

Daniela Lohaus  
Christian Rietz

# Employer attractiveness during the early phase of recruitment

Influence of symbolic and instrumental factors

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Prof. Dr. Daniela Lohaus, Dipl.-Psych.  
Hochschule Darmstadt  
Fachbereich Gesellschaftswissenschaften  
Studienbereich Wirtschaftspsychologie  
Haardtring 100  
D-64295 Darmstadt

Prof. Dr. Christian Rietz, Dipl.-Psych.  
Pädagogische Hochschule Heidelberg  
Fakultät für Erziehungs- und Sozialwissenschaften  
Institut für Erziehungswissenschaft  
Keplerstraße 87  
D-69120 Heidelberg

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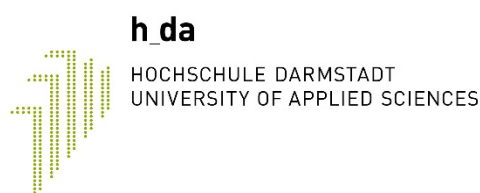
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D-64295 Darmstadt  
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# Content

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1	Summary .....	1
2	Introduction .....	2
3	Theory .....	3
3.1	Instrumental and symbolic attributes of employer attractiveness .....	3
3.2	Importance of instrumental and symbolic features in the early stage of recruitment .....	4
3.3	Communication of employer attractiveness in job advertisements – “employer of choice” labels .....	6
4	Research question and hypotheses .....	7
5	Method .....	8
5.1	Preliminary studies to develop the stimulus material and manipulation check ...	8
5.2	Main studies .....	10
6	Results .....	12
7	Discussion.....	15
8	Conclusion .....	20
9	References.....	21
10	Supplementary material .....	26
	Appendix A: Examples of the stimulus material for students in Business Administration .....	27
	Appendix B: Examples of the stimulus material for STEM students .....	31
	Appendix C: Examples of the stimulus material for students in Special Education/ Rehabilitation .....	35

## 1 Summary

Due to demographic change and the associated shortage of highly skilled employees, organizations have been intensifying their efforts to enhance employer attractiveness. However, it is the applicants who decide what makes an organization attractive. Students in three different fields of study – Special Education/Rehabilitation, Science Technology Engineering Mathematic (STEM), and Business Administration (N = 657) – rated job advertisements in which the instrumental and symbolic factors of organizational attractiveness were manipulated. Whereas the symbolic factor “familiarity with the firm” had an effect on employer attractiveness, the instrumental factor “employer competition label” did not. However, there were interaction effects with the fields of study, indicating that different groups of applicants value instrumental and symbolic features in different ways. Implications for human resources marketing are discussed.

Key words:

- organizational attractiveness – employer of choice – job advertisements – social identity theory – instrumental and symbolic factors of attraction
- HR recruitment, employer competitions, war for talents
- Germany

## 2 Introduction

It is widely accepted that an organization's success is closely tied to the type of individuals it employs (Breugh, 2013). Since the late 1990s, companies around the world have noticed a shortage of talented employees. Talented employees are commonly seen as top performers who have high potential and are valuable contributors to the success of the organization (Collings & Mellahi, 2009; Harris, Craig & Light, 2011; Schuler, Jackson & Tarique, 2011).

In the ever-continuing war for talent, organizations have increased their recruitment efforts with the goal of being seen as the employer of choice by qualified applicants. As a consequence, employer attractiveness has gained attention in academic research and business practice.

Employer attractiveness can be defined as "the envisioned benefits that a potential employee sees in working for a specific organization" (Berthon, Ewing, & Hah, 2005, p. 151).

There is considerable variety in the factors affecting organizational attractiveness (e.g., Carless & Imber, 2007; Lievens & Highhouse, 2003; Turban, Forret, & Hendrickson, 1998). These factors of employer attractiveness have primarily been conceptualized as instrumental and symbolic attributes of the organization (e.g., Froese, Vo, & Garrett, 2010; Kausel & Slaughter, 2011; Lievens, 2007; Lievens & Highhouse, 2003; Schreurs, Druart, Proost, & De Witte, 2009; Slaughter, Cable, & Turban, 2014; Slaughter, Zickar, Highhouse, & Mohr, 2004; van Hove, Bas, Cromheecke, & Lievens, 2013; van Hove & Saks, 2011). To date, the relative value of both kinds of attributes for an organization's attractiveness in the eyes of applicants has not yet been adequately explored.

Therefore, recruitment, understood as an "organization's collective effort to identify, attract and influence job choices of competent applicants," has gained in importance compared with employee selection (Ployhart, 2006, p. 869). In the process of recruitment, the early phase (i.e., the first contact between the person and the organization by means of job advertisements or the like) is particularly significant because it helps to determine the quantity and quality of the applicant pool from which the organization can choose (DeArmond & Crawford, 2011).

Evidence suggests that applicants' early impressions of organizations have a strong influence on job decisions, whereas the later stages of the recruitment process do not effect as much change (Turban, 2001). However, until today, not much attention has been given to the early phase of recruitment (Breugh, 2013), and relatively little is known about the influence of attributes of employer attractiveness in this stage (e.g., Collins & Han, 2004; van Hove & Saks, 2011).

The present study, involving three experiments, represents one of the few attempts to investigate this topic with an exploratory interest on the differences between students in Special Education/Rehabilitation and students in Science Technology Engineering Mathematic (STEM) or Business Administration. The objective of the experiments was to determine how instrumental and symbolic factors influence perceived employer

attractiveness in the early phase of recruitment. Because job seekers often use job advertisement to gather information about an organization (Walker, Feild, Giles, & Bernerth, 2008), we chose to use this medium to study the preferences of applicants from various fields of study with regard to symbolic and instrumental employer attributes.

## 3 Theory

### 3.1 Instrumental and symbolic attributes of employer attractiveness

Although the significance of recruitment has increased during the last decade, there is still no consistent recruitment theory (Breaugh, 2013; Erhart & Ziegert, 2005; Ployhart, 2006) that relates the variables of the recruitment process to the characteristics of applicants and employers in order to explain and predict recruitment success. However, research has shown that employer attractiveness plays an important part in recruitment strategies as well as in recruitment success.

With regard to the factors that determine employer attractiveness, researchers usually refer to the brand image literature (e.g., Cable & Turban, 2001, 2003; Collins & Stevens, 2002; Slaughter & Greguras, 2009) that distinguishes between brands' instrumental and symbolic attributes.

The instrumental and symbolic benefits of working for a specific organization can be derived from social identity theory (e.g., Backhaus & Tikoo, 2004; DeArmond & Crawford, 2011; Griepentrog, Harold, Holtz, Klimoski, & Marsh, 2012; Herriot, 2004; Lievens & Highhouse, 2003; Love & Singh, 2011). According to social identity theory (Tajfel, 1982), the individual bases part of his/her self-concept on the knowledge and awareness that he/she belongs to certain groups. These in-groups are emotionally important to the individual and serve as a source of self-enhancement by making the person distinct from members of out-groups. In-groups allow the individual to express his/her preferences and activities to him/herself and to others. This means that attractiveness or behavioral intentions toward an organization revolve around three principles: consistency with one's own values and skills (i.e., fit with the organization), distinctiveness from comparable organizations, and ability to enhance one's own image in the eyes of relevant others. In the context of recruitment, employer attractiveness will depend on the extent to which potential applicants believe that the relevant organization possesses the characteristics that are crucial to them. In this respect, instrumental attributes of jobs and organizations are tangible characteristics that serve a functional purpose, and symbolic attributes are intangible characteristics that serve an expressive function for the self.

