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JOB-SEEKING/EMPLOYMENT EXPECTATIONS

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«Master in management» program

Sinelnikov Artem

Scientific advisor:

Associate Professor,

Department of Organizational Behavior and Personnel Management,

Lisovskaya Antonina Yurievna

Referee:

Vice President of Human Resources,

JSC Etalon,

Tanaeva Natalya

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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

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АННОТАЦИЯ

| | |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Автор | Синельников Артём Иванович |
| Название ВКР | Брэндинг работодателя: ожидания от поиска работы/трудоустройства поколения Z |
| Образовательная программа | ВМ.5669.2020 |
| Год | 2022 |
| Научный руководитель | Лисовская Антонина Юрьевна |
| Описание цели, задач и основных результатов | <p>Целью данной диссертации является изучение ожиданий от поиска работы и трудоустройства поколения Z в контексте брендинга работодателя.</p> <p>Для достижения поставленных целей были поставлены следующие исследовательские задачи:</p> <ul style="list-style-type: none">- Проанализировать значение брендинга работодателя в процессе поиска работы поколения Z- Определить основные факторы брендинга работодателя, которые наиболее важны для поколения Z- Определить каналы коммуникации с брендингом работодателя, которые необходимы для привлечения поколения Z <p>Собранные данные были проанализированы, чтобы подтвердить важность брендинга работодателя для поколения Z, сузить круг наиболее важных инструментальных и символических факторов в их восприятии и зафиксировать тенденцию моделей поведения при поиске работы, которые могут дать полезную информацию работодателям</p> |
| Ключевые слова | Брендинг работодателя, Поколение Z, Поведение при поиске работы, Ожидания при приеме на работу, Бренд работодателя |

ABSTRACT

| | |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Master Student's Name | Sinelnikov Artem |
| Master Thesis Title | Employer Branding: Generation Z job-seeking/employment expectations |
| Educational Program | BM.5669.2020 |
| Year | 2022 |
| Academic Advisor's Name | Lisovskaya Antonina Yurievna |
| Description of the goal, tasks and main results | <p>The goal of this thesis is to study job-seeking and employment expectations of Generation Z in context of employer branding.</p> <p>In order to complete goals following research objectives were set:</p> <ul style="list-style-type: none"> - To analyze the significance of Employer branding in the job-seeking process of Generation Z - To identify main factors of Employer Branding which are most important to Generation Z - Determine Employer Branding communication channels which are essential for Generation Z attraction <p>The collected data was analyzed to confirm the importance of Employer Branding for Generation Z; to narrow down the most important instrumental and symbolic factors in their perceptions; to record a trend of job seeking behavior patterns that may provide useful insights to employers</p> |
| Keywords | Employer Branding, Generation Z, Job-Seeking behavior, Employment Expectations, Employer Brand |

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INTRODUCTION

Background

In today's corporate environment, technological progress, and changes in demographic structure (i.e. urbanization), as well as the emerging tendency of D.E.I. (Diversity, Equality, and Inclusion), have caused various disruptions including a greater emphasis on knowledge, innovation, and technology, as well as intense competition for recruiting and keeping a high-quality staff. Competition isn't only about attracting customers; it's also about attracting high-capability personnel, which is one way to boost a company's profitability. Employer branding is one method of attracting exceptional individuals to the business and ensuring that potential workers and organizations have a shared vision in order to provide outcomes that satisfy expectations (Lindholm, 2018).

Organizations all over the world must be prepared with appropriate assets, particularly effective human resources, to adapt to these changes. Because people are seen as the most precious asset, attracting the essential employees to a business is regarded as a top priority. As a result, recruiting is unquestionably the most crucial company activity (Van Hove & Lievens, 2009).

Organizations strive to run as profitable a company as conceivable. Financial performance, market share, and return on investment are all examples of success. Despite of concept, the base remains the same for all businesses, particularly human resources. The method used to achieve goals that lead to a successful outcome is crucial. As a result, businesses place a strong emphasis on the new and existing staff who fought to attain organizational target. As a result, human resources may be viewed as a significant advantage for one firm over another, raising the question of how a corporation can recruit and retain qualified personnel to attain competitive advantages. Employer branding is now a critical factor for businesses, as it allows for the recruitment of competent employees as well as the potential for competitive advantages (Stahl et al., 2012).

Barney (1991), in his widely referenced essay "Firm Resources and Sustained Competitive Advantage," stated that human resources, primarily people, produce competitive advantages. Thus, resource-based perspective, often known as RBV, is a concept of management character was founded. Companies can gain competitive advantages by utilizing strategic and organizational resources, according to the framework. This means that HR enable businesses to build capabilities and competences that may be leveraged to produce superior benefits that are exclusive to the resource's owner. Personnel are not only valued, unique and priceless; they also have intangible assets and abilities that are difficult to duplicate. As a result, businesses who are able to hire such workers are more likely to gain a competitive edge. As previously said, attracting and retaining personnel to gain sustainable competitive advantage has become a significant issue for businesses (Stahl et al., 2012).

Therefore, the resource-based perspective and the idea of competitive advantage underscore the need of ongoing employer branding strategy for firms. It should be highlighted, however, that while the resource-based perspective is not directly related to the notion of branding, nevertheless it is relevant. One may argue that the notions overlap because the resource-based approach emphasizes the significance of human resources in creating competitive advantages, and companies have to understand how else to promote business for attraction of these resources to obtain competitive advantages.

Nowadays, many people have changed their mindset as a result of the traditional layoffs culture: instead of a secured and fixed position in company and commitment to a single employer, people are now more interested in their own career path, with a strong focus on individual growth, advancement of professional skills and further marketability in the future (Collins & Kanar (2014). To put it another way, workforce nowadays is not afraid to actively seek for better work alternatives outside of their existing company. Furthermore, in order to obtain a competitive edge, an increasing number of businesses are trying to attract, and hire employees from other companies. Therefore, all businesses seeking to recruit and retain highly desired personnel must eventually engage in a so-called "talent war" (Van Hoyer & Lievens, 2009).

As the demand for talent grew in both quantity and quality, while the supply of high-quality labor could not keep up, a severe and urgent labor shortage developed and is still developing (Lievens et. al., 2016). Finding talented employees gets more difficult every year - according to studies, the global talent deficit has increased by 80% in the previous ten years. (ManpowerGroup 2019).

Employer branding is one of the most common strategies firms use to manage recruiting difficulties (Martindale 2010, Ambler and Barrow 1996) Employer branding includes the activities aimed at influencing customer impressions of a brand as well as the reputation of a firm as an prospect employer. This concept may be defined as the process of blending traditional branding ideas with human resource management. This term has evolved into its own conception in particular fields of marketing and brand management. Nowadays it is a critical component for businesses that want to stay competitive (Backhaus & Tikoo, 2004). Researchers who worked in this field of research focused on the growth of brands actions and centralization in the marketing secto. Employer branding aims to establish an atmosphere in which a company's image is one of an excellent workplace. When the guarantee and attainment of employer branding enable the inspiration, retention, and attraction of the most relevant talents for the organization, the aim is to build an emotional relationship with the greatest talents and to provide potential workers significant benefits (Parmar, A. (2014).

As previously said, companies must distinguish themselves from rivals in terms of branding and corporate identity. The relevance of organizational difference, on the other hand, is emphasized in a variety of ways. Another crucial source of uniqueness for businesses is their ability to recruit and retain exceptional employees. The unemployment level in today's society is short, and as a consequence, the market for attracting and retaining the best-qualified individuals has become extremely competitive (Worldbank, 2021).

Nowadays, companies must deal with generational cohort of workers on the job market. A generation is defined as "a group of individuals or cohorts that share a birth year and experiences as they move through time together, affecting and being impacted by a range of crucial circumstances," (Kupperschmidt (2000, p. 66).. When it comes to enticing new employees, companies should consider tailoring their employer branding approach to the generation they want to hire. This may be accomplished in a variety of ways and particularly by employer branding. These variables influence each generation's way of thinking, values, attitudes, and behaviors.

The study mainly focuses on Generation Z which like previous generations, has peer personalities. To boost attractiveness and gain an edge in the search for new potential workers who will support organizational growth, it is critical for enterprises to learn about the values and beliefs of this cohort (Singh & Dangmei, 2016). Generation Z represents the newest generation on the market and due to the disparities between generations, the previous recruitment strategies are no longer works. As a result, it's critical to understand the significance of employer branding in recruiting and retaining a steady stream of talent through a competitive job offer that meets the demands and preferences of Generation Z. However, the question is whether these methods of employer has an influence on employer attractiveness and application intentions among Generation Z.

Despite the heated discussion in latest years over generation Z, the recruits to the labor market, there seem to be a number of constraints to the level of information available to these individuals. First and importantly, while there is a significant amount of funded practical investigations and reports, there is a noticeable absence of academic literature on the subject. Furthermore, the enormous number of publications released is directly proportionate to the variety of diverse methodologies and somewhat contradictory conclusions to the established discoveries concerning Gen Z, through their birth year limits to their attributes. This scenario might be due to the short period since Gen Z first entered the job market, the ethnic and political disparities between the studies, or the absence of a widely accepted data collection and analysis method. This necessitates the development of additional Gen Z studies that focus on a broader range of issues and span a wider geographical and cultural scope. Hence, that clearly indicates **research gap** due to the lack of researches and necessary information on this topic. This thesis intends to fill the gap

in current research on Gen Z employees, particularly in terms of cognitive attractiveness to the Employer Brand, by providing employers with a broader perspective on which to better plan their strategies to recruit top talent.

Research goal, questions, objectives of the study

The goal of this thesis is to study job-seeking and employment expectations of Generation Z in context of employer branding. Based on that, provide organizations with valuable insights and recommendations regarding Generation Z workforce. Thus, **the main questions** can be summarized as below:

- How important is Employer Brand for Generation Z?
- Which employer and company factors are the most important for Generation Z?
- Which Employer Brand channels should companies concentrate on in order to effectively promote their Employer Brands to Generation Z

In order to answer these research questions, following **research objectives** were set:

- To analyze the significance of Employer branding in the job-seeking process of Generation Z
- To identify main factors of Employer Branding which are most important to Generation Z
- Determine Employer Branding communication channels which are essential for Generation Z attraction

The thesis has the following structure. The analysis of relevant studies is offered first, followed by a connection to hypotheses and research topics. Following that, the study methodology is discussed, followed by the study analysis and by discussion of the findings and probable management outcomes, and the conclusion.

CHAPTER 1. THEORETICAL FRAMEWORK

1.1 Employer Branding Concept

1.1.1 Employer Attractiveness

Employer attractiveness refers to the benefits that potential employees believe they would receive if they work for a specific organization (Berthon, Ewing & Hah, 2005;) As a result, employer attractiveness has an impact on recruiting and selection procedures as well as professional retention (Helm, 2013) When future employees actively seek out opportunities to engage in a company's selection procedures, the employer's attractiveness is disclosed. However, the attraction stage of the recruiting process is not familiar with an employer's attractiveness (Breugh & Starke, 2000). The first step in the hiring process is to attract candidates for certain open positions at a specified period. The attractiveness of the organization must be continually improved in order to become well-known and reliable on the market, which will simplify further recruiting process of new employees in the future. Attractiveness can be evaluated through particular qualities (reliability, relationship) which are the factors that potential employee examines while selecting a company. Candidates will prioritize these characteristics in order of importance based on their own requirements and expectations. To put it another way, recruitment and selection are two processes that cannot exist without the other. They are distinctive from one another but simultaneously vital for the organization. It supports in the evaluation of applicants' potential and competencies for upcoming or current organizational vacancies. It is the crucial link between people who are looking for job and job itself.

The Employer Attraction Scale (Berthon et al. (2005) was created by combining components of functional, psychological, and economic elements of attractiveness which were given by Ambler and Barrow (1996). The scale consists of five particular components that determine the extent to which the company provides the following values:

- 1) Interest Value (IV): refers to the competitive and engaging job with new working practices, goods, and services in a creative and inventive workplace where the employer receives benefits from their employees in order to be competitive and also provide high-quality products and services
- 2) Social Value (SV): refers to the social and interpersonal atmosphere that is uplifting and engaging; accessible corporate culture with focus on agreeable and productive intercommunication between employees
- 3) Economic Value (EV): refers to salary, benefits package, work stability, and opportunities for growth;
- 4) Development Value (DV): refers to recognition, confidence, self-respect as well as skills and professional development with future career opportunities for employees

- 5) Application Value (AV): concentrated on the degree to which which knowledge can be utilized and shared and describes chances to utilize experience and impart knowledge in the future

By recruiting and keeping competent job candidates, a desirable employer provides a solid return on investment. As a result, the employer's image has a considerable impact on the organization's attractiveness (Chhabra & Sharma, 2014). The significance of information accessibility was highlighted by. Greater volumes of information about the firm had a beneficial influence on application intentions. When potential workers are given knowledge about the company, they will get more familiar with it, and their considered attractiveness to the employer will be affected as a result. More knowledge, and hence more familiarity, can positively affect potential workers' organizational perspectives and, as a result, improve application intentions. (Lemmink et al., 2003; Foroudi, 2019) For potential workers' application intentions, a positive picture of the business and consequently a better perceived attractiveness are crucial. Thus, employer attractiveness is a significant determinant of application intentions.

