



Attracting Innovative Applicants through Employee Testimonials

An Experimental Study using Video and Text Testimonials

Saad Rehman

Supervisor: Magne Supphellen

Master Thesis, MSc Economics and Business Administration, MBM

NORWEGIAN SCHOOL OF ECONOMICS

This thesis was written as a part of the Master of Science in Economics and Business Administration at NHH. Please note that neither the institution nor the examiners are responsible – through the approval of this thesis – for the theories and methods used, or results and conclusions drawn in this work.

Abstract

This study tries to dig a little deeper in the employer branding activities of organizations and researches on the aspects which refers to the term coined by McKinsey and Company “War for Talent”. Organizations are trying to adapt improved and technological advanced methods of recruiting and attracting top talent and employee testimonials are an important tool to attract top talent. We narrow talent to ‘Innovative’ applicants in this study because innovative individuals are considered to be an important part of organizational innovation and organizational innovation is quite important for an organization to gain a competitive advantage. Our research question is described as “How can Organizations Attract Innovative Applicants through Employee Testimonials”. The theoretical reasoning behind this research question was based on the Person-Organization Fit model which suggests that applicants will be attracted towards an organization which shares the same values and traits. We tested the effects of mainly three variables of employee testimonials on job attractiveness 1) Communication medium of Employee testimonials 2) Content of Employee Testimonials 3) Industry type depicted in Employee Testimonials.

We used a 2x2x3 factorial design and we used a web administered survey to collect data from 160 students. The survey contained an employee testimonial which was manipulated according to the three variables.

The findings of this study suggested that applicants with a higher propensity to innovate are more attracted to jobs that signal an innovative culture through their employee testimonials. This can be done by adding content which shows that the organization encourages the use of creativity at work place as well as the job provides autonomy which means that there is freedom in the ways used to accomplish the tasks. When this information is exposed to innovative applicants they are attracted towards the organization and job because they find a ‘fit’ between them and the organization. In addition, we also try to establish a link between the traits of innovative people and activities of the organization such as CSR activities.

These findings have interesting implications; from both theoretical and practical perspective. Studies exploring employee testimonials are somewhat limited and we try to fill a void in literature by linking employee testimonials with innovative applicants. Organizations would also consider these findings quite useful as it can help them in their employer branding activities.

Preface

This Master thesis serves as a wrap to my Masters degree at NHH - MSc Economics and Business Administration with a major profile in Marketing and Brand Management. The thesis was written on the recommendation of the Employer Branding department of Statoil and hopes to provide assistance in their employer branding activities

First and foremost, I would like to thank my thesis supervisor Magne Supphellen for his detailed guidance. He helped me through out my Master thesis and even provided me with guidance when I was working remotely while on exchange in Stockholm. Without the guidance and support of my supervisor I wouldn't have been able to accomplish this huge task.

I would also like to thank the entire people who helped me in collecting data for my master thesis and it includes all those who assisted me in finding respondents for my survey as well as those who took some time out and participated in the study by filling out the surveys.

Finally, I would like to thank my friends and family who served as my support system in this huge and tiring task.

List of Tables

Table 1: Participant Classification	29
Table 2: Reliability of Constructs	36
Table 3: Descriptive Statistics.....	36
Table 4: Correlation Analysis	37
Table 5: Main Effects Summary	39
Table 6: Interaction Effects Summary	40
Table 7: Descriptives Interaction Effect (Commun Medium x Industry Type).....	40
Table 8: Descriptives Interaction Effect (Industry Type x Testi Message)	41
Table 9: Descriptives Interaction Effect (Commun Medium x Testi Message)	41
Table 10: Descriptives Hypotheses 1a and 1b	43
Table 11: Mean Scores Testimonial Message.....	43
Table 12: Marginal Means Hypotheses 1a and 1b	44
Table 13: Descriptives Hypothesis 2.....	45
Table 14: Marginal Means Hypothesis 2	45
Table 15: Descriptives Hypothesis 3.....	46
Table 16: Marginal Means Hypothesis 3	47
Table 17: Hypothesized Effects Summary.....	47
Table 18: Correlation CSR and Propensity to Innovate.....	50

Contents

CONTENTS	5
1. INTRODUCTION	8
1.1 PURPOSE OF THE RESEARCH.....	10
2. THEORY AND LITERATURE REVIEW	12
2.1 EMPLOYER BRANDING	12
2.1.1 <i>Positioning the Employer Brand</i>	13
2.2 ORGANIZATIONAL INNOVATION.....	14
2.2.1 <i>Individual Innovation</i>	15
2.3 PERSON-ENVIRONMENT FIT	15
2.3.1 <i>Person-Organization Fit</i>	16
2.3.2 <i>Similarity Attraction Paradigm</i>	17
2.3.3 <i>Person-Job Fit</i>	18
2.4 CONGRUITY THEORY	18
2.5 SIGNALING THEORY	20
3. HYPOTHESES	22
3.1 CONCEPTUAL MODEL	22
3.2 HYPOTHESIZED EFFECTS.....	22
3.2.1 <i>Content of the Employee testimonial</i>	22
3.2.2 <i>Communication Media of Employee Testimonial</i>	25
3.2.3 <i>Industry Type depicted in Employee Testimonial</i>	27
4. METHODOLOGY	28
4.1 RESEARCH DESIGN.....	28
4.1.1 <i>Research Strategy</i>	28
4.1.2 <i>Procedure</i>	29

4.1.3	<i>Testimonial Content</i>	30
4.2	PARTICIPANTS	31
4.3	DATA COLLECTION	31
4.4	MEASURES	32
4.4.1	<i>Measures for Hypothesized Effects</i>	32
4.4.2	<i>Measures for Further Tests</i>	33
4.4.3	<i>Demographic Variables</i>	34
5.	ANALYSIS	35
5.1	RELIABILITY OF CONSTRUCTS	35
5.2	DESCRIPTIVES AND CORRELATIONS	36
5.3	TEST OF HYPOTHESES	38
5.3.1	<i>Main Effects</i>	38
5.3.2	<i>Hypothesized Effects</i>	42
5.3.3	<i>Additional Tests</i>	47
6.	DISCUSSION	51
6.1	GENERAL DISCUSSION	51
6.2	HYPOTHESIZED EFFECTS	51
6.3	ADDITIONAL FINDINGS.....	53
6.4	THEORETICAL IMPLICATIONS	54
6.5	PRACTICAL IMPLICATIONS	55
6.6	LIMITATIONS	56
6.6.1	<i>Validity</i>	57
6.7	FUTURE RESEARCH	59
7.	CONCLUSION	61
8.	REFERENCES	62

9.	APPENDICES	73
9.1	APPENDIX 1.....	73
9.2	APPENDIX 2.....	74
9.3	APPENDIX 3.....	80
9.4	APPENDIX 4.....	82
9.5	APPENDIX 5.....	84
9.6	APPENDIX 6.....	87
9.7	APPENDIX 7.....	89
9.8	APPENDIX 8.....	91
9.9	APPENDIX 9.....	93

1. Introduction

In the current competitive environment, apart from the markets for goods and services, organizations and firms also fighting to attract and recruit the best possible talent. As Hankin et al. (1998) have quoted in their article “*There is a war for talent and it will intensify*”.

To win this war, employees are putting a lot of emphasis on their recruitment process, and it has emerged as one of the key aspects of organizational effectiveness (Rynes, Bretz, & Gerhart, 1991). According to Barber (1998), there are three phases of the recruitment process: generating applicants, maintain the interest of the applicants in the organization and finally affect their job choice. In this paper, we will be focusing on the first phase of the recruitment process which is concerned with attracting applicants. A recruitment process that is creative, innovative, and imaginative would be perceived by the applicant as a unique process and would help in attracting qualified applicants (Rynes & Barber, 1990)

Firms are now trying to shift their focus from cheap labour to innovative people as firm wants to adopt innovation to increase their performance. Times has also quoted the importance of innovation in of their articles “*the biggest challenge today is not hiring or finding cheap workers, but rather hiring individuals with the brain power (both natural and trained and especially the ability to think creatively*” (Frymire, 2006). Talking again about the competitive environment all over the world, innovation among organizations is considered among the key factors of success (Shipton, West, Dawson, Birdi, & Pattersen, 2006)

Actively in pursuit to hire talented employees, organizations are investing heavily in their HR and it has been estimated that approximately 31% of the HR budgets in an organization are allocated to employee attraction and retention (Leonard, 1999). The basic purpose of a recruitment process is to attract a sufficient number of potential candidates so the organization can choose the candidates which suit them best (Rynes & Barber, 1990). In the first phase of the recruitment process i-e attracting applicants, firms resort to two major sources; printed recruitment advertisements (Collins & Stevens, 2002) and recruitment websites (Allen, Mahto, & Otondo, 2007). It is vital for organizations to be regarded as attractive in the first phase of recruitment so that the job seekers are exposed to the later phases of recruitment. Research has also stressed the importance of the first phase of the recruitment process and has suggested that organizational impressions are less likely to change during the recruitment

process (Powell & Goulet, 1996). Moreover, initial organizational attractiveness has also been linked to the final job/offer acceptance intentions (Cable & Judge, 1996).

Recruitment websites are the most popular and fastest growing information sources through which firms communicate with their potential employees. According to a research by Zotolli & Wanous (2001), the recruitment source which is used to make the first contact with the applicants is really important. Another advantage of using a recruitment website is that the organizations are able to communicate more information to the potential applicants as compared to traditional print media and recruitment advertisements. The 'richer' information communicated to the job seekers via the internet allow them to better understand the intended message (Lengel & Daft, 1984)

Because of technological advancement, one website characteristic that is gaining much popularity these days is 'Employee Testimonials'. An employee testimonial is regarded as a text/video/audio by a first person narrator which conveys a first-hand experience of a person as an employee of a certain organization (Maagaard, 2014). Employee testimonial is regarded as a multi-modal form of a recruitment advertisement that tends to serve a dual purpose of recruitment and advertising (Norlyk, 2008). These employee testimonials have the potential to influence the organizational perceptions of the applicants and communicate 'rich' information to them from the current employee's perspective.

Considering the impact of information resources, Ullman (1966) suggested that informal information sources (employee referrals) provide better quality information as compared to formal information sources (printed advertisements) because those referring job seekers for employment were better able to assess the organizational fit of that employee.

Employee testimonials are considered a unique form of information sources as it is difficult to classify them as a formal or informal information source. On one hand, they could be considered a formal information source because organizations have control over them. On the other hand, they could also be classified as an informal information source because potential employees gather information about an organization from the perspective of current employees. Recruitment source effects can be better described with the help of realistic job previews (RJPs). An RJP serves to provide prospective applicants with real and accurate information (Rynes, Bretz, & Gerhart, 1991). We can assume that an employee testimonial is

considered as a realistic job preview as it provides information to job seekers from a realistic point of view.

1.1 Purpose of the Research

The purpose of this research is to investigate the ways in which organizations can attract innovative talent by using the communication medium of employee testimonials. The importance of innovative talent is vital for a competitive edge in the current industry because innovative talent is a pre-requisite for organizational innovation. A wide array of literature has suggested a positive effect of innovation on a firm's performance. Organizations have found out that creating new products, processes and innovating is vital for increased productivity and the growth of the company (Patterson, Kerrin, & Gatto-Roissard, 2009). One source for innovation is innovative human resources, as Gupta & Singhal (1993) have quoted "*people, not products are an innovative company's assets*".

There seems to be a void in the literature regarding these effects considering the importance of employee testimonials in affecting job seeker's organizational perceptions (Allen, et al., 2004)

Considering the importance of the information source in the first phase of the recruitment process, it would be interesting to see the effects of employee testimonials on job seeker's perception of organizational fit and in return organizational attraction. It is also important to investigate the effects of employee testimonials on organizational perceptions as it would allow companies to attract 'desired' job seekers. As mentioned before, I would be studying the effects pertaining to attract 'innovative' applicants.

When we talk about innovative human resources in organizations, there is a lot of literature that focuses on the sources which drive innovation and creativity of *employees* in an organization which include; team structure & team climate (West & Anderson, 1996) Transformational leadership (Tierney, Farmer, & Graen, 1999) (Bass, Avolio, Jung, & Berson, 2003), Organizational characteristics (Eisenberger & Cameron, 1996), job characteristics (Oldham & Cummings, 1996).

In this dissertation, I want to combine these two aspects i-e innovative people and recruitment process.

Our Research Question could be described as

“How can employee testimonials be used to attract innovative applicants”

2. Theory and Literature Review

In this section, we would give a brief overview of employer branding and benefits of innovation at both organizational level and individual level. After setting the base, we would then discuss some theoretical models which would be the fundamental pillar of our study in attracting innovative applicants. We would also give some theoretical arguments about the antecedents of an innovative organization which would be used as primary factors to attract innovative applicants.

2.1 Employer Branding

In products and services branding, a brand is defined as *“a name, term, sign symbol (or a combination of these that identifies the maker or the seller of the product”*. Keller (1993) described three benefits attached to a brand and product; functional, psychological and symbolic. Based on this line of thought, an employer brand is defined as *“the package of functional, economic and psychological benefits provided by employment, and identified with the employing company”* (Ambler & Barrow, 1996). These benefits can be classified as learning and development activities (functional), monetary rewards (economic), feelings of belonging, direction and purpose (psychological). While employer brand is the image or reputation of the employer, employer branding is related to how the company communicates this image, and accordingly it can be defined as *“the sum of company efforts to communicate to existing and prospective staff that is a desirable place to work”* (Berthon, Ewing, & Hah, 2005)

Usually the concept of employer branding revolves around the attraction, selection and retention of employees. Based on the employer branding model of Universum, the first step in this process is the “value proposition” (Universum, 2017). This value proposition is basically what we defined previously as employer brand. It is the values and benefits that the company wishes to communicate to its prospective and existing employees. The second part in this model is the communication strategy. This refers to the methods and practices that the company adapts to communicate the employer brand or value proposition to the stakeholders. Research suggests that advertising becomes a critical tool in the efforts made by the firm to identify, acquire and retain skilled employees. The focus of our research is in the second step

of this model as the attraction of applicants using certain recruitment strategies falls under the communication of the value proposition.

Apart from communicating the employer brand to prospective and current employees, companies can also use their communication channels to reposition their employer brand

2.1.1 Positioning the Employer Brand

Organizations strive to establish an attractive employer brand and the importance of a successful employer brand is highly vital in attracting a talented employee base. Just like a traditional brand incorporates brand equity, the concept of brand equity is also extended in the recruitment context, because like consumers, potential employees also form an image of the employer and make decisions regarding employment based on the beliefs formed by that image. Therefore, it is crucial for an employer to form the desired image among its stakeholders, which can also be suggested as positioning the employer brand and it can be done with the help of effective communication strategies.

Our research is based on communicating the employer brand, and so in this part the employer can add or subtract associations with the help of these communication strategies. There are several communication mediums and channels through which the company can market its employer brand. Collins and Stevens (2002) have identified four marketing channels for employer brand which consist of 1) Publicity, which refers to information communicated through editorial media that are not paid by the organization (for example the fortune 500 list), 2) Sponsorships, which are used for both brand awareness as well as creating new brand associations 3) Personal or word-of-mouth endorsement approach is considered an informal source of communication making it more credible, and it aims at increasing the brand knowledge, and 4) advertising refers to the form of job postings, brochures etc. and are directly controlled by the organizations, which helps them to create desirable brand-attribute associations in consumers' minds.

The extent to which the channel of communication is controlled by the organization also affects the credibility of the message. In our case, we chose to study employee testimonials, which are partially controlled by the organization. In order to create desirable employer brand associations in the minds of the potential employees, Hatch and Shultz (2001) suggest that the Vision, culture and image of the brand should be aligned, which they refer to as "the aligning of the strategic stars". As we are aiming to attract innovative applicants, it is essential for the

organization that they portray a culture which is aligned with the image of the employer, in this case which is innovative. In this study, we will not be touching upon the “vision” of the company and would only discuss the image and culture gap. A gap between the image and the culture of an organization refers to a misalignment between a company’s image and the organizational culture which leads to confusion among the prospective employees about what the company stands for (Hatch & Schultz, 2001).