Instrumental (or sometimes called functional) attributes (e.g., salary, location, vacation allowances, or flexible working hours) describe the job or organization in terms of objective, factual, and concrete properties that a job or an organization either has or does not have (Backhaus & Tikoo, 2004; Lievens & Highhouse, 2003). Research has found that some of the instrumental features are relevant as determinants of applicants' initial attraction to

organizations as employers (e.g., Lievens, Decaestecker, Coetsier, & Geimaert, 2001; Turban & Keon, 1993). However, they are probably less useful for organizations' efforts to differentiate themselves from their competitors in the early stages of recruitment than symbolic features. There are several plausible reasons for this: There might be no great differences between employers, or applicants might not know about these differences across organizations. In addition, organizations have long since aligned their self-presentation to the general findings about applicants' preferences. Brast and Hendriks (2013) illustrated this point in a study in which they analyzed 142 employer value propositions. They found that 100 organizations advertised as offering training opportunities, and more than half of the sample named career opportunities as core propositions. These results substantiate the assumption that instrumental features that are promised during the recruitment phase cannot serve as a differentiator between organizations.

Symbolic features of a job or an organization represent the subjective meaning of the organization. Compared with instrumental features, symbolic factors are the less tangible features, such as the prestige or reputation of the firm, its familiarity, or its perceived innovativeness. They might be more useful for discriminating organizations from one another when all other factors (e.g., work, team, compensation, i.e., the instrumental factors) are equal (Highhouse, Thornbury, & Little, 2007; Lievens & Highhouse, 2003; Ployhart, 2006).

Symbolic factors have been found to account for incremental variance over instrumental factors in predicting organizational attractiveness (Lievens, 2007; Lievens & Highhouse, 2003; Lievens, Van Hove, & Schreurs, 2005; Ployhart, 2006; Slaughter & Greguras, 2009).

With regard to one's employer, this means that members of organizations commonly define themselves in terms of what their organization represents. Highhouse et al. (2007) argued that people derive psychological benefits from being associated with an organization in that they seek or expect social approval on the basis of their organizational affiliation. In line with this idea, the image of an organization has been found to influence employer attractiveness (Saks, 2005).

However, whereas the importance of instrumental features in recruitment is relatively well-researched, symbolic attributes have garnered less attention (DeArmond & Crawford, 2011), especially in the early phase of recruitment. Therefore, not only does the present study focus on instrumental factors, but it also investigates the influence of symbolic factors on employer attractiveness.

### **3.2 Importance of instrumental and symbolic features in the early stage of recruitment**

Job advertisements are probably still the most common way for potential applicants to gain knowledge about job vacancies and information about employers (Walker et al., 2008). Job ads shape the impressions and the perceptions of attractiveness that interested persons

have of the organization (see Dineen, Ling, Ash, & DelVecchio, 2007; Walker, Feild, Giles, & Bernerth, 2008). Because job ads provide specific pieces of information about the job and the organization that cannot be processed subconsciously but require greater cognitive effort, job ads can be considered high-involvement recruitment strategies (Collins & Han, 2004). In this regard, research has concentrated on the effects of the content conveyed in job ads, such as amount and specificity of information (e.g., about the recruitment procedure or salary, on the intentions of potential applicants to apply for the relevant job; e.g., Acarlar & Bilgic, 2013; Berend, Baker, & Thompson, 2009; Reeve & Schultz, 2004; Roberson, Collins, & Oreg, 2005; Walker, Feild, Giles, & Bernerth, 2009). Other studies have focused on the influence of the aesthetic or design characteristics of job advertisements, such as the use of colors or pictures or technical features of the display (e.g., Dineen et al., 2007; Walker et al., 2008; Walker, Feild, Giles, Bernerth, & Short, 2011).

However, little research exists to date on the effect of factors of employer attractiveness on applicants' perceptions of job advertisements (Walker et al., 2011).

In order to attract members of the targeted talent pool effectively, companies need to know which features of attractiveness are most important in the early phase of recruitment. If the job advertisement is not appealing to the desired applicants who will consequently refrain from applying, they are thus lost for the rest of the recruitment process (Barber, 1998). Many periodic survey studies have investigated the factors of employer attractiveness that graduates value the most (e.g., Trendence Institute 2013, Universum 2014). However, these studies vary a great deal in target groups, study fields, as well as regions and arrive at heterogeneous results. In a systematic review of 37 studies with a total of nearly 64,000 respondents, factors of organizational attractiveness were ranked. It showed that instrumental attributes of the organization were rated higher (i.e., atmosphere in the work team, the work itself, work-life balance, training, career opportunities, job security, compensation, and benefits covering the first seven ranks) than symbolic characteristics (i.e., reputation/image/familiarity with the firm and facts about the organization, such as size and industry sector), which occupied the last ranks 19 and 20 (Rietz & Lohaus, 2013). Although the findings of the review offer a toehold as to what factors are attractive in general, they do not provide insights into the factors that are most important during the early phase of recruitment in which applicants decide whether to apply on the basis of a written job advertisement.

The results of the review are consistent with the above-mentioned assumptions that instrumental attributes are more relevant than symbolic factors and that the latter have only incremental value over instrumental features. Nevertheless, there also exists evidence that instrumental and symbolic features are equally important and that symbolic features are even more valuable than instrumental characteristics (see Breaugh, 2013). Because these findings are equivocal, more research on this topic is required (Tsai & Yang, 2010). In order to gain knowledge about the relative importance of symbolic and instrumental attributes, in the present study, we investigated both kinds of features in the same experiment.



### 3.3 Communication of employer attractiveness in job advertisements – “employer of choice” labels

Barber (1998) divided organizations' recruitment process into three distinct phases: first, motivate people to apply; second, make sure applicants stay in the recruitment process; and third, influence their decision process in favor of the job the organization offers.

Effective recruitment thus depends on the degree to which an organization succeeds in providing applicants with the information they require in each phase. To date, there still exists little research as to the importance of the three phases for the complete process (Uggerslev, Fassina, & Kraichy, 2012). In particular, hardly any consideration has been given to the early phase of recruitment, which targets impression formation on the side of (potential) applicants (i.e., the question of how the attention of the target group can be effectively attracted; Breaugh, 2013).

In order to attract potential applicants by means of classical job advertisements, organizations need to express their offers in an adequate way (Barber, 1998). Roberson and colleagues (2005) pointed to the lack of insight as to what content or type of information job seekers need in order to be able to make a decision about a specific job application. Specific (vs. general) information about the job promotes perceived employer attractiveness; however, it is not clear exactly how job ads have to be designed in order to appeal to potential applicants (Roberson et al., 2005).

With regard to the presentation of instrumental and symbolic factors of attractiveness, organizations face a specific challenge. Whereas information regarding symbolic factors (e.g., the image and reputation of a firm) are immediately available to the potential applicant or can easily be obtained, instrumental factors (e.g., the individual package of compensation and benefits and the atmosphere in the work team) are not on hand.

Applicants are outsiders to the organization, and they are usually able to gain knowledge of the instrumental factors only through organization representatives, such as recruiters, and mostly very late in the recruitment process or even after employment. Thus, applicants can be expected to rely more heavily on the features that are available to them in the early phase of recruitment and to prefer information that is independent of corporate representatives. They should use such pieces of information as indicators of the features that are currently not accessible to them (Roberson et al., 2005).