Employer Brand, in addition to process of Employer Branding, are relatively new concepts that integrate human resource management (HRM) with marketing strategies. Over the last decade, both academics and practitioners have become more interested in the topic, particularly as a strong instrument for demonstrating a competitive edge over high-quality potential workers in the so-called "war for talents" (Behrends, Baur & Zierke, 2020).

There have been a range of theoretical and empirical methods and orientations toward Employer Branding, as it is a highly regarded tool in recruiting. As a result, it's critical to convey, clarify, and concentrate on a fundamental thread of the most frequently accepted facts on this idea. It is necessary to grasp the concepts of Employer Brand and its branding process before being able to comprehend the content, dimensions, and impacts of Employer Branding. When applying for a job, most job seekers have a long list of firms on their list. Employer brand, which is developed via many activities and channels, such as corporate ratings, is one of the information sources on employer advantages over job seekers that might be used (Cable and Turban 2003) Employer Brand and Employer Branding are two related but distinct definitions where Employer Brand is "qualifier" of the employer, while Employer Branding is "the means to develop or modify" the Employer Brand (Theurer et al. 2018, p.2). To avoid any potential misunderstandings, it is critical to distinguish these two specific terms.

1.1.2 Employer Brand & Employer of Choice

Because a company's brand is regarded as one of its most valuable assets, brand management is a primary emphasis area for many organizations. Although brand is more

frequently associated with products and corporate identities, it is also a crucial element in human resource management (Backhaus & Tikoo, 2004) Employer Brand is defined as a "bundle of functional, economic, and psychological perks offered by employment and linked with the employer." As an outcome, the value it provides to workers is equal to the value a regular brand offers to consumers in terms of marketing. Employer Brand "has an identity, and may be presented similarly to a product brand," therefore standard marketing strategies should also be relevant. (Ambler & Barrow, 1996, p.3;) It emphasizes the differences between the organization's employment options or culture and those of its opponents. Even though all employers have a brand, not many of them use it effectively to represent themselves as a desirable employer (Backhaus, 2016).

Thus, Employer Brand can be defined as "an organization's package of attractive and sufficiently distinctive employment features targeted at future and present personnel that distinguishes an employer from its workforce market rivals." (Theurer et al., 2018, p.5) It can be classified into two components: as a set of benefits for its target audience (i.e. employees) and as an unique brand as a desirable employer. Overall, most researchers agreed that the term of Employer Brand is a combination of marketing and HRM sectors, and their interpretations define Employer Brand as one or both of the following: 1) the company's distinctive identification as an employer, and 2) an exclusive portfolio of labor opportunities.

As previously said, an Employer Brand is a descriptor or distinctive characteristic that allows a company to stand out in the labor market from its competitors. As a result, each firm may create their own Employer Brand by establishing many characteristics. However, not every firm can achieve the status of Employer of Choice (EOC) inside the eyes of brilliant employees. Employer of Choice is described as an organization of any scale, functioning in almost any sector (public, private, or non-profit), that is able to recruit and retain top talent for lengthy periods of time owing to employees' want to stay with the company (Herman & Gioia, 2000).

For instance, EOC are those who have established themselves in the labor market by recruiting and keeping the best employees. Those employers have a number of appealing characteristics that job seekers value. As a result, being regarded an employer of choice is critical for firms that want to attract a higher-quality pool of candidates.

Furthermore, while various Business Brands have their own distinct characteristics and levels of attraction to job searchers, the label "Employer of Choice" reflects an employer with a particular level of attractiveness. In reality, a considerable fraction of job searchers, particularly the more competent ones, must claim the EOC title (Ghadeer, Badr and AboulEla, 2016).

According to previous research, the inner layer of an EOC is made up of two components: (1) a mental agreement between employers and prospective employees, and (2) organizational

identification; these two components imply the quality expectations of the employment relation in the minds of the target workforce (Bellou et al., 2015). The psychological empowerment represents a promise regarding the employment connection between the employer and its employees, similar to the relation between a product's brand and its customer, where the brand is considered as a promise tied to the product's qualities and overall quality (Bellou et al., 2015) As a result, a firm must be (1) identifiable and (2) provide a benefit package that are relevant and significant to job seekers in order to be recognized as an employer of choice.

1.1.3 Employer Branding

Organizations require a mechanism for shaping and communicating their Employer Brand to their target workers when it is an identifier. Simultaneously, employees and primarily job seekers, look for "descriptions of characteristics that match their own," but they frequently lack adequate knowledge about the employer's real working environment and settings to determine their own degree of fit. (Backhaus, 2004) This is where the Employer Branding process comes in to bridge the gap between two sides' demands. Because Employer Branding is based on the same principle as product and corporate branding, it shares many of the same concepts and features. As a result, it may borrow most of the tactics used during products and corporate branding with a few adjustments.

The definition of Employer Branding can be described as "sum of a company's efforts to communicate to current and anticipated employees that it is an attractive place to work. It entails applying branding principles to the recruitment and hiring process, with a focus on the "package of functional, financial, and behavioral benefits provided by the employment and associated with the employing company" in order to set themselves apart from other employers, both in terms of attracting potential employees and motivating, engaging, and retaining current employees (Backhaus & Tikoo, 2004). Additionally, Employer Branding can be defined as "the process of strategically promoting the Employer Brand externally and internally through brand marketing activities with the goal of developing the ideal employer image in the organization's target groups." (Theurer et al., 2018, p.5) Effective employer branding has a favorable influence on organizations' distinction in the job market, providing a competitive advantage and improving the efficacy of employee attraction - a critical component of recruiting.

Employer Branding analyzes the impact of attractive traits on consumers using brand equity ideas. People's perceptions and beliefs about goods & services brands impact their preference hierarchies, which increases the possibility of differentiation from rivals (Collins & Stevens, 2002). As a result, the ideas of brand equity may be generalized to the attractiveness and recruiting situation, where candidates will choose among appealing businesses based on their

preferred features. Behrends et al. (2020, according to Petkovic, 2007) noted that the Employer Branding process is constituted among all decision on the Employer Brand's configuration and marketing activities that follow that brand. They summarized three main areas of practical managerial actions related to Employer Branding that are widely cited in research articles: managing employer value proposition, ensuring consistent Employer Branding potential, and eventually segregating and constructing a suitable communication strategy for the pertinent target audience (Behrends et al., 2020).

As reported by Theurer et al. (2018), academic research on Employer Branding has focused on three application areas and target audiences:

- 1) **Job Market perspective:** Employer branding techniques are thought to be especially useful in highly competitive and high-value-added, knowledge-intensive job sectors, such as consultancy services or financial services, where quality talent is in short supply, as opposed to large-scale manufacturing sectors with very few specialized requirements.
- 2) **Functional Organization perspective:** researchers proposed Employer Branding as a framework for career management programs and a long-term tool for communicating a company's values, such as in a CSR plan
- 3) **Hyman Resources cycle perspective:** the target groups of Employer Branding are divided into two categories: potential workers for recruiting and existing employees for retention. The former was termed "employer image management" by Lievens and Slaughter (2016), while the latter was labeled "employer identity management." Employer image management is driven by the desire to influence an outsider's perception of a company as an employer, whereas identity management is motivated by the want to influence insiders' perceptions of their workspace (Lievens & Slaughter 2016).

The benefits of a great brand, including as uniqueness and loyalty, are the foundation of Employer Branding strength and value. The brand has to be strong enough to stand out, build loyalty, satisfy customers, and form an emotional bond with future recruits (Davies, 2008). As a result, the value of a brand is linked to its level of awareness/recognition and the image it projects to the public. Aside from distinctiveness and loyalty, Employer Branding may assist the business in other ways, such as providing a justification for simplifying management and establishing and focusing on goals, enhancing efficiency, and improving recruiting by guaranteeing a steady supply of qualified individuals (Holliday, 1997).

Employer Branding is divided into three stages (Lievens (2007):

- 1) The establishment of a captivating and unique employer value proposition (the characteristics or benefits to be offered to future and existing employees)
- 2) The statement of unique value proposition
- 3) The implementation which entails putting the value proposition's promises into action in terms of the attractiveness qualities

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The creation and development of a value proposition is an important aspect of the employer branding process. The brand should reflect the value proposition. That is, corporate culture, actual employment reputation, style of management, perceptions of product or service quality, and current employee skills package the specific values the firm delivers to employees. The value proposition comprises crucial details regarding what the firm may provide to its employees. The brand broadcasts this information.

To put a marketing aspect on organizational attractiveness, Lievens and Highhouse (2003) established an employer branding framework informed and based on branding theory. The authors

use the instrumental-symbolic paradigm from marketing theory to shape their features. The authors underline that their research might help managers design the employer brand in order to increase recruiting effectiveness and acquire a competitive edge. Furthermore, the authors claim that only by include both instrumental and symbolic traits in their employer branding approach would they be able to gain a competitive edge.

Employer branding is a relatively recent concept in the commercial environment. Employer branding techniques that are successful result in reduced recruitment turnover rates, a higher number of qualified candidates, fewer recruiting expenses, and a higher competitive advantage (Alshathry, Clarke & Goodman, 2017). These actions, in turn, complement one other in two key areas: internal and external. Both viewpoints are necessary for establishing a successful employer brand, that is, establishing an environment of honesty, as well as achieving the company's objective and vision (Vatsa, 2016)

- 1) **External employer branding** is a measure of how appealing a company is to potential employees (Vatsa, 2016). These activities are related with the employer brand's external marketing, and they are carried out with the goal of recruiting potential workers (Backhaus & Tikoo, 2004). Furthermore, external employer branding operations are concerned with more than just enticing potential workers. This action is also important for strengthening the company's brand. As a result, it's critical that external employer branding operations align with other branding efforts, such as product branding. The employer brand's external marketing is critical in creating impressions of the organization as a desirable employer. External employer branding initiatives demonstrate how the firm distinguishes itself from other employers and, as a result, attracts the best employees.
- 2) **Internal employer branding** procedures refer to ensuring that the external employer branding actions deliver on their objectives. The activities are designed to develop a staff that is committed to the company's values and aims. This involves fostering a workplace culture that encourages managers' desired behaviors while also improving employees' quality of life. Internal employer branding success indicates that the company is able to retain staff (Backhaus & Tikoo, 2004). In contrast to external employer branding operations, which are focused with promoting the business brand value among potential workers, internal employer branding is the process by which the employer maintains the employer brand value among existing employees. Internal employer branding efforts are part of a strategy approach aimed at coordinating and motivating staff to do their best work. Internal communications, sustainability aspects, recruiting procedures, leadership practices, training assistance, and reward and recognition programs are examples of such activity areas.

As previously stated, Lievens and Highhouse (2003) classify employer brand elements into instrumental and symbolic categories:

- 1) **Instrumental factors** are linked to organizational characteristics and refer to these as the "traditional" attributes of the brand. Compensation packages, flexible working hours, perks, job stability, promotion possibilities, and task demands are examples of instrumental qualities.
- 2) **Symbolic factors** are the other type of employer brand attribute which may be related personality and self-perception. Sincerity (warmth, acceptance, and integrity), innovativeness, competence, and robustness (masculine, strong, robust) are examples of symbolic traits.

Kuchеров and Zavyalova (2012) developed a consistent classification of employer brand qualities as economical, psychological, functional, and organizational attributes at a more current point in time:

- 1) **Economical attributes:** compensation packages and employment guaranties, fair system of benefits and promotions, flexible schedule
- 2) **Psychological attributes:** strong corporate culture, pleasant interpersonal ties in the workplace, teamwork, and objective evaluation of work
- 3) **Functional attributes:** the nature of job, educational perspectives, possibilities for professional progress, and prospects to fully actualize employees' knowledge and abilities
- 4) **Organizational attributes:** market segment leadership, worldwide scope of operations, organization history, consumer brand reputation, top manager prestige, and management style.

In summary, Employer Branding, from a practical standpoint, is a process in which a business first determines its own qualities, important values, and principles, which then shapes the type of experience and incentives it can provide to its employees. Examine how its employment offering varies (better) from that of rivals, and how it may improve to distinguish itself. The final phase is to communicate to the target present and future workers its desired authenticity and uniqueness as an employer (Edwards, 2010). Based on the research of the scholars four key employer branding characteristics were identified: functional, economic, psychological, and organizational classifications. These categories were chosen because they have been frequently mentioned and are also the most contemporary in the research on workplace branding. The material reviewed in this part served as the foundation for developing the survey questions.