Relating this concept to our study, it would be effective for the organization to practice a culture which signals innovativeness, which would create the desirable image among the minds of the stakeholders, and eventually an organization can leverage these brand associations to attract desirable employees.

2.2 Organizational Innovation

As addressed in the introduction, innovation is quite important for organizations in the current competitive environment. Innovation is defined as “*the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, the organization or wider society*” (West & Farr, 1990). There are two parts to innovation in an organization; innovation at the organizational level, and innovation at an individual level. We will discuss both dimensions separately.

Innovation at an organizational level can refer to the ideation and implementation of a technical or administrative aspect (Damanpour & Evan , 1984). Especially in dynamic markets, innovation in an organization is really important in order to keep up with the changes in an external environment and is also regarded as the key driver for a long-term success of the company (Jemenez-Jemenez & Sanz-Valle, 2011). As innovators are first movers, and are successful to the extent that it leads to a competitive advantage (Roberts, 1999). By introducing new products and services, firms are able to adapt, diversify and reinvent themselves (Schoonhoven, Eisenhardt, & Lyman, 1990). In addition, innovative firms also experience high profits because introducing a new innovative product or service tends to face low competition (Roberts, 1999). Companies that have the capacity to innovate can cope with challenges in a much efficient way than non-innovative companies by creating new opportunities and coming up with new products and services (Brown & Eisenhardt, 1995). Oil industry is faced with increased dynamism because of the new market dynamics introduced

by climate change, geological and geopolitical pressures. Research has suggested that dynamism is positively related with innovation (Thornhill, 2006). So the more uncertainty and turbulence there will be in an industry the greater there will be a need for innovation at the firm level.

2.2.1 Individual Innovation

The individual aspect of innovativeness is more related to our topic of study as it constitutes of the human resources. Rogers (2002) defined individual innovativeness as “*the degree to which an individual is relatively earlier in adopting ideas*”. Mumford and Gustaffson (1988) suggested that innovation stems from idea generation which is a cognitive process and starts from individuals. Burningham and West (1995) through their study suggested, that individual propensity to innovate was a superior predictor of team performance.

Organizational innovation is largely dependent on the number of innovative individuals present in the organization. The extent of the organizational innovation will be determined by the number of innovative individuals who constitute the team (Burningham & West, 1995). Apart from the innovativeness of the employees themselves, HR function of the firm also plays a major role in exploiting the innovative capabilities of their employees.

Individual propensity to innovate is conceptualized as a personality orientation and it predicts the quality and level of innovative work behaviour (Bunce & West, 1995). These arguments reflect the importance of individual propensity to innovate in predicting organizational innovation.

So how can a firm attract innovative applicants through employer branding strategies? As we mentioned before, the focus of this study is on the first stage of employer branding which is the initial applicant attraction.

To address this attraction strategy, we will make use of some theoretical models which are discussed below.

2.3 Person-Environment Fit

Person-Environment fit (PE) is defined as “*the compatibility between an individual and a work environment that occurs when their characteristics are well matched*” (Kristof, 1996). The

basic notion of PE fit is, that there is a positive response when there is a match or fit between an individual or an environment.

We can classify PE fit in two categories; Supplementary fit and Complementary fit (Muchinsky & Monahan, 1987). Supplementary fit occurs, when individual supplements or possesses traits and characteristics that are similar to others in that environment. On the other hand, complementary fit occurs when the person fulfils the need of the environment, or in other words, the missing piece of the puzzle

PE fit can also be classified in the terms of perceived fit and actual fit (Cable & Judge, 1996). Perceived fit is classified as the judgement of the individuals of how well they can fit in the environment. Objective fit is the actual fit between the person and the environmental characteristics. In the recruitment and selection context, PE fit can be classified into two terms; Person-Job (PJ) fit and Person-Organization fit (PO).

2.3.1 Person-Organization Fit

The concept of Person-organization fit originated from the PE fit model and it was first suggested by Tom (1971) as that individuals will be more successful in an organization which share the same traits. According to Kristof (1996), PO fit occurs when either the individual or the organization provides what the other needs, they share the same fundamental characteristics or both. The emergence of PO fit has been linked to the Attraction-Selection-Attrition (ASA) model which suggests that attraction to, selection into and remaining into an organization is determined by the perceived similarity between the individual and the organization (Schneider, 1987). According to this theory, organizations move towards homogeneity in the organization and is based on a three step process. Firstly, job seekers are attracted to an organization which they perceive similar to their values, personality, needs and interests (Schneider, Smith, Taylor, & Fleenor, 1998). Second, organizations select applicants which they find similar to their current organizational members. Finally, individuals will leave the organization, voluntary or involuntary, if they do not share the same characteristics with the existing members of the organization. Scholars propose, that people and organizations are attracted to each other because of the similarity in their characteristics.

Extensive research has suggested a lot of positive outcomes of a successful PO fit, as it results in job satisfaction and organizational commitment (O'Reilly, Chatman, & Caldwell, 1991).

Individuals that have a high P-O fit are more motivated, experience higher job satisfaction and perform better at their jobs (Farooqui & Nagendra, 2014).

Marketing literature has suggested that congruence between brand personality perceptions and perceptions of self has been shown to explain brand preference (Malhotra, 1981). Extending this concept to recruitment, recent research has suggested that individuals also assign personality traits to organizations (such as innovative, trendy) (Slaughter, Zickar, Highhouse, & Mohr, 2004). So the way a potential employee perceives the organization's personality, affects his person's attraction and willingness to choose that organization as a place to work. This is a very important consideration for companies i-e the way they are perceived in the labour market affects the job choice decisions of its potential employees. Moreover, these trait inferences are also used by job seekers to distinguish companies from one another (Lievens & Highhouse, 2003). In the context of attraction stage of the recruitment process, individuals would be attracted to an organization that are compatible with their personal preferences (Kristof, 1996). It is also in an organization's best interest to effectively portray the information about the organization's culture and climate to ensure a good fit between the organization and the employee.

2.3.2 Similarity Attraction Paradigm

Another theory which is used to address the concept of person-organization fit in the recruitment literature is the similarity attraction paradigm (Byrne, 1971). This theory states that similar individuals will be interpersonally attracted to one another. Recent scholars have incorporated this model into relational demography (McFarland & Ryan, 2004). This research suggests that people in workgroups compare the demographic characteristics with one another and the perceived similarity/dissimilarity affects the behaviour.

Similarly, the social identity theory (Tajfel, 1979) is based on the assumption that individuals attach themselves to a certain social group in order to achieve a positive self-identity. Because recruitment process is regarded as a social process, we can extend these theories in the recruitment context. Relevant to the recruitment context, is the ideology about psychological groups which is similar to social identity theory and self-categorization theory. A psychological group is considered same as a social group and suggests that people with similar characteristics and traits would classify themselves in the same social group. One of the key characteristic of a psychological group is that members don't necessarily have to interact with

one another but the perception of being associated with a certain psychological group results in the identification with that group. There have been some findings by some research which suggest that relational demography influences the organizational perceptions of the job seekers.

This finding is interesting in the recruitment context, as the similarity between the job seeker and the employee shown in the employee testimonial will influence the organizational inferences based upon the five organizational personality dimensions suggested by Slaughter et al. (2003) which in return results in organizational attraction

2.3.3 Person-Job Fit

When we talk about Person-job (PJ) fit, scholars have suggested that it is a match between the demands of the job and the knowledge, skills and abilities of an individual (Edwards, 1991). This concept of PJ fit is regarded as the demand-abilities perspective. The second operationalization of PJ fit is the needs-supplies perspective, where the needs refer to the desires of the individuals and the attributes or characteristics of the jobs that satisfy those desires. Applicants who perceive that there is a fit between the job requirements and their abilities tend to remain in the application process and are more likely to apply for the job (Carless, 2005)

Carless (2005) in their study, found out that subjective fit is more crucial in depicting organizational attraction as compared to objective fit. Her findings were based on the previous research, which suggested, “people’s preferences for particular organizations are based upon the implicit estimate of the congruence of their own personal characteristics and the attributes of potential work organizations” (Schneider, 1987). Before the selection process, a perceived match between their skills and abilities and the characteristics of the job, as well as the fit between their goals, desires, preferences and those of the organization positively predicts their perception of the organization as a desirable place to work (Carless, 2005).

2.4 Congruity Theory

Schema congruity theory was used and developed in the field of social psychology to explain how individuals process information and evaluate that information based on the existing knowledge-structures, which are either confirmed or disconfirmed by the new information

(Hastie, 1984). When people are exposed to new information which is congruent with their existing knowledge structures, it becomes easy for them to process that information. However, when the new information is not congruent to their existing schema, in other words incongruent, it will need additional cognitive processing.

The schema congruity is discussed in the context of three levels (Meyers-Levy & Tybout, 1989) The first is congruity, which is a complete match between the product and the activated schema. When the advertisement is congruent with the existing knowledge structure, the processing of the new information results in familiarity and acceptance. However, as there is no deviation from expectations, the evoked feeling from a complete match is not that intense. On the other hand, incongruity is a mismatch between the stimulus and the schema and it disrupts the expectations of the individual (Mandler, 1982). If the new information can be added to the existing schema without causing any structural changes, the new information can be assimilated. This type of discrepancy is called moderate incongruity and can be resolved with a little cognitive effort. When the resulting incongruity cannot be easily resolved, the new information is accommodated instead of assimilation. The accommodation process needs a lot of cognitive and emotional processing. If the incongruity cannot be resolved, it leads to frustration and negative evaluations (Meyers-Levy & Tybout, 1989).

Congruity in advertising could be defined as “a match between a stimulus element and the existing schema that one holds about the advertising stimulus” (Lee & Schumann, 2004). According to the schema congruity theory, the viewer’s reaction to the ad depends on whether the information and the peripheral cues of the ad meets the schema expectations (Heckler & Childers, 1992)

Congruity theory has been discussed a lot in the marketing context especially alliances and there are some inconsistencies in the literature about it. On one hand, incongruity leads to more elaboration and result in improved recall rate of the advertisement (Heckler & Childers, 1992), while on the other hand congruent advertisements can be assessed easily and are perceived as more relevant (Sengupta, Goodstein, & Boninger, 1997).

In the recruitment context, we can extend congruity between the employee testimonials and the prospective job applicants. In the marketing literature, it has been suggested that moderate incongruity results in the best outcome, as there is some discrepancy, which needs some elaboration to resolve, which leads to positive and maybe new associations (Meyers-Levy &

Tybout, 1989). However, in the recruitment context, complete congruity appears to work best, because making a choice about the career is a much riskier prospect as compared to a product purchase decision, and applicants need to confirm their positive associations (Shafer, Kabst, & Baum, 2016)

Image congruity theory suggests that people choose products and purchase them to signify their desired image to others and to themselves (Sirgy, 1985). Extending from the person organization fit, image congruity theory adds *ideal congruity fit* which represents a match between the organization and the desired future self he/she wants to be (Nolan & Harold, 2010). They argue that employment is a form of conspicuous consumption and research has suggested that the choice of the ideal self is preferred over the choice of actual self when choosing among publicly consumed goods. This also provides the explanation that applicants are attracted to a certain organization when the symbolic meaning attached to the organization's image match their ideal self's image. Also building on the social identity theory, applicants want to be attached with esteemed organizations as it increases their self-worth. In the recruitment context, applicants would be attracted to the recruitment advertisements depicting an organizational image which is consistent with their self-concept (Barone, Terence, & Sprott, 1999).

2.5 Signaling theory

The basic ideology behind the signalling theory is to reduce information symmetry between the two parties (Spence M. , 2002). Spence (1973) first described the signalling theory in the context of the labour market and he suggested that applicants use their education and skills to signal their quality to the employers as they are not aware of the quality of applicants. It is primarily used to explain how the signals revealed during the recruitment activities can influence applicant attraction (Celani & Singh, 2011). The signalling theory suggests that in the absence of other relevant information about an organization, a potential employee would form an image about the organization based on the peripheral cues (Braddy, Meade, & Kroustalis, 2006). During the initial recruitment activities, potential applicants receive signals from two sources i-e the individual level and the organizational level (Celani & Singh, 2011). The individual level recruitment sources could be recruitment presentations and word of mouth while on the organizational level, the sources take the form of recruitment advertisements and corporate advertising.

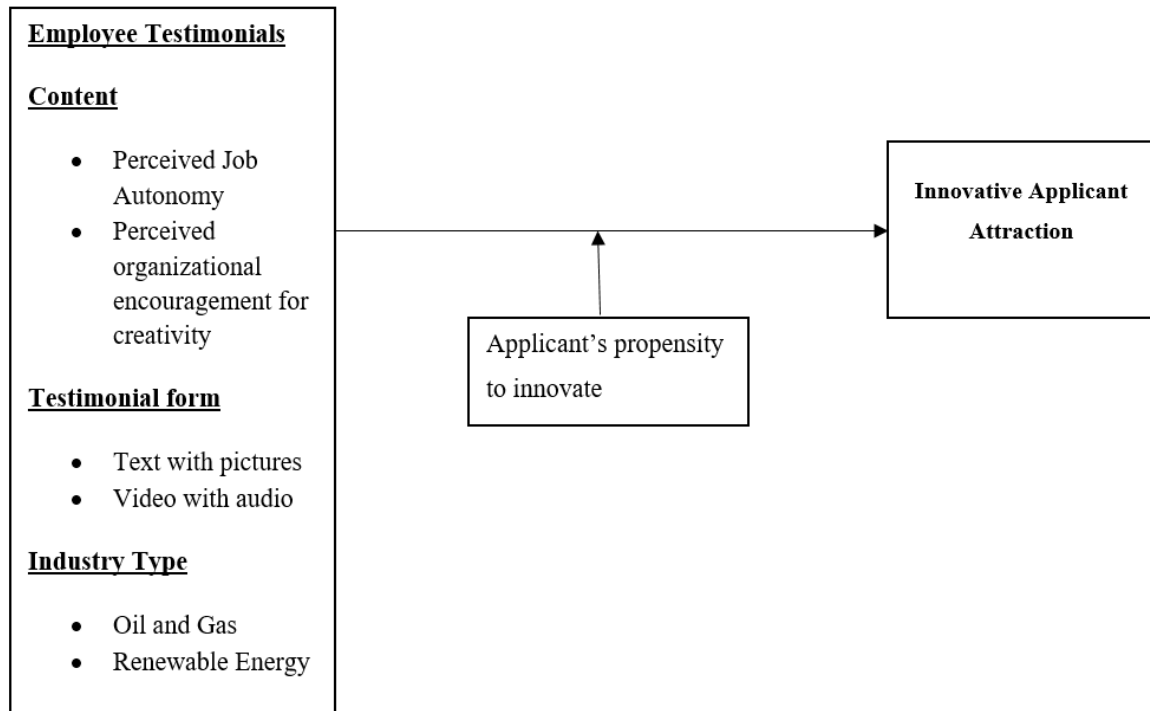
Turban (2001) has suggested that in the recruitment context, applicants form perception about employees when they interact with the recruiter and the personality of the recruiter helps them form an image of the organization. However, this theory can also be extended to the organizational level recruitment source, employee testimonials which would be the focus of our paper. So as we suggested earlier, recruitment website is one of the sources which is used to make initial contact with the advertisement. The information conveyed in the advertisement signals the organizational culture, and the potential applicants form an image of the organization based on that information.

Research suggests that the information regarding the organization presented to the applicant in the recruitment material affect the organizational attraction perceptions (Beach, 1990). This theory is regarded as the image theory, and it suggests that potential applicants will be more attracted to the organizations which depict characteristics that will help the applicant in attaining his/her personal goals (salary, promotion etc). Expectancy theory also suggests the same finding and both these theories conclude that individuals will be most attracted to the organizations that are perceived to provide a suitable environment for the attainment of their career goals. (Eerde & Thierry, 1996)

3. Hypotheses

In this section, we will give an overview of the conceptual model and suggest our proposed hypotheses with theoretical reasoning.