Accordingly, organizations need to find a way in which the supposedly more valuable instrumental factors can be communicated in an effective and – even more important – in a credible way during the early phase of recruitment. The indicators of the instrumental features that organizations have been increasingly using during the last few years are labels that indicate the results of “employers of choice” competitions (Tavakkoli, 2009) that signal the presence of positive attributes (e.g., systematic human resource development measures or fair remuneration practices). These kinds of competitions work according to the benchmark method. Representatives of the participating organization (management, human resources management, current employees) are asked to rate their own organization on a

set of given criteria. These criteria cover a range of instrumental factors, the majority of which are management and human resources management policies and processes, such as the offering of challenging jobs, systematic career development, and adequate compensation as well as the organizations' climate and culture. A committee from the relevant institution that organizes the competition decides on the basis of the ratings whether to award the employer of choice label or not. The awarded organization is entitled to use the label for marketing and recruitment purposes (e.g., by displaying it on the company website or in job advertisements). Research shows that the indication that an organization won such a competition influences the impression that potential applicants form of that organization in a positive way, presumably because the label represents a credible statement by an independent authority (Braddy, Meade, & Kroustalis, 2006).

Because employer of choice labels are a common way of communicating instrumental attributes for recruitment purposes, such labels were also used in the study reported here. As in real recruitment processes, they were presented on the job advertisements that we used in the experiments.

#### 4 Research question and hypotheses

Job advertisements are still the most common way in which the coveted talent obtains knowledge about potential employers. As pointed out above, research indicates that employers' instrumental features are more important than symbolic features in attracting such talent. However, their relative effect during the early phase of recruitment is not yet clear. Thus, a set of three experiments was conducted to determine how employers' instrumental and symbolic characteristics communicated in the early phase of recruitment influence employer attractiveness as perceived by students of various fields of study.

In practical terms, we investigated the attractiveness of employers offering typical entry-level jobs for graduates by means of job advertisements. The advertisements varied with regard to the symbolic employer characteristic *familiarity of the name of the firm* (familiar/unfamiliar) and the instrumental feature *employer competition label* (with label/without label), the latter serving as a credible indicator of good working conditions (e.g., good climate, interesting tasks, career opportunities). Following the theoretical approaches delineated above, both kinds of employer attributes were expected to have a positive effect on the perceived attractiveness of the employer. However, their relative influence in the setting/context of job advertisements was not clear. While participants can judge a familiar organization based on their own experience they have to rely on an unknown reference so ever credible it might seem with regard to employer competition labels. Therefore, it can be expected that the effect of the symbolic feature *familiarity of the name of the firm* is stronger than the effect of the instrumental attribute *employer competition label*. An exploratory research interest is related to the differences between the students from the different fields, especially differences between Special Education/Rehabilitation students and STEM or Business Administration students. An interaction

effect could not be derived from theories and previous findings. Thus, we phrased our hypotheses as follows:

**Hypothesis 1:** Job advertisements by familiar organizations will be rated higher in attractiveness than job advertisements by unfamiliar organizations.

**Hypothesis 2:** Job advertisements with an employer competition label will be rated higher in attractiveness than job advertisements without such a label.

**Hypothesis 3:** There will be no difference between participants from different fields of study in the effect of the familiarity of the organization as the independent variable.

**Hypothesis 4:** There will be no difference between participants from different study fields in the effect of the employer competition label of the organization as the independent variable.

**Hypothesis 5:** The effect of the instrumental factor of attractiveness (i.e., the employer competition label) will be greater than the effect of the symbolic factor of attractiveness (i.e., the familiarity of the firm).

## 5 Method

### 5.1 Preliminary studies to develop the stimulus material and manipulation check

Different pre-studies were conducted in order to develop the stimulus material. These studies were used to decide which employer of choice competition label and which firm names to use in the experiments. Therefore, it was important to maximize the number of participants who recognized the employer of choice competition label and rated the companies as familiar and to minimize the probability that unfamiliar companies were (falsely) recognized. As in other research (e.g., Umphress, Smith-Crowe, Brief, Dietz, & Watkins, 2007), with this procedure, we conducted a manipulation check in independent samples of undergraduate students of each field of study.

Concerning the choice of company names, various aspects were taken into consideration: For all experiments, companies had to stem from the same industry sector to avoid evoking effects of preferences. Technology companies and diversified conglomerates seemed reasonable for students in business administration and the STEM subjects, whereas large health organizations were probable and attractive first employers for graduates in Special Education/Rehabilitation. For each experiment, more than one familiar and unfamiliar company name had to be used in order to avoid random effects. For the familiar companies, we drew on employer of choice rankings, which were available for students in business administration and the STEM subjects (Trendence Graduate Barometer Business and IT) but not for health- and education-related subjects and we chose companies with top ranks. In addition, companies with lower ranks that are usually not so well known were selected for

the pre-study as well as deliberately invented non-existent firms, as it is done in employer attractiveness studies (e.g., Braddy, Meade, Michael, & Fleenor, 2009).

In Germany, there are three employer competitions, which are organized annually. These are *“Top Job”* (Compamedia), *“Top Arbeitgeber Deutschland”* (Corporate Research Foundation), and *“Deutschlands beste Arbeitgeber”* (Great Place to Work Institute; see Lohaus, Weichelt, & Götte, 2011). Their labels were used for the manipulation check.

For all three experiments, the manipulation checks were conducted as paper-pencil surveys during regular lectures. All company names and labels were presented in a list, and students were asked to indicate on a 3-point scale whether they knew the label or the company (*“I know this,” “I don’t know this,” “I am not sure”*). Table 1 presents the familiar companies that best met the criteria of high familiarity, a top-ranked position, and the same industry sector. For the unfamiliar companies, we selected the ones that the smallest numbers of participants had rated as *“I know this.”* However, each of the non-existent company names were rated by several participants as *“I know this”* or *“I am not sure,”* thus indicating that the invented companies were not detected as such. Because no official employer rankings were available for the students in Special Education/Rehabilitation, they were required to rate the reputation of each of the companies on a 6-point scale (*very positive, rather positive, neutral, rather negative, very negative, can’t say*). Although the survey showed unambiguous results for the familiarity assessments in all three groups, the employer competition labels were generally not well known.

**TABLE 1**  
*Company names and labels chosen for the experiments  
as a result of the manipulation checks.*

Study field	N	Familiar companies:		Unfamiliar companies:	Employer competition label:
		Percentage of participants rating “known”	Position in employer of choice ranking/ Assessment by participants	Percentage of participants rating “not known”	Percentage of participants rating “known”
<b>Business Administration</b>	65	Siemens: 99 % Bosch: 100 %	Siemens: 11th Bosch: 9th	Souxe: 91 % Winkler & Maier: 86 %	Top Job: 11 %
<b>STEM</b>	42	IBM: 95 % SAP: 86 %	IBM: 2nd SAP: 3rd	Souxe: 90 % Winkler & Maier: 81 %	Top Job: 7 %
<b>Special Education/ Rehabilitation</b>	71	Caritas: 100 % AWO: 69 % Diakonie: 94 %	Caritas: 1.75 AWO: 2.22 Diakonie: 1.9	Santrivida: 98 % EsMorino: 94% Findowo: 99 %	Top Job: 7 %

## 5.2 Main studies

### Independent variables

It can be assumed that any applicant expects certain features of a job or an organization to be guaranteed and will therefore not consider applying if these features are not present (non-compensatory decision making, Breugh, 2013). In addition, recruitment efforts are supposed to be most effective when potential applicants are provided with information about the job and the organization allowing them to judge their suitability for them (i.e., person-job fit and person-organization fit information; Ployhart, 2006). Hence, the ads offered jobs that are typical entry-level positions for graduates of the investigated study fields (e.g., trainee positions, software engineer, and socio-educational counselor in an inpatient facility). These jobs were chosen after discussing the goals of the study with the respective directors of the relevant degree programs.