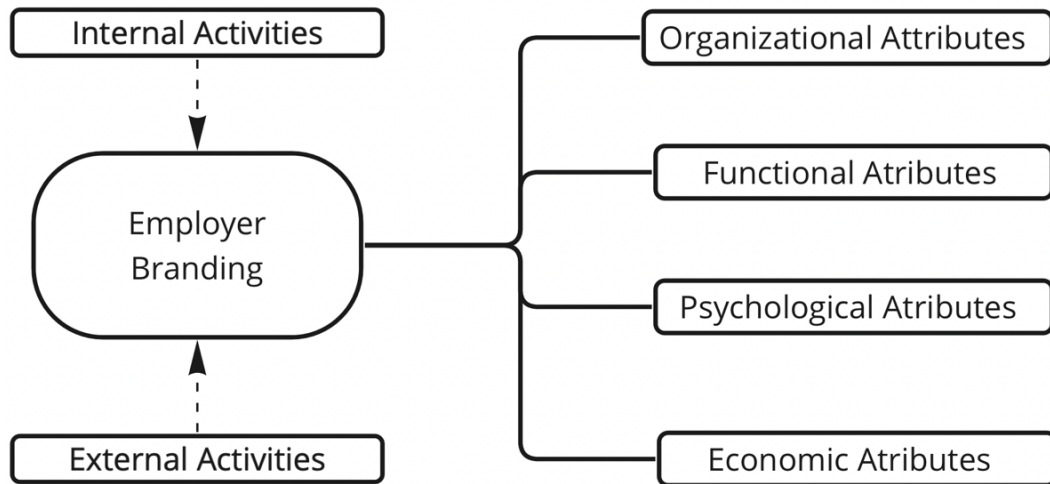


Figure 2: Employer Branding Conception

1.2 The concept of Generation

Generation can be classified as "A group of individuals of a similar age living in a specific time and historical location" (Sitko-Dominik, 2019, p.123). Cohesive values are thought to arise amongst these people as a result of their shared life experiences, historical and social contexts (Howe & Strauss, 2000;) The most common method for separating generations is by using birth-year ranges, according to which generations are comprised of people who share "birth years, ages, and crucial life events at critical periods of development" (Kupperschmidt, 2000) The theory behind this is based on the premise that persons with comparable living situations and experiences have similar personalities, traits, and life perspectives. This shared awareness between cohorts, according to Rudolph et al. (2017) and Statnick (2019, p.275), results in recognizable qualities that are specific towards each new generation, allowing for the observation of distinct generations' behavior in professional environments.

Researchers focus on the three elements that determine the construction of generations: (1) period (i.e. historical time frame in which key events occurred), (2) life-cycle (i.e. people's life stage and adulthood), and (3) cohort (i.e. group of individuals with similar beliefs) (Pew Research)

- 1) Major or significant events (e.g., military conflicts, catastrophic events, or revolutions or cultural aspects (e.g., music, pop culture (Strauss & Howe, 2000) that occur during a particular era are declared to be a fundamental prerequisite that challenges the social hierarchies and provides the foundation for the birth of a new generation.
- 2) Historical Events or cultural aspects have varied influence on individuals at different phases of their lives. For example, elderly people's views and attitudes have been set

for a long time, allowing them less receptive to change than younger individuals whose consciousness begins when those events occur.

- 3) Those individuals who are engaged to the same historical context, particularly while they are in the process of forming an opinion, share cohort features and mindsets that become relatively permanent as they age. This event may lead to discrepancies that sets them apart from those who did not have the same experience. Young individuals throughout the war, for example, had comparable experiences to their classmates, yet those born after the conflict have radically different experiences.

These characteristics determine generational cohort segmentation, but evaluating the effects they have on individuals is sure to be difficult. As a result, there are a variety of approaches regarding generational borders, designations, and proposed qualities. The method taken by the Pew Research Center, as indicated in Table 1, is one of the most widely used definitions among current researchers and practitioners. Pew Research used a variety of statistics, beliefs, past events, pop culture, and academics' consensus to determine the borders of generations, which are regarded guides for research rather than definite scientific differences.

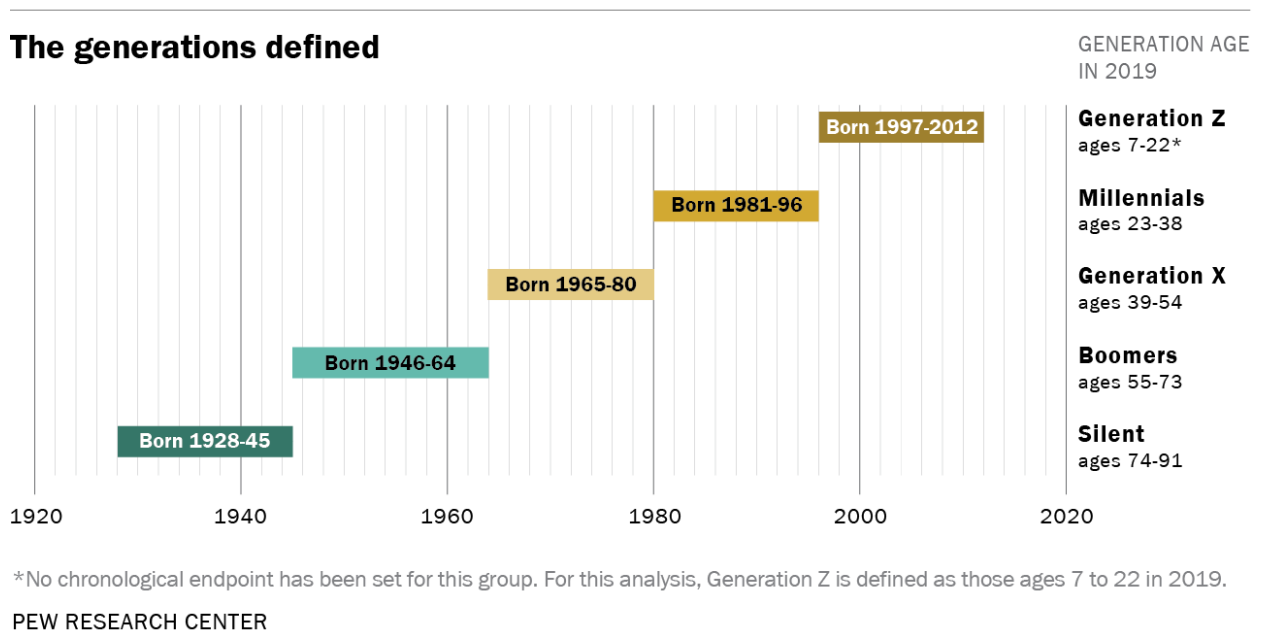


Figure 2: The Generations (Pew Research Center, 2019)

- 1) Silent Generation (ages 74-91; born 1928-1945) - this cohort is characterized by its childhood experiences during the Great Depression (1930 in the USA) and The World War II. The term derives from their allegedly conformist and democratic nature.
- 2) Boomers (ages 55-73; 1946 - 1964) – with their label symbolizing the postwar period of rapid population growth with the emergence and popularity of televisions

- 3) Generation X (ages 39-54; 1965 - 1980) - experienced social turmoils and the computer revolution
- 4) Millennials (ages 23-38; 1981-1996) – this cohort was among the first to witness the internet's phenomenal growth and further explosion. . As the most studied generation, millennials are also the target of the most prejudices and judgments from previous generations.
- 5) Generation Z (ages 7-22; 1997-2012) - Accessing smart phones and the Internet is instinctive for this cohort and has become the norm. Members of Generation Z are proportionally the most varied and well-educated, with features and attitudes that are vastly different from those of previous generations. This generation has recently received a lot of attention since they will be the ones to create society in the future decades.

Although the concept of generations has opened up several opportunities for analyzing social psychology and designing practical plans for segmented groups of people, it has also been attacked by researchers because of its absence of in-depth scientific framework and more or less overly simplistic approach. Some of researchers Elder (1998), Costanza, D. and Finkelstein, L. (2015) stated that ages and defined periods are insufficient to allow cohort segmentation and comparison, but that other elements such as individual traits, significant background, technologies, and genetic influences have more theoretical and empirical evidence to explain individual variations.

Additionally, most definitions which were developed inf the beginning of emerging of generational cohorts', according to Cadiz, Truxillo, and Fraccaroli (2015), are based on U.S. narrowly focused events, which completely disregard the ethnic, geographical, political differences of people in other regions of the United States and outside of the United States who did not experience or are not affected by the same events as those in the studied region (e.g., the tragedy of the 11/9 attack has less impact on people from Europe or Asia)

Notwithstanding these weaknesses, the notion of generation gaps continues to give useful guidelines for future social psychological research and organizational strategy, especially when properly oriented to solve its weak points. The common method of segmenting the population by birth-year period has a somewhat justifiable explanation: there are turning points and major advancements (e.g., military conflicts, human migration, advancements in technology, epidemics) throughout the world's chronological history that have transitioned humanity on a global scale (e.g. Strauss & Howe, 2000; Turner, 2015). These crucial moments may shape the methods of doing things, desires, and views of people who live during that time period, making them significantly different from others. As a result, this notion provides a useful perspective for better understanding

why a certain group of individuals thinks and acts the way they do, while ignoring individual variables, which helps better forecast people's thinking and future behaviors. Managers and executives have been using the direction provided by generation research to develop strategies and policies for dealing with consumers and workers that have the same traits as their cohorts: What sort of message is best received? What advantages will be most beneficial to them? What is the best way to design a product or a place of work? Practitioners still admire the notion of generations and use it as a strong instrument to develop their image, behavior and action.

Taking the concept's constructive critiques into account, one may strengthen its theoretical foundations and provide a solid theoretical foundation for the age difference concept. Instead of viewing generational differences through all the perspective of prejudiced and monotonous stereotypes, Costanza and Finkelstein (2015) recommended managers to focus on individual traits and adjusting formative and population trends that represent the current and future workplace and have a precise influence on corporate performance and outcomes.

Furthermore, rather than presuming a one-size-fits-all technique, it is important to consider the geographical and cultural variations that influence the types of experience people from different places have. It's essential to mention that the ultimate goal of learning and applying generational concept is to incorporate and facilitate effectively the diversity and strength of people's differences, not to broaden the gap and fragment generation of people with unfair treatments based on prejudices like "these people belong to this generation, so they're all the same and act the same way."

1.2.1 Generational gap in context of Employer Branding

Numerous researches have been conducted to determine the impact of the age factor on brand formation and how preferences vary over time. There have been several studies that indicate how preferences are prioritized by Baby Boomers, Generation X, and generation Y (Millennials). According to Sao Paulo, a study of 937 respondents, 5% of whom were baby boomers, 66 % were generation X, and 30 % were generation Y respondents from various industrial sectors, found that for Baby Boomers, Interest Value is more important than the other qualities, which might cooperate with survey results displaying that people these days are more dedicated to their jobs, as studied by Gursoyiet al. and Dries et al Generation X members are reported to be extremely autonomous and not overly dedicated to the company, but generation Y members, often known as millennials, are more concerned with the incentive package or income, as well as growth possibilities and a favorable work environment.

It would be logical to note the fact that all past generations have been studied (in the context of Employer Branding) in more detail manner than Generation z, since representatives are just

starting to work and appear on the labor market. In order to understand the specifics of this study, it is necessary to refer to the works that analyze the previous generation – Generation Y (Millennials)

According to research of Rupali Khanolkar, Millennials are most driven by notoriety, employment possibilities, and economic worth. Because Generation Y want frequent transition and stable promotion, employers should give a sample of vertical and horizontal work progression opportunities for them. For millennials to demand precise and honest criticism, coaching, and a great lot of aid, employers must create a successful and effective communication environment, as well as supervisor/employee connections and a sense of closeness. The capacity of a company to efficiently resolve disagreements was highly valued in this century. Employers that see the need for change should invest more time and money in developing and implementing an inclusive and responsive management style.

Feldman and Saratovsky also considered themselves to be technologically connected, innovative, solution-oriented, self-organized, and transparent. This transparency is critical because they think (and expect) that businesses must be open to criticism and comments and endeavor to improve as a result of them. Personal interactions, technology skills, and social media are used to inspire people. Millennials have also brought some of their ideals to work (Espinoza, Ukleja & Rusch, 2011). Family security, according to these writers, is a basic requirement. Job-life balance and self-expression are viewed as healthy; responsibility is defined as goal-oriented; ambition is defined as the desire to receive rewards; and identity is defined as the desire to find value in one's work. However, we must keep in mind that when these principles are brought into the workplace, they will be influenced by the culture of the company.