3.1 Conceptual Model



3.2 Hypothesized Effects

In this study, we will study three main effects, which constitute of communication media of the employee testimonial, content of the employee testimonial and the industry type of the employee testimonial.

3.2.1 Content of the Employee testimonial

Organizational Encouragement for creativity

According to the PO fit, the information firms convey in their recruitment media, would be able to attract the applicants who share the same characteristics with the organization. Brady et al. (2006) found out through their study, certain aspects of a recruitment website which signal the organizational culture to the prospective employees. These aspects include website

design features, information about organizational policies and special references to the culture dimension.

There has been some inconsistency as some researchers have analysed PE fit in terms of organizational culture (O'Reilly, Chatman, & Caldwell, 1991) while some have analysed it in accordance with organizational climate (Joyce & Slocum, 1982). Both organizational culture and climate focus on the internal social psychological environment as a holistic, collectively defined social context

Innovative firms are not only perceived to have innovative climate but also to have a value system and structure which aids in the decision-making process and think kind of value system would constitute of activities which encourages and supports their employees to be more innovative. The encouragement of creativity and innovation at an organization is deemed one of the most important factors which depict innovative culture (Amabile, Conti, Coon , Lazenby, & Herron, 1996). The aspect of organizational encouragement includes encouragement of risk taking and idea generation and fair and supportive evaluation of ideas (Ekvall, 1996). Idea support and risk taking are necessary antecedents to a creative climate. In a supportive climate, new ideas are generated and are encouraged and are received by the work mates and the managers in an attentive and supportive manner. The more open to risk taking, a firm is, the prompter and decisive the employees are in case of uncertainty, and concrete experimentation is preferred to detailed investigation and analysis. Anderson and West (1996) have suggested that the perceived support for creativity by the top management can lead to a creation of creative climate which encourages innovation. Innovative individuals tend to seek organizations which offer more opportunities for innovation.

In their analysis of the recruitment websites, Braddy et al. (2006) found out that the most important factor that cues an innovative culture in an organization is the website explicitly mentioning that they value innovation and that the employees are encouraged in a risk taking behaviour. Researchers have identified several organizational characteristics which promote innovative behaviour. Generally, work environment which is encouraging and stimulating encourage innovation and are deemed attractive to innovative people (Patterson, Kerrin, & Gatto-Roissard, 2009).

Extending on this previous research regarding culture fit, if employee testimonials depict more opportunities for innovativeness and increased support for creativity, then according to the P-

O fit and the psychological group theory, individuals with a higher propensity to innovate would be attracted to that organization. If a person is perceived as

We suggest that;

Hypothesis 1a:

Employee testimonials which depict organizational support for creativity are more attractive to innovative applicants. Specifically, there is a positive interaction effect of the perceived organizational support for creativity depicted in employee testimonials and the applicant's propensity to innovate, on job attractiveness

Job Autonomy

The way a job is defined, has significant effects on the individual beliefs, values and personality of the job holder (Lawler & Hall, 1970). Researchers have suggested that the job performance and job design characteristics also affect the attitudes of the employees such as on intrinsic job satisfaction (Porter & Lawler, 1968). Job design which offers the employees greater control over their work results in increased job involvement and increased job satisfaction (Lawler & Hall, 1970).

It is suggested that applicants base their job choice on the job characteristics of the position being evaluated. Similarly, job design is also a very important predictor of innovative behaviour as it affects intrinsic motivation which is directly correlated with innovative behaviour.

Recruitment advertisements that explicitly provide good quality information about job characteristics tend to positively affect applicant attraction to the organization (Spence, 1973). Several studies have depicted a positive relationship between intrinsic motivation and innovation (Amabile, 1988). Job design is also one of the most important factors that drives intrinsic motivation which in turns drives innovation (Oldham & Cummings , 1996).

One of the most important antecedents of innovation is Job autonomy. When individuals are provided with complex job tasks, it boosts their intrinsic motivation which in turn leads to creativity and innovation (Hackman & Oldham, 1980). Amabile (1988) in her work suggested that about 75% scientists have quoted organizational autonomy as the most important factor which influences creativity. Creativity is fostered among employees when they perceive that they have a choice in how to accomplish their day to day tasks (Amabile & Gitomer, 1984)

and also when they have control over their own tasks and their ideas (Amabile, Conti, Coon, Lazenby, & Herron, 1996).

Perhaps the most important finding was by Parker et al (2006) where they identified that job autonomy leads to proactive behaviour (including both proactive idea generation and proactive problem solving) directly as well as through flexible role orientation and self-efficacy.

Depicting a clear link between job autonomy and innovative behavior, based on the person-job fit and the similarity attraction paradigm, we speculate that innovative individuals would prefer a job role where there is more freedom and autonomy.

In light of this discussion, we can say that:

Hypothesis 1b:

Employee testimonials which depict autonomy in job role increase the job attractiveness for innovative applicants. Specifically, there is a positive interaction effect of the perceived autonomy of job role depicted in the employee testimonial and the applicant's propensity to innovate on job attractiveness.

We believe that if individuals can gain some insight about the organizational culture and the job role through the information embedded in the employee testimonials, they can self-select themselves in the organization

We also propose a combined effect of both organizational encouragement for creativity and job autonomy; interacted with propensity to innovate, on job attractiveness

3.2.2 Communication Media of Employee Testimonial

Marketing research has suggested that endorsers in an advertisement results in building favourable attitudes towards the products and services (Raju, Rajagopal, & Unnava, 2002). As mentioned before, Employees can also be depicted as endorsers in their employee testimonials, and are considered credible sources because they have a greater expertise and are closer to the organization.

It is vital for an organization to influence the potential fit of the prospective applicant with the organization and to accomplish that goal, the information should be communicated to the applicant in a personally relevant way (Cober, Brown, Keeping, & Levy, 2004). Organizations accomplish this task by including employee testimonial on the recruitment websites, and research also supports the notion that applicants are more drawn to the information that comes from first hand experiences. Keeping in line with the psychological group theory, employee testimonials show the more human side of the organization and so the content said in the testimonial should reflect the organizational culture which can resonate to the prospective applicants.

Communication media used to signal information to the prospective employees has a lot of implications. Usually organizations prefer to use richer media (e-g video and audio) to transmit information as it is more effective in communicating complex material (Daft, Lengel, & Trevino, 1987). There is also evidence from the literature that information communicated through a richer form of communication would be perceived as more credible by the prospective employees (Cable & Yu, 2006) and this will in turn be more attractive. Moreover, rich communication medium can have greater impact on memory regarding important information as compared to printed text (Childers & Houston, 1984).

Just like endorsers in advertisements lead to favourable attitude towards the products, job incumbents represent a credible source of information about an organization as these are the people which are closer to the work situation and have the expertise (Walker, Field, Giles, Armenakis, & Bernerth, 2009).

Basing our arguments on the findings of Walker et al. (2009) which suggest that applicants find a rich source of communication to be more credible and attractive, we propose that employee testimonials communicated through richer media would be more effective in increasing the job attractiveness as compared to using lean media (text with pictures).

Hypothesis 2:

Video testimonials will be more effective for innovative applicants. Specifically, there is a positive interaction effect of video testimonials and applicant's propensity to innovate, on applicant attraction.

3.2.3 Industry Type depicted in Employee Testimonial

Oil industries are considered to be controversial industries because they engage in the kind of business practices that entail adverse social, environmental and ethical consequences (Du & Vieira, 2012). This reputation combined with the increased sensitivity of the stakeholders to ethical, social and environmental issues are posing a threat to their survival (Suchman, 1995). To tackle this bad publicity, oil companies are embracing CSR strategies as a strategic means to counter negative sentiments, improve their reputation and gain legitimacy which will help them to prosper in the long run (Du & Vieira, 2012).

Organizations are also moving in the direction of clean energy mainly known as renewables, and we can see it from the example of British Petroleum which rebranded itself as “Beyond Petroleum” (Forbes, 2017). This move was considered, by many analysts, to be moving into renewables. Similarly, Total also jumped on the renewables energy bandwagon five years ago with its \$1.4 billion acquisition of SunPower, which is one of the largest solar panel makers in the US (Macalister, 2016).

This trend of shifting to renewables can be associated with the importance of CSR in the current age. For many companies, transitioning from traditional energy like oil and gas to renewable energy sources plays an integral part in their sustainability goals (Parkhurst, 2017).

Renewable energy companies are more promotion focused and are more CSR proactive than oil and gas companies. Numerous studies have indicated that socially responsible firms are more attractive to applicants than non-socially responsible firms (Zhang & Gowan, 2012). As mentioned before, oil and gas companies are considered to be performing low on ethical perspectives and thus they are not considered to be attractive among applicants.

Based on these findings, we suggest that

Hypothesis 3:

Testimonials which depict the organization as a Renewable Energy company will be more effective for innovative applicants. Specifically, there is a positive interaction effect of the depiction of renewable energy company with applicant's propensity to innovate on job attractiveness

4. Methodology

As per my research question, I want to study the effects of organizational recruitment strategies (in the form of employee testimonials) on innovative applicant attraction. Specifically, this study is aimed at highlighting the effects of the form/content of the employee testimonials on job attractiveness.

In the following section, we will describe the research design of this study as well as the procedure followed in collection of the data. Then we will briefly describe the measures of the independent and dependent variables.

4.1 Research Design

The research design is the general plan which one adopts to answer the research questions (Saunders, Lewis, & Thornhill, 2009). It includes the objectives mentioned in the research question, the resources which would be used to collect the data, as well as mention the constraints in the collection of data.

The objective of our research problem is to identify relationship between the different forms of employee testimonials on job attractiveness. In line with the description of a research design, we adopted an explanatory research design, which is aimed at establishing causal relationships between variables (Saunders & Lewis, 2012)

A causal relationship directs at using a deductive research orientation rather than a inductive research orientation. Saunders et al. (2012) suggest that this approach is used to explain causal relationships between concepts and variables. Furthermore, this research would use a highly structured methodology which facilitates replication and ensures reliability.

4.1.1 Research Strategy

As this hypothesis is not tested yet, in order to suggest a causal relationship, we decided to follow an experimental approach to our study, as it is aimed to study the probability of change in an independent variable, causing a change in the dependent variable (Saunders & Lewis, 2012).

As we wanted to test the effects of manipulations in each variable and compare it with the original variable, we adapted the classical experiment approach. Saunders (2009) describes a classical experiment with two groups, in which one group is exposed to manipulations/treatment variable while the other is exposed to the control variable.

For study manipulations involving employee testimonials, we used a 2(content: job autonomy Vs Organizational Encouragement for Creativity) x 2(Communication medium: written text with pictures Vs Video with Audio) x 2(Industry Type: Oil and Gas Vs Renewable Energy) factorial design.

4.1.2 Procedure

We used a survey based experiment approach. Participants were sent out a web based survey. The survey started with some stimuli and the stimuli was randomized. Participants were either presented with a text testimonial with pictures, or a video with audio testimonial. After reading the text or watching the video, they were asked to answer the questions regarding our dependent variable and independent variables (See Measures).

Participants were randomly assigned to a control group or treatment group. The treatment group was presented with a manipulated testimonial. The content of the testimonial was manipulated by adding either 1) content regarding job autonomy or 2) content regarding organizational encouragement for creativity. Testimonials were also manipulated regarding the type of company mentioned as it either mentioned an Oil and Gas company or a Renewable Energy company. The media richness of the testimonial was manipulated by displaying either 1) a picture of an employee with a text testimonial 2) a video of an employee giving an audio testimonial. The table summarizes the number of participants exposed to each study manipulation condition.

Table 1: Participant Classification

Condition	No. of Applicants
Text testimonial x Oil and Gas x Basic Content	10
Video Testimonial x Oil and Gas x Basic Content	10

Text Testimonial x Renewable Energy x Basic Content	10
Video Testimonial x Renewable Energy x Basic Content	10
Text testimonial x Oil and Gas x Job autonomy content	10
Video testimonial x Oil and Gas x Job autonomy content	10
Text testimonial x Renewable Energy x Job Autonomy content	10
Video Testimonial x Renewable Energy x Job Autonomy content	10
Text Testimonial x Oil and Gas x OEC content	10
Video Testimonial x Oil and Gas x OEC content	10
Text Testimonial x Renewable Energy x OEC content	10
Video Testimonial x Renewable Energy x OEC content	10
Text Testimonial x Oil and Gas x Job Autonomy and OEC content	10
Video Testimonial x Oil and Gas x Job Autonomy and OEC content	10
Text Testimonial x Renewable Energy x Job Autonomy and OEC content	10
Video Testimonial x Renewable Energy x Job Autonomy and OEC content	10
Total	160

4.1.3 Testimonial Content

The testimonial script was devised after a review of testimonials from various companies. The content was kept short to reduce the noise and suggest a causal relationship. The manipulation content added was based on theoretical findings and the words were carefully added so that they reflected the terminology of the independent variable. The full scripts of all the testimonials can be found under Appendix 1.

For the text testimonial, we used a simple background with text and a picture on the side. The format of the testimonial was inspired from the website of the companies in Forbes 500.

In the case of the video testimonial, the recording of the video testimonials took place in a business setting and one of my colleague agreed to read out the testimonial and get it recorded on the video. The video was edited and enhanced so that it portrays a professional and realistic outlook.

4.2 Participants

The participants for this study incorporated of business students and engineering students. The sample was chosen, because it ideally reflects the target population for this study. The total sample incorporated of 160 students and each treatment group was comprised of 10 students

The business students sample was taken from Norwegian School of Economics and it included students from both bachelors and masters. The major profile of the business students varied but they all belonged to the overarching branch of economics and business administration.

We also tried to include a sample of engineering students from NTNU so we could analyse a difference in the approach of business students as compared to engineering students. Unfortunately, we were not able to get enough respondents from the engineering background which were needed to compare the two profiles

4.3 Data Collection

A questionnaire was utilized to collect data for our classical experiment. A questionnaire was used because it is considered useful in experimental settings where researchers need to identify a relationship between variables (Saunders, Lewis, & Thornhill, 2009). The questionnaire was built carefully using existing scales and it was built with the assistance of my supervisor, Professor Magne Supphellen.

The questionnaire was administered through “Qualtrics” and used an internet mediated approach. Internet based survey is an efficient way of collecting data and because of its convenience we were able to collect sufficient data to support our hypotheses. It also reduced the time of collecting data as we did not have to physically send out the questionnaires by post.

In addition, it also simplified the analysis of the data as we were able to export the data in SPSS quite easily.

4.4 Measures

In this section, we will discuss and define the scale of the dependent and the independent variables.

4.4.1 Measures for Hypothesized Effects

Dependent Variable

Applicant Attraction

The dependent variable in this study is job attractiveness which is defined as to what extent is the job attractive to the prospective applicant. In order to measure our dependent variable, I adopted the scale from Highhouse (2003) and it was measured using a 1-5 Likert scale ranging from “Strongly Disagree” to “Strongly Agree”. It consisted of statements like ‘*For me this company would be a great place to work in*’, ‘*a job at this company is very appealing to me*’. For a full list of the scale, see (Appendix 3)

Independent Variables

Job Autonomy

Employee testimonials were manipulated by adding a sentence which depicted more autonomy in job role. A five point Likert scale was adapted from (Spreitzer, 1995) which included statements like ‘*I would have significant autonomy in determining how I do my job*’, ‘*I would get to decide on my own how to go about doing my work*’. Complete scale can be found in Appendix 3

Organizational Encouragement for Creativity

Content was added to the employee testimonials to increase the perceived organizational encouragement for creativity. It was measured using a five point Likert scale, adapted from (Amabile, Conti, Coon, Lazenby, & Herron, 1996) and it included statements like ‘*I would be encouraged to solve problems creatively in this company*’, ‘*The company would provide*

me time for putting ideas and innovations in practice'. The complete scale can be found in Appendix 3

Industry Type

The employee testimonials were classified into two different categories regarding the industry type. Half of the testimonials mentioned the company belonging to the 'Oil and Gas' industry while the other half belonged to the 'Renewable Energy' category. The responses regarding job attractiveness were compared for each type of industry.