Because the subsequent experiments were to be conducted in a regular lecture setting where students sit quite close to one another, several different texts for the job advertisements were written in order to ensure that participants did not become aware of the experimental manipulation. We made sure that the ads were equivalent in content but varied in layout (e.g., centered vs. left-aligned format, round vs. square bullet points). When we phrased the job ads, we took into account scientific findings on the significance of information regarding company and job (see Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005; Dineen et al., 2007). Real job advertisements were used as a source for text modules.

Each job ad was provided with a company logo (familiar/unfamiliar) and either a “Top Job” employer competition label or not (with label/without label). Further, each of the companies was briefly described in a similar way and with comparable content providing information about the size of the organization, industry sector, internationality, etc. In general, the stimulus materials were designed to appear very realistic in order to ensure the ecological validity of the experiments. The presentations of company name, label, ad text, and layout were completely balanced in all three experiments.

### Dependent variables

The dependent variable employer attractiveness was measured as the average score of five items taken and translated from Turban and Keon (1993, e.g., would like to work for the company, would accept a job offer), which were rated on a 6-point scale indicating the degree of agreement with the statement (1=very low, 6=very high). The internal consistency reliability of the scale was computed as Cronbach’s alpha (see Table 2). The results supported the internal consistency of the scale and thus justified the use of an overall score.

*TABLE 2*  
*Results of internal consistency tests for the employer attractiveness scale.*

Subject studied	N	Cronbach's alpha
Business Administration	129	.92
STEM	147	.91
Special Education/Rehabilitation	368	.86

### Demographic variables

In addition, the following demographic variables were collected: gender, age, field of study, semester, and expected time of graduation.

### Design

Data were analyzed in a 2x2x3 between-subjects design with familiarity with the company offering the job (familiar/unfamiliar), employer competition label in the ad (with label/without label), and field of study (business administration/STEM/Special Education/Rehabilitation) as independent variables. The dependent variable was the overall score of employer attractiveness. A three-factor ANCOVA and fixed-effects models were used for analyses (see Bortz & Schuster, 2010). Analyses were conducted with statistics package IBM SPSS 22.

### Procedure

All three experiments followed the same procedure. Participants were asked to participate in a study in Human Resources Management. A one-page print-out of a job advertisement designed as described above and sorted beforehand in order to ensure the balanced presentation of stimulus material was handed out to the participants. They were requested to read the job advertisement and afterwards rate the potential employer on five items listed below the ad. The oral instructions also informed them that there were no right or wrong answers but that only their personal opinion counted. They were asked to perform the task on their own without discussing it with anyone. After they finished, they were asked to answer the demographic variables on the other side of the paper. Then the sheets were collected, and the participants were thanked for their participation. Data were collected in different lectures in business administration (experiment 1), computer sciences, mathematics and business mathematics (experiment 2), and Special Education/Rehabilitation (experiment 3). Lectures from different semesters were chosen in order to prevent double participation of the participants. In addition, students were instructed not to participate if

they had already participated earlier that week. As a result, double participations could be avoided.

## Participants

Table 3 presents the characteristics of the samples in the three experiments. Participants with incomplete demographic data were excluded from the analyses because we could not be sure whether they belonged to the study programs under investigation. In addition, participants above the age of 30 were excluded because they could be expected to have several years of work experience and thus did not belong to the target group. The average age of participants was quite similar across experiments. The range of average age of 22 to 23.2 years reflected the standard in Bachelor degree courses as did the range of average study semesters (2.0 to 3.3). Consistent with gender ratios in the different fields of study in experiment 2 (STEM), nearly two thirds of the participants were male, whereas in experiments 1 (Business Administration) and 3 (Special Education/Rehabilitation), female students predominated (69.8 % and 88.9 %). The samples ensured the high external validity of the study because the majority of the participants will be very likely to apply for jobs that are similar to the ones advertised in the experiments.

*TABLE 3*  
*Sample characteristics.*

Field of study	N (total/included*)	Age (average and SD)	Gender (m/f)	Semester (average and SD)
Business Administration	280 / 258	23.2 (2.6)	30.2% / 69.8%	3.1 (1.9)
STEM	154 / 149	22.9 (2.7)	64.4% / 35.6%	3.3 (1.6)
Special Education/ Rehabilitation	392 / 379	22.0 (2.6)	11.1% / 88.9%	2.0 (1.3)
<b>Total</b>	<b>826 / 786</b>	<b>22.5 (2.7)</b>	<b>27.5% / 72.5%</b>	<b>2.6 (1.7)</b>

\* Participants with incomplete demographic data and above the age of 30 were excluded from the analyses

## 6 Results

The three samples differed in structure with regard to gender, age, and semester. Because these differences might be associated with differences in perceptions of employer attractiveness, all three demographic variables were used as covariates in the analysis. Older students and students who had attended more semesters might have more practical

experience because internships in organizations are mandatory during the later semesters for certain degrees. In addition, these students might already be more involved in thinking about finding a job after graduation. Because the gender ratio varied greatly between school subjects, we controlled for gender in the analyses. For the complete 3x2x2 ANCOVA, adjusted  $R^2 = .067$ .

### Effects of symbolic and instrumental factors of attractiveness

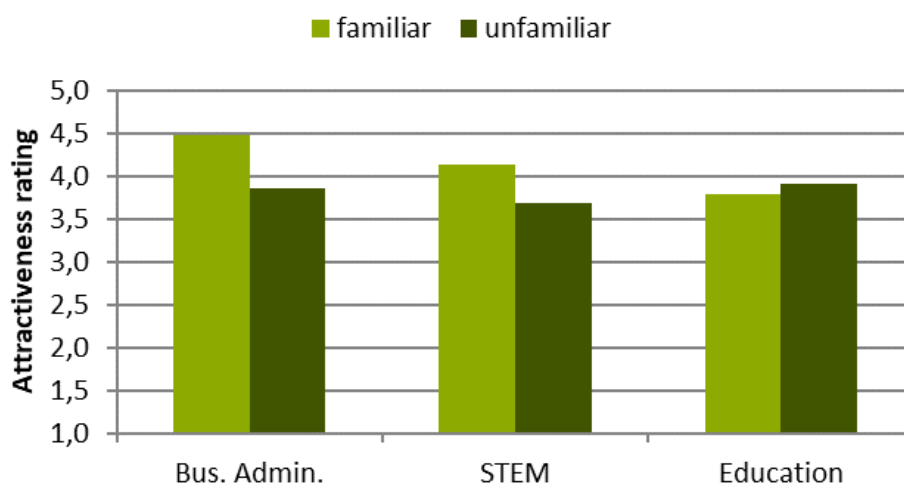
Hypothesis 1, which tested the main effect of the symbolic employer characteristic familiarity, was confirmed ( $F(2,654) = 9.064, p = .003, \eta^2 = .013$ ). Job advertisements of familiar organizations were rated higher ( $M = 4.00$ ) than those of unfamiliar organizations ( $M = 3.85$ ).

