of the theoretical framework

### **3 THE RESEARCH**

#### **3.1 Research question and sub-questions**

The main research question for the thesis is: How could the external communication of the employer brand of ManpowerGroup Talent Solutions RPO be improved?

There are 4 sub questions to support the main research question:

1. What is the desired employer brand/EVP of the RPO team?
2. How do the current employees in the RPO team experience the employer brand and working for the commissioner?
3. How well is the employer brand of the RPO team transmitted through different external communication channels?
4. Are the perceptions and experiences of the employees of the RPO team in line with the communications in different external communication channels and each other?

The topic for the research and the research question were discussed with the commissioner before starting the project. The topic chosen came about from the author's personal interest in it and the needs of the commissioner.

#### **3.2 Research design**

The objective of the thesis is to help the commissioner to improve its EB communication externally so that it transmits the EB experienced by the employees internally and the desired EB set by the management. The purpose of the thesis is to provide the commissioner with in-depth information about the current state of its EB and employee experience as well as recommendations on how the communication could be improved to become more effective in attracting talented employees.

The research strategy of this thesis is a descriptive case study with a qualitative approach. In the research there are three different stages. The research part of this thesis constitutes from three parts: first part was desk research where literature review was conducted to gain more knowledge on the topic of EB and its effective communication, second part was the primary research to find out the desired and experienced EB of the commissioner through online questionnaires with open-ended questions, the final part of this research was to examine three different external communication channels of the commissioner to find out how the desired and experienced EB transmits through these. After completing the three stages, recommendations and improvement ideas were formed based on the theory and the questionnaire results. The primary data analysis was done through utilising the descriptive content analysis method.

### **3.3 Qualitative research method**

Qualitative research method is a term used for describing various approaches and methods aimed at studying natural social life. In qualitative research the information collected and analysed is nonquantitative by nature and it may consist of different forms of textual material, for instance interview transcripts, notes or different documents, visual materials or Internet sites. The material usually aims to document different human experiences in social action. The outcomes of qualitative research are usually formed based on the presentations of the important findings from the data analysis. (Saldana 2011, 3-4.)

Qualitative approach was chosen for this research for the aim of this thesis is to find out about the management team's and employees' experiences and opinions regarding the thesis topic. Qualitative approach provides an opportunity to gain more detailed information about the employee feelings and experiences and therefore it is suitable for the purposes of this thesis. Another reason for choosing the qualitative approach was the explanatory nature of it and its suitability to find and provide solutions to different developmental issues inside organisations. For these reasons it was a good approach to use in this thesis with the aim of finding out how well the communication of the EB matches the experiences and opinions

of the employees and management team of the commissioner and how it could be improved based on them.

This thesis is a case study focusing on the analysis and improvement of the EB communication of the commissioner to external audiences. Case studies aim at providing in-depth information about a single unit that can be for instance, an event, a person or an organisation (Saldana 2011, 8-9). And for this reason, it suits the purposes of this thesis.

### **3.4 Informants**

For this research judgmental sampling was used, and the informants were the current employees and management team of the ManpowerGroup Talent Solutions RPO. The management team consists of around 5 persons and the team of employees around 20. Since the research was carried out using the qualitative approach the sample size does not need to be any higher and the data gained from the research can be considered credible also if only a half of the targeted people answer.

### **3.5 Data collection methods**

Two types of data were collected for this research. The primary data consisting of the questionnaire responses and the secondary data (also known as desk research) consisting of the existing theories and research reports done about the topic of EB. Secondary data was used to help form the questionnaires.

Before starting the primary data collection, the author conducted a desk research to gain a better understanding about the topic of EB. Desk research part of this thesis consisted of reading existing literature and it was used to help guide the choice of research strategy and formation of the research questionnaires.

Online questionnaires with open-ended questions were chosen as the main method for the primary data collection due to the current COVID-19 pandemic

which limited out face-to-face interviews. Another reason for choosing online questionnaires was the convenience of them. They allow the respondents to answer on their own time without any pressure. However, for the same reason it is also possible that some respondents do not provide credible answers.

A set of two different questionnaires were created. One was targeted to the management team to find out the desired EB and the other one to the employees to find out their experiences in EB promises delivery. The questionnaire for the management team consisted of seven open-ended questions about the desired EB and the questionnaire for employees of four open-ended questions about their experiences in working for the commissioner (see Appendix 1. and 2.). The questions in the questionnaires focused on finding out the experiences and opinions of the respondents. Both questionnaires were created utilising Google Forms for it is affordable and easy way for collecting data.

Each questionnaire was distributed to the targeted sample through email consisting of a cover letter talking about the thesis and purpose of the questionnaires. The data collection period went on from May 4<sup>th</sup> until May 18<sup>th</sup>.

The collected data was used for analysing the contents of three different external communication channels of the commissioner.