Communication medium of employee testimonials

The employee testimonials shown to applicants were classified into two categories according to the medium of communication; Text and Video/Audio. Half of the respondents were exposed to text testimonials with pictures while the other half was shown a Video with audio testimonials.

Moderating Variables

Propensity to Innovate

This variable is defined as the motivation and ability to innovate. It is specifically measured as a behaviour to innovate at work. This variable is measured on a five point Likert scale and the scale is adapted from (Bunce & West, 1995). It consists of statements like '*I try to introduce improved methods of doing things at work*', '*I have ideas which would significantly improve the way the job is done*'. The complete scale for this variable can be found in Appendix 3.

4.4.2 Measures for Further Tests

Apart from the hypothesized effects, we would also like to test and analyse the effects of certain variables which would mediate and moderate the relationship between employee testimonials and job attractiveness.

Mediating Effects

Anticipated Emotions

Theories have suggested that emotions have a very strong link with job satisfaction, which in turn positively or negatively affects job performance (Fisher, 2000). We would like to extend

the effect of emotions to the recruitment literature and explore its effects on job attractiveness. Based on the cognitive emotions theory, we suggest that the anticipated emotions would positively moderate the relationship between employee testimonials and job attractiveness. It is measured on a five point Likert scale which is adapted from the JES Scale (Fisher, 2000). The scale can be found in Appendix 3.

Moderation Effects

Corporate Social Responsibility

It is assumed that renewable energy companies are more socially responsible than oil and gas companies. Based on that assumption, we suggest that people who are more concerned about CSR would prefer to work in an organization which takes CSR more seriously (Renewable Energy Company). This variable is measured on a five point Likert scale and is adapted and it includes statements which consist of ‘ *It is important for me that the employees I work with are socially responsible*’, ‘ *Corporate Social Responsibility is crucial to me*’ and ‘ *CSR should be a major concern for all the employees*’.

4.4.3 Demographic Variables

Respondents were asked to fill out their age, gender, Major Subject and Average grade. Demographic questions such as age and gender were used in the survey to make the data more meaningful. On the other hand, we used the question regarding Major subject as we want to develop a causal relationship between Major subject and the preference for working in a specific type of company. Finally, we also added a question regarding average grade to suggest a relationship between the grade and the propensity to innovate.

5. Analysis

In this section we will first explain how we did preliminary cleaning of the survey response (5.1) and assessment of our proposed measures (5.2), then present the results of our analysis and hypotheses testing (5.3 and 5.4)

5.1 Reliability of constructs

Reliability refers to the extent to which the measurement procedures are consistent and reliability of constructs refer to their consistency in producing the same results (Reis & Judd, 2000). A common approach to check the reliability of the measures, is to assess the internal consistency among the items in a single measure.

The importance of using a reliability analysis arises when we use a sum of scales. When a sum of scales is used in an analysis, different items in a single measure are summed to create a single scale. Reliability test is important in this instance because we need to make sure that this sum of scales will yield the same results when the scales are re administered.

One method to measure the reliability of the scale is through the use of Cronbach Alpha, which is a numerical coefficient of reliability. Cronbach alpha is considered a very reliable measure of reliability and it can be used as long as the same set of respondents answered the questions (Reis & Judd, 2000). The Alpha coefficient ranges from 0 to 1, where a value above 0.7 is considered valid (Saunders, Lewis, & Thornhill, 2009).

All of the variables have a Cronbach Alpha value greater than 0.7, so we can conclude that the variables are valid.

Table 2: Reliability of Constructs

Variable Name	Alpha Value	Number of Items
Job Attractiveness	0.708	5
Organizational Encouragement for Creativity	0.860	6
Job Autonomy	0.857	4
Emotions	0.885	4
Corporate Reputation	0.699	3
Corporate Social Responsibility	0.815	3
Propensity to Innovate	0.808	7

5.2 Descriptives and Correlations

For checking our data set and also to check the normality of our data we performed a general descriptives analysis through SPSS.

Table 3: Descriptive Statistics

	Descriptive Statistics								
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Attract	160	1.00	5.00	3.5525	.67609	-.437	.192	.641	.381
OEC	161	1.67	5.00	3.7050	.64798	-.251	.191	.130	.380
Auton	161	2.00	5.00	3.6242	.72139	.123	.191	-.471	.380
Innovat	161	2.14	5.00	3.7720	.55544	.099	.191	-.174	.380
Emotions	161	1.00	5.00	3.2438	.75723	-.274	.191	1.004	.380
Reputat	161	1.00	5.00	3.1470	.61106	-.074	.191	1.785	.380
CSR	161	1.00	5.00	3.9979	.85837	-.989	.191	1.024	.380
Valid N (listwise)	160								

The descriptives table in (Table 3) shows us the number of valid responses and we can see that some variables have 161 responses while some have 160. So, for a consistent analysis we will be using only 160 responses to perform our analysis.

The Skewness and Kurtosis columns give us an overview about the normality of the data. The skewness value provides information about the symmetry of the distribution, while, Kurtosis refers to the ‘peakedness’ of the distribution. Although a perfect normal distribution would give us a value of 0 for both skewness and Kurtosis but it quite uncommon in the field of social sciences. It is also suggested that in large samples, skewness does not have a significant impact on the analysis (Tabachnik and Fidell, 2001). So we deem the dataset ok for this analysis.

The next part in our analysis is to check for correlations between the variables. A correlation analysis measures the strength and direction of two variables. When high values of one variable correlates with values of other variables, a positive correlation exists (Keller, 2006). A Pearson correlation coefficient ranges between -1 and 1, and the further from 0, the stronger is the linear relationship between the variables. A positive correlation implies that a high value in one variable is associated with a high value in the other variable.

The correlation analysis for this report can be seen from the following table. The table implies that there is a positive correlation between the dependent variable (Job Attractiveness) and Job Autonomy and OEC, albeit the correlation is not that strong. There is also a strong positive correlation between the innovativeness of the applicant and perceived CSR. Due to the small correlation coefficient, we are able to overcome the problem of multicollinearity, because it exists when the correlation is above 0.6. (Keller, 2006)

Table 4: Correlation Analysis

		Correlations				
		Attract	OEC	Auton	Innovat	CSR
Attract	Pearson Correlation	1	.263**	.205**	-.012	.204**
	Sig. (2-tailed)		.001	.009	.878	.010
	N	160	160	160	160	160
OEC	Pearson Correlation	.263**	1	.664**	.220**	.166*
	Sig. (2-tailed)	.001		.000	.005	.036
	N	160	161	161	161	161
Auton	Pearson Correlation	.205**	.664**	1	.219**	.138
	Sig. (2-tailed)	.009	.000		.005	.080
	N	160	161	161	161	161
Innovat	Pearson Correlation	-.012	.220**	.219**	1	.425**
	Sig. (2-tailed)	.878	.005	.005		.000
	N	160	161	161	161	161
CSR	Pearson Correlation	.204**	.166*	.138	.425**	1
	Sig. (2-tailed)	.010	.036	.080	.000	
	N	160	161	161	161	161

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

* Correlation is significant at the 0.05 level (2-tailed).

5.3 Test of Hypotheses

In this section, we will review the results of our analysis which include the main effects of the variables and the hypothesized effects.

5.3.1 Main Effects

We tested the main effects of the three different profiles i-e Industry type, Test Medium and the Message of Testimonials on job attractiveness.

For this purpose, we used the One-way ANOVA analysis to test these effects.

Industry Type (Oil and Gas Vs Renewable Energy)

A one-way between-groups analysis of variance was conducted to explore the impact of type of industry (Oil and Gas or Renewable energy) on job attractiveness (Appendix 4). Subjects were divided into two groups according to the two different industry types (Group 1: Oil and Gas; Group 2: Renewable Energy). We did not find a statistically significant difference at the $p < 0.05$ level in the attractiveness scores for the two different groups [$F(1, 158) = 0.009$, $p = 0.926$].

Test Medium (Video Testimonial Vs Text Testimonial)

A one-way between-groups analysis of variance was conducted to explore the impact of the type of medium used to convey the testimonial to the respondents, on job attractiveness (Appendix 4). Subjects were divided into two groups according to the two different mediums (Group 1: Text Testimonial; Group 2: Video Testimonial). We could not find a statistically significant difference at the $p < 0.05$ level in the job attractiveness scores for the two different groups [$F(1, 158) = 0.035$, $p = 0.852$].

Content of Testimonial

We tested the effect of the testimonial message on job attractiveness. A one-way between-groups analysis was conducted to explore the impact of testimonial message on job attractiveness (Appendix 4). Subjects were divided into four groups (Group 1: A simple testimonial; Group 2: Testimonial depicted job autonomy; Group 3: Testimonial depicted Organizational Encouragement for Creativity; Group 4: Testimonial depicted both Job Autonomy and OEC). There was a statistically significant difference at the $p < 0.05$ level in the

job attractiveness scores for the four groups [$F(3, 156) = 10.34, p=0.00$]. In addition to the statistical significance, the actual difference between the mean scores of these four groups is also quite large. The effect size, calculated using eta squared, is 0.16, which according to Cohen (1988) is large.

Post-hoc comparisons using the Tukey HSD test indicated that the mean score for Group 1 ($M=3.16, SD=0.46$) differed significantly from Group 2 ($M=3.65, SD=0.811$) and Group 4 ($M=3.915, SD=0.506$) but was not different significantly from Group 3 ($M=3.48, SD=0.652$).

Summary for the main effects

Table 5: Main Effects Summary

Dependent Variable: Job Attractiveness

Variable	F - Value	Significance
Industry Type	0.009	0.925
Testimonial Medium	0.035	0.852
Testimonial Message	10.334	0.000

Interaction Effects

Interaction effects represent the combined effect of the independent variables on the dependent variables. If an interaction effect is present in an analysis, the impact of one factor depends on another factor, which in results means that the interpretation of the main effect is incomplete or misleading.

To make sure that our interpretation of the main effects is accurate, we tested the interaction effects of the three independent variables on job attractiveness.

A Two-way ANOVA analysis was performed to test the effects of Industry Type, Test medium type and, the testimonial message on Job attractiveness (Appendix 5). The interaction effect for Industry type and Test medium [$F(1, 159) = 0.260, p = 0.611$]; Industry type and message type [$F(1, 159) = 0.274, p = 0.844$]; Test medium and Message type [$F(1, 159) = 0.501, p = 0.682$] did not reach any statistical significance.

These results imply that there is no interaction effect between our three independent variables and our interpretation of the main effects is valid

Summary of the Interaction effects

Table 6: Interaction Effects Summary

Dependent Variable: Job Attractiveness

Variable	F - Value	Significance
Int. Effect (Communication Medium x Industry Type)	0.260	0.611
Int. Effect (Industry Type x Testimonial Message)	0.274	0.844
Int. Effect (Testimonial Medium x Testimonial Message)	0.501	0.682

Table 7: Descriptives Interaction Effect (Commun Medium x Industry Type)

Comm. Medium	Industry Type	Mean	Std. Deviation
Text Testimonial	Oil and Gas	3.5650	.60576
	Renewable Energy	3.5200	.78681
Video Testimonial	Oil and Gas	3.5300	.65719
	Renewable Energy	3.5950	.66485

Table 8: Descriptives Interaction Effect (Industry Type x Testi Message)

Industry Type	Test Message	Mean	Std. Deviation
Oil and Gas	Orginal	3.2000	.37836
	Job Autonomy	3.6000	.68056
	OEC	3.5200	.69706
	Job Autonomy and OEC	3.8700	.55545
Renewable Energy	Orginal	3.1200	.54057
	Job Autonomy	3.7100	.93915
	OEC	3.4400	.62103
	Job Autonomy and OEC	3.9600	.46158

Table 9: Descriptives Interaction Effect (Commun Medium x Testi Message)

Comm. Medium	Test Message	Mean	Std. Deviation
Text Testimonial	Orginal	3.1600	.43818
	Job Autonomy	3.7200	.97851
	OEC	3.4800	.61009
	Job Autonomy and OEC	3.8100	.48764
	Total	3.5425	.69806
Video Testimonial	Orginal	3.1600	.49673
	Job Autonomy	3.5900	.62061
	OEC	3.4800	.70904
	Job Autonomy and OEC	4.0200	.51463
	Total	3.5625	.65765

5.3.2 Hypothesized Effects

Apart from the main effects and the interaction effects of the independent variables, we also needed to test the effects which were mentioned in our hypotheses.

According to our hypotheses, we introduced a variable which is supposed to moderate the relationship between our independent variables (Industry type, Test medium and, Message type) and the dependent variable is Job attractiveness.

In order to test the hypothesized moderation effects, we used the AF Hayes module in SPSS and applied the model 1 to check whether the moderation effect is significant. In addition, we also used the Two-way ANOVA analysis to check for an interaction effect between the independent variables and the moderators.

Testimonial Content (Hypothesis 1a and 1b)

Hypothesis 1a and 1b suggested that the positive relationship between the message of testimonial (which include Job autonomy and Organizational Encouragement for creativity) would be moderated by the applicants' propensity to innovate.

To test this hypothesis, we ran a bootstrap analysis using the AF Hayes module in SPSS. The bootstrap scores for the interaction effect ranged from -0.293 to 0.063 (Appendix 6). As the bootstrap scores contain a zero, the interaction effect is deemed insignificant.

	F Value	Significance
Main Effect	8.815	.000
Interaction Effect (Innovate x Message type)	3.501	.017

On the other hand, results from the two-way ANOVA analysis suggested a significant interaction effect between, propensity to innovate and testimonial content on the scores of job attractiveness. The interaction effect variable had a p value of 0.017 which is less than 0.05.

This result implies that the interaction effect between propensity to innovate and message type was responsible for a variation in the score of job attractiveness. To get a detailed view of this

effect we checked the descriptives and marginal mean scores of job attractiveness for the interaction effect (testimonial content)

Descriptives

Table 10: Descriptives Hypotheses 1a and 1b

Innovat. Level	Test. Message	Mean	Std. Deviation
Lower Level	Original	3.244	.50155
	Job Autonomy	3.357	.70030
	OEC	3.342	.60692
	Job Auton & OEC	3.833	.38234
Upper Level	Original	3.077	.
	Job Autonomy	4.059	.92560
	OEC	3.688	.68532
	Job Auton & OEC	3.907	.62941

Mean Scores of Testimonial Content

Table 11: Mean Scores Testimonial Message

Dependent Variable: Job Attractiveness

Testimonial Content	Mean Score (SD)
Original Testimonial	3.16 (0.462)
Job Autonomy	3.65 (0.811)
Organizational Encouragement for Creativity	3.48 (0.652)
Job Autonomy and Organizational Encouragement for Creativity	3.91 (0.506)

Table 12: Marginal Means Hypotheses 1a and 1b

	Upper Innovation	Lower Innovation	Mean Difference
Original	3.077	3.244	-0.167
Job Autonomy	4.059	3.357	0.702
OEC	3.688	3.342	0.346
Job Autonomy & OEC	3.907	3.833	0.074

This analysis reasonably supports our hypotheses. The table shows a positive mean difference for all the manipulations and a negative mean difference for the original testimonial which did not contain any message manipulations. A positive mean difference indicates that the job attractiveness scores are greater for applicants which have a higher propensity to innovate and a negative mean difference indicates that the job attractiveness scores are greater for applicants which have a lower propensity to innovate for a certain type of message testimonial.

Hypothesis 1a suggested a positive interaction effect

Among the manipulated testimonials, the mean difference was highest for the testimonials which contained message only regarding job autonomy.

Communication Media of Testimonial (Hypothesis 2)

Hypothesis 2 suggested that the positive relationship between a video testimonial and job attractiveness will be positively moderated by the propensity to innovate of an applicant. The bootstrap values for the interaction effect included 0 (-0.343 to 0.521) which indicated that the interaction effect was not significant (Appendix 7). In addition, we also performed the two-way ANOVA and checked for an interaction effect of Propensity to innovate and Test medium, this effect also came out to be insignificant.