1.2.2 Generation Z (characteristics)

Generation Z is the most recent generation of workers to find employment, with the oldest individuals reaching the age of 25 by 2022. Gen Z individuals are surrounded by a more independent culture that promotes inner traits such as "personal effort," "courage," "independence," and "control". Generation Z grew up in a century marked by the greatest number of rapid changes in a short amount of time. Gen Z members are referred to be "digital natives" since the commercial internet was developed and popularized about 1995, and even the oldest members of this generational cohort have never known life without it. When compared to their predecessors, this Generation's early access to network connections and various types of convenient devices gave them an exceptional ability to comfortably process a large amount of information in a short amount of time and cross-reference from multiple sources of knowledge (Francis & Hoefel, 2018). With practically all youngsters having access to computers, cellphones,

or tablets, Gen Z prefers to transfer everything to the digital sphere, including information seeking, studying, purchasing, and interacting. They know how to use social media and find it "more easy to speak with peers online than in real life,» (Palley, 2012; Turner, 2015, p.108)

Gen Z's technological sensitivity and high information processing capacity help them to effectively absorb knowledge, make better judgments, and innovate new approaches. Nonetheless, the massive volume of information they are exposed to makes it difficult to refine the information source, as well as resulting in an exceptionally short attention span of "eight seconds" according to statistics (Deloitte & NEW, 2019; Vivendi, 2020). These shortcomings make it more difficult for Gen Z to stay focused and patient, while also making it more difficult for marketers to engage and attract them.

Thus, due to the he growth of the internet, open networks, smartphones and laptops, advanced computers, digital technologies and social networks may characterize this time period (Singh & Dangmei, 2016). Their lives are more intertwined with electronics and the digital world than previous generations', and being digitally centric is therefore an element of their identity (Karácsony et al., 2020).

Due to the majority of representers of Generation Z spend most of the time online, it is natural for them to be able to communicate with anyone at any time. This generation is able to perform efficiently in both the actual and virtual worlds as a result of growing up in the digital era. As a consequence, they are competent at conducting origin and information verification, as well as gathering information on people with whom they are or will be engaging (Dolot, 2018). Such upbringing helps to the development of Generation Z's attitude, which emphasizes innovation and freedom. Furthermore, because their lives were heavily influenced by expanding income gaps, rising living costs and tuition fees, along with strong consequences from multiple economic crises, including the global financial recession from 2008 to 2010 and, most recently, the Covid pandemic, Generation Z teenagers and children growing up in financially troubled families developed an early awareness of the significance of financial stability. According to research, representers of Generation Z value work stability above a high income (Francis & Hoefel, 2018) and "prioritizes economic security over personal fulfillment» (Deloitte & NEW, 2019). Generation Z is the most culturally diverse and technologically advanced of all the generations. People are always on their way to becoming the most educated generation in history. Families of this generation, Gen X, are more educated than those of Millennials and earlier generations, which undoubtedly adds to the greater prosperity of Generation Z families and the abundance of information sources accessible (Pew Research Center, 2018).

In a Facebook-commissioned poll of Generation Z in 2019, 61 percent of respondents stated that they identify themselves as global citizens. Therefore, Gen Z has been labeled "the first

global Generation," as a result of their capacity to adapt to a limitless global existence and universal comprehension owing to technological advancements (Robert Half, 2015;). Gen Z is the world's most diverse young generation, with female empowerment, dignity, and minority rights which is becoming increasingly prevalent (Behrer & Bergh, 2016). These social issues have become imprinted in their consciousness and have formed a cornerstone of their base norms of behaviour. Generation Z takes environmental issues into account when making lifestyle, purchasing, and employment decisions because they, more than anyone else, understand the implications of deteriorating the planet and climate change for their own future For their diversity, pragmatism, and willingness to speak up, Gen Z has earned the title "True Gen": being true to themselves, respecting distinct realities unique to others, being willing to open up, and trying to see things as they actually are (Francis & Hoefel, 2018)

1.2.3 Generation Z (Workplace / Employment Expectations)

Because of Gen Z's financial instability and living standards, stability and a solid salary are likely to be the most essential values they want in a potential employment, which is compatible with Gen Z's desire for working full-time for large-scale, worldwide businesses (Francis & Hoefel, 2018) Iorgulescu (2016) further said that Gen Z is likely to be drawn to companies who can provide them opportunity to progress in their careers, try new things, and take on leadership roles. This is in line with Gen Z's passion for creativity, self-expression, and entrepreneurial thinking. Numerous Generation Z individuals are driven by a great desire to become independent, achieve many goals, and obtain top positions, with a substantial number of those young people continuously pushing themselves to plan for the future (EY, 2020).

The generation Z aspires to be leaders and has a strong urge for management to listen to their thoughts (Workplace Intelligence, 2014). They are seeking for employment and learning chances while working in order to succeed in the business sector; by creating these possibilities, mutual engagement will be accumulated (Adecco, 2016). They are interested in gaining hard and soft skills that will enhance their performance because they are unskilled employees (Gabrielova & Buchko, 2021) Members of the generation, on the other hand, are searching for a pleasant workplace, a position where they can represent themselves and sense like they are making significant contributions (Gabrielova & Buchko, 2021). A flexible work schedule, accessibility, and autonomy are also important to Generation Z. (Singh & Dangmei, 2016). Their competitiveness is linked to their independence; the capacity to handle their own initiatives allows them to demonstrate their talents and abilities; they also do not want their employment to be reliant upon others. Tulgan (2013) stressed the need of security for Generation Z. He stated that because members grew up during a recession and saw the effects on their parents, they became more aware

of finances and concerned about saving and job stability. According to Randstad (2016) study, or more 50% of Generation Z is concerned about their future because of college debt and a shaky labor market.

Numerous studies show that "Generation Z" is a "we-generation" that is more socially conscious, concerned about social issues (Macalik and Sulich 2019), concerned about corporate social responsibility, and concerned about global environmental problems such as global warming and environmental issues, renewable technologies, pollution, recycling trends, and so on (Patel, 2017 and Masdar, 2019). A 2016 "Masdar Gen Z Global Sustainability Survey" of a sample of Generation Z respondents from 20 countries found that the great majority of respondents, particularly in developing nations, had high expectations of the private sector and desire to pursue jobs in sustainability (Masdar, 2019).

While digital is such an important element of Gen Z's identity, its affects can be seen in every facet of their personal and professional life. For Gen Z, digital procedures and digital channels are likely to be more appealing and intuitive than for previous generations. To begin with, generation Z youngsters build all of their contacts and information processing operations via online platforms and social networks. Tabaka (2019) noted that people utilize social media in diverse ways; for all age groups except Generation Z, Facebook is the favored social media site. YouTube, Twitter, and Instagram are the platforms of choice for this age. They have a goal to make a difference, and the ability to do so through their employment is extremely important to Generation Z when it comes to picking an employer. Implying that enterprises should use online social platforms to reach out to them. This is not a simple undertaking, however, because the internet makes things easier than ever for businesses from all over the world to contact job searchers, escalating the rivalry for talent. (Sidorcuka & Chesnovicka, 2017)). The constant flood of information and interruptions that Gen Z is constantly faced with devalues their attention and makes it difficult for them to be patient. This is a difficult dilemma for recruiters, who must be linked to Gen Z on a regular basis and have effective messaging content to capture their attention

Generation Z recognizes the unreliability and instability of the public internet source better than anyone else, and they place a higher importance on security and accountability than anybody else. Employers must demonstrate transparency whenever they want to build a relationship with today's youngsters (EY, 2020). "Generation Z," according to Kislingbury (2019), desires a better work-life balance. Employees are intended to stay within a firm for 5 years or longer if they can meet this desire. Working online or mixed timetable (online and offline days during a week) is one strategy to promote employee work-life balance; they desire the flexibility to work from wherever.

Employees from Generation Z cohort desire more feedback, and they want on frequent basis in order to adjust working behavior. This business procedure can help retain employees, since

more than two-thirds of Generation Z feel that improved manager evaluation motivates them to stay on the job. Furthermore, enhanced corporate social responsibility policies are a top priority for them, especially in the area of inclusion and fairness, where 77 percent of Generation Z picks their job based on this criteria Kislingbury (2019)

Furthermore, as technology has made endless flexibility possible, Gen Z – as beta testers of all trends – prefers flexibility and uses it as the foundation for everything they are doing. According to a survey of young European employees, the most appealing employment characteristic for Gen Z is a flexible schedule (Sidorcuka & Chesnovicka, 2017) The explanation for this tends to do so because the flexible work schedule helps many young people to manage their lives by combining job with personalized learning activities.

Thus, the most essential elements for Gen Z while looking for a job, according to various studies, are **progression opportunities, compensation, work stability, and personal impact**. Despite the fact that Generation Z members do not have a particular set of features and interests, they do share **a desire to pursue a career path that is connected with their own identities and given the opportunity to express themselves**. Generation Z prefers to work in areas with which they are familiar and share common interests over sectors with which they do not usually engage. Furthermore, the performance of the components or the jobs itself is therefore no longer the main criterion Gen Z uses to assess an employer; **ethics, practices, and societal repercussions** are also taken into account. (2019, Deloitte & NEW) Generation Z supports organizations that consider and recognize differences, such as gender, race, religion, personality, and any other, since they themselves are **individuals of great diversity**. Because one's employment is typically connected with one's identity, it's critical for Generation Z to choose the ideal employer who can accurately represent their unique beliefs. Transparency is extremely important to Generation Z, as earlier mentioned. People choose to work for a manager who is trustworthy, transparent, and fair (Schawbel, 2014). They prefer working for a company that contributes in the development and community responsibility in addition to this honesty and transparency (Singh & Dangmei, 2016). This ties together with their activism and sense of responsibility for the world's future. When this generation enters the workforce, they will have their own set of needs.

CHAPTER 2: RESEARCH METHODOLOGY

2.1 Research Approach

The previous researches have explored the complexity of the «talent war» in earlier sections and the consequences that investing in Employer Brand initiatives is a requirement for businesses. A solid job offer is insufficient in and of itself, and it cannot ensure the level and quality of the prospective candidates if somehow the hiring process is ineffective. As new career options develop everywhere and job searchers have a multitude of options, the Employer Brand should arguably be treated with the same attention as its consumer brand. Based on theoretical and literature review, three hypotheses were created:

H1: Employer branding is important for Generation Z potential employees

Employer branding activities are becoming increasingly important in improving visibility and emphasizing employment among the information emerging to young people every day, due to the ease of obtaining online data and the number of contradictory information available online. Furthermore, the internet's capacity allows employees to search and compare different professions emphasizes the need of employers taking Employer Brand advertising seriously. In light of this, it should be stated that the Employer Brand is a crucial factor affecting Gen Z's job search and employment decisions.

H2: Among the instrumental aspects of Employer Brand image, Generation Z job seekers place a higher value on (1) Career Development, (2) Innovative and Adaptive Job, (3) HR Development

As previously stated in this thesis, despite individual characteristics, Gen Z members are likely to have a common list of requirements and expectations from future employers. Companies may utilize the knowledge about Gen Z's expectations and values to improve their organizational desirability to target potential candidates. Gen Z is well-known for being a flexible, inventive, and tech-savvy age, so it's only logical that they want businesses to have at least a decent degree of agility and innovation. Literatures also show that we are in the midst of a technological revolution. Moreover, studies illustrate that Gen Z young individuals have an intense tendency for growth potential, decent salary, and a highly secure job in an era of great technological advancements but full of uncertainties (Adecco, 2015; Robert Half, 2015;), that have undoubtedly been highlighted by the cultural and economic circumstances. Current economic and political situation in the world complement Gen Z's requirements for financial stability and long-term employment security. Further to that, Maslow's Hierarchy of Needs (Maslow, 1943) can indeed be interpreted in terms of an emerging concept of job seekers' appeal progressively moving to basic and safety needs rather than top-level values, which could affect the relevance of basic factors in Gen Z's perception of job attractiveness in some way.



Figure 2 Figure 4 Maslow Hierarchy of Needs (Thomson, n.d)

For a deeper comprehension, the Hierarchy of Needs at Work proposes that people's needs be organized into five levels, with the bottom hierarchy having to be satisfied before the next level that may encourage the person. The five stages, from lowest to highest need, are as follows:

- 1) Psychological/Fundamental (i.e., expect to be paid, economic advantages, work conditions)
- 2) Safety/Welfare (i.e., job stability, prevention from risks)
- 3) Social/Collective (i.e., relationship with coworkers, communication and collaboration)
- 4) Esteem/Recognition (i.e., appreciation and recognition)
- 5) Self-actualization/Self-consciousness (i.e. individual's possible future value creation)

In conclusion, the reasons outlined above might provide some guidelines on the combination of employer image's fundamental features that are desirable to Gen Z, which include creative and adaptable job characteristics, opportunities for career advancement.

H3: Among the symbolic aspects of Employer Brand image, Generation Z job seekers place a higher value on (1) Competence, (2) Innovativeness, (3) Sincerity

Furthermore, as previously indicated, Gen Z's pragmatism in functional values is not always a simple trade over individual validity. Gen Z motivation has been formed by their unrivaled variety and appreciation of cultural diversity, and thus a desire for honesty and openness in their future corporate identity. Since Gen Z's drive to defend and promote individual identity and style, as well as the necessity to pursue Truth, are aligned with values of integrity and sincerity, representing that **Sincerity** (Lievens & Highhouse, 2003) turns to be a desirable symbolic quality

to them. Similarly, Lievens and Highhouse (2003)'s representational aspect **Innovativeness** may be a relevant employer's attribute desired after by Gen Z, since this trait reflects the adventurous, daring, energetic parts of themselves that these young, proactive persons wish to portray. Finally, due to the desires for work stability and a profitable career path, **Sincerity**, the symbolic characteristic empirically proved to be relevant in Lievens and Highhouse's 2003 study, should have some relevance for Gen Z members. As a result of these assumptions, hypothesis 3 concerning the individual dimension of employer image and brand is proposed.