Hypothesis 2, which stated that job ads with an employer competition label would be rated more positively than job ads without a label and which thus tested the main effect of label, was not confirmed ( $F(2,654) = .079, p = .779, \eta^2 = .000$ ). Employer attractiveness for job ads with a label ( $M = 3.95$ ) was at the same level as it was for job ads without a label ( $M = 3.90$ ).

### Interaction effects of attractiveness factors and study field

Hypothesis 3, which proposed that there would not be an interaction between the fields of study and the symbolic feature familiarity, actually turned out to show a significant effect ( $F(2,654) = 7.161, p = .001, \eta^2 = .021$ ). Whereas business administration students ( $M_{fam} = 4.48, M_{unfam} = 3.86$ ) and STEM students ( $M_{fam} = 4.14, M_{unfam} = 3.69$ ) perceived the job ads of familiar organizations to be more attractive than those of unfamiliar organizations, it was the opposite for Special Education/Rehabilitation students ( $M_{fam} = 3.79, M_{unfam} = 3.92$ ). Figure 1 illustrates the interaction effects of familiarity with study field.

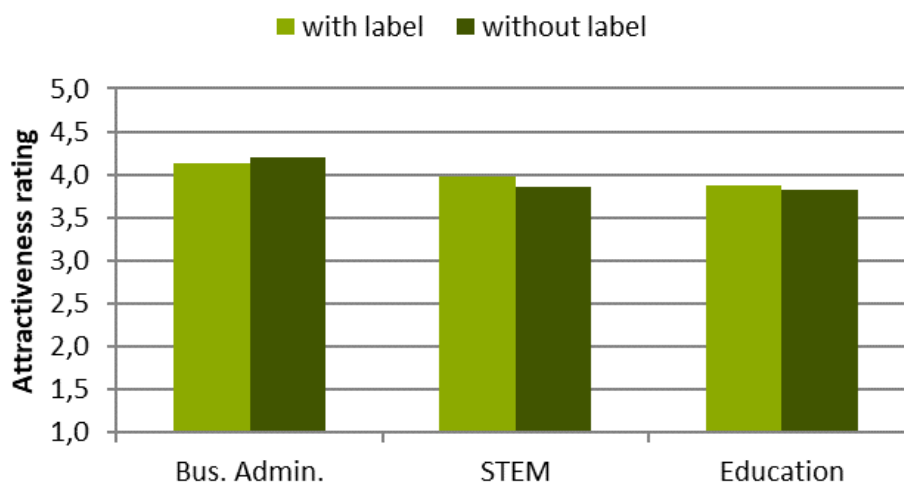
FIGURE 1  
Interaction effects of independent variable familiarity of organization with field of study





Hypothesis 4, which proposed that there would not be an interaction between the fields of study and the instrumental feature label, was confirmed as the test was not significant ( $F(2,654) = 1.121, p = .290, \eta^2 = .000$ ). There were no perceived differences between study fields in the ratings of job advertisements that displayed an employer competition label. Figure 2 illustrates the interaction effects of label with study field.

*FIGURE 2*  
*Interaction effects of independent variable employer competition label with field of study*



### Relative influence of symbolic and instrumental factors of attractiveness

Hypothesis 5: With regard to the question of the relative influence of symbolic and instrumental employer characteristics on their perceived attractiveness, we analyzed the effect sizes for the two main effects. An F-Test to compare two variance estimates (see Bortz & Schuster, 2010, p. 128) was used to test the two main effects (familiarity and label). For this, the variance estimate for the main effect of familiarity (MeanSquare = 10.621,  $df = 1$ ) was divided by the variance estimate for the main effect of label (MeanSquare = 0.092,  $df = 1$ ). The resulting F-value  $F(1,1) = 115.44$  was not significant. At first glance, this result might seem amazing. However, in terms of effect sizes, the difference between the two main effects was not particularly large ( $\eta^2$  for familiarity is 1.4 % and 0.1 % for label).

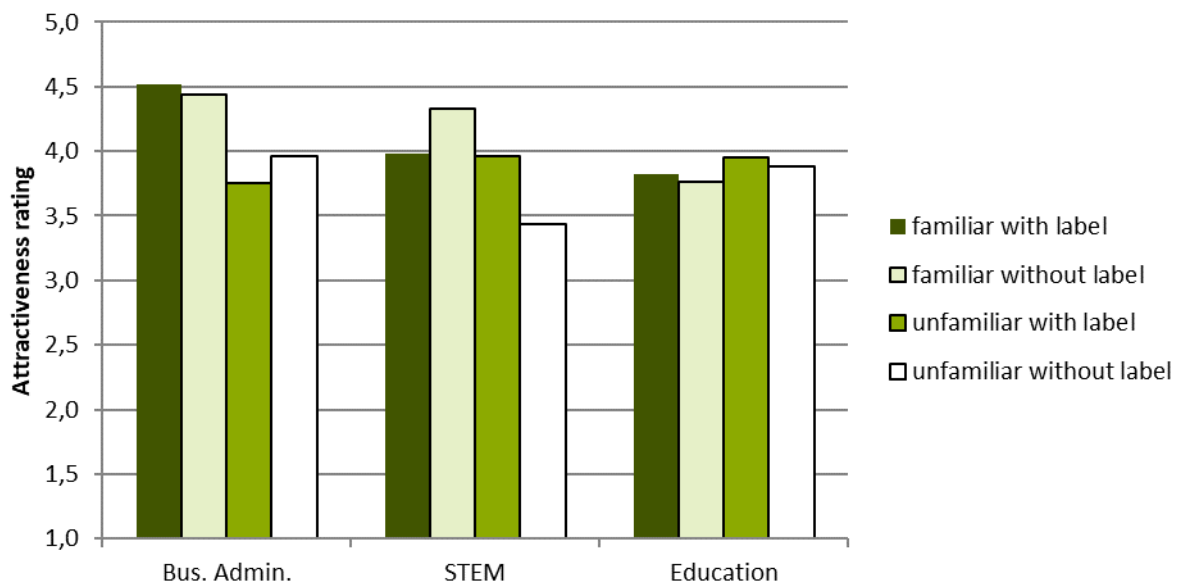
### Further results

There was a significant main effect of study field ( $F(2,654) = 7.739, p = .000, \eta^2 = .022$ ), which had not been formally hypothesized. Post hoc Bonferroni tests indicated a difference in attractiveness ratings between the study fields business administration and Special Education/Rehabilitation ( $p = .046$ ). Students in business administration rated the

attractiveness as significantly higher ( $M = 4.17$ ) than students in Special Education/Rehabilitation ( $M = 3.85$ ).

In addition, there was a significant 3-way interaction of familiarity, label, and study field ( $F(2,654) = 3.116, p = .450, \eta^2 = .009$ ), which is depicted in figure 3. It shows that the interaction is attributable to the group "Special Education/Rehabilitation," in which there was no difference between advertisements of familiar and unfamiliar companies.

FIGURE 3  
3-way interaction



## 7 Discussion

### Discussion of results

The reported experiments covered the early phase of recruitment, which has not received much attention in the past. From the perspective of an organization, this phase is of particular importance because it determines the pool of applicants the organization can choose from. Job advertisements were used to investigate the early recruitment phase, as they are the most common way in which job seekers become aware of job offers. The fictitious offers represented typical entry-level positions and should therefore be attractive for students and graduates, who represented the target group of the study. The comprehensive preliminary studies ensured a high level of external validity in the independent variables familiarity with the firm and employer competition label. The job advertisements used in the study largely corresponded with those used by organizations in real recruitment contexts with regard to content, structure, and layout. Further, symbolic

and instrumental factors of employer attractiveness were investigated in the same study in order to gain knowledge about their relative importance.