	F Value	Significance
Main Effect	0.006	.938
Interaction Effect (Innovate x Communication Medium)	.165	.685

The results of these tests mean that we would have to reject our second hypothesis.

Descriptives and Marginal Means

Table 13: Descriptives Hypothesis 2

Innovat. Level	Comm. Medium	Mean	Std. Deviation
Lower Level	Text Testimonial	3.6114	.63235
	Video Testimonial	3.5755	.61459
Upper Level	Text Testimonial	3.4889	.74779
	Video Testimonial	3.5419	.73065

Upon checking the marginal means, for the interaction effect (Appendix), we saw that there is a difference in the mean scores of job attractiveness between the lower and upper levels of propensity to innovate for the medium of testimonial.

Table 14: Marginal Means Hypothesis 2

	Upper Innovation	Lower Innovation	Mean Difference
Text Testimonial	3.489	3.542	-0.503
Video Testimonial	3.611	3.576	0.035

The marginal means table above suggests that applicants with upper innovation levels had a higher preference for video testimonials as suggested by the positive mean score

Industry Type (Hypothesis 3)

The second hypothesis suggested that applicants with upper innovation levels would react favourably to the job testimonials which are related to Renewable energy companies as compared to oil and gas companies. To check whether the propensity to innovate moderates the relationship between industry type and job attractiveness, a bootstrap analysis was performed. The bootstrap scores for the interaction effect ranged from -0.304 to 0.5470 (Appendix 8). As the bootstrap scores contain a zero, the interaction effect would be deemed insignificant.

A Two-way ANOVA analysis was performed to check for an interaction effect between industry type and propensity to innovate on job attractiveness (Appendix 8).

	F Value	Significance
Main Effect	.057	.812
Interaction Effect (innovate x Industry type)	.200	.655

The p value of the interaction effect was greater than 0.05 which also makes the interaction effect insignificant. These results mean that we would have to reject our second hypothesis.

Descriptives

Table 15: Descriptives Hypothesis 3

Innovat. Level	Industry Type	Mean	Std. Deviation
Lower Level	Oil and Gas	3.3463	.63565
	Renewable Energy	3.4178	.72089
	Total	3.3837	.67856
Upper Level	Oil and Gas	3.7590	.55285
	Renewable Energy	3.7371	.69920

Table 16: Marginal Means Hypothesis 3

	Upper Innovation	Lower Innovation	Mean Difference
Oil and Gas	3.759	3.346	0.413
Renewable Energy	3.737	3.418	0.319

The two-way ANOVA analysis also allowed us to have some insights into the marginal means of the interaction effect. As hypothesized, the mean score for renewable energy is higher for upper innovation than lower innovation levels. Although the interaction effect is insignificant, this mean difference provides some support for the hypothesis.

Summary of Hypothesized Effects

Table 17: Hypothesized Effects Summary

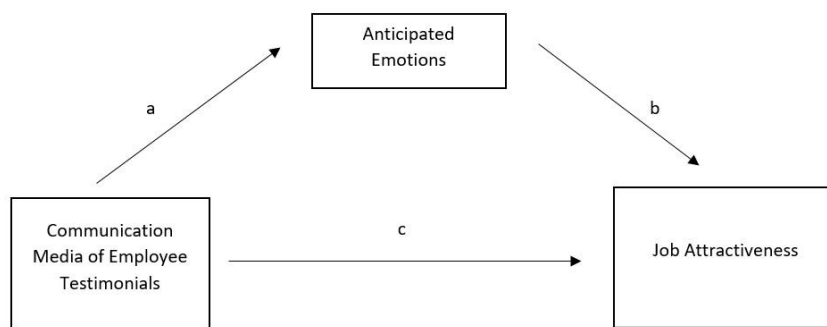
Variable	F - Value	Significance
Propensity to Innovate x Testimonial Content	3.501	0.17
Prop. To Innovate x Communication Medium	.165	.685
Prop. To Innovate x Industry Type	.200	.655

5.3.3 Additional Tests

Apart from the hypothesized effects, we also tested for mediation effects and moderation effects as well as a correlation analysis to reveal a link between two variables.

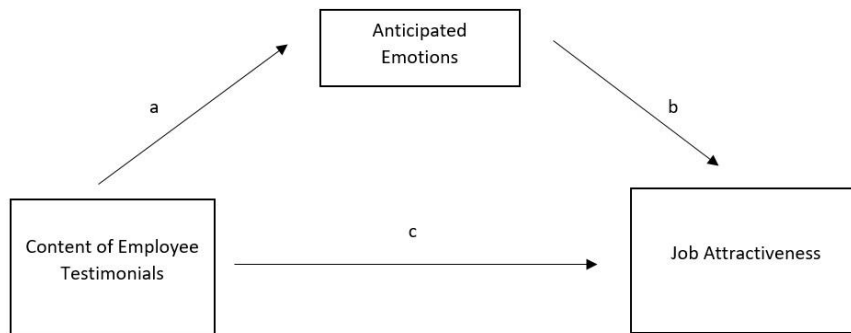
Mediation Effects

Mediation Effect 1



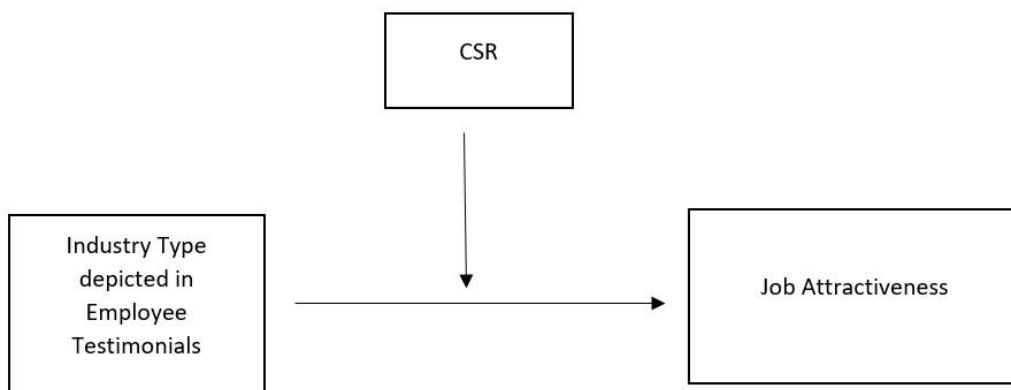
A simple mediation analysis was conducted using an ordinary least squares path, to determine the indirect effect of communication media of employee testimonial through anticipated emotions. There was not a significant relationship between anticipated emotions and communication media of testimonials ($a=0.19$, $p>0.05$). A bootstrap confidence interval of the indirect effect ($ab=0.54$) was -0.258 to 0.085 suggesting that there is no indirect effect. In addition, there was also no significant evidence of the direct effect of communication medium on job attractiveness ($c= -0.08$, $p=0.322$).

Mediation Effect 2



From a simple mediation analysis conducting using ordinary least squares path analysis, we found a positive relationship between content of employee testimonials and anticipated emotions ($a = 0.25$, $p = 0.00$). Anticipated emotions also positively predicted the dependent variable applicant attractiveness ($b = 0.48$, $p = 0.00$). A bootstrap confidence interval for the indirect effect ($ab = 0.12$) was entirely above 0 (0.071 to 0.191) which suggested that content of employee testimonials indirectly affected applicant attraction through anticipated emotions regarding the organization

Moderation Effect



We also tested for moderation effect of CSR on the relationship between industry type depicted in employee testimonials and applicant attractiveness. The bootstrap confidence intervals for the interaction effect contained 0 (-0.364 to 1.149) which suggest that CSR does not moderate the relationship between industry type and job attractiveness.

Correlation Analysis

We also tried to develop a relationship between applicants with a higher propensity to innovate and CSR preference. For this purpose, we ran a correlation analysis between these two variables. A Pearson correlation coefficient of 0.425 suggested a strong positive correlation between propensity to innovate and CSR.

Table 18: Correlation CSR and Propensity to Innovate

Correlations^b

		CSR	Innovat
CSR	Pearson Correlation	1	.425**
	Sig. (2-tailed)		.000
Innovat	Pearson Correlation	.425**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=161

6. Discussion

A lot of studies have identified the positive effects of employing the best possible human resources on the performance of companies. Moreover, in this competitive environment, companies are aiming to attract people which would work innovatively and bring about new changes which would help them in gaining a competitive advantage over other companies.

6.1 General Discussion

This study was devised to address some areas which could help companies to attract innovative talent. The primary basis of this study was the use of the theoretical implications laid out by the person-organization fit model. This model implies that if the values of the person meet the values of the organization, there would be a good ‘fit’ between the employee and the organization (Kristof, 1996). We identified some potential attributes which innovative people prefer in an organization and which also results in improved creativity and innovative work in the organization. In addition, we used the employee testimonials to signal the desired attributes of an organization to the respondents (Spence M. , 2002). We hypothesized that by signalling certain attributes through employee testimonials, we would be able to attract applicants with desired qualities; in this case, a higher propensity to innovate.

Theories have suggested that companies which exhibit higher CSR are more attractive to applicants. Prospective applicants seem to be more attracted to companies that they consider to be more socially responsible than in companies that they perceived as less responsible (Turban & Greening, 1997). Renewable energy companies are considered to be more CSR conscious as compared to the Oil and Gas companies. We performed a correlation analysis and it suggested a significant positive correlation between CSR and propensity to innovate (Chapter 5). This suggests that applicants who score higher on propensity to innovate, also have an increased interest for CSR.

6.2 Hypothesized Effects

Our main hypotheses were related to the manipulation of the three independent variables; testimonial content, communication medium of testimonials and industry type and they

correspond to hypothesis 1a 1b, 2 and 3 respectively. We were not able to find significant results for hypothesis 2 and 3 which were related to industry type and message medium.

Message Content of the Testimonial

Our first hypotheses were related to the message of the testimonial. The testimonial message was manipulated and classified in three groups. We were able to find a significant interaction effect of testimonial message and propensity to innovate on job attractiveness scores. Applicants who were high on propensity to innovate, scored higher on job attractiveness when they were exposed to employee testimonials which were manipulated according to job autonomy, organizational encouragement for creativity or both of these elements, as compared to applicants who ranked lower on propensity to innovate. This finding is in line with the person organization fit (Kristof, 1996) and similarity attraction paradigm (Byrne, 1971), which suggests that that persons who find a similarity in the organization's and their values, would be more attracted to the organizations. In this case, the manipulated employee testimonial is signalling the organization's values in the form of job autonomy and organizational encouragement for creativity. Applicants who reflect higher propensity to innovate rated the job higher when they were exposed to the manipulated testimonial as compared to the original (non-manipulated) testimonial.

Communication Medium of the Testimonial

Hypothesis 2 suggested that innovative applicants would respond more favourably to video testimonials as compared to text testimonials. We were not able to find significant differences in the mean scores of job attractiveness between higher and lower propensity to innovate for the video testimonials. Generally, the mean score for video testimonials were a little higher than the text testimonials but propensity to innovate did not moderate the relationship between job attraction and video testimonials. The reason for this insignificance might be related to the content portrayed in video/text testimonial. Richer media (video/audio) are more effective because it can signal more content as compared to audio testimonials. In addition, it is also more effective because it can transmit complex material which has multiple interpretations (Walker, Field, Giles, Armenakis, & Bernerth, 2009) . In this study, we have included the same content in both video and text testimonials, and no difference in content could be the reason of an insignificant difference between these two types of testimonials.

Industry type

The third hypothesis was related to the industry type mentioned in the employee testimonials. We proposed that the applicants who were higher on the propensity to innovate, would respond more favourably to employee testimonials which depicted a renewables energy company as compared to an oil and gas company. We were not able to find a significant moderation effect and an interaction of industry type and propensity to innovate on job attractiveness.

6.3 Additional Findings

Apart from the hypothesized effects of the three independent variables on job attractiveness, we also conducted mediation. Moderation and correlation analyses.

Our analyses suggested that the content of the employee testimonials have a positive effect on anticipated emotions and furthermore, anticipated emotions positively predict job attractiveness. Fisher (2000) has suggested that positive emotions are strongly related to overall job satisfaction. This study has resulted in very interesting findings in relation to the previous findings, because apart from job satisfaction of existing employees, positive moods also result in increased job attractiveness for prospective applicants. When applicants were exposed to employee testimonials, which gave them information regarding job autonomy and organizational encouragement for creativity, their anticipated emotions were positively affected. These positive emotions, in return, positively predicted job attractiveness which also suggest that in order for a job to be considered attractive, positive emotions need to be triggered among these prospective applicants.

Furthermore, because of limited theoretical literature on the traits of applicants with higher propensity to innovate, we tried to create some links of innovative people with some variable. Our analyses resulted in an interesting finding which suggested that applicants who scored higher on propensity to innovate also rated higher on CSR preference. This means that innovative people would like to work in an organization which is proactive on CSR activities and also promotes it actively.

6.4 Theoretical Implications

The aim of this study was to address a void in the literature regarding attracting students with specific qualities regarding higher propensity to innovate. Research has highlighted the importance of individual innovation at workplace as it is directly linked to team performance. Firms with higher organizational innovation are better able to cope with the changing dynamics of the economy which gives them a competitive advantage over non-innovative companies. For that purpose, individual innovation is considered to be an important prerequisite for higher organizational innovation. From an employer branding perspective, the need to target applicants with desired qualities is also analysed in existing literature. Stevens and Szemerekovsky (2010) researched on attracting students with specific traits based on the five personality traits through the use of recruitment advertisements. They suggested that if we devise the content of recruitment ad in a certain way that it signifies certain qualities of the target applicant, we are able to attract the desired applicants based on the person organization fit. Other studies also make use of the person organization fit model to research on finding a relationship between individual traits and organizational culture, such as a finding by Zhang et al. (2012) suggested that individuals which score higher on Machiavelli traits are more attracted to organizations which provide good monetary benefits.

This study extends upon these existing findings and also uses the person organization fit model to establish a relationship between individual traits and organizational culture. Instead of using recruitment advertisements, we used employee testimonials as a signalling source and we used it to target applicants with higher propensity to innovate. The results of this study suggest that when applicants with a higher propensity to innovate are exposed to employee testimonials which contain content regarding job autonomy and organizational encouragement for creativity, it would result in increased job attraction for those applicants. These findings would have important implications for the employer branding and recruitment literature because a specific recruitment activity; employee testimonial, was used to target innovative applicants.

Furthermore, a finding suggests that rich information about an organizational culture elicits positive emotions among applicants and these positive emotions lead to increased job attractiveness. Previous studies only used emotions in the context of job satisfaction for existing employees (Fisher, 2000), so this finding would rather have an interesting implication for the recruitment literature. We only used specific information about an organizational

culture, but further studies should try to study a relationship different information pretexts about an organization and anticipated emotions which would help generalize the findings.

Another interesting finding suggests that innovative people are more CSR conscious than non-innovative people. Studies have suggested that companies which exhibit greater CSR activities tend to be more attractive to prospective applicants. We established a strong positive relationship between individuals with a higher propensity to innovate and personal CSR preference. However, this finding did not hold in the hypothesized effect because applicants did not prefer renewable energy companies, which are considered more socially responsible, over oil and gas companies. A reason for this might be the fact that the testimonial did not transmit enough information about the CSR activities of the company. Research has suggested that in order for their CSR communication be considered credible, organizations should devise their CSR messages in detail and use a variety of channels to transmit that information (Du & Vieira, 2012). In addition, CSR communication is considered most credible when it is coming from a third party source or a source which is not considered to be controlled by the company such as word of mouth etc.

This relationship can be strengthened by further research which can analyse CSR information coming from different sources and thus establish a relationship between innovative applicant attraction and CSR communication.

6.5 Practical Implications

This study has very interesting implications, especially for oil and gas companies if they are planning to reposition their employer brand and target innovative prospective applicants. As we have suggested earlier, innovation is becoming very important for organizations in the current competitive landscape. Organizations are increasingly trying to attract innovative people through their employer branding activities. In earlier times, organizations could only advertise jobs and attract prospective employees using recruitment advertisements. This only gave them limited choices and limited possibility to signal the organizational culture and job attributes through these recruitment advertisements.