### **3.6 Analysis of the results**

The data collected from the management team and the employees through the online questionnaires was analysed by using the descriptive content analysis. Content analysis refers to “the systematic examination of texts and visuals... to analyse their prominent manifest and latent meanings” (Saldana 2011, 10). Manifest meanings are obvious and easily recognised whereas latent meanings are suggestive and form different associations in the mind of the observer. (Saldana 2011, 10). Content analysis as a tool is descriptive because it is aimed at describing the contents in different communicational material (Maier 2017). Descriptive content analysis was chosen as the main method for data analysis because the method is suitable for the analysis of questionnaire data for it includes organising

the contents based on similarities and summarising the key contents through description. (Maier 2017) Another reason for choosing this method was because the main focus on this reason was on describing the thoughts and experiences. It also makes it easy for the reader to understand the data.

First the questionnaire responses were thoroughly read through several times and organised into categories based on similarities in the responses. Then the contents of different themes were summarised and short descriptions of the key findings of each question was created. After completing the content analysis to both questionnaire responses, the results and findings were compared to each other to see if the desired EB image matches the experiences of the employees. The findings from the primary data was also compared to the findings of the desk research later on in Chapter 5.

After both questionnaires' responses were analysed, the findings were used to help analyse the contents of three different external communication channels of the commissioner. The aim was to find out how well the responses match the contents of the chosen channels and how the communication in these channels could be improved so that it transmits the experienced and desired brand image better. The channels chosen were the commissioner's webpage, Instagram page and one job advertisement. From the content both instrumental and symbolic attributes were identified and analysed.

The process of the results analysis started from grouping the attributes in the responses based on similarities and then creating categories for the different groups. For example, when asked about the expectations the employees had before starting to work for the commissioner the process was as presented in Figure 4 on page 26.



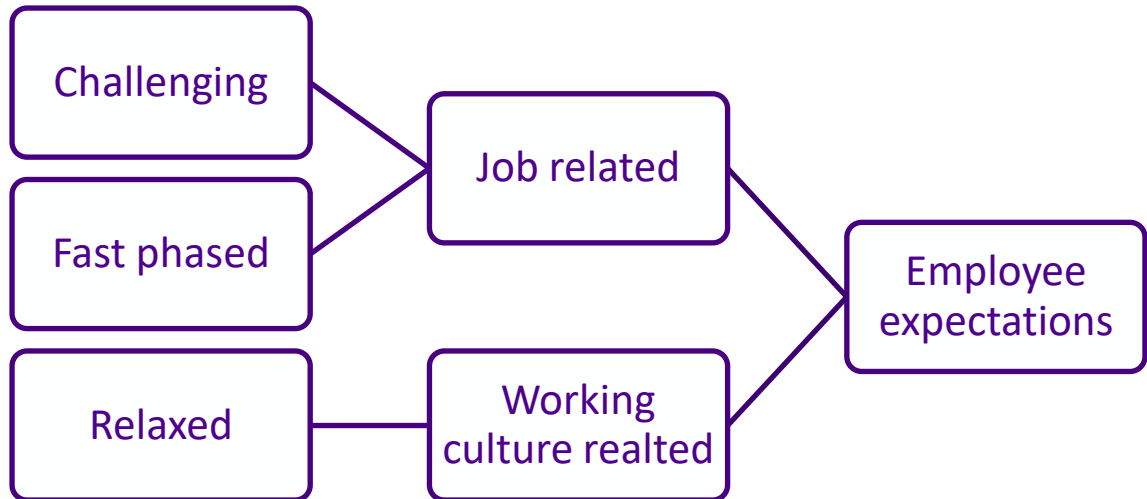


FIGURE 4 Example of the data analysis process

The responses were read through and grouped into small sub categories based on their similarities. Each sub category was then grouped into a more generic category and finally these generic categories were linked to the main category. In this case the small sub categories were the attributes the employees mentioned in their responses about their expectations. These small groups were then organised into wider groups (generic categories) to present the type of expectation the employees had and to ease the analysis process.

## **4 RESEARCH RESULTS**

This research included two separate questionnaires. One with the aim of finding out the desired EB image of the commissioner and the other with the aim of finding out how the current employees in the team experience working for the commissioner. Both questionnaires were distributed to the targeted samples via email with a cover letter explaining the purpose of them. The questionnaire sent to the management team got two out of five possible responses and the questionnaire for the employees got ten out of twenty. These next paragraphs look at the main findings of each questionnaire. Both questionnaires can be found at the end of this thesis from the appendices.

### **4.1 EVP and desired brand image of Talent Solutions RPO**

The desired EB image of the RPO team was researched with a qualitative questionnaire that consisted of seven open-answer questions. First the respondents were asked to give their own opinions about how they would describe the RPO as an employer and how they would like potential job seekers to see them as an employer.

Similar thoughts emerged from the responses. The working culture and environment and attributes related to these themes were included in both responses. The respondents described RPO as being human-centric, encouraging and trusting employer with relaxed and supportive atmosphere where everyone has a chance to learn and grow. However, also the stiffness of the organisation was mentioned because the team is part of a big global corporation. Job seekers were hoped to see the RPO as an employer that is flexible and trusting, where employees are not micromanaged. Furthermore, they would like applicants to perceive them as an employer that provides opportunities for learning and development and versatile and challenging tasks.