2.2 Research design & method

The primary goal of this study is to find out what traits are most important to Generation Z people, using a **quantitative research technique**. For research reasons, qualitative and quantitative methodologies are separated. When exploring emerging research questions and topics, qualitative approaches are recommended. Quantitative approaches use standardized examinations, evaluation procedures, and survey studies to collect information. Taking into account the nature and the methodology of the thesis, the quantitative method was chosen. Quantitative refers to data collection methods or analysis techniques that create or employ numerical data.

The following are some of the reasons why monomethod quantitative research was chosen:

- Scaling and estimating may be done using the data obtained by the quantitative technique. Limitations of the survey makes the data control simple, and the components of uncertainties and unusuality are largely excluded.
- The necessity to re-define issues and introduction of original approaches using exploratory qualitative research has been reduced by the availability of pre-existing theories on the subject. However, the absence of empirical data on the problem requires further descriptive study and testing, which are quantitative method's strong points.
- It's too premature to properly collect and publish detailed reports on Gen Z's features and habits, much alone try to explain them, because they've just recently entered the labor market. Researchers should continue to focus on descriptive research and their quantitative reports at this time. However, this means that the hypothesis will need to be retested in the future, as well as long-term investigations.

Moreover, **deductive technique** was used to answer the research questions. The study is guided by theory in a logical method. An inductive technique, on the other hand, is said to develop theory. The purpose of descriptive research is to provide accurate and consistent representations of the profile of a person, event, or situation. The following are some of the important aspects of the deductive research approach, according to Saunders and Thornhill (2007):

- Variable controls are used to ensure that hypotheses are tested accurately.
- Methodology that is structured to allow future research to be replicated
- Operationalized principles that make quantitative fact assessment smoother.
- To guarantee that the issues are properly understood, strict definitions of concepts are reduced to the smallest feasible elements using the reductive approach.
- Abundant amount of sample size which allow applicability of the principles which were tested

According to these criteria, the purpose of this thesis is to define the preferences and characteristics of Generation Z job searchers. Due to analyzing hypothesis which were set, the author of this thesis tends to gather points of view from targeted test subjects and as a result, bring important insights that provide organizations with relevant information about these recent employment market newcomers.

The features and aspects of Employer Branding were examined for this study. This survey is built on the foundation of these characteristics. Foundation for survey question was chosen due to the fact that it is well-known and acknowledged in the current employer branding literature. Using Kucherov and Zavyalova's (2012) and Lievens and Highhouse (2003) categorization of employer branding features, which include functional, economic, psychological, and organizational aspects, common themes have been found and classified. The prevalent themes serve as the foundation for our survey questions, as the information gathered was utilized to determine which traits are most appreciated.

2.3 Data Collection

The data for this study was gathered from a primary source by conducting a quantitative survey to learn about Generation Z's views on Employer Brand and their job-searching habits. The survey is conducted using a closed-ended questionnaire that is delivered online. The respondents are self-selected to reply to the questionnaire of their own choice, and the sampling is done on a convenience basis.

The most appropriate data gathering strategy was examined after choosing on a study subject, examining literature, and settling on our research questions. The survey - questionnaire technique was chosen for this thesis since it is usually connected with a deductive approach. A survey is also a good method to pair with descriptive research since it allows the authors to collect a significant quantity of data from a limited sample of people. To carry out this technique, the poll questionnaire was made basic and uniform so that they may be easily recorded, interpreted, and compared. Despite its limitations in recording opinions outside of a predetermined structure (e.g., records from the interview in a free-form), the questionnaire survey allows to obtain enough

quantitative data and analyze it effectively using quantitative techniques to derive reliable predictions and estimations of the population under study.

In designing of appropriate survey questions, Likert scale with range from 1-5 was used:

1 = Absolutely unimportant

2 = Fairly unimportant/untrue

3 = Undecided

4 = Fairly important/true

5 = Very important/true

The questionnaire consists of three parts: background, perceptions on Employer Brand, and job seeking behaviors.

- 1) The first section consists of questions on respondents' birth year and gender. Questions regarding their educational background, work experience, personal history, desired employment field, and so on were used to broaden overall picture and respondents for further company's recommendations. The questions in this section include selection and multiple choice, allowing the person being surveyed to pick the best response for their circumstance or enter in a short alternative answer if they possess anything other than the stated options.
- 2) The second section consists of questions about respondents' perception on Employer Brand, the instrumental and symbolic Employer Brand image components. The importance of the questions in this section is graded on a five-point scale ranging from extremely absolutely unimportant (1) to very important (5). Because of the presumed equal increments from one point to the next and the lack of a genuine zero point, the data gathered in this section is classified as numerical interval data.
- 3) The third sections contain questions regarding people's seeking behavior of potential employer and various channels, that are used for these purposes.

2.4 Reliability and Validity

The consistency of the study findings derived from data gathering methodologies and data processing procedures is referred to as reliability (Saunders & Thornhill, 2007). Answering these questions may help you determine the credibility of research:

- Will the measures provide the same effects in the future?
- Will other observations come to similar conclusions?
- Is the process of making sense of the raw data transparent?

To prevent topic and participation imbalance, the survey was performed in an anonymous mode, which does not collect or expose respondents' identities, allowing them to speak freely and

without fear of being judged. To eliminate subject and participation error, the survey's questions were designed in such a way that external factors such as response time, response circumstances, and respondents' mood have the least impact on response choices. Before it was sent, the survey was tested with several representatives of probable respondent groups to verify that no potentially ambiguous or misleading words, phrases, or concepts were included. The questionnaire has been designed to only include closed-ended and selection questions, which eliminates observer error and bias.

Certain data indicate that this research is trustworthy. The questions and the scale from which the responders might pick are both clearly explained. Individual responses and means were supplied for each variable tested on the scale, making it easy to identify which characteristics were the most apparent. Furthermore, because the survey was simple to complete, respondents knew how to complete it, indicating that consistent responses were collected. Preliminary survey corroborated this, since test respondents detected no ambiguity-related impacts.

Validity refers to the accuracy of the research measurement or the strength of the research results in addressing the research questions. History, testing, instrumentation, mortality, maturation, and selection are all threats to validity (Saunders & Thornhill, 2007;)

If the authors experienced no new time-period-specific concerns throughout the time this research was conducted, the validity danger connected to historical era might still be deemed to be under control. There is limited potential for testing, instrumentation, and mortality concerns since the survey distribution is rather short, there is only one, unified survey procedure, and there is no change in the surveying pool.

The author cannot control the research's maturation or selection validity, hence there are certain limitations to its validity. First, because Gen Z are young individuals in their early careers, their maturity in terms of age and seniority may be a key element influencing their attitudes and actions toward Employer Brand and job hunting. To establish the validity of the research, another investigation on the same topic would be required at a later date. Second, because the questionnaire is provided online, anonymously, and on a free-will basis, the study may be vulnerable to a selection bias because the respondents are self-selected to finish the response. The self-selection may reveal a distinction between those who answered and those who did not.

CHAPTER 3: RESEARCH RESULTS

The poll seeks to gather responses from Gen Z members who are new to the market or are about to enter it. These people were born between 1997 and 2003, making them 19 to 25 years old in 2022. Two surveys were conducted (in Russian and English). Additionally, in the course of the work, it was decided to conduct an additional survey (which was devoted to previous Generation X) which was aimed at of the H2 and H3. All in all, 254 replies were received (153 from Generation Z and 101 from Generation X) All data was analyzed, the results of the analysis are provided below.

3.1 Key Findings (Background)

The birth years of the samples range from 1997 to 2003, in which 1997 and 2000 are the most frequently recorded year that accounts for 27.5% and 30.7% of the total number of responses.

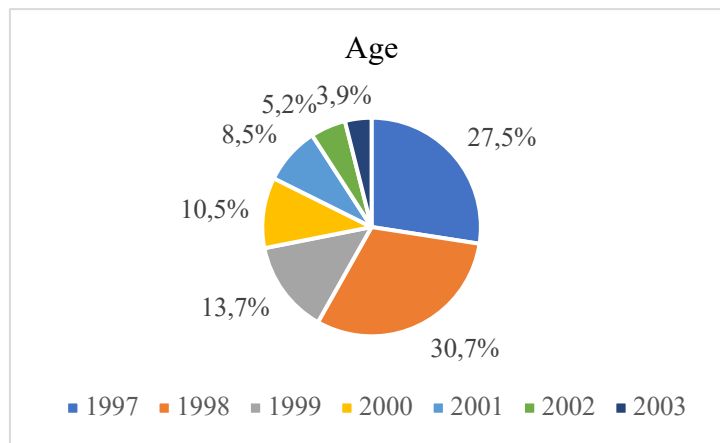


Chart 1: Age Sample (n=154)

The gender distribution of the respondents is relatively uneven, with more women (61.4%) participating in the survey than men (38.6%).

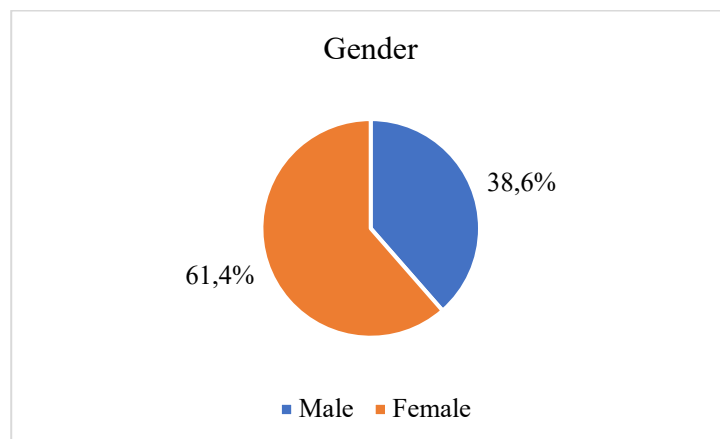


Chart 2: Gender Sample (n=154)

Among respondents, 33.3 % the total number of responses are from Student (Bachelor Studies) which makes them the biggest group, which took part in the research. Hence, Student (Master Studies) with 28.8% supplement overall picture of participants of the survey as student. 32.7% is amount of Employed people and 2.6% of Self-Employed people who took part in the survey.

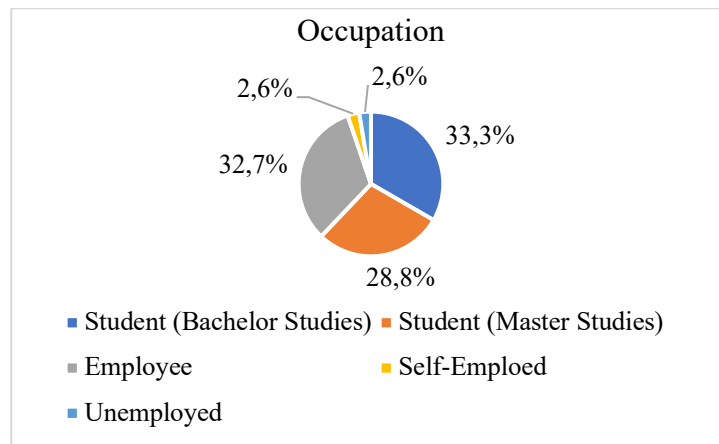


Chart 3: Occupation (n=154)

In terms of educational background (which was connected to occupation) 46.4% and 31.4% respectively have Bachelor and Master's Degree. In sum, 78% of respondents are actual students, confirming the theory of generations according to the age and lifestyle of a certain generation. This information agrees with the suggestions at earlier part of the thesis that Gen Z are the highest educated generation to date.

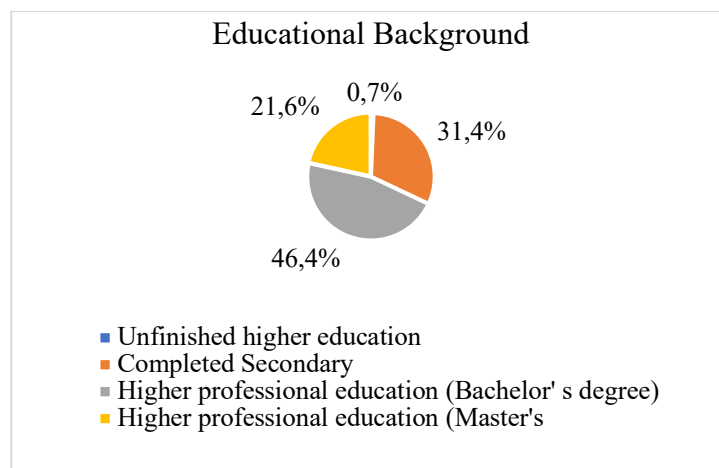


Chart 4: Educational Background (n=154)

Questions related to amount of working experience demonstrated that 31.4% of respondents have less than 1 year of work experience identically with people who have 1- less than 3 years working experience. 22.9% of respondents have 3 – less than 5 years working experience.