With the advancement of technology, organizations now have various resources at their disposal such as recruitment websites, employee testimonials etc. This allows the

organizations to have two-way communication with the applicants, signal more content and also show a humanistic side of the organization with the help of employee testimonials.

In this study, we tried to analyse corporate attractiveness through making the use of these advanced resources. Companies which are targeting prospective employees with a higher propensity to innovate, can make the use of employee testimonials but these activities in itself are not enough. Our study suggested that, when organizations add certain content to their employee testimonials, it increases its appeal to the desired target applicants. This content includes 1) Specifically mentioning that the company encourages the use of creativity and awards creative work, 2) Explicitly mention the autonomy in the job role and freedom of ways in going about the tasks. In this study, respondents were exposed to these testimonials only once and still they were affected by the content of the testimonial. This suggests that applicants pay attention when exposed to employee testimonials as well as carefully process the information, and increased/multiple exposure to these employee testimonials would result in increased job attractiveness for prospective employees.

In addition, employee testimonials also affect the applicants in an emotional context. Organizations should try to elicit positive emotions in their prospective applicants through their recruitment activities, because these positive emotions would increase the attractiveness of the organization to these applicants. In a nutshell, organizations especially energy/oil and gas companies should try to add content regarding increased job autonomy and organizational encouragement for creativity in their testimonials. When innovative applicants are exposed to such testimonials, they would be attracted to the job because they would find an increased fit between their and the organization's values.

This study also has some interesting implications for energy companies. These companies should try to portray a more CSR proactive image to the prospective applicants which would help them to attract more innovative applicants.

6.6 Limitations

Our study used an experimental design and we used video and text as a stimulus for our experiments.

6.6.1 Validity

Validity is defined as “The extent to which data collection methods accurately measure what they intended to measure and also to which research findings are really about what they profess to be about” (Saunders, Lewis, & Thornhill, 2009).

Internal Validity

Saunders et al. (2009) have defined internal validity as the ability of the questionnaire/experiment to measure a causal relationship between the variables. They present history, testing, instrumentation, mortality, maturation and ambiguity about causal direction as a threat to internal validity. Our study used a fictitious firm as well as fictitious employee testimonials so we avoided the history threat.

Testing threat occurs when respondents may think that the results of the research may advantage or disadvantage them in some way (Saunders, Lewis, & Thornhill, 2009). Our survey was administered using an anonymous link and thus avoided identification of the respondents as well as the perceptions regarding the results of the questionnaire. In addition, we also did not administer pre/post testing of the survey so the testing threat was avoided.

Instrumental threat occurs when participants are exposed to new information or instructions between testing that might affect the results (Saunders, Lewis, & Thornhill, 2009). In our study, we tested the participants only once, so the instrumental threat is perceived to be minimal.

Mortality threat refers to participants dropping out in the midst of the questionnaire and thus invalidating the results (Saunders, Lewis, & Thornhill, 2009). Our study might have been exposed to this threat and we had some incomplete questionnaires. We managed to avoid this threat because we discarded the incomplete surveys and only used the information from complete surveys in our final analysis and results.

External Validity

External validity also known as generalisability refers to the extent to which the results of this research are generalisable and relevant to other situations and settings (Saunders, Lewis, & Thornhill, 2009). It might be worrisome when the research is conducted among a group of homogeneous people who do not differ from each other distinctly.

This study might have limitations in the aspect of external validity. First the number of respondents in our study were 160, and treatment/control group comprised of 10 respondents which can be considered a relatively small sample. In addition, our sample size was aged between 20-27 and the majority of our respondents were students at Norwegian School of Economics which could be considered a homogenous group. If we had pursued a diverse group of people it might have increased the external validity but it would have resulted in the loss of control on the analysis which could have hampered the internal validity.

Construct Validity

Construct validity refers to the extent to which the questions used in the questionnaire measure the constructs which were intended to measure (Saunders, Lewis, & Thornhill, 2009). Construct validity can also be analysed with the help of discriminant validity which suggests that there is a higher correlation between items that are related and lower correlation between items that are unrelated (Trochim & Donnelly, 2001).

We ran a correlation test of items belonging to a same measure with a different measure (Appendix 9). The analysis suggested that items which belonged to the same measure had higher correlation coefficients (0.732) while lower correlation coefficients (0.277, 0.199) with items from a different scale.

Statistical Conclusion Validity

Statistical conclusion validity refers to the extent to which the results from the research can reasonably reveal a relationship between the dependent and independent variables (Cook & Campbell, 1979). Saunders et al. (2009) suggest two types of errors regarding statistical conclusion validity; Type I and Type II. Type I errors occur if we find significant results for something which, in reality, is not true. On the other hand, Type II error occurs when we don't find significant statistical results for a hypothesis, when in reality it is true. Our study was exposed to both error types because we proved one hypothesis and rejected two hypotheses.

Reducing Type I errors is considered to be more important than Type II errors (Saunders, Lewis, & Thornhill, 2009). We used appropriate statistical measures to develop the causal relationship between our dependent and independent variables. These measures included one way ANOVA and two-way ANOVA because it is considered an appropriate technique to find differences between two groups of variables. In addition, we also used the AF Hayes module to test the moderation effect which was hypothesized. Furthermore, we used Cronbach alpha

to check for the reliability of the scales is considered a reliable and appropriate means to check for the internal reliability of the concepts which are measuring a variable. By using these appropriate measuring techniques, we have tried our best to reduce the Type I error.

Statistical conclusion validity is also dependent on the statistical power of the study which affects the Type II error. The sample size of our study has implications for the statistical power. A small sample size of 160 respondents with each group comprising of 10 respondents, as well as a homogenous group, might have reduced the statistical power of our analysis.

6.7 Future Research

Keeping the limitations and the findings of this study in mind, there is a lot of scope in extending these findings and results because studies regarding the effects of employee testimonials on recruitment activities are quite limited. In this study, we only tested the effects of employee testimonials on prospective applicants (in this case students), however it would be interesting to see the effects of employee testimonials on the internal employer brand i-e existing employees. This would have interesting implications as how could organizations restructure their internal employer brand using employee testimonials.

Secondly, apart from employee testimonials, there are also other media sources which are at the disposal of the organizations and which they can use to attract prospective applicants. Tech Savvy people are more capable of demonstrating innovation at work (Zhao, Pugh, Sheldon, & Byers, 2002), and so it would be interesting to see the implications of other platforms being used to attract innovative talent. For example, in order to target millennials, Goldman Sachs is running recruiting ads on the music streaming service “Spotify” (Swant, 2016) as well as on social media platforms such as “Snapchat” (Moon & Mzezewa, 2015).

Furthermore, we would suggest research on additional elements that would predict increased effectiveness for video testimonials. Many studies have suggested that video testimonials are more effective in conveying a complex message and rich information than text testimonials (Walker, Field, Giles, Armenakis, & Bernerth, 2009). Future researchers may try to add additional information in the testimonials as well as manipulate other factors such as outlook of the person giving a testimonial, camera angles, background, attire etc.

Lastly, we would also encourage additional research on the relationship between traits of innovative people and CSR. Although we have managed to establish a correlation between propensity to innovate and personal preference for CSR, this relationship is based on only some factors and a single analysis and further research would develop more interesting results in identifying and generalizing such relationship.

7. Conclusion

The aim of this study is to identify factors which can assist organization in their hunt to attract and recruit innovative people.

Innovation is considered to be very important in a volatile industry as organizations keep coming up with new and improved ideas which give them an edge over other companies. Innovative employees are an important component of organizational innovation and that is why organizations are increasingly trying to attract employees with an innovative mindset which can bring about new ideas in the organization and help them compete and gain a competitive edge.

Advancement in technology has increased the way, organizations can reach out to their target applicants. This gives them increased options and also increase their power in reaching out to far away applicants. Employee testimonials are one of the recruitment activities that organizations are actively trying to bank on. Many organizations have started to use video recruitment ads as compared to traditional recruitment advertisements. In the same way, organizations try to provide a humanistic side of the organizations through the use of employee testimonials. In this study, we focused on this aspect of employee testimonials and how organizations can use this resource to attract innovative applicants.

Organizations can make use of the concept of 'fit' between the values of the organizations and the prospective applicants as it will help them to attract applicants with desired qualities. This study suggested that innovative people were affected more by the content of the employee testimonial rather than the communication medium of the testimonial. Only one exposure to the testimonials affected the applicant's preference for the job so this suggests that innovative applicants carefully read/listen and process information which is related to recruitment activities.

By carefully planning and developing employee testimonials, which can signal their innovative culture and innovative aspects of the job, organizations can increase their attractiveness towards innovative applicants.

8. References

- Abbey, A., & Dickson, J. W. (1983). R&D Work Climate and Innovation in Semiconductors. *Academy of Management Journal*, 362-368.
- Allen, D. G., Mahto, R. V., & Otondo, R. F. (2007). Web-Based Recruitment: Effects of Information, Organizational Brand, and Attitudes Toward a Website on Applicant Attraction. *Journal of Applied Psychology*, 92(6), 1696-1708.
- Allen, D., Lane, M., Turan, A., Pitts, M., Otondo, R., & Van Scotter, J. (2004). Internet Recruitment: Job Seekers' viewing of company websites . *In 19th Annual Conference of the Society for Industrial and Organizational Psychology*.
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behaviour*, 123-167.
- Amabile, T. M., & Gitomer, J. (1984). Children's artistic creativity effects of choice in task materials . *Personality and Social Psychology Bulletin*, 209-215.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 1154-1184.
- Ambler, T., & Barrow, S. (1996). The Employer Brand. *Journal of Brand Management*, 185-206.
- Ashok, G. K., & Singhal, A. (1993). Managing human resources for innovation and creativity. *Research Tecchnology Management*, 41-48.
- Barber, A. E. (1998). *Recruiting Employees: Individual and Organizational Perspectives* (Vol. 8). Sage Publications.
- Barney, J., Wright, M., & Ketchen, D. J. (2001). The Resource Based View of the Firm: Ten years after 1991. *Journal of Management*, 27(6), 625-641.
- Barone, M. J., Terence, S. A., & Sprott, D. E. (1999). Product ownership as a moderator of self-congruity effects. *Marketing Letters*, 75086.

-
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology, 207*.
- Baum, M., Schafer, M., & Kabst, R. (2016). Modeling the impact of advertisement-image congruity on applicant attraction. *Human Resources Management, 7-24*.
- Berthon, P., Ewing, M., & Hah, L. (2005). Captivating Company: dimensions of attractiveness in employer branding. *International Journal of Advertising, 151-172*.
- Berthon, P., Ewing, M., & Hah, L. (2005). Captivating Company: dimensions of attractiveness in employer branding. *International Journal of Advertising, 151-172*.
- Blackman, A. (2006). Graduating Student's Responses to Recruitment Advertisements. *Journal of Business Communication, 367-388*.
- Braddy, P. W., Meade, A. W., & Kroustalis, C. M. (2006). Organizational recruitment website effects on viewer's perceptions of organizational culture . *Journal of Business and Psychology, 525-543*.
- Breaugh, J., & Starke, M. (2000). Research on Employee Recruitment: So many studies, so many remaining questions. *Journal of Management, 405-434*.
- Brown, S. L., & Eisenhardt, K. M. (1995). Product Development: Pats research, present findings and future directions. *Academy of Management Review, 343-378*.
- Bunce, D., & West, M. A. (1995). Self perceptions and perceptions of group climate as predictors of individual innovation at work. *Applied Psychology, 199-215*.
- Burningham, C., & West, M. A. (1995). Individual, Climate, and Group interaction processes as predictors of work team innovation. *Small Group Research, 106-117*.
- Byrne, D. (1971). The attraction paradigm. *Academic Pr.*
- Cable, D. M., & Judge, T. A. (1996). Person-Organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes, 294-311*.

- Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology, 2244-2266*.
- Cable, D. M., & Yu, K. (2006). Managing job seekers' organizational beliefs: The role of media richness and media credibility. *Journal of applied psychology, 828*.
- Carless, S. A. (2005). Person-job fit versus person organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal Study. *Journal of Occupational and Organizational Psychology, 411-429*.
- Celani, A., & Singh, P. (2011). Signalling theory and applicant attraction outcomes. *Personnel Review, 222-238*.
- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The War for talent. *Mckinsey Quarterly, 44-57*.
- Childers, T., & Houston, M. J. (1984). Conditions for a picture-superiority effect on consumer memory. *Journal of Consumer Research, 643-654*.
- Cober, R. T., Brown, D. J., Keeping, L. M., & Levy, P. E. (2004). Recruitment on the net: How do organizational website characteristics influence. *Journal of Management, 623-646*.
- Cober, R. T., Brown, D. J., Keeping, L. M., & Levy, P. E. (2004). Recruitment on the net: How do organizational website characteristics influence. *Journal of Management, 623-646*.
- Collins, C. J., & Stevens, C. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: a brand equity approach to recruitment. *Journal of Applied Psychology, 87(6), 1121*.
- Cook, T. D., & Campbell, D. (1979). *Quasi-Experimentation: Design and analysis issues for field settings*. Boston: Houghton Mifflin.
- Daft, R., Lengel, R., & Trevino, L. (1987). Message equivocality, media selection, and manager performance: Implications for information systems. *MIS Quarterly, 355-366*.

-
- Damanpour, F., & Evan, W. N. (1984). Organizational Innovation and Performance: the problem of 'organizational lag'. *Administrative Science Quarterly*, 392-409.
- Du, S., & Vieira, E. T. (2012). Striving for legitimacy through corporate social responsibility: Insights from oil companies. *Journal of Business Ethics*, 413-427.
- Edwards, J. R. (1991). Person-Job Fit: A conceptual integration, literature review, and methodological critique.
- Eerde, V., & Thierry, H. (1996). Vroom's expectancy models and work-related criteria: A meta analysis. *Journal of Applied Psychology*, 575.
- Eisenberger, R., & Cameron, J. (1996). Detrimental effects of reward: Reality or myth? *American Psychologist*, 51(11), 1153.
- Ekvall, G. (1996). Organizational climate for creativity and innovation. *European Journal of Work and Organizational Psychology*, 105-123.
- Farooqui, M., & Nagendra, A. (2014). The impact of person organization fit on job satisfaction and performance of employees. *Procedia Economics and Finance*, 122-129.
- Fisher, C. D. (2000). Mood and Emotions while Working: Missing pieces of Job Satisfaction. *Journal of Organizational Behavior*, 185-202.
- Frymire, B. (2006). The Search for Talent; Business and Society. *The Economist*, 11.
- Ghuri, P. N., & Gronhaug, K. (2005). *Research Methods in Business Studies: A practical guide*. Pearson Education.
- Hackman, R. J., & Oldham, G. R. (1980). Work Redesign and Motivation. *Professional Psychology*, 445.
- Hastie, R. (1984). Causes and effects of Causal attribution. *Journal of personality and Social Psychology*, 44.
- Hatch, M. J., & Schultz, M. (2001). Are the Strategic Stars Aligned for your Corporate Brand. *Harvard Business Review*, 128-134.