As expected (hypothesis 1), the symbolic feature of employer attractiveness (familiarity of the firm), which is known to potential applicants very early in the recruitment process, had a significant influence on how positively the participants rated the job advertisement. This result confirms earlier findings that familiarity and the closely linked concepts of reputation or image increase organizational attractiveness (Brooks, Highhouse, Russell, & Mohr, 2003; Chapman et al., 2005; Turban, 2001).

There are several ways to explain this result. According to social identity theory, the symbolic attribute of the familiarity of the organization and the prospect of becoming a member of such an organization can be expected to allow potential applicants to enhance their self-esteem and satisfy their need for recognition. As can be seen from the employer rankings, applicants' views of organizations' reputations depend more strongly on the organizations' products and services than on their qualities as employers (Lohaus et al., 2011). Thus, identification is probably easier with familiar than with unfamiliar organizations. Beyond this, it can be assumed that potential applicants have more information about a familiar corporation (e.g., its financial situation, its market position), which they can use to evaluate their own potential personal benefits from working for that organization. It is possible that participants even used this knowledge to assess potential instrumental gains, such as job security or career opportunities. Nonetheless, the size of the effect and practical significance were rather small ( $\eta^2 = .013$ ; Sedlmeier & Renkewitz, 2013), which means that other factors beyond familiarity accounted for employer attractiveness.

Contrary to expectations (hypothesis 2), perceived employer attractiveness was not influenced by an employer competition label placed in the job advertisement. Such a label represents good HR practice and therefore stands for positive manifestations of instrumental features of organizations and jobs. Although in an abstract way, the label certifies that the relevant organization cares for its employees in the view of organization insiders (the management, HR members, and current employees) and outsiders (a committee from the institution organizing the competition) and will communicate these factors credibly during the early phase of recruitment. Of course, the label is not a guarantee for specific applicants that conditions will be as favorable for themselves. The unique conditions of the employment contract are available only very late in the recruitment phase, and values such as organizational culture and career development can be experienced only after employment.

In contrast to earlier research findings, the instrumental feature "employer competition label" had no effect on employer attractiveness (e.g., Lievens et al., 2001; Lievens & Highhouse, 2003; Turban & Keon, 1993).

There are several possible explanations for the absence of the expected effect. It is possible that participants were not aware of the meaning of employer competition labels and did not know what benefits they represented. An indicator for this idea might be that in the preliminary studies, only about 10% knew the specific labels. Even assuming they knew

about the meaning of the label, they might have interpreted it only as a promise that they could not be sure would be fulfilled during subsequent employment. Further, participants conceivably did not trust the label. The influence of second-hand information depends on the credibility of the source (Breugh, 2013). It is possible that the participants doubted the authenticity of the employer competitions. They might have the impression that participating corporations purchased the label instead of being awarded the label for their excellent working conditions. In this case, they would interpret the label as a mere marketing measure without any further relevance for their decision to apply.

We did not expect that either the familiarity of the firm (hypothesis 3) or the use of a label (hypothesis 4) would have a differentiating effect depending on the field of study. However, the data revealed that business administration and STEM students rated the ads of familiar companies more positively than those of unfamiliar organizations, whereas the ratings of students in Special Education/Rehabilitation did not differ. With regard to the employer competition label, there was no difference between the groups at all.

Although the effect of familiarity has small practical significance, the question arises as to why students in Special Education/Rehabilitation do not favor familiar organizations over unfamiliar ones. A plausible reason might be that employers of social scientists frequently provide medical care and thus contribute to social welfare. Accordingly, the firms used for the job advertisements were exclusively charitable non-profit organizations. The career opportunities and the compensation and benefits in such organizations offering jobs in inpatient care can justifiably be expected to be comparable to one another and to be at the bottom in comparison with for-profit organizations. In contrast to this, the target employers of students in business administration and STEM are more often commercial companies with a strong profit orientation. They can be assumed to vary more widely in working conditions, culture, and compensation. In line with this idea, concerning their motives, students in business administration and STEM might have a stronger economic orientation, whereas students in Special Education/Rehabilitation are expected to have a very strong social orientation and to pay less attention to economic aspects. This could mean that they consider other factors of employer attractiveness, such as corporate social responsibility, which was not tested here, to be more important for their job choice. The fact that all four experimental conditions (the combination of familiarity and label) produced identical attractiveness ratings points in the same direction.

When looking at the significant three-way interaction, which was not formally hypothesized, it is obvious that the underlying mechanisms of evaluations of employer attractiveness are different for the three groups of students. This means graduates of different study fields have to be addressed in different ways in order to attract them.

### Implications for research

With regard to the generalizability of the effects, research should follow various paths. Students from additional study fields should be recruited to test whether there is a

differential effect of subject of study with regard to employer attractiveness. Alternatively, one could offer jobs in profit-oriented organizations to students in the social sciences in order to determine whether the differences in effects depend on the economic orientation of potential employers. In addition, it would be interesting to identify the preferences of qualified employees and managers with long-standing work experience with regard to instrumental and symbolic employer attractiveness. Explanations for the fact that employer competition labels had no effect on attractiveness could be investigated in two different ways. On the one hand, the positioning of the employer competition labels in the ads could be varied in order to determine which position gains the most attention. Alternatively, eye tracking could be used to check whether labels are noticed or ignored.

In this study, we investigated only one instrumental and one symbolic employer attractiveness feature. Future research should pay attention to additional attractiveness factors that were rated as important (e.g., work content, work-life balance, career opportunities, and compensation). Instead of using an employer competition label, such factors might be operationalized directly. The results of the experiments described above show that the symbolic attractiveness feature familiarity had an effect, whereas the instrumental employer attribute (the competition label) did not. This finding is in contrast to the results of surveys that have repeatedly shown that instrumental factors are more important for graduates regarding their choice of job and employer. One could assume that this difference is due to the method of data collection. It might be the case that the “general” importance of employer attributes in terms of attitudes (as they were observed in the opinion surveys; see Rietz & Lohaus, 2013) differs from the situation in which a concrete intention to apply is tested as in the experiments reported here.

Thus, it would be informative to test factors of employer attractiveness against each other at the level of behavioral intentions. In an experimental setting comparable to the one used here, this means that different attributes on various levels would need to be inserted into job advertisements. Participants would be asked to rate several job ads, and then, by means of conjoint analysis, graded preferences could be identified.

### Implications for practice

Whereas familiarity of the firm name, a symbolic feature, had an enhancing effect on employer attractiveness in the early phase of recruitment, an employer competition label reflecting instrumental features did not. However, the interaction effect in which the influence of familiarity varied with the participants’ field of study should be viewed with caution. If the absence of the effect of a label was due to the fact that participants did not notice it, then this effect also needs to be expected in real job-search settings because the presentation of the label with regard to design, size and placement was authentic. To rule out this possibility, a different placement or a different label design could be tested. However, the significant interactions do not seem to support this alternative explanation.

Results imply that the use of employer competition labels on job advertisements does not enhance employer attractiveness. Therefore, organizations have to find alternative ways to communicate their good working conditions. One option might be to add an explanatory text to the label in order to make sure that every job-ad recipient understands its significance.