The respondents were also asked to describe what kind of benefits are offered to people joining the team and if these benefits are being communicated to potential

job seekers in any way. The offered benefits could be divided into three different categories based on their nature. These categories were career development related benefits, work culture related benefits and other benefits. The first category included benefits such as the ability to manage one's work and learning and development opportunities. The work culture category included things such as flexibility, great working environment and trust towards employees which can be seen for example through the possibility to remote work. The third category included opportunity to have a summer holiday already during the first year of employment. Benefits were not necessarily always communicated to applicants in job advertisements, but they were communicated during interviews and orientation.

When asked how the RPO would differentiate itself from other companies in the industry the responses revealed that the biggest differentiating factors would be trust towards employees and freedom. Freedom in this case referred to the possibilities to lead one's career development, freedom to work remotely and to design the contents of one's job. Other things mentioned were the team being part of global company and the status it has acquired working closely with its customers that are highly ranked companies in Finland.

The final two questions of the questionnaire dealt with values and their communication. Values that of the RPO based on the responses were tightly linked with the people-centric work culture. The values highlighted development and learning, supporting others and humane treatment of everyone. The way in which these values are communicated to job seekers and applicants depended heavily on the recruiting supervisor. However, if the applicant gets to an interview, they are being discussed with everyone.

Altogether one could argue that the key contents of the EVP of the RPO team are in the work culture that is supportive, encouraging and trusting and the opportunities to learn and grow together with an amazing team of professionals. These are also the same things that the RPO wishes to be recognised as an employer in the eyes of its potential and current employees.

## **4.2 Employee experience and thoughts about working for Talent Solutions RPO**

The experience of the employees and how well their expectations match the reality were researched with a qualitative questionnaire with four open-answer questions.

### **4.2.1 Expectations and their realisation**

The first two questions were aimed at finding out how well the expectations the employees had pre-joining had come true during their time working for the team. Employees were first asked to describe their expectations and after that evaluate if they had come true or not.

The expectations were divided into categories based on similarities. These categories were job related, work environment related, employer related expectations, development and other expectations. Job related expectations included things such interesting, challenging and versatile tasks. In addition, the respondents expected the work to be fast-paced. From the work environment the respondents expected it to be supportive, appreciative, relaxed and flexible. They also expected great team spirit and modern tools to work with. Employer related expectations were about the smoothness and openness of communication and trust towards others. Developmental expectations included the opportunities to learn and grow through training or self-development. And finally, other expectations that the respondents had were freedom and the lunch benefit.

When asked how well the expectations had become reality there was a consensus that overall each expectation had turned out to be true. Especially the expectations respondents had about the team, employer and working environment had become reality and at some levels the reality had even exceeded the expectations. Most of the respondents also felt that they have had chances to develop and learn new things but there is still room for improvement in position related growth opportunities. Other improvement areas were recognised in the team's internal processes that have not been as flexible and modern as expected.

#### **4.2.2 What it is like to work for Talent Solutions RPO**

The respondents were asked to describe in their own words what it has been like working for the RPO. All the responses were read through and the contents were organised into groups based on similarities. Here the main findings from the responses are summarised and described. The groups were: people, working environment, the job, learning and development and working culture.

Most of the responses included having amazing, team-minded and nice colleagues in their descriptions about the working experience. Supportiveness and helpfulness of the people were also mentioned in several responses. Another thing that was highlighted in many responses was the working environment. It was described as relaxed, safe and open where everyone can be themselves. Employees also felt that they are respected, trusted and valued by the supervisors. Many of the respondents mentioned that the fact that they are trusted and given the chance to work remotely and offered a flexitime makes the experience positive. In several responses the development and learning opportunities they have had were also mentioned as well as the freedom to affect the contents of one's job and to one's career development. Supervisors were said to be encouraging and approachable when it came to these matters. The job itself were described being versatile, interesting and challenging and the tools and premises were described as modern and comfortable.

Although the working experience of the respondents has been mostly positive there were some respondents who were unhappy about certain aspects of the employment experience. Some people felt that not everyone inside the team has equal opportunities to develop and advance their career and some felt that it is difficult inside the RPO. In addition, more transparency was hoped in discussions about salary and benefit equality matters. In one response the job itself was described to feel meaningless from time to time and the recognition from the employer's side did not feel genuine which lead the respondent to feel like the employees are not cared about. Furthermore, benefits were said to not bring any incentive for some respondents since they do not differ from any other company.

### **4.2.3 Talent Solutions RPO as an employer in the eyes of the employees**

In the final question the respondents were asked to describe the RPO as an employer with three words. The responses were organised into two categories based on their nature. These categories were positive, neutral/negative. The responses were mostly included in the positive category. Similar descriptions could be seen from several responses in this category. The employees described the RPO with the following adjectives flexible, trusting, fair and encouraging, understanding, human-centric, professional and relaxed. Here again not all responses were completely positive, in the neutral/negative category there were adjectives that described the RPO as being traditional, slow, divided and unknown.