- Heckler, S. E., & Childers, T. L. (1992). The role of expectancy and relevance in memory for verbal and visual information. What is incongruency? *Journal of Consumer Research*, 475-492.
- Heckler, S. E., & Childers, T. L. (1992). The role of expectancy and relevance in memory for verbal and visual information: What is incongruency? *Journal of Consumer Research*, 475-292.
- Houston, M. J., Childers, T. L., & Heckler, S. E. (1987). Picture-word consistency and the elaborative processing of advertisements. *Journal of Marketing Research*, 359-369.
- Hovland, C., Janis, I., & Kelley, H. (1953). Communication and persuasion; psychological studies of opinion change.
- Jemenez-Jemenez, D., & Sanz-Valle, R. (2011). Innovation, Organizational learning and performance. *Journal of Business Research*, 408-417.
- Joyce, W., & Slocum, J. (1982). Climate discrepancy: Refining the concepts of psychological and organizational climate. *Human Relations*, 951-971.
- Keller, K. (1993). Conceptualizing, Measuring and Managing Customer-based brand equity. *The Journal of Marketing*, 1-22.
- Kristof, A. L. (1996). Person Organization Fit: An integrative review of its conceptualizations, measurement and implications . *Personnel Psychology*, 1-49.
- Lawler, E., & Hall, D. (1970). Relationship of job characteristics to job involvement, satisfaction and intrinsic motivation . *Journal of Applied Psychology*, 305.
- Lee, E.-J., & Schumann, D. W. (2004). Explaining the special case of incongruity in advertising: Combining classic theoretical approaches. *Marketing Theory*, 59-90.
- Lee, E.-J., & Schumann, D. W. (2004). Explaining the special case of incongruity in advertising: Combining classical theoretical approaches. *Marketing Theory*, 4, 59-90.
- Lengel, R. H., & Daft, R. L. (1984). An exploratory analysis of the relationship between media richness and managerial information processing . *Texas A and M Univ College Station Department of Management*.

-
- Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 75-102.
- Maagaard, C. (2014). Employee Testimonials: Animating Corporate Messages through employee stories. *Discourse, Context and Media*, 22-32.
- Malhotra, N. k. (1981). A scale to measure self concepts, person concepts and product concepts. *Journal of Marketing Research*, 456-464.
- Mandler, G. (1982). The structure of value: Accounting for taste. *Centre for Information Processing Human Report*.
- McFarland, L., & Ryan, A. (2004). Examination of Structured Interview ratings across time: The effects of applicant race, rater race and panel composition. *Journal of Management*, 435-452.
- Meyers-Levy, J., & Tybout, A. (1989). Schema Congruity as a basis for product evaluation . *Journal of Consumer Research*, 39-54.
- Meyers-Levy, J., & Tybout, A. M. (1989). Schema congruity as basis of product evaluation. *Journal of Consumer Research*, 39-54.
- Moon, A., & Mzezewa, T. (2015, September 19). *Goldman Sachs taps Snapchat for recruiting millennials*. Retrieved from REUTERS: <https://www.reuters.com/article/goldman-sachs-snapchat/goldman-sachs-taps-snapchat-for-recruiting-millennials-idUSL1N11O1T920150918>
- Muchinsky, P. M., & Monahan, C. J. (1987). What is person environment congruence? Supplementary vs complementary models of fit. *Journal of Vocational Behavior*, 268-277.
- Mumford , M. D., & Gustafson, S. B. (1988). Creativity Syndrome: Integration, Application and Innovation. *Psychological Bulletin*, 27.
- Nolan, K. P., & Harold, C. M. (2010). Fit with What? The influence of multiple self-concept images on organizational attraction. *Journal of Occupational and Organizational Psychology*, 645-662.

- Nolan, K. P., & Harold, C. M. (2010). Fit with what? The influence of multiple self-concept images on organizational attraction. *Journal of Occupational and Organizational Psychology*, 645-662.
- Norlyk, B. (2008). Job ads as Corporate Branding: Staging Values and Identities. *Rhetorical Aspects of Discourses in Present Day society*, 374-392.
- Oldham, G. R., & Cummings, A. (1996). Employee Creativity: Personal and Contextual Factors at work. *Academy of Management Journal*, 39(3), 607-634.
- O'Reilly, C., Chatman, J., & Caldwell, D. (1991). People and organization culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 487-516.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behaviour at work. *Journal of Applied Psychology*, 636.
- Patterson, F., Kerrin, M., & Gatto-Roissard, G. (2009). Characteristics and behaviours of innovative people in organizations. *Literature Review Prepared for the NESTA Policy and Research Unit*, 1-63.
- Pavlou, P. A., & Stewart, D. W. (2000). Measuring the effects and effectiveness of interactive advertising: A research agenda. *Journal of Interactive Advertising*, 61-77.
- Porter, L., & Lawler, E. (1968). What job attitudes tell about motivation. *Harvard Business Review*, 118-126.
- Powell, G., & Goulet, L. R. (1996). Recruiters' and Applicants' reaction to campus interviews and employment decisions. *Academy of Management Journal*, 1619-1640.
- Raju, S., Rajagopal, P., & Unnava, R. (2002). Attitude towards a comparative advertisement: The role of an endorser. *ACR North American Advances*.
- Reis, H. T., & Judd, C. M. (2000). *Handbook of Research Methods in Social and Personal Psychology*. Cambridge: Cambridge University Press.

-
- Roberts, P. W. (1999). Product Innovation, product-market competition and persistent profitability in the US pharmaceutical industry. *Strategic Management Journal*, 655-670.
- Rogers, E. M. (2002). Diffusion of preventive innovations. *Addictive Behaviors*, 989-993.
- Rynes, S. L., & Barber, A. E. (1990). Applicant Attraction Strategies: An organizational perspective. *Academy of Management Review*, 15(2), 286-310.
- Rynes, S. L., Bretz, R. D., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology*, 44(3), 487-521.
- Rynes, S. L., Henemen, H. G., & Schwab, D. P. (1980). Individuals reactions to organizational recruiting: A review. *Personnel Psychology*, 529-542.
- Saunders, L. M., Lewis, P., & Thornhill. (2009). *Research Methods for Business Students*.
- Saunders, M., & Lewis, P. (2012). *Doing Research in Business and Management: An essential guide to planning your project*. Pearson.
- Schneider, B. (1987). E=f(P,B): The road to a radical approach person environment fit. *Journal of Vocational Behaviour*, 353-361.
- Schneider, B., Smith, D., Taylor, S., & Fleenor, J. (1998). Personality and Organizations: A test of the homogeneity of personal hypothesis. *Journal of Applied Psychology*, 462.
- Schoonhoven, C., Eisenhardt, K. M., & Lyman, K. (1990). Speeding Products to Market: Waiting time to first production introduction in new firms. *Administrative Science Quarterly*, 177-207.
- Sengupta, J., Goodstein, R. C., & Boninger, D. S. (1997). All cues are not created equal: Obtaining attitude persistence under low involvement conditions. *Journal of Consumer Research*, 351-361.
- Sengupta, J., Goodstein, R. C., & Boninger, D. S. (1997). All cues are not created equal: Obtaining attitude persistence under low-involvement conditions. *Journal of Consumer Research*, 351-361.

- Shafer, M., Kabst, R., & Baum, M. (2016). Modeling the impact of Advertisement-Image congruity on Applicant Attraction. *Human Resource Management*, 7-24.
- Shipton, H., West, M. A., Dawson, J., Birdi, K., & Pattersen, M. (2006). HRM as a predictor of innovation. *Human Resource Management Journal*, 3-27.
- Shipton, H., West, M. A., Dawson, J., Birdi, K., & Patterson, M. (2006). HRM as a predictor of innovation. *Human Resource Management Journal*, 3-27.
- Sirgy, J. M. (1985). Using self-congruity and ideal congruity to predict purchase motivation. *Journal of Business Research*, 195-206.
- Sirgy, J. M. (1985). Using self-congruity and ideal congruity to predict purchase motivation. *Journal of Business Research*, 195-206.
- Slaughter, J. E., Zickar, M. J., Highhouse, S., & Mohr, D. C. (2004). Personality trait inferences about organizations: development of measure and assessment of construct validity. *Journal of Applied Psychology*, 85.
- Spence, M. (2002). Signaling in Retrospect and the informational structure of markets. *The American Economic Review*, 434-459.
- Spence, M. M. (1973). Job Market Signalling. *The Quarterly Journal of Economics*, 355-374.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement and validation. *Academy of Management Journal*, 1442-1465.
- Stevens, C., & Szemerekovsky, J. (2010). Attraction to employment advertisements: Advertisement wording and personality characteristics. *Journal of Managerial Issues*, 107-126.
- Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 570-610.
- Swant, M. (2016, October 20). *Goldman Sachs Is Trying to Recruit Millennials by Running Ads on Spotify*. Retrieved from ADWEEK: <http://www.adweek.com/digital/anheuser-busch-orders-40-electric-self-driving-semi-trucks-from-tesla/>

-
- Tajfel, H. (1979). Individuals and Groups in Social Psychology. *British Journal of Clinical Psychology*, 183-190.
- Thornhill, S. (2006). Knowledge, innovation and high performance in high-and-low technology regimes . *Journal of Business Venturing*, 687-703.
- Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 591-620.
- Tom, V. R. (1971). The role of personality and organizational images in the recruiting process. *Organizational Behaviour and Human Performance*, 573-592.
- Trochim, W. M., & Donnelly, J. P. (2001). *Research Methods Knowledge Base*.
- Turban, D. B. (2001). Organizational attractiveness as an employer on college campuses: An examination of the applicant population. *Journal of Vocational Behaviour*, 293-312.
- Turban, D. B., & Greening, D. W. (1997). Corporate Social Performance and Organizational Attractiveness to Prospective Employees. *Academy of Management Journal*, 658-672.
- Turner Parish, J., Cadwallader, S., & Busch, P. (2008). Want to, need to, ought to: Employee commitment to organizational change. *Organizational Change Management*, 32-52.
- Ullman, J. C. (1966). Employee Referrals - Prime Tool for Recruiting Workers. *Personnel* 43.3, 30-35.
- Universum. (2017). *Employer Value Proposition Development*. Retrieved from Universum: <https://universumglobal.com/employer-value-proposition-development/>
- Van de Ven, A. H. (1986). Central Problems in the management of innovation. *Management Science*, 590-607.
- Walker, J. H., Field, H. S., Giles, W. F., Armenakis, A., & Bernerth, J. B. (2009). Displaying Employee Testimonials on recruitment websites: Effects of communication media, employee race, and job seekers race on organizational attraction and information credibility. *Journal of Applied Psychology*, 1354.

- West, M. A., & Altink, W. M. (1996). Innovation at work: Individual, group, organizational, and socio-historical perspectives. *European Journal of Work and Organizational Psychology*, 2-11.
- West, M. A., & Anderson, N. R. (1996). Innovation in top management teams. *Journal of Applied Psychology*, 680.
- West, M. A., & Anderson, N. R. (1996). Innovation in top management teams. *Journal of Applied Psychology*, 680.
- West, M. A., & Farr, J. L. (1990). Innovation and Creativity at Work: Psychological and Organizational Strategies.
- Williamson, I. O., King, J. E., Lepak, D., & Sarma, A. (2010). Firm Reputation, Recruitment Websites, and Attracting Applicants. *Human Resource Management*, 669-687.
- Woolfson, C., & Beck, M. (2005). *Corporate Responsibility Failures in the Oil Industry*. New York: Baywood Publishing.
- Wright, P. M., Dunford, B. B., & Scott, S. A. (2001). Human Resources and the Resource Based View of the firm. *Journal of Management*, 701-721.
- Zhang, L., & Gowan, M. (2012). Corporate Social Responsibility, Applicants Individual Traits, and Organizational Attraction: A person-organization fit perspective. *Journal of Business and Psychology*, 345-362.
- Zhao, Y., Pugh, K., Sheldon, S., & Byers, J. L. (2002). Conditions for classroom technology innovation. *Teachers College Record*, 482-215. Retrieved from Dummies: A Wiley Brand.
- Zottoli, M. A., & Wanous, J. p. (2001). Recruitment Source Research: Current status and future directions. *Human Resource Management Review*, 353-382.

9. Appendices

9.1 Appendix 1

Testimonial Scripts

Original Testimonial

“Power and Co. is a company, which is headquartered in Oslo and operates in many different countries. It is committed to bring the best possible solutions in the field of Oil and Gas/Renewable Energy. I entered this company because I enjoy working with innovations and it provides me with ample opportunities to work in these areas. I love this place!”

Job Autonomy

“Power and Co. is a company, which is headquartered in Oslo and operates in many different countries. It is committed to bring the best possible solutions in the field of Oil and Gas. I entered this company because I enjoy working with innovations and it provides me with ample opportunities to work in these areas. I am free to choose the methods and procedures I believe are more effective. It gives me room to be flexible. There is much freedom here to do it your way. I love this place”

Organizational Encouragement for Creativity

“Power and Co. is a company, which is headquartered in Oslo and operates in many different countries. It is committed to bring the best possible solutions in the field of Oil and Gas. I entered this company because I enjoy working with innovations and it provides me with ample opportunities to work in these areas. The company encourages creativity and allows me to solve problems in different ways. Furthermore, I am encouraged to think outside the box and take risk when needed. I love this place!”

Job Autonomy and Organizational Encouragement for Creativity

“Power and Co. is a company, which is headquartered in Oslo and operates in many different countries. It is committed to bring the best possible solutions in the field of Oil and Gas. I entered this company because I enjoy working with innovations and it provides me with ample opportunities to work in these areas. I am free to choose the methods and procedures I believe are more effective. It gives me room to be flexible. There is much freedom here to do it your way. The company also encourages creativity and allows me to solve problems in different ways. Furthermore, I am encouraged to think outside the box and take risk when needed. I love this place!”

9.2 Appendix 2

Questionnaire

Start of Block: Description

Q36

Imagine that Power and Co. is a large Norwegian company which is looking to recruit new employees for their creative department. They are looking to attract the best talent from reputable institutes through their recruitment strategies.

Please, take a look at the following content and answer the questions based on the information provided in that content.

All responses will be kept confidential. Once the responses have been analyzed, all answers will be permanently deleted.

The survey will only take 5-10 minutes of your time

End of Block: Description

Start of Block: Testimonials

End of Block: Testimonials

Start of Block: Applicant Attraction

Q24 What is your perception of Power & Co. as a potential employer?

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
For me, this company would be a great place to work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would not be interested in working in this company as a last resort (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company is not attractive to me as a place of employment (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am interested in learning about this company (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A job at this company is very appealing to me (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Applicant Attraction

Start of Block: Percieved Organizational Encouragement

Q25 What are your expectations of the working environment at Power and Co.?

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I would be encouraged to solve problems creatively in this company (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The management would expect me to do tasks in creative ways (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be recognized for creative work in the company (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The company would provide me time for putting ideas and innovations in practice (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The company will support me in implementing good ideas as soon as possible (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be encouraged to take risks in the organization (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Percieved Organizational Encouragement

Start of Block: Perceived Job Autonomy

Q26 What are your expectations from a job role at Power and Co. ?

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I would have significant autonomy in determining how I do my job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would get to decide on my own how to go about doing my work (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would have considerable opportunity for independence and freedom in how I do my work (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job would provide me with opportunities to be creative and imaginative in my work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Perceived Job Autonomy

Start of Block: Anticipated Emotions

Q27 How would you generally feel about working at Power and Co.?

	Strongly Disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I have a great liking for this firm (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be quite enthusiastic to work for this firm (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be proud to identify myself personally with this firm (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am quite content that working at this firm would be very enjoyable. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Anticipated Emotions

Start of Block: Firm Reputation

Q28 What do you think about the reputation of Power and Co. as an employer?

	Strongly Disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
Most graduates would be interested in this firm as an employer (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The company has a reputation of being an excellent employer (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have heard a lot of good things about the firm (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Firm Reputation

Start of Block: Corporate Social Responsibility

Q29 To what extent would you agree or disagree with the following statements

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
It is important for me that the employers I work for are socially responsible (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Social Responsibility is crucial to me (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR should be a major concern for all employers (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Corporate Social Responsibility

Start of Block: Propensity to Innovate

Q30 How far do you agree or disagree with the following statements

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I try to introduce improved methods of doing things at work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have ideas which would significantly improve the way the job is done (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If there is a problem or challenge at work, I will ignore the rules to find a new solution (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I suggest new working methods to the people I am working with (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tend to improve methods for solving problems when the answer is not apparent (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I look for novel approaches to dealing with my work (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am receptive to new ideas which I can use to improve things at work. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Propensity to Innovate

Start of Block: Manipulation Check

Q37 Based on the information provided about Power and Co., please indicate that to what extent do you agree or disagree with the following statements

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
Power and Co. is a company that encourages creativity and innovation (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Power and Co. provides flexibility and autonomy to its employees (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Power and Co. encourages innovative behavior and offers its employees room to be flexible (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Manipulation Check

Start of Block: Respondent Information

Q31 Age

Q32 Gender

Male (4)

Female (5)

Q33 Grade Average

A (1)

B (2)

C (3)

D (4)

Q35 What is your Major?