Hence, more than 80% of all respondents have work experience that determines their habits and preferences in relation to the employer.

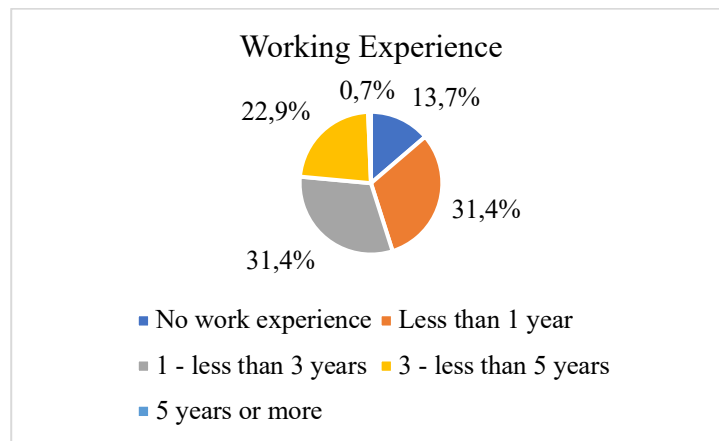


Chart 5: Working Experience (n=154)

Among all respondents 47.7% are actively looking for a job, 37.3% are passively looking for a job. Respondents who aren't looking for a job (15.0%) are not rejected in this research due to the fact that further questions are connected with preferences on workplace.

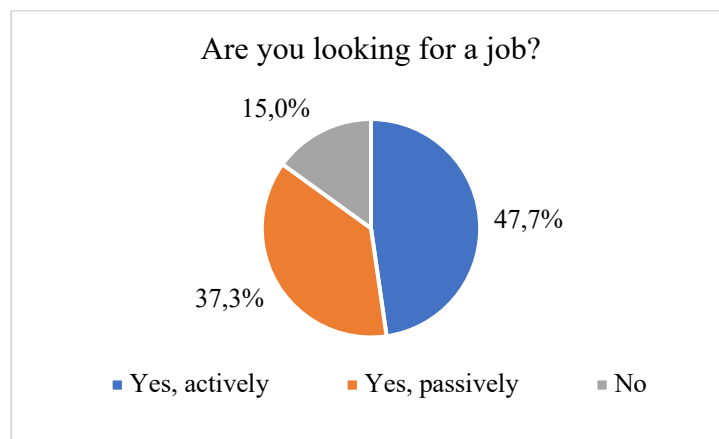


Chart 6: Job search (n=154)

In the context of the type and schedule of work, 39.2% of respondents voted for Full-Time and 37.7% for Part-Time options. Relatively, 9.7% - Internship, 8.2% - Freelance and 5.2% - Seasonal/Temporary job.

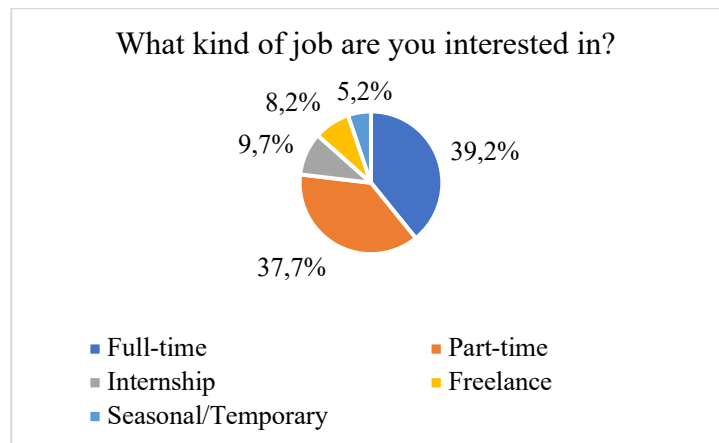


Chart 7: Type of Job (n=154)

In terms of interested job spheres, respondents of the survey are highly interested in Management, Information Technology, Entertainment and Media, Consulting, Business and Management and Consumer goods. All this indicates the interest of the Generation Z in the corporate sector and new technologies.

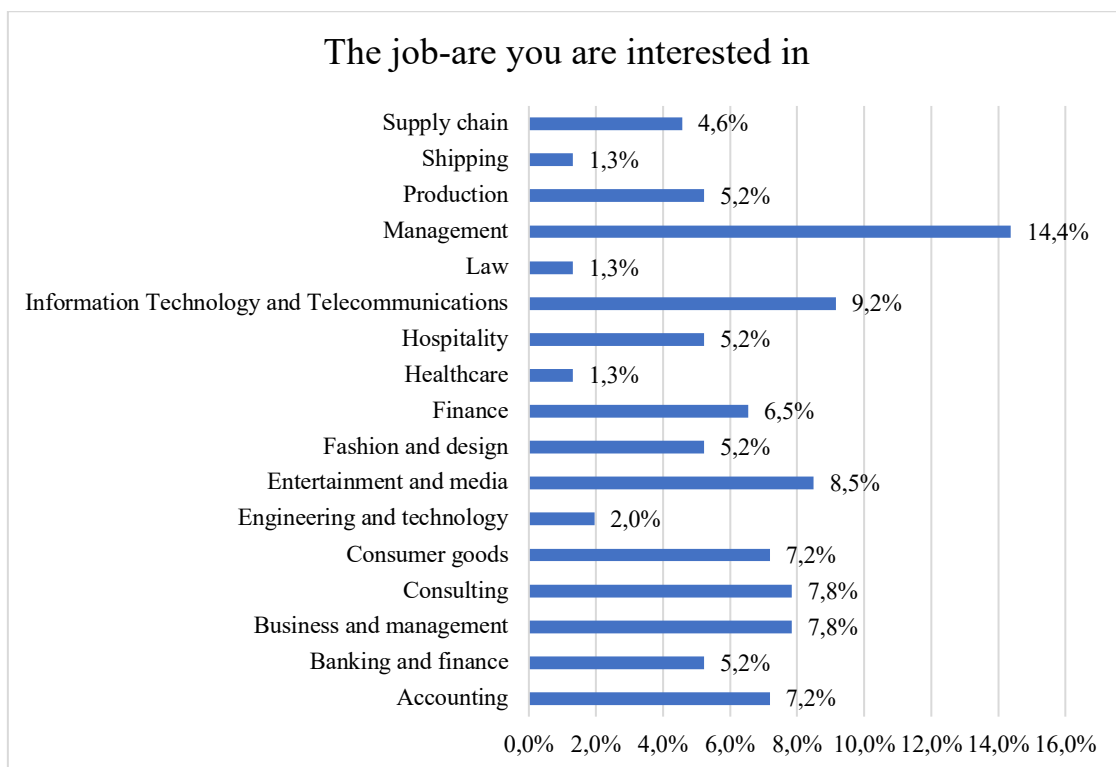


Chart 8: Sphere of Job (n=154)

3.2 Research results

Cronbach's alpha was calculated for all variables to ensure their reliability. All the blocks turned out to be quite reliable ($\alpha > 0.65$), so we did not make decisions about excluding variables. Items have high internal consistency and the result is acceptable to proceed with further analysis.

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| ,665 | 18 |

Table 1: Cronbach's Alpha

In the first section of the study, respondents were asked to answer question « How important is the employer's brand to you when looking for a job? (An employer's brand is the name, value, image (weak, neutral or strong) of an organization as a "great place to work") and asked to rank their attitude by using Likert scale (which was explained before) with range from 1-5 where: 1 = Absolutely unimportant and 5 = Very important. This scale can be classified as an interval numeric scale if the ranks are equally spaced.

H1: Employer branding is essential for Generation Z potential employees

One-tailed t-hypothesis test on the sample size of 153 ($df=152$) was conducted on the question to test whether the Employer Branding is important for Generation Z. As test value, 4.5 was taken due to the fact that it was calculated as an average between 4 (Important) and 5 (Very important) from Likert scale which was used in the survey. The purpose of the analysis is to understand whether the mean value is significantly different from test value (4.5). After conducting One-Sample Test significance level is higher than 0.01. This supports H1 and it can be safely stated that Employer Brand is considered an important to very important part influencing the job seeking decisions of Generation Z.

| One-Sample Test | | | | | | |
|----------------------------------------------------------------------|--------|-----|-----------------|-----------------|---------------------------------------|--------|
| Test Value = 4.5 | | | | | | |
| | t | df | Sig. (2-tailed) | Mean Difference | Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| How important is the employer's brand to you when looking for a job? | -0,724 | 152 | 0,47 | -0,04248 | -0,1583 | 0,0734 |

Table 2: Importance of Employer Branding for Generation Z

In the course of the work, it turned out that the data obtained only from Generation Z participants will not be able to reliably confirm the second and third hypotheses. It was decided to launch an additional survey aimed at the previous Generation Y (Millennials). They were offered the same questions regarding job search as Generation Z, then a comparative analysis of their answers was carried out with 101 additional responses. As a result, through comparison by using

Mann–Whitney U test, it became possible to statistically accurately determine which instrumental and symbolic factors are essential for Generation Z.

H2: Among the instrumental aspects of Employer Brand image, Generation Z job seekers place a higher value on (1) Career Development, (2) Innovative and Adaptive Job, (3) HR Development

Due to non-normal distribution after Test of Normality, Mann Whitney U-Test was conducted in order to compare mean values of Generation Z and Generation Y. These data can be analyzed by comparing the average values of each cohort for each stated question and hypothesis. Thus, to further understand how Gen Z perceives the relevance of each symbolic aspect, respondents are asked to rank each factor Likert scale (which was explained before) with range from 1-5 where: 1 = Absolutely unimportant and 5 = Very important. Table 3 summarizes all 254 responses which were received by 2 cohorts of Generation Z (153) and Generation Y (101) respectively

| Question | | Mean | Standart Deviation | Standart Deviation Squared | Mann - Whitney U-test | Asymp. Sig. (2 tailed) | Question | | Mean | Standart Deviation | Standart Deviation Squared | Mann - Whitney U-test | Asymp. Sig. (2 tailed) |
|-----------------------------|-------|--------|--------------------|----------------------------|-----------------------|------------------------|------------------------|-------|--------|--------------------|----------------------------|-----------------------|------------------------|
| Career opportunities | Gen Z | 4,5621 | ,59416 | ,04804 | 2347,500 | ,000 | Job Stability | Gen Z | 4,7908 | ,42385 | ,03427 | 7485,500 | ,309 |
| | Gen Y | 3,5243 | ,66928 | ,06595 | | | | Gen Y | 4,8058 | ,52503 | ,05173 | | |
| Challenging Job | Gen Z | 4,0850 | 1,13525 | ,09178 | 4202,500 | ,000 | Management Style | Gen Z | 4,3203 | ,87098 | ,07041 | 4057,000 | ,000 |
| | Gen Y | 3,3398 | ,74824 | ,07373 | | | | Gen Y | 3,5534 | ,73735 | ,07265 | | |
| Company Location | Gen Z | 3,1046 | 1,10717 | ,08951 | 2371,500 | ,000 | Office and Infrastruct | Gen Z | 3,1176 | ,89547 | ,07239 | 2475,000 | ,000 |
| | Gen Y | 4,6019 | ,71866 | ,07081 | | | | Gen Y | 4,3883 | ,86583 | ,08531 | | |
| Company's good and services | Gen Z | 3,7451 | 1,12114 | ,09064 | 5628,500 | ,000 | Relationships with | Gen Z | 4,3856 | 1,00737 | ,08144 | 7238,500 | ,201 |
| | Gen Y | 4,3107 | ,92915 | ,09155 | | | | Gen Y | 4,3010 | 1,02742 | ,10123 | | |
| Human Resource development | Gen Z | 4,2549 | 1,06084 | ,08576 | 1901,000 | ,000 | Salary and Compensat | Gen Z | 4,9216 | ,38949 | ,03149 | 7677,500 | ,407 |
| | Gen Y | 2,4660 | ,81428 | ,08023 | | | | Gen Y | 4,8835 | ,44942 | ,04428 | | |
| Innovative and Adaptive Job | Gen Z | 4,6732 | ,66718 | ,05394 | 2388,000 | ,000 | Simple & repetitive | Gen Z | 2,5948 | ,96952 | ,07838 | 2652,000 | ,000 |
| | Gen Y | 3,6117 | ,84288 | ,08305 | | | | Gen Y | 3,9320 | ,87741 | ,08645 | | |

Table 3: Instrumental Factors

By comparing mean values from analyzed data it can be noted that Career Opportunities, Challenging Job, Human Resource Department, Innovative and Adaptive job and Management style are the most valuable instrumental factors for Generation Z. This supports H2 and complements the information about Generation Z with two additional instrumental factors (Challenging Job and Management Style) that are essential for this cohort and may be used as a base for further researches.