If the absence of the effect is due to a lack of credibility, more information should be provided concerning the way in which the label can be obtained. As a considerable amount of text is not suitable for a job advertisement, it might be more useful to provide a link to the competition's homepage. Further, the meaning and relevance of employer competitions might be explained in the career section of the company's webpage. This can be assumed to be useful to reduce skepticism against these kinds of labels.

The positive effect of familiarity is consistent with earlier studies. The result implies that unfamiliar companies should increase their efforts in marketing campaigns and other measures to enhance familiarity in order to attract their target group. The focus of these measures should be the early phase of recruitment.

A promising opportunity might also be to initiate an employer image ranking especially for SME. In addition, rankings with a strong regional focus are suggested because smaller, regionally operating organizations will never have the chance to enter the top positions in current employer rankings, which are all supra-regional and consist solely of large and global enterprises. The mere-exposure effect would help increase familiarity if unfamiliar companies were listed in such regional rankings. Unfamiliar organizations could also cooperate with job centers in order to be recommended to job seekers as addressees for unsolicited applications.

Further, an increase in an organization's media presence in order to enhance familiarity might be helpful for organizations that offer attractive or innovative products and services that can profit from a greater chance of being noticed. Regional attractiveness could be improved by introducing new employees in local advertising newspapers, which are distributed free of charge to all private households, by sponsoring sports clubs and sporting and cultural events as well as charity projects. However, these activities might be too cost-intensive for smaller organizations. Therefore, an appropriate, cost-efficient and target-group-oriented measure to foster familiarity and attract graduates is known as a key school strategy (Busta, Becker, Saly, Sathe, & Mooney, 2007). It means that an organization identifies universities in its region that offer study programs for qualifying target employees. Organizations build up a wide-ranging cooperation with these institutions, including participating in campus fairs, offering students internships and cooperative projects, and giving guest lectures or lectureships (see Regnet, 2010). This engagement is expected to be useful in order to attract potential employees at an early state of their professional development.

## Study limitations

A limitation of the reported results lies in the fact that subjects in the experiments had to rate the job advertisements without having the opportunity to request additional information about the organization but had to rely solely on the data given. In real job-hunting situations, most interested people would search the Internet for additional facts and figures in order to judge the attractiveness of the job offer. In addition, usually there are several job advertisements available at the same time, and job seekers can compare them directly to assess their relative attractiveness. The lack of this opportunity in the present study can be seen as a threat to external validity. Further, the methodological quality of the study could be improved by providing additional manipulation checks during the main study, whereas in the reported experiment, the preliminary studies were conducted as a substitute for them.

## 8 Conclusion

In the ever-continuing war for talent, organizations have increased their efforts to enhance their attractiveness as employers. Factors of employer attractiveness have primarily been conceptualized as instrumental and symbolic attributes of the organization. However, the relative value of both kinds of attributes for an organization's attractiveness in the eyes of applicants has not yet been adequately explored. Especially little is known about the influence of attributes of employer attractiveness in the early stage of recruitment.

This research is one of the few exploring the relative value of symbolic and instrumental features of employer attractiveness in the early phase of recruitment and across different fields of study within one study. We found an effect of the symbolic attribute of familiarity with the name of the organization, however, no effect of the instrumental feature "employer competition label".

These results suggest that organizations should increase their efforts to become well-known to their target group before offering jobs. Results also imply that the use of employer competition labels on job advertisements does not enhance employer attractiveness. Therefore, organizations have to find alternative ways to communicate their good working conditions.

The finding, that the symbolic attribute is more valuable than the instrumental is in contrast to the results of surveys that have repeatedly shown that instrumental factors are more important for graduates regarding their choice of job and employer.

One could assume that this difference is due to the method of data collection (concrete behavioral intentions versus attitude survey). However, an alternative explanation points to the assumption that symbolic feature have a higher value for applicants during the early phase of recruitment. Future research should address this hypothesis.

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## 10 Supplementary material

Appendix A: Examples of the stimulus material for students in Business Administration

Appendix B: Examples of the stimulus material for STEM students

Appendix C: Examples of the stimulus material for students in Special Education/  
Rehabilitation



Souxe ist ein globales Technologie-, Service- und Finanzunternehmen mit mehr als 200.000 Mitarbeitern in über 100 Ländern. Es konzentriert sich auf Innovationen in den Bereichen Energie, Gesundheitswesen, Transport und Infrastruktur.



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- Neugier, Kreativität und Begeisterung für Herausforderungen

### Ihre Perspektive

- Wir bieten einen unbefristeten Arbeitsvertrag – von Anfang an
- Wir bieten nachhaltige Betreuung durch einen Mentor und unsere Personalentwicklung
- Wir bieten flache Hierarchien und schnelle Aufstiegschancen!
- Wir bieten Ihnen eine sehr schnelle Übernahme von Verantwortung
- Wir bieten eine hervorragende Basis für Ihre berufliche Entwicklung im gesamten Konzern – weltweit

### Wie hoch ist Ihre Zustimmung zu folgenden Aussagen?

	sehr gering		mittel		sehr hoch	
	1	2	3	4	5	6
Ich würde viel dafür geben, bei diesem Unternehmen zu arbeiten.	0	0	0	0	0	0
Eine Bewerbung bei diesem Unternehmen ist mir ganz besonders wichtig.	0	0	0	0	0	0
Ich würde gern für dieses Unternehmen arbeiten.	0	0	0	0	0	0
Ich würde ein Jobangebot annehmen.	0	0	0	0	0	0
Ich interessiere mich nicht für dieses Unternehmen, es sei denn, es wäre die letzte Option.	0	0	0	0	0	0

Als Global Player im weltweiten Technologiemarkt sind wir mit über 160.000 Mitarbeitern an mehr als 200 Standorten vertreten. Mit unseren Produkten, Technologien und Prozessen leisten wir seit 140 Jahren einen entscheidenden Beitrag zur nachhaltigen Mobilität.

## Wollen Sie die Zukunft aktiv mitgestalten? Dann kommen Sie zu uns als Trainee (m/w) Managementnachwuchs

### Sie haben viel zu tun.

- Mitwirkung bei der Strategieentwicklung für Ihre Einsatzbereiche
- Ableitung von Steuerungsparametern unter ROI-Gesichtspunkten
- Erstellung von Entscheidungsvorlagen und Präsentationen
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- Arbeit an Projekten mit und sind Teil des Teams, das sie ausbildet
- Ziel ist es, Abteilungen, Abläufe, Schnittstellen und Besonderheiten des Unternehmens kennen zu lernen
- Das Traineeprogramm endet mit der Einarbeitung in Ihre erste Zielposition

### Wir haben viel zu bieten.

- Mehrmonatige Trainee Stationen in verschiedenen Abteilungen des Unternehmens (Ihr Zielbereich ist Ihre erste und letzte Station) und mindestens einer Auslandsstation
- Praxiserfahrung bei der Bearbeitung anspruchsvoller Aufgabenstellungen
- Aktive Mitarbeit bei herausfordernden Abteilungs- und Unternehmensprojekten
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- Begleitung durch einen erfahrenen Mentor

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- Zügig und erfolgreich abgeschlossenes (Fach-)Hochschulstudium der Wirtschaftswissenschaften
- Erste Berufserfahrung durch zielgerichtete und relevante Praktika
- Hohe kommunikative Kompetenz und ein selbstsicheres und gewinnendes Auftreten
- Ausgeprägte analytische, konzeptionelle und kreative Fähigkeiten
- Hohes Maß an Eigeninitiative, Leistungsbereitschaft und Teamorientierung
- Sehr gute MS Office-Kenntnisse und mindestens gute Englischkenntnisse