### **4.3 Comparing the desired and experienced EB**

When comparing the findings of both questionnaires one could argue that the desired EB and EVP are in line with the employees' experiences. The EVP could be said to be delivered to the employees adequately. The RPO whist to be perceived as human-centric, encouraging and trusting employer where employees are respected, and their development and learning are supported. Same things could be identified from the employees' descriptions about the working experience. Also, both the management team and the employees named the people and working environment as one of the best things about the job. These were also the things that the employees expected before working for the team.

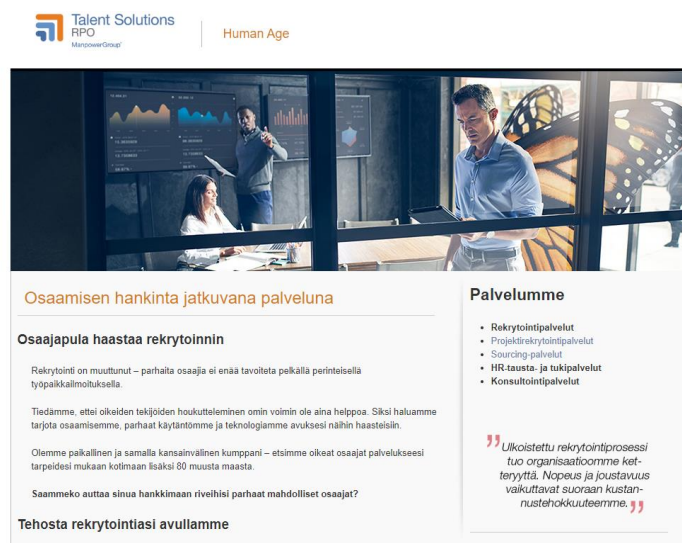
### **4.4 How well the desired employer brand transmits through different channels**

The findings of the two questionnaires were used to analyse the contents of three different external communication channels of the RPO. The contents were compared to the key findings to see if they are in line with each other. The aim was to find improvement areas so that the communication could be more effective.

#### 4.4.1 Webpage

The webpage for the RPO with its contents is mostly designed for the clients to learn about the service they deliver. This is not a surprise considering the whole idea of the RPO is to help their clients with their recruitment processes. There is not much on the page except for describing the benefits and key aspects of the service. Because the page is directed to potential clients it does not transmit the EB of the RPO that much. Nonetheless, from reading the contents of the webpage, one can still get an idea of the possible tasks the job includes. The viewer can also learn from the webpage that it is a global company with a lot of operations in different countries.

To answer the question of how well the desired and experienced EB transmits through this channel is, that it does not transmit the EB. From the look of it the page also seems a bit outdated and it gives the viewer an impression of the RPO being old fashioned. This may result from the fact that the page lacks links to the team's social media channels, the company's career page and it is text heavy. Moreover, the picture on top of the page does not communicate the viewer the great team spirit and working environment but rather it looks like the people do not enjoy themselves as one can observe from the Picture 1. This clashes with the experiences of the team's current employees who highlighted the amazing atmosphere within the team which makes working for the RPO pleasant and enjoyable.



Talent Solutions  
RPO  
ManpowerGroup

Human Age

Osaamisen hankinta jatkuvana palveluna

**Osaajapula haastaa rekrytoinnin**

Rekrytointi on muuttunut – parhaita osajia ei enää tavoiteta paikalla perinteisellä työpalkkimoitoksella.

Tiedämme, ettei oikeiden tekijöiden houkutteleminen omin voimin ole aina helppoa. Siksi haluamme tarjota osaamisemme, parhaat käytäntömme ja teknologiamme avuksesi näihin haasteisiin.

Olemme paikallinen ja samalla kansainvälinen kumppani – etsimme oikeat osaajat palvelukseesi tarpeidesi mukaan kotimaan lisäksi 80 muusta maasta.

Saammeko auttaa sinua hankkimaan riveihisi parhaat mahdolliset osaajat?

Tehosta rekrytointiasi avullamme

**Palvelumme**

- Rekrytointipalvelut
- Projektrekrytointipalvelut
- Sourcing-palvelut
- HR-tausta- ja tukipalvelut
- Konsultointipalvelut

”Ulkoistettu rekrytointiprosessi tuo organisaatioimme ketteryyttä. Nopeus ja joustavuus vaikuttavat suoraan kustannustehokkuuteemme.”

PICTURE 1. RPO webpage (Manpower Group 2020)

#### 4.4.2 Job advertisement

One job-advertisement for an open position in the RPO was looked at to see how the contents of it transmit the findings of the two questionnaires. The open position was for a Senior Recruitment Consultant. The complete advertisement can be found from Appendix 3.

The job advertisement has all the basic parts of a typical job advert, brief introduction to the company and the team, briefly explaining the role and giving the requirements for the candidate. The job advertisement that was analysed for this research transmits the EB better than the webpage. From early on in the advertisement the opportunity to continuous development is brought out alongside with the importance of collaboration and team spirit. The description of the requirements for the role also gives the reader an idea about the varying and interesting tasks there are. Further on in the advertisement the team spirit aspect and learning and development are emphasised which are in a central role in the team as also mentioned in both management and employee responses. In the advertisement also the trust in employees is mentioned and the remote working possibility is included.