Q30 Please provide your email address if you wish to participate in the draw to win a gift card

End of Block: Respondent Information

9.3 Appendix 3

Scales

Applicant Attraction

What is your perception of Statoil as a potential employer? (Lievens & Highhouse, 2003)

1. For me, this company would be a great place to work
2. I would not be interested in working in this company as a last resort.
3. This company is not attractive to me as a place of employment.
4. I am interested in learning more about the company
5. A job at this company is very appealing to me.

Perceived Organizational Encouragement for Creativity

What is your perception about Statoil in terms of support for innovative behaviour? (Amabile, Conti, Coon , Lazenby, & Herron, 1996)

1. I would be encouraged to solve problems creatively in this company.

-
2. The management would expect me to do creative tasks
 3. I would be recognized for creative work in the company
 4. The company would provide me time for putting ideas and innovations in practice
 5. The company will support me in implementing good ideas as soon as possible.
 6. I would be encouraged to take risks in the organization

Perceived Job Autonomy

What are your expectations about your job role at Statoil?

1. I would have significant autonomy in determining how I do my job
2. I would get to decide on my own how to go about doing my work.
3. I would have considerable opportunity for independence and freedom in how I do my work. (Spreitzer, 1995)
4. The job would provide considerable opportunity for independence and freedom in how I do my work. (Hackman & Oldham, 1980)

Propensity to Innovate (Bunce & West, 1995)

1. I try to introduce improved methods of doing things at work
2. I have ideas which would significantly Improve the way the job is done
3. If there is a problem or challenge at work, I will ignore the rules to find a new solution
4. I suggest new working methods to the people I am working with
5. I tend to improve the methods for solving problems when the answer is not apparent
6. I look for novel approaches to dealing with my work
7. I am receptive to new ideas which I can use to improve things at work.

9.4 Appendix 4

One Way ANOVA Analyses

Industry Type (Oil and Gas Vs Renewable Energy)

ANOVA

Attract

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.004	1	.004	.009	.926
Within Groups	72.675	158	.460		
Total	72.679	159			

Group Statistics

	Industry_Typ	N	Mean	Std. Deviation	Std. Error Mean
Attract	Oil and Gas	80	3.5475	.62823	.07024
	Renewable Energy	80	3.5575	.72475	.08103

Communication Medium of Testimonial

ANOVA

Attract

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.016	1	.016	.035	.852
Within Groups	72.663	158	.460		
Total	72.679	159			

Group Statistics

	Test_Typ	N	Mean	Std. Deviation	Std. Error Mean
Attract	Text Testimonial	80	3.5425	.69806	.07805
	Video Testimonial	80	3.5625	.65765	.07353

Testimonial Content

ANOVA

Attract

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.049	3	4.016	10.334	.000
Within Groups	60.630	156	.389		
Total	72.679	159			

Multiple Comparisons

Dependent Variable: Attract

Tukey HSD

(I) Message	(J) Message	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Orginal	Job Autonomy	-.49500*	.13940	.003	-.8570	-.1330
	OEC	-.32000	.13940	.103	-.6820	.0420
	Job Autonomy and OEC	-.75500*	.13940	.000	-1.1170	-.3930
Job Autonomy	Orginal	.49500*	.13940	.003	.1330	.8570
	OEC	.17500	.13940	.593	-.1870	.5370
	Job Autonomy and OEC	-.26000	.13940	.247	-.6220	.1020
OEC	Orginal	.32000	.13940	.103	-.0420	.6820
	Job Autonomy	-.17500	.13940	.593	-.5370	.1870
	Job Autonomy and OEC	-.43500*	.13940	.011	-.7970	-.0730
Job Autonomy and OEC	Orginal	.75500*	.13940	.000	.3930	1.1170
	Job Autonomy	.26000	.13940	.247	-.1020	.6220
	OEC	.43500*	.13940	.011	.0730	.7970

*. The mean difference is significant at the 0.05 level.

9.5 Appendix 5

Two Way ANOVA Analyses of Independent Variables

Interaction Effect (Industry Type Vs Communication Medium of Testimonial)

Descriptive Statistics

Dependent Variable: Attract

Test_Typ	Industry_Typ	Mean	Std. Deviation	N
Text Testimonial	Oil and Gas	3.5650	.60576	40
	Renewable Energy	3.5200	.78681	40
	Total	3.5425	.69806	80
Video Testimonial	Oil and Gas	3.5300	.65719	40
	Renewable Energy	3.5950	.66485	40
	Total	3.5625	.65765	80
Total	Oil and Gas	3.5475	.62823	80
	Renewable Energy	3.5575	.72475	80
	Total	3.5525	.67609	160

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.141 ^a	3	.047	.101	.959
Intercept	2019.241	1	2019.241	4342.573	.000
Test_Typ	.016	1	.016	.034	.853
Industry_Typ	.004	1	.004	.009	.926
Test_Typ * Industry_Typ	.121	1	.121	.260	.611
Error	72.538	156	.465		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .002 (Adjusted R Squared = -.017)

Interaction Effect (Industry Type Vs Testimonial Message)

Descriptive Statistics

Dependent Variable: Attract

Industry_Typ	Message	Mean	Std. Deviation	N
Oil and Gas	Orginal	3.2000	.37836	20
	Job Autonomy	3.6000	.68056	20
	OEC	3.5200	.69706	20
	Job Autonomy and OEC	3.8700	.55545	20
	Total	3.5475	.62823	80
Renewable Energy	Orginal	3.1200	.54057	20
	Job Autonomy	3.7100	.93915	20
	OEC	3.4400	.62103	20
	Job Autonomy and OEC	3.9600	.46158	20
	Total	3.5575	.72475	80
Total	Orginal	3.1600	.46232	40
	Job Autonomy	3.6550	.81144	40
	OEC	3.4800	.65288	40
	Job Autonomy and OEC	3.9150	.50614	40
	Total	3.5525	.67609	160

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	12.379 ^a	7	1.768	4.458	.000
Intercept	2019.241	1	2019.241	5089.961	.000
Industry_Typ	.004	1	.004	.010	.920
Message	12.049	3	4.016	10.124	.000
Industry_Typ * Message	.326	3	.109	.274	.844
Error	60.300	152	.397		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .170 (Adjusted R Squared = .132)

Interaction Effect (Testimonial Message Vs Communication Medium of Testimonial)

Descriptive Statistics

Dependent Variable: Attract

Message	Test_Typ	Mean	Std. Deviation	N
Orginal	Text Testimonial	3.1600	.43818	20
	Video Testimonial	3.1600	.49673	20
	Total	3.1600	.46232	40
Job Autonomy	Text Testimonial	3.7200	.97851	20
	Video Testimonial	3.5900	.62061	20
	Total	3.6550	.81144	40
OEC	Text Testimonial	3.4800	.61009	20
	Video Testimonial	3.4800	.70904	20
	Total	3.4800	.65288	40
Job Autonomy and OEC	Text Testimonial	3.8100	.48764	20
	Video Testimonial	4.0200	.51463	20
	Total	3.9150	.50614	40
Total	Text Testimonial	3.5425	.69806	80
	Video Testimonial	3.5625	.65765	80
	Total	3.5525	.67609	160

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	12.659 ^a	7	1.808	4.580	.000
Intercept	2019.241	1	2019.241	5113.706	.000
Message	12.049	3	4.016	10.171	.000
Test_Typ	.016	1	.016	.041	.841
Message * Test_Typ	.594	3	.198	.501	.682
Error	60.020	152	.395		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .174 (Adjusted R Squared = .136)

9.6 Appendix 6

Hypothesis 1a and 1b

AF Hayes Module Test and Two Way ANOVA

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Model = 1
 Y = Attract
 X = Message
 M = H_L_Inno

Sample size
 160

Outcome: Attract

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.3688	.1360	.4025	8.1863	3.0000	156.0000
	.0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.7730	.3750	7.3955	.0000	2.0323	3.5136
H_L_Inno	.1774	.2486	.7138	.4764	-.3136	.6685
Message	.3787	.1382	2.7398	.0069	.1057	.6518
int_1	-.1152	.0905	-1.2728	.2050	-.2939	.0636

Product terms key:

int_1 Message X H_L_Inno

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.0090	1.6201	1.0000	156.0000	.2050

Conditional effect of X on Y at values of the moderator(s):

H_L_Inno	Effect	se	t	p	LLCI
ULCI					
1.0000	.2636	.0603	4.3683	.0000	.1444
.3827					
2.0000	.1484	.0674	2.2007	.0292	.0152
.2816					

Values for quantitative moderators are the mean and plus/minus one SD from mean.

Values for dichotomous moderators are the two values of the moderator.

***** ANALYSIS NOTES AND WARNINGS *****

Level of confidence for all confidence intervals in output:

95.00

NOTE: Some cases were deleted due to missing data. The number of such cases was:

2

----- END MATRIX -----

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	16.570 ^a	7	2.367	6.413	.000
Intercept	1849.047	1	1849.047	5009.137	.000
H_L_Innovation	2.073	1	2.073	5.615	.019
Message_Type	9.761	3	3.254	8.815	.000
H_L_Innovation * Message_Type	3.877	3	1.292	3.501	.017
Error	56.109	152	.369		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .228 (Adjusted R Squared = .192)

H_L_Innovation * Message_Type

Dependent Variable: Attract

H_L_Innovation	Message_Type	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Lower Level	Original	3.244	.117	3.013	3.475
	J Autonomy	3.357	.127	3.106	3.607
	OEC	3.342	.124	3.097	3.587
	AutonOEC	3.833	.175	3.487	4.180
Upper Level	Original	3.077	.169	2.744	3.410
	J Autonomy	4.059	.147	3.768	4.350
	OEC	3.688	.152	3.387	3.988
	AutonOEC	3.907	.115	3.680	4.134

9.7 Appendix 7

Hypothesis 2 (Communication Medium of Testimonial)

AF Hayes Module Test and Two Way ANOVA

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Model = 1
 Y = Attract
 X = Test_Typ
 M = H_L_Inno

Sample size
 160

Outcome: Attract

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.0677	.0046	.4638	.2394	3.0000	156.0000
	.8688					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.8589	.5532	6.9754	.0000	2.7661	4.9516
H_L_Inno	-.2115	.3445	-.6140	.5401	-.8919	.4689
Test_Typ	-.1249	.3408	-.3665	.7145	-.7980	.5482
int_1	.0890	.2190	.4062	.6852	-.3437	.5216

Product terms key:

int_1 Test_Typ X H_L_Inno

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.0011	.1650	1.0000	156.0000	.6852

Conditional effect of X on Y at values of the moderator(s):

H_L_Inno	Effect	se	t	p	LLCI
ULCI					
1.0000	-.0359	.1507	-.2383	.8119	-.3336
.2618					
2.0000	.0530	.1590	.3337	.7390	-.2609
.3670					

***** ANALYSIS NOTES AND WARNINGS *****

Level of confidence for all confidence intervals in output:
95.00

NOTE: Some cases were deleted due to missing data. The number of such cases was:
2

----- END MATRIX -----

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.333 ^a	3	.111	.239	.869
Intercept	1953.847	1	1953.847	4213.091	.000
H_L_Innovat	.236	1	.236	.508	.477
Test_Typ	.003	1	.003	.006	.938
H_L_Innovat * Test_Typ	.077	1	.077	.165	.685
Error	72.346	156	.464		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .005 (Adjusted R Squared = -.015)

H_L_Innovat * Test_Typ

Dependent Variable: Attract

H_L_Innovat	Test_Typ	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Lower Level	Text Testimonial	3.611	.115	3.384	3.839
	Video Testimonial	3.576	.097	3.383	3.768
Upper Level	Text Testimonial	3.489	.102	3.288	3.689
	Video Testimonial	3.542	.122	3.300	3.784

9.8 Appendix 8

Hypothesis 3 (Industry Type)

AF Hayes Module and Two-Way ANOVA Analysis

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Model = 1
 Y = Attract
 X = Industry
 M = H_L_Inno

Sample size
 160

Outcome: Attract

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.0747	.0056	.4633	.2920	3.0000	156.0000
	.8311					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.9238	.5306	7.3946	.0000	2.8757	4.9720
H_L_Inno	-.2619	.3408	-.7686	.4433	-.9350	.4112
Industry	-.1689	.3356	-.5033	.6154	-.8318	.4940
int_1	.1213	.2155	.5629	.5743	-.3044	.5470

Product terms key:

int_1 Industry X H_L_Inno

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.0020	.3168	1.0000	156.0000	.5743

Conditional effect of X on Y at values of the moderator(s):

H_L_Inno	Effect	se	t	p	LLCI	ULCI

```

      1.0000    -.0476    .1485    -.3206    .7489    -.3410
.2458
      2.0000     .0737    .1562     .4719    .6377    -.2348
.3821

```

***** ANALYSIS NOTES AND WARNINGS *****

Level of confidence for all confidence intervals in output:
95.00

NOTE: Some cases were deleted due to missing data. The number of such cases was:
2

----- END MATRIX -----

Tests of Between-Subjects Effects

Dependent Variable: Attract

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5.415 ^a	3	1.805	4.186	.007
Intercept	2016.906	1	2016.906	4677.661	.000
H_L_Innovation	5.314	1	5.314	12.325	.001
Industry_Typ	.024	1	.024	.057	.812
H_L_Innovation * Industry_Typ	.086	1	.086	.200	.655
Error	67.264	156	.431		
Total	2091.920	160			
Corrected Total	72.679	159			

a. R Squared = .075 (Adjusted R Squared = .057)

H_L_Innovation * Industry_Typ

Dependent Variable: Attract

H_L_Innovation	Industry_Typ	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Lower Level	Oil and Gas	3.346	.103	3.144	3.549
	Renewable Energy	3.418	.098	3.224	3.611
Upper Level	Oil and Gas	3.759	.105	3.551	3.967
	Renewable Energy	3.737	.111	3.518	3.956

9.9 Appendix 9

Correlations^c

		How would you generally feel about working at Power and Co.? - I have a great liking for this firm	How would you generally feel about working at Power and Co.? - I would be proud to identify myself personally with this firm	What are your expectations from a job role at Power and Co. ? - I would have significant autonomy in determining how I do my job	What are your expectations from a job role at Power and Co. ? - I would get to decide on my own how to go about doing my work	What do you think about the reputation of Power and Co. as an employer? - Most graduates would be interested in this firm as an employer	What do you think about the reputation of Power and Co. as an employer? - The company has a reputation of being an excellent employer
How would you generally feel about working at Power and Co.? - I have a great liking for this firm	Pearson Correlation	1	.732**	.277**	.199*	.299**	.303**
	Sig. (2-tailed)		.000	.000	.011	.000	.000
How would you generally feel about working at Power and Co.? - I would be proud to identify myself personally with this firm	Pearson Correlation	.732**	1	.276**	.222**	.323**	.250**
	Sig. (2-tailed)	.000		.000	.005	.000	.001
What are your expectations from a job role at Power and Co. ? - I would have significant autonomy in determining how I do my job	Pearson Correlation	.277**	.276**	1	.685**	.186*	.229**
	Sig. (2-tailed)	.000	.000		.000	.018	.003
What are your expectations from a job role at Power and Co. ? - I would get to decide on my own how to go about doing my work	Pearson Correlation	.199*	.222**	.685**	1	.091	.227**
	Sig. (2-tailed)	.011	.005	.000		.253	.004
What do you think about the reputation of Power and Co. as an employer? - Most graduates would be interested in this firm as an employer	Pearson Correlation	.299**	.323**	.186*	.091	1	.476**
	Sig. (2-tailed)	.000	.000	.018	.253		.000
What do you think about the reputation of Power and Co. as an employer? - The company has a reputation of being an excellent employer	Pearson Correlation	.303**	.250**	.229**	.227**	.476**	1
	Sig. (2-tailed)	.000	.001	.003	.004	.000	

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

* . Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N=161