H3: Among the symbolic aspects of Employer Brand image, Generation Z job seekers place a higher value on (1) Competence, (2) Innovativeness, (3) Sincerity

According to a similar scenario as in H2, Table 4 summarizes all 254 responses which were received by 2 cohorts of Generation Z (153) and Generation Y (101) respectively. Due to non-

normal distribution after Test of Normality, Mann Whitney U-Test was conducted in order to compare mean values of Generation Z and Generation Y. These data can be analyzed by comparing the average values of each cohort for each stated question and hypothesis.

| Question | | Mean | Standart Deviation | Standart Deviation Squared | Mann - Whitney U-test | Asymp. Sig. (2 tailed) |
|----------------|-------|--------|--------------------|----------------------------|-----------------------|------------------------|
| Competence | Gen Z | 4,6340 | ,61507 | ,04973 | 4660,500 | ,000 |
| | Gen Y | 4,1942 | ,56113 | ,05529 | | |
| Innovativeness | Gen Z | 4,4444 | ,73349 | ,05930 | 1615,000 | ,000 |
| | Gen Y | 3,0777 | ,57205 | ,05637 | | |
| Prestige | Gen Z | 4,4967 | ,77054 | ,06229 | 3569,000 | ,000 |
| | Gen Y | 3,7255 | ,69163 | ,06848 | | |
| Robustness. | Gen Z | 3,6536 | ,92708 | ,07495 | 2979,000 | ,000 |
| | Gen Y | 4,7282 | ,74352 | ,07326 | | |
| Sincerity | Gen Z | 4,6053 | ,69204 | ,05613 | 6016,500 | ,000 |
| | Gen Y | 4,2816 | ,85655 | ,08440 | | |

Table 4: Symbolic Factors

By comparing mean values, it can be noted that Competence, Innovativeness, Prestige and Sincerity are the most valuable symbolic factors for Generation Z. This supports H3 and additionally adds Prestige as an additional factor that may be uses by further researchers.

3.3 Key Findings (Job-Seeking Behavior)

Another goal of the thesis is to learn about the job-seeking habits of Generation Z, in order to provide companies with information and advice on how to best express their desired employer brand to potential candidates through various touchpoints and platforms. To better understand job searchers' behavior, survey participants were given a series of questions on whether they conduct research on the employer's information and reviews prior to applying, as well as the channels they utilize to do so.

The first question of the second section «Do you research information about a potential employer represents that 58.2% always search information about employer before applying, 30.7% rarely do research and only 11.1% of participants never search information about employer. The data confirms that Generation Z is actively interested in the available information about the potential employer.



Chart 9: Research of Potential Employer (n=154)

In terms of sources (communication channels) 35.2% respondents prefer Social Networks, 29.7% - Internet Search and forums (Google) and 27.8% prefer company website. Only 7.3% prefer recommendations of family, friends, acquaintances. This diagram highlights the fact that Generation Z representers is closely related to Social Medias and Internet. It proves assumptions which were stated in the empirical part - Gen Z was born into a world of peak technological innovation, where information was immediately accessible and social media became increasingly prevalent.

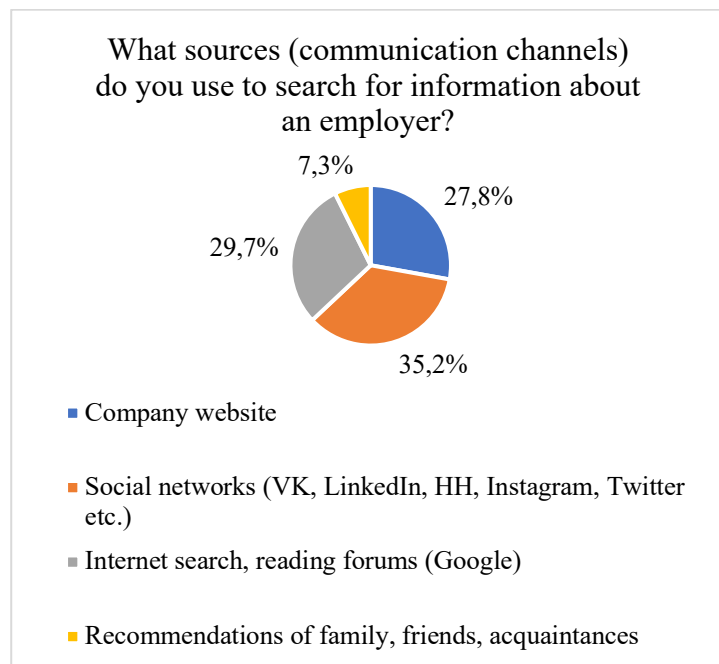


Chart 10: Communication Channels (n=154)

Question «How valuable is the information about the employer obtained from the following sources for you» confirms previous assumptions about social medias and use of Internet itself by Generation Z. The tendency of Gen Z to work and live alone is a fundamental distinction between

them and their Millennial peers. Millennials value teamwork, but Gen Z's competitive mentality drives them to want to be in charge of their own destiny and not rely on others for their success. It confirms with the smallest number of responses in context of recommendation of family, friend and acquaintances.

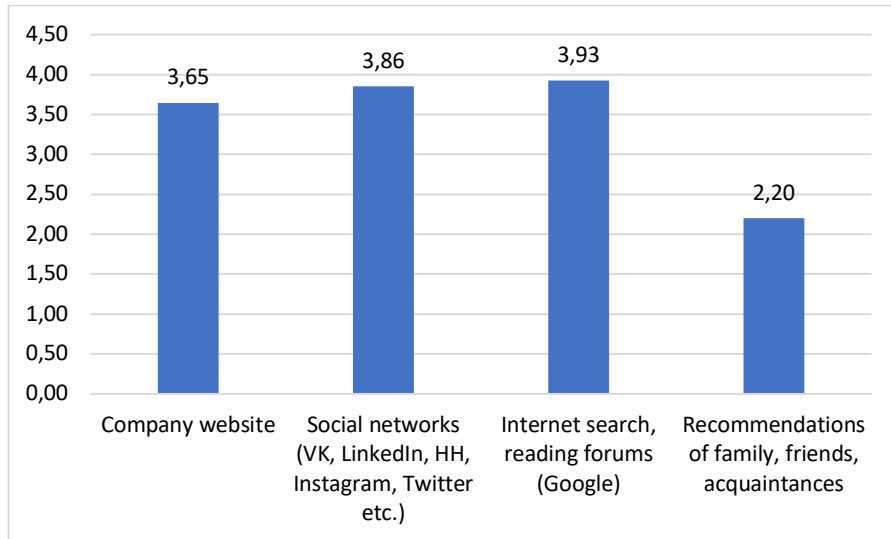


Chart 11: Preferable Communication Channels (n=154)

In terms of paying attention for company reviews, 45.75% and 43.14% of respondents rarely and always look for reviews from different channels respectively. This confirms the information that generation Z is very careful about finding and analyzing employers in the labor market, studying and exploring all possible options

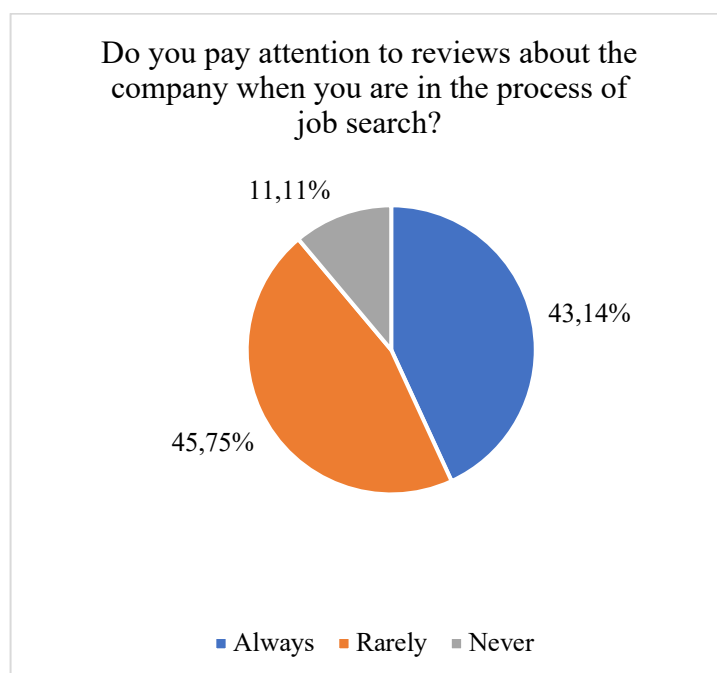
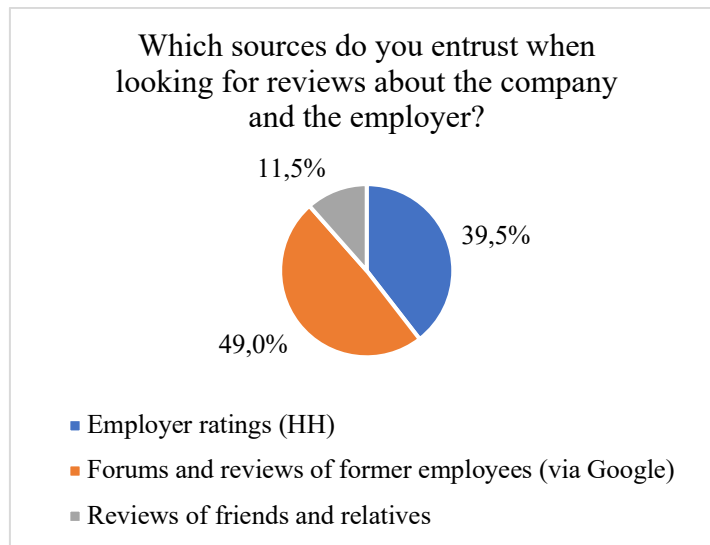


Chart 11: Communication Channels (n=154)

In terms of trustful resources which provide reviews, 49% participants of the survey chose forums and reviews of former employees (via Google), 39.5% preferred Employer ratings (via HH). It also shows the attitude of generation z towards other people's opinions. This cohort prefers to rely on people who have already had work experience, and reviews are published in a verified place.



3.4 Discussion of finding and results

Employer Brand is regarded an essential element for Generation Z during the job search process, according to the empirical findings, especially for job seekers who have a significant amount of work experience. Indeed, as Gen Z job candidates obtain more work experience, the importance of Employer Brand grows even more.

From the results of the analysis of H1 it can be evidently stated that, Employer branding is essential for Generation Z potential employees which is also confirmed by the theoretical study and previous researchers. Results of the analysis of H2 fully confirm formulated hypothesis about most valuable and important instrumental factors for Generation Z (Career Development, Innovative and Adaptive Job, HR Development). Moreover, two new symbolic factors were added to all the confirmed factors Challenging Job and Management Style. Consequently, regarding H3, all three symbolic factors (Competence, Innovativeness, Sincerity) were confirmed to be the most important and valuable for Generation Z. Additionally, new symbolic factor was added (Prestige). All this information may be used for further researches for more precise outlook and results.

Furthermore, the empirical findings revealed that the majority of Gen Z job searchers actively seek out information about the target organization. The information sought can come from

both internal and external sources, including company websites and job advertisements on job boards, as well as online debate on social media sites (such as Facebook) and discussion sections (comment sections) on job boards (HH) Additionally, the study demonstrates that source selection is based on the utility of each source. The utility of a source is defined by its reliability as well as the amount of expertise the source provides, as previously stated in this thesis. Furthermore, it is deduced from the theoretical review that, while external sources such as social networks are the most preferred channel for employer investigation because they are more reliable, internal sources such as the company's website are ranked most useful because they are considered to provide a higher level of expertise. An internal source, on the other hand, may earn both competence and reliability by combining the favorable and unfavorable messages presented in the communication, as described in the literature study. As a result, businesses may better leverage internal sources such as existing employee endorsements, especially given the increased trust level of word-of-mouth sources (recommendations of friends, relatives etc.)

3.5 Limitations and Future Research

The research limits for this thesis are mostly due to a lack of time, which has consequences for the scope. As a result, it was obliged to frame this study strategy and approach, and purposefully constrain the research to a certain extent. For example, due to scheduling constraints, the representative sample is not as large as it might be. Although current sample size is enough for testing our hypothesis and research objectives, a larger sample size may allow for improved representability. Because it is difficult to conclude for the Generation Z population at this time, a larger sample size would improve the accuracy of our findings.

As previously stated, the thesis' constraints are due to the restricted amount of time available. This factor has influenced the survey's distribution. With some support from colleagues, friends, it was able to distribute the poll using various social media channels on which it was published. As a result, it was unable to determine the precise number of people who had access to the survey and projecting a certain response rate has proven difficult. Furthermore, it was difficult to determine if respondents are being completely truthful in their responses. However, there is certainty that responders are being truthful based on the content of the questions.