The Instagram account is also put in the advertisement to give the applicant a chance to learn more about what it is like working in the team and about the potential future colleagues. And there is also contact information for two team members that the applicant could contact to learn more about the role and the team.

Overall, the advertisement communicates the EB better because it provides the applicant with a realistic picture about the RPO because the content matches with the questionnaire results from both employees and management team.



### 4.4.3 Instagram

The social media channel chosen was Instagram. The RPO can be found from Instagram with the name @talentsolutions\_rpo. No pictures from the teams Instagram are shown in this thesis, for the respect towards the employees' privacy and anonymity. The account is, however, public so the reader can see the posts by visiting the profile themselves, if they wish to do so.

From looking the contents of the team's Instagram, the viewer can clearly sense the feelings of joy and happiness. The page is full of exiting content where the viewer can see the team members and learn about their everyday life at the job. From most posts the strong team spirit and joy of working transmits to the observer. In their posts they also mention about the remote working opportunities which was mentioned being one of the benefits for working for RPO. The content of the Instagram transmits the experienced and desired images well because the viewer can sense the positive energy and team spirit around. Also, a potential job seeker could get an idea about what it would be like to work for the team when reading the stories of different employees where they explain how they work and what they do.

Also, the development and learning aspect of the job are mentioned in many employee stories, which is one key thing in the commissioner EB based on the questionnaire findings.

Instagram is clearly the most effective out of these three communication channels to transmit the EB image and the contents reflect the ideas of the employees and management team well. In one of the responses the freedom of the employees to manage their own account and its contents were mentioned. This certainly has a positive affect on the EB communication. The job advertisement and its contents transmitted the EB image quite well as well but there is still room for improvements to make it more effective. As already discovered the webpage of the RPO requires improvements the most since it does not communicate any kind of EB image of the RPO.

## 5 CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

The main findings from the questionnaires suggest that the EB the management team wishes to communicate matches with the experiences of the team's current employees. The management team wished to be perceived as an employer that trusts the employees, offers freedom and flexibility to employees to design and manage their own work and encourages learning and development. These same things were also expected by the employees before they started to work in the team. The responses of the employees also showed that these expectations had come true during their time working. Another thing that both the management team and the employees highlighted in their responses was the great team spirit and group of co-workers who all support and help each other. The team spirit in the RPO creates a safe and relaxed atmosphere where people enjoy coming to work. Another re-occurring theme in the responses of both management team and employees was the versatile and challenging tasks the job offers.

Since employee experience is considered the meter for determining the success of the EVP delivery (Rosethorn 2009, 23) it can be argued that because of the overall experience employees had had working for the team was mostly positive the EVP has been delivered well. Another interesting finding the results showed was that both employees and management team highlight the culture within the team. The culture and shared values within the team are the building blocks of a great employee experience and this culture again is shaped by the values within an organisation or team (Green 2017, 14).

The management team of the RPO named people, learning and development and humane treatment of others as the main values within the team and these could be also picked up from the employees experiences because most of them mentioned the opportunities they have had for learning and development, amazing team spirit and the supportive and helpful atmosphere among other employees and supervisors. This led the author to believe that the values have been well integrated into the team.

Although, the experience the employees had was mostly positive there was, however, a few who had not had a completely positive experience. This is no surprise since the experiences people have are subjective and depend a lot on the characteristics of the person (Morgan 6-9). The fact that some employees felt that there were not a lot of chances to develop or advance one's career within the team and that benefits were said not to bring any incentive into the work was interesting. It was interesting since the majority of the employees still felt that they were offered the opportunities for development and benefits were described as adequate. This may be due to the lack of communication from the organisation's side on these matters because supervisors were said to be encouraging and supportive of all self-development related ideas.

The things mentioned in both the employees and management teams' responses are similar to the things that make people feel attracted to certain employer based on Ranstad's (2019) Employer Branding Research. These were work-life balance, good working environment, flexibility and career and learning opportunities. Based on Ranstad's research, Talent Solutions RPO would be an attractive employer because they offer the employees these things. Therefore, this should be emphasised in the communication. Another sign supporting the statement that RPO has positive and attractive EB is that in the responses the emphasis was mostly on describing the symbolic attributes such as work culture and colleagues rather than salary and or other monetary benefits. Both are important but according to Lievens (2007, 53) focusing on the symbolic attributes can increase the number of talented applicants because describing them allows the applicant to see how well they might match with the company. Both instrumental and symbolic attributes are important to include in the EB communication, but symbolic attributes seem to have more impact to the applicant's willingness to learn more about the company and actually apply (Xie et al. 2015).

Moving on to the different communication channels and their ability to communicate the EB that employees experience and management wishes to communicate. The first channel looked at was the webpage of the RPO team. From the page the viewer could not get an idea about what kind of an employer the RPO is. It was surprising because based on Ranstad's (2019) study, people looking

for a job usually go to the company's webpage first to find information and to evaluate the EB reputation of the company. Now the page is meant for selling the service to potential clients but with a few small changes it could be enhanced to better transmit the EB image.

It would be beneficial to add pictures and/or videos where the employees could show what it is like to work for the team. And if this is not possible the page should at least be updated to look more modern and links to social media channels and career pages should be added so that the job applicant could find a source of information elsewhere if they wished to learn more about the opportunities. By showcasing the reality of working in the RPO could also attract more clients because they would already see how motivated and happy the employees are to work for RPO. In addition, it would increase the professional image when they showcase their own EB the customers see that they really know what they are talking about.

On Instagram the content reflects the reality of the employee experience well. This is no surprise because the platform allows to easily create engaging and visual content through which it is easy to communicate. It was also mentioned in one of the responses that the employees themselves have the freedom to post to the account which is one of the reasons why the content is so good at transmitting the relaxed and people orientated work environment. As mentioned previously including symbolic attributes to the communication can be more effective and in the RPO teams Instagram the content is good at presenting them. Instagram and other social medias are great for promoting the EB because visual content and storytelling is easy through these channels and through them it is possible to create a more personal image of the team (Falcone 2016, Mosley 2014b 188).

The job advertisement was overall good and had both symbolic and instrumental attributes related to the job included in it which made it possible for the reader to get a comprehensive idea about the role and some kind of idea about the team and working culture. To further improve the advertisement, it could be beneficial to add for example small employee referral to it in a form of a video or a small

text quote so that the applicant could get a better view of the employment experience. Also adding greetings from the future manager or colleague in form of text could give the advertisement a more personal touch. Even a picture of the team helps in creating a more welcoming image. This would also be a good addition since the team spirit is one of the main things making the employment experience so enjoyable for the employees. Also, the main differentiating factors should be communicated because most companies otherwise offer similar things to employees, but the key thing is to find the thing that your company does the best. This helps in attracting people who fit well in the team. (Mosley 2014a, 124) In RPO's case these would be the trust and freedom.

With all this said, in the next paragraph the recommendations for improvement are given to answer the main research question.

## **5.2 How the external communication could be improved?**

These next paragraphs aim at answering the main research question through providing the improvement ideas.

Based on the analysis of the content in the three channels recommendations can be made to improve the communication of the EB in a way that it becomes more effective in transmitting the experiences of the teams current employees and the EVP promises the management wishes to communicate to potential job seekers.

Firstly, the webpage should be updated. Pictures or videos showcasing the everyday life and great team spirit within the team could be added to the page. In addition, short employee testimonials in the form of text or videos could be added. These would help the commissioner to actually showcase the reality of what it is like to work for them. And since the people and culture are the key things that are considered important pictures and video would be a great tool to really show these things. It also creates a more realistic and attractive picture when people could see the team and learn from their experiences. It would not only increase the EB reputation but also show to the clients that what kind of happy and motivated team there is to serve them with their needs as well.

Also, because learning and development and career advancement opportunities were expected by and offered to employees it would be good to actually let the employees tell what they have learned or what kind of opportunities they have had during their time. If these things are not possible to put to the webpage, it should at least include the links to pages or social media channels where potential interested applicant could find these.

Secondly, video or picture of the team could be also added to the job advertisement to showcase the great team spirit and people. In the advertisement key values of the team should also be communicated, so the job seeker could already early on see if they match with the team. Furthermore, emphasising more about the symbolic attributes such as culture and working environment is advisable because as mentioned earlier in this thesis it increases the pool of potential applicants. Still, learning and development opportunities and remote working and lunch benefits are also good to mention in the advertisement because applicants consider these to increase the attractiveness of an employer based on Randstad's (2019) study.

Thirdly, in Instagram the EB image is the easiest to develop because the posts and their content truly reflect the opinions and thoughts of both the employees and management team. In Instagram the stories function could be utilised to promote EB through letting one employee at a time to post content from their work days for a week so people could better understand what the job includes, what kind of atmosphere there are and what kind of things is required to do well on the job. The employees should also be encouraged to share these posts on their own social media channels to increase the awareness of the RPO as an employer. In the posts it could also be good to explain the key values and characteristics that define the RPO as an employer. These could be short newsflash type of explanations of what they mean and how they show at the workplace. Instagram can also be used for promoting open positions within the team

On a more general note, the actual EVP offer should be clearly defined and used as a base for all EB communication. The key thing is to come up with a strategy for the EB promotion and create clear and consistent messages through different

channels. For the EVP development the current employee experiences can be used as a base. After the EVP is well thought it can be used as the base for all EB communication content. In it the key characteristics of the RPO team should be included and emphasis should be put in communicating the idea of the unique employment offering.

Although this thesis focuses on improving the communication of the EB in three different online channels it should not be forgotten that in person communication also plays a role in the EB reputation creation. And as RPO is fairly unknown as an employer it would be advisable for them to also take part in different career fairs or campus events to increase the familiarity. It is important to consider because familiarity is one factor affecting people's choice of employer (Xie et al. 2015).