This research yielded a number of remarkable findings that may serve as a platform for future research. As instance, future study may include another degree of statistical analysis in the data processing. For example, if a comparable study were to be conducted in the future, the data from the survey questions may be subjected to a principal component analysis. The principal component analysis is interpreted by looking at how variables are connected to one another. Researchers might also look at how closely the survey questions are connected to one another. To

put it another way, researchers may look at if there are any links between how people reply to survey questions. Furthermore, a bigger sample size might be used in a comparable study to generate more representative results.

In addition, future research should look at job choices among students in different disciplines of study. As previously stated, the subject of study may have an influence on employer choices since the atmosphere and perceptions may be shaped by different elements than in the business field. As a result, employer choices among non-business students may differ from those of business students. Furthermore, the students in this study all attend top-ranked graduate programs, which might influence their workplace preferences. To obtain a less homogeneous sample, future research might include students from a wider range of universities.

CONCLUSION

Therefore, the empirical study met the thesis goals by supporting a number of key theoretical hypotheses concerning Generation Z job searchers' views of Employer Brand and their job-search behaviors in light of these perceptions. All 3 hypothesis were accepted. This proves that Employer Branding is essential for Generation Z and among instrumental and symbolic factors Career Development, Innovative and Adaptive Job, HR Development; Competence, Innovativeness, Sincerity are the most valuable respectively.

However, due to geographical and time constraints, the authors were unable to include several intriguing topics surrounding Employer Brand in the scope of the survey, such as the impact of people's actual backgrounds and beliefs on their perception of the Employer Brand and their job search behaviors. Some potential study branches were excluded from this research, such as circumstances of change of mind/opinions about the employer during the recruitment stage, the effects of previous rejection on subsequent application decisions, and some other in-depth aspects of the topics that may have captivated interest. Future longitudinal investigations of Gen Z perceptions of Employer Brand are also recommended, according to the authors, in order to more consistently confirm the findings given in this study. As a result, future researchers may want to go deeper into these subjects in order to uncover more useful components of the Employer Brand concept.

Based on the research findings, few recommendations to companies may be concluded in order to assist in developing an appropriate Employer Brand and communicating that Generation Z job-seekers. First and foremost, companies should reevaluate their present employer value proposition, including how internal stakeholders and the general public perceive them, and compare it to the image they want to project to the targeted prospects. This phase is essential because it sets the direction in which future Employer Branding initiatives will be directed. Companies would be able to effectively construct an effective Employer Branding strategy to develop, alter, or fix it to meet targeted applicants' values and demands if they had a comprehensive grasp of their present position and the discrepancy between the established brand image and the perfect image.

Secondly, it is critical that companies focus their branding efforts on establishing a genuine and consistent image. Employers can use the instrumental and symbolic elements identified by the authors in this study to create more appealing pictures for their desired brand. Generation Z, arguably more than any other generation, values honesty and honesty the most, making it vital for them to uncover those qualities in a potential employer. Employers who fail to establish an aspirational description that consistently and authentically reflects their real organizational culture and services risk losing out on highly desirable talent.

Finally, the authors advise companies to select the best method for effectively communicating their Employer Brand. Employers may want to focus their branding efforts on these channels to demonstrate their appearance among young talents, as suggested by the survey results. Generation Z job seekers most frequently come to job websites, social networks, and the company's own website to search for employer information, indicating that companies also might want to concentrate on their marketing initiatives on such channels to showcase their image among young talents. Companies must also make continuous attempts to maintain their image on communication media by paying enough attention to what stakeholders and the general public have to say about them. As digital natives, Gen Z has acquired the habit of double-checking information before making major decisions, requiring businesses to carefully establish and maintain a favorable Employer Brand across all media, including official material, reviews, and word-of-mouth. This can only be accomplished if organizations remain loyal to their Employer Brand in both words and deeds, and uphold their commitments to existing workers and stakeholders.

In practice, Employers might use these implications to be more transparent about what they would offer a potential or present employee in terms of employer branding features in practice. Employers may also want to consider branding themselves according to the culture they want to attract. Similarly, companies should think about how to promote themselves in a way that appeals to both men and women equally. In conclusion, companies may want to consider profiling their employer brand based on these three factors. Overall, the goal of this thesis is to provide a broad picture of the Employer Branding idea from the standpoint of recruiting for the youngest Generation Z. All presented data and conclusions should ideally provide important information that will assist employers in making sensible branding and recruitment investments in order to hire top talent.

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Appendix 1 Survey Questionnaire (English)

Research of the influence of Employer Branding on the job-seeking/employment expectations of Generation Z

Good afternoon!

This survey is part of a research project on Employer Branding influence on the job-seeking/employment expectations of Generation Z conducted by a student of the Graduate School of Management.

You will be asked to answer questions about education, type of employment and workplace preferences. Your answers will remain strictly confidential and anonymous.

The time to fill out the questionnaire will take about 5-7 minutes.

Thank you for your participation!

1. Gender:

- Male
- Female

2. Birth Year:

- 1997
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003

3. Occupation:

- Student (Bachelor Studies)
- Student (Master Studies)
- Employee
- Self-Employed
- Unemployed

4. Working Experience:

- No work experience
- Less than 1 year
- 1 - less than 3 years
- 3 - less than 5 years
- years or more

5. Educational Background:

- Unfinished higher education
- Completed Secondary
- Higher professional education (Bachelor's degree)
- Higher professional education (Master's degree)

6. Are you looking for a job?

- Yes, actively
- Yes, passively
- No

7. What kind of work do you prefer?

- Full-time
- Part-time
- Internship
- Freelance
- Seasonal/Temporary

8. The job-are you are interested in:

- Accounting
- Banking and finance
- Business and management
- Consulting
- Consumer goods
- Engineering and technology
- Entertainment and media
- Fashion and design
- Finance
- Healthcare
- Hospitality
- Information Technology and Telecommunications
- Law
- Management
- Production
- Shipping
- Supply chain

Section №1

In this section, you will be asked to answer questions related to the employer's brand and important factors that guide you when choosing a job.

1. How important is the employer's brand to you when looking for a job? (An employer's brand is the name, value, image (weak, neutral or strong) of an organization as a "great place to work")

| | | | | | | |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Absolutely unimportant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

2. How interesting is the possibility of further employment for you if you learn about it from a complete stranger?

| | | | | | | |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Absolutely unimportant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

3. How public opinion about the employer is important for you when looking for a job?

| | | | | | | |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Absolutely unimportant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

4. Rate the most important factors when you looking for a job:

| | 1 - Absolutely unimportant | 2 | 3 | 4 | 5 - Very important |
|-----------------------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Career opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Challenging Job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Company Location | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Company's good and services | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Human Resource development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Innovative and Adaptive Job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

5. Rate the most important factors when you looking for a job:

| | 1 - Absolutely unimportant | 2 | 3 | 4 | 5 - Very important |
|---------------------------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Job Stability | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Management Style | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Office and Infrastructure | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Relationships with colleagues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Salary and Compensation Package | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Simple & repetitive job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. Rate the most important factors when you looking for a job:

| | 1 - Absolutely unimportant | 2 | 3 | 4 | 5 - Very important |
|----------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Competence | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Innovativeness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Prestige | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Robustness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Sincerity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Section № 2:

In this section, you will be asked to answer questions related to the preferences of the search and evaluation of the employer

1. Do you research information about a potential employer?

- Always
- Rarely
- Never

2. What sources (communication channels) do you use to search for information about an employer?

- Company website
- Social networks (VK, LinkedIn, HH, Instagram, Twitter etc.)
- Internet search, reading forums (Google)
- Recommendations of family, friends, acquaintances

3. How valuable is the information about the employer obtained from the following sources for you:

| | 1 - Absolutely unimportant | 2 | 3 | 4 | 5 - Very important |
|-------------------------------------------------------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Company website | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Social networks (VK, LinkedIn, HH, Instagram, Twitter etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Internet search, reading forums (Google) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recommendations of family, friends, acquaintances | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

4. Do you pay attention to reviews about the company when you are in the process of job search?

- Always
- Rarely
- Never

5. Which sources do you entrust when looking for reviews about the company and the employer?

- Employer ratings (HH)
- Forums and reviews of former employees (via Google)
- Reviews of friends and relatives

Appendix 2 Survey Questionnaire (Russian)

Исследование влияния брендинга работодателя на ожидания от поиска работы и дальнейшего трудоустройства поколения Z

Добрый день!

Данный опрос является частью исследовательского проекта по изучению представлений поколения Z о брендинге работодателей, проводимого студентом Высшей Школы Менеджмента.

Вам будут предложено ответить на вопросы по поводу образования, вида занятости и предпочтений на рабочем месте. Ваши ответы останутся строго конфиденциальным и анонимным.

Время заполнения анкеты займет около 10 минут.

Спасибо за ваше участие!

1. Пол:

- Мужской
- Женский

2. Год рождения:

- 1997
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003

3. Род занятости:

- Студент (бакалавриат)
- Студент (магистратура)
- Работаю
- Самозанятый
- Безработный

4. Стаж работы:

- Менее 1 года
- 1 - менее 3 лет
- 3 - менее 5 лет
- 5 лет и более

5. Ваше образование:

- Незаконченное высшее
- Законченное среднее
- Высшее профессиональное (бакалавриат)
- Высшее профессиональное (магистратура)

6. Вы находитесь в поиске работы?

- Да, активно
- Да, пассивно
- Нет

7. Какую работу Вы рассматриваете?

- Полный рабочий день
- Неполный рабочий день
- Стажировка
- Фриланс
- Сезонная / временная

8. Рабочая область, в который Вы заинтересованы:

- Банковское дело и финансы
- Бизнес и управление
- Гостеприимство
- Закон
- здравоохранение
- Инженерия и технологии
- Информационные технологии и телекоммуникации
- Консультирование
- Мода и дизайн
- Менеджмент
- Перевозка
- Потребительские товары
- Производство
- Развлечения и средства массовой информации
- Туризм

- Учет
- Финансы
- Цепочка поставок

Раздел №1

В данном разделе Вам будет предложено ответить на вопросы, связанные с брендом работодателя и важными факторами, которым Вы руководствуетесь при выборе работы.

1. Насколько важен для вас бренд работодателя при поиске работы? (Бренд работодателя - это название, ценность, имидж (слабый, нейтральный или сильный) организации как "отличного места для работы")

1 2 3 4 5

Абсолютно не важно Очень важно

2. Насколько интересна для Вас возможность дальнейшего трудоустройства, если Вы узнаете об этом от совершенно незнакомого человека?

1 2 3 4 5

Абсолютно не важно Очень важно

3. Насколько важно для вас мнение общественности о работодателе при поиске работы?

1 2 3 4 5

Абсолютно не важно Очень важно

4. Отметьте факторы, которые наиболее важны для Вас при поиске работы:

| | 1 - Абсолютно не важно | 2 | 3 | 4 | 5 - Очень важно |
|------------------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Возможность продвижения по службе | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Гарантия занятости | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Дальнейшее обучение и развитие | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Зарботная плата, поощрения, льготы | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Инновационная и гибкая работа | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Отношения с коллегами | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

5. Отметьте факторы, которые наиболее важны для Вас при поиске работы:

| | 1 - Абсолютно не важно | 2 | 3 | 4 | 5 - Очень важно |
|-----------------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Продукты/ услуги компании | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Простая и предсказуемая работы | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Рабочее местоположение | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ставящая достойный вызов работа | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Стиль руководства | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Устройства офиса и инфраструктуры | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. Отметьте факторы, которые наиболее важны для Вас при поиске работы:

| | 1 - Абсолютно не важно | 2 | 3 | 4 | 5 - Очень важно |
|-------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Инновационность | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Компетентность | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Искренность/ Прямота | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Престиж | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Надежность | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Раздел №2

В данном разделе Вам будет предложено ответить на вопросы, связанные с предпочтениями поиска и оценки работодателя.

1. Вы исследуете информацию по поводу потенциального работодателя?

- Всегда
- Иногда
- Никогда

2. Какие источники (каналы коммуникации) Вы используете для поиска информации о работодателе?

- Сайт компании
- Социальные сети (VK, LinkedIn, HH, Instagram, Twitter etc.)
- Поиск в интернете, чтение форумов (Google)
- Рекомендации семьи, друзей, знакомых

3. Насколько ценна для Вас информация о работодателе, полученная из следующих источников:

| | 1 - Абсолютно не полезно | 2 | 3 | 4 | 5 - Очень полезно |
|--------------------------------------------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Сайт компании | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Социальные сети (VK, LinkedIn, HH, Instagram, etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Поиск в интернете, чтение форумов (Google) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Рекомендации семьи, друзей, знакомых | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

4. Вы обращаете внимание на отзывы о компании, когда находитесь в процессе поиска работы?

- Всегда
- Иногда
- Никогда

5. Где Вы ищете отзывы о работодателе?

- Рейтинги работодателей (HH)
- Форумы и комментарии в социальных сетях (VK, Instagram, Twitter)

- Поиск в интернете, чтение форумов (Google)
- Рекомендации семьи, друзей, знакомых