## 6 DISCUSSION

The aim of this thesis was to find out how the external EB communication of the commissioner could be improved. First the desired EB and experienced EB were found out and compared to each other to see how well they are in line. After that the main findings from both questionnaires were compared to the contents of three different external communication channels that were webpage, job advertisement and Instagram. The contents of these channels were analysed to see how they match the contents of the two questionnaires. Based on the analysis recommendations for improvement was given. In conclusion, the thesis process could be considered successful because the main objectives were reached, and the research question answered.

Overall, the employees seemed to enjoy working for the RPO and the employer was perceived in a positive light. The expectations they had had were similar to those that the employer wished applicants to have based on their EB image. During their time working the expectations had come true which proves that RPO as an employer is good at managing their internal EB processes. External communication channels varied a lot with the ability to transmit the desired and experienced EB image and most work needs to be done with the webpage. Instagram was the best out of all three chosen channels for this thesis. In the job advertisement good elements were included but more effort could also be put into that too, in order to make it more effective in attracting the right kind of talent.

Finally, the reliability and validity of the research need to be evaluated. This includes examination of the whole research process to see if the results obtained are correct and how well the research with all its parts has been conducted and succeeded. (Kananen 2018, 174-175.) In qualitative research credibility can be increased through defining and explaining the different parts of the research process carefully (Hirsijärvi, Remes, Sajavaara & Sinivuori 2009, 231).

In this thesis literature sources and previous studies were used diversely. The sources used varied from research articles to books and web-based articles. The sources used were relevant and up to date. The author sought to choose all the



sources judiciously and with source criticism in mind. In addition to literature sources data was also collected through two questionnaires. The respondents were all members of the team and therefore their answers can be considered credible and realistic. Each respondent had equal opportunities to respond and all responses were collected anonymously to ensure respondents to provide truthful answers. The questionnaires were created with the help of the desk research and were questions provided the answers that the author hoped. For this reason, the results of the research can be considered reliable.

The data collection and analysis methods are explained to improve the validity. The results gained from the research are topical and they can be considered valid because through them the research question and sub questions have been answered. The recommended improvement ideas that came about from the research are realistic and concrete and they can be implement by the commissioner. On top of the recommendations the commissioner will also gain more insight to how the employees actually feel about working for them that they can also use in the process of developing the EB further.

## **6.1 Limitations to the thesis**

Due to the current COVID-19 pandemic face-to-face interviews could not be used in data collection. If interviews could have been an option for data collection the author may have gotten more out of the respondents. The credibility of the questionnaire results can also be affected if the respondents felt that they cannot disclose their opinions and feelings truthfully. However, in order to avoid this the questionnaire did not collect any information from which the respondents could be identified.

Another limitation to the thesis was that the author had to rely solely on digital sources because the current world situation made it difficult to get physical books from the library.

## **6.2 Ideas for next steps**

It would be beneficial for the commissioner to also conduct a study to learn how well they actually are known among job seekers. Since this was not studied in this research and in some responses, they were described to be unknown as an employer. And after that it would be wise to find out what kind of things the applicants expect to gain from employment. This way they can develop the contents of their communication to also match these expectations and through this attract more talent. It is also beneficial to learn about the applicant's expectations because it helps companies to create more positive EB reputation (Mosley 2014a, 1).

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## APPENDICES

### Appendix 1. Questionnaire for the management team

1. Millaiseksi työnantajaksi sinä kuvailisit Talent Solutions RPO tiimiä?
2. Minkälaista mielikuvaa haluaisit RPO:n viestivän työnhakijoille?
3. Millaisia etuja Talent Solutions RPO tiimin työntekijöille luvataan, kun heidät palkataan?
4. Viestitäänkö näistä eduista työnhakijoille, jos viestitään niin miten?
5. Millä tavalla Talent Solutions RPO erottuu työnantajamarkkinoilla muista saman alan työnantajista?
6. Mitkä ovat Talent Solutions RPO tiimin tärkeimmät arvot?
7. Viestitäänkö näistä arvoista työnhakijoille? Jos viestitään, niin miten?

## Appendix 2. Questionnaire for the employees

1. Millaisia asioita odotit työskentelyltäsi Talent Solutions RPO tiimissä?
2. Kuinka hyvin odotuksesi ovat toteutuneet?
3. Kerro omin sanoin, millaista työskentelua Talent Solutions RPO tiimissä on? (väh. 10 lausetta)
4. Lopuksi, kuvaile kolmella sanalla millainen työnantaja Talent Solutions RPO on?



### Appendix 3. Job advertisement for Senior Recruitment Consultant (modified)

Personal information such as names, phone numbers and e-mail addresses of the employees are removed from this ad.

## Senior Recruitment Consultant

*ManpowerGroup Solutions Oy:n jatkuvien rekryointipalvelujen yksikkö RPO (Recruitment Process Outsourcing) tuottaa rekryointeja joustavilla tavoilla. Palvelumme ovat räätälöitävissä ja voivat kattaa koko rekryointiprosessin hakijoiden houkuttelusta perehdytykseen sekä jatkuvissa että projektiluonteisissa rekryointitarpeissa. Paikannamme parhaat osaajat ja tuemme organisaatioita mm. työnantajamielikuvan kehittämisessä ja HR-järjestelmissä. Tarjoamme osaamisemme, parhaat käytäntömme ja teknologiamme rekryointiin kotimaan lisäksi 80 muussa maassa.*

Meillä RPO:ssa monipuoliset ammattilaiset työskentelevät erilaisissa HR:n ja rekryointin tehtävissä Helsingin, Tampereen ja Jyväskylän toimipisteissämme - ja tietysti asiakkailtamme. Yhdessä tekeminen ja mahdollisuus jatkuvaan työssä kehittymiseen on meille kaikille tärkeää.

Haemme konsulttitiimin vahvistukseksi Helsinkiin ja Tampereelle vakituiseen työsuhteeseen sinua

### SENIOR RECRUITMENT CONSULTANT

Liiketoimintamme perustuu rekryoinnin tuottamiseen asiakkaille jatkuvana palveluna. Räätälöimme aina palvelumme vastaamaan asiakkaan aitoa tarvetta. Joskus asiakkaillemme sopii rajatumpi palvelu kuten esim. sourcing tai kesärekryoinneista vastaaminen. Useimmiten toimimme asiakkaan rekryointiprosessissa alusta loppuun -aina tehtävämäärittelystä työsopimuksen tekemiseen. Palveluidemme ominaispiirteenä on työskentely asiakkaidemme nimissä ja järjestelmissä.

### Uudelta kollegaltamme toivomme

Konsultoit ja tuet esimiehiä erilaisissa rekryointiin ja osaamisen hankintaan liittyvissä kysymyksissä sekä toteutat monipuolisia ja haastavia rekryointeja työpersoonallisuusarviointeineen. Sinulla on hyvä ymmärrys palveluliiketoiminnasta ja verkostoituminen sekä uusien liiketoimintamahdollisuuksien tunnistaminen on sinulle luontevaa.

Toimit aktiivisesti työnantajakuvan, hakijakokemuksen, rekryointimarkkinoinnin ja työsuhteasioiden parissa. Modernit tavat tavoittaa hakijoita, tehdä viestintää sekä houkutella että arvioida osaajia kiinnostavat meitä ja asiakkaitamme. Siksi odotammekin kaikilta rekryointikonsulteiltamme näkemyksellisyyttä ja intohimoa alaa kohtaan.

Odotamme, että olet työskennellyt usean vuoden ajan rekryoinnin parissa konsultin roolissa. Sinulla on vahva ymmärrys vaativista asiantuntija-, päällikkö- ja johtajatason

2(2)

rekrytoinneista ja kokemusta työskentelystä kansainvälisessä ympäristössä. Otteesi työpöytäpersoonallisuuden arviointiin on vahva ja olet käyttänyt säännöllisesti erilaisia arviointityökaluja (esim. cut-e, SHL, PAPI). Viestintätaitosi ovat erinomaiset niin suomen kuin

englannin kielellä - sekä suullisesti että kirjallisesti. Olet myyntihenkinen ja vakuutat asiakkaan omalla ammattitaidollasi.

### **Meistä**

Tehtävässäsi toimit kansainvälisissä asiakkuuksissamme pääosin asiakkaidemme tiiloissa joko pääkaupunkiseudulla tai Tampereella. Rooliisi saattaa kuulua myös matkustusta kotimaassa.

Tiimissä sinua odottavat rekrytointialan innostuneet osaajat toinen toistaan kannustaen. Kollegoita sinulla tulee olemaan Helsingissä, Tampereella ja Jyväskylässä. Välimatekoista huolimatta pidämme tiiviisti yhteyttä eri tavoin. Meillä saat taatusti aina tukea mieltäsi askarruttaviin kysymyksiin, sillä me kaikki jaamme mielellämme osaamistamme.

Meillä saat tilaisuuden kehittää edelleen omaa osaamista monipuolisen työnkuvan kautta. Meillä kaikki ovat asiantuntijoita, joiden tekemiseen ja tekemisen laatuun luotetaan. Näin meillä onkin omat vastuualueet, joiden puitteissa voi rakentaa omat työskentelytavat. Etätömahdollisuudet ovat meillä joustavat -siksi aurinkoinen työpiste laiturilla voi olla joskus se kaikkein sopivin ympäristö työskentelyyn.

Fiiliksiä meidän yksiköstämme löydät Instagramista [mpg.solutions.hro](https://www.instagram.com/mpg.solutions.hro)

### **Kiinnostuitko?**

Haethan tehtävää mahdollisimman pian, mutta viimeistään 31.1.2020. Lisätietoja tehtävästä saat [REDACTED]. Mikäli et tavoita häntä puhelimitse, voit lähestyä kysymyksilläsi WhatsAppilla tai sähköpostilla [REDACTED].

Lisätietoja antavat mielellään myös mahdolliset tulevat kollegasi. Voit soittaa vaikkapa Helsingissä työskentelevälle [REDACTED] tai Tampereen kollegallemme [REDACTED]. Halutessasi voit jättää soittopyynnön sähköpostilla [etunimi.sukunimi@manpowergroup.fi](mailto:etunimi.sukunimi@manpowergroup.fi)