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Wir sind ein integrierter Technologiekonzern. Wir sind in einer Vielzahl von Branchen weltweit führend und bieten ein breites Spektrum wegweisender Produkte für eine effiziente Energieversorgung, industrielle Produktivität, ein bezahlbares Gesundheitswesen und intelligente Infrastrukturen

## Sie wollen hoch hinaus? Dann bewerben Sie sich als Management-Trainee (m/w)

### Ihr Programm

- Wir bereiten Sie innerhalb von zwei Jahren praxisnah auf Ihre zukünftige Aufgabe vor
- Sie erhalten einen Gesamtüberblick über alle Abteilungen und Schnittstellen
- Sie absolvieren Trainee-Stationen an mehreren Standorten, mindestens eine davon im Ausland
- Sie arbeiten von eigenständig und übernehmen Projektverantwortung
- Sie können sich jederzeit kreativ und eigeninitiativ in laufende Prozesse einbringen
- Sie arbeiten eng mit Führungskräften zusammen und erhalten Feedback zu Ihrer Entwicklung
- Sie lernen Abteilungen und Kollegen kennen können sich ein Netzwerk aufbauen

### Ihr Profil

- Überdurchschnittlich abgeschlossenes Hochschulstudium im wirtschaftswissenschaftlichen Bereich
- Berufserfahrung bzw. fachspezifische Praktika
- Sehr gute Englischkenntnisse
- Selbständige und strukturierte Arbeitsweise
- Engagement, Teamfähigkeit und Flexibilität
- Neugier, Kreativität und Begeisterung für Herausforderungen

### Ihre Perspektive

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Seit mehr als einem Jahrhundert verbinden sich mit dem Namen „Bosch“ zukunftsweisende Technik und bahnbrechende Erfindungen, die Geschichte geschrieben haben. Bosch ist ein weltweit agierendes Unternehmen, das mit mehr als 300.000 Mitarbeitern in über 50 Ländern in den unterschiedlichsten Bereichen tätig ist.



Wir zählen auch 2011 wieder zu den Top Arbeitgebern

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Als einer der weltweit größten unabhängigen Softwareanbieter hat sich SAP den Innovationen und seinen Kunden verschrieben – das ist die Basis unseres Erfolgs. SAP beschäftigt über 15.000 Mitarbeiter bundesweit und ist mit seinen Niederlassungen in über 50 Ländern weltweit aktiv.

## Ihre Zukunft, hier und jetzt!

### SOFTWARE-ENGINEERING Trainee (m/w)

Gestalten Sie Ihre Zukunft aktiv mit. Unter Traineeprogramm bringt Sie auf den Weg. Wir spornen Sie zu Höchstleistungen an und bringen Ihnen alles bei, was Sie bei uns brauchen

#### UNSER ANGEBOT

- Ein Jahr individuelles Traineeprogramm
- Interessante und anspruchsvolle Aufgabenstellungen im Tagesgeschäft verschiedener Unternehmensbereiche
- Arbeit in dynamischen Projektteams (training-on-the-job) basierend auf einer unkomplizierten Unternehmensstruktur
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- Wir bieten eine hervorragendes Basis für Ihre berufliche Entwicklung im gesamten Konzern
- Ein unbefristeter Arbeitsvertrag von Anfang an

#### IHR PROFIL

- Sie haben vorzugsweise Informatik, Wirtschaftsinformatik oder Mathematik studiert
- Sie haben nach Möglichkeit bereits erste Erfahrungen in der Softwareentwicklung gesammelt
- Sie interessieren sich für technologische Entwicklung und haben Spaß an Innovation
- Sie besitzen ein hohes Maß an Verantwortungsbewusstsein und Selbständigkeit
- Sie haben eine schnelle Auffassungsgabe und Teamgeist
- Sie zeichnen sich durch eine sorgfältige Arbeitsweise aus
- Sie sind kommunikativ und besitzen ein sicheres Auftreten

Ihre Bewerbung schicken Sie bitte online.

Wie hoch ist Ihre Zustimmung zu folgenden Aussagen?	sehr gering		mittel			sehr hoch	
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Mit über 20.000 Mitarbeitern in Deutschland an bundesweit 40 Standorten ist IBM eines der führenden Unternehmen im IT-Bereich. In den Geschäftsfeldern Hardware, Software und Service trägt IBM weltweit eine gewichtige Rolle und tritt mit seinen intelligenten Lösungen für eine „smarte“ Welt ein.



## Karriere gefällig? Trainee (m/w) Software-Engineering

Sie wollen nach Ihrem Studium endlich durchstarten? Dann kommen Sie an Bord: Wir suchen für unser Traineeprogramm Menschen, die die Abwechslung und die Herausforderung lieben und mit uns vorangehen möchten.

### Was erwarten wir von Ihnen?

- Hochschulstudiums der Fachrichtungen Informatik, Wirtschaftsinformatik, Mathematik oder ein vergleichbarer Abschluss
- Gerne auch erste Erfahrungen in der Softwareentwicklung
- Strategisches und analytisches Denken
- Sorgfältige Arbeitsweise und außerordentliches Engagement
- Interesse und Spaß an neuen Technologien und Innovationen
- Kommunikationsfähigkeit und sicheres Auftreten
- Teamfähigkeit

### Was erwartet Sie?

- Ein 12-monatiges, auf Sie zugeschnittenes Entwicklungsprogramm
- Wir bieten einen unbefristeten Arbeitsvertrag – von Anfang an
- Sie erleben die Praxis im Tagesgeschäft des IT-Bereiches und lernen außerdem weitere Unternehmensbereiche kennen
- In Teams arbeiten Sie eigenständig an Projekten
- Dabei werden Sie durch begleitende Seminare und zertifizierte Schulungen gezielt auf Ihre künftigen Aufgaben vorbereitet
- Innerhalb des Programms können Sie eigene Akzente setzen und so Ihre Zukunft aktiv mit gestalten
- Nach der Traineephase erwarten Sie attraktive Entwicklungsmöglichkeiten im gesamten Konzern

Schicken Sie uns noch heute Ihre Bewerbung online.

### Wie hoch ist Ihre Zustimmung zu folgenden Aussagen?

	sehr gering	mittel				sehr hoch
	(Zutreffenden bitte ankreuzen)					
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Souxe ist ein herstellerübergreifender Dienstleister für Informationstechnologie und mit mehr als 15.000 Mitarbeitern in über 50 Ländern vertreten. In den Geschäftsfeldern Hardware, Software und Service trägt das Unternehmen zum Erfolg seiner Kunden bei.

## IHR EINSTIEG IN EIN SPANNENDES UMFELD! TRAINEEPROGRAMM SOFTWAREENTWICKLUNG

Wir starten unser nächstes Traineeprogramm mit dem Schwerpunkt Softwareentwicklung und suchen hierfür Absolventen (m/w), die den Einstieg in ein weltweit erfolgreiches Unternehmen anstreben

### DAS ERWARTET SIE:

- Ein einjähriges Traineeprogramm mit verschiedenen Ausbildungsstationen
- Mitsprache bei der Ausgestaltung des Programm
- Ein unbefristeter Arbeitsvertrag
- Selbständige Arbeit im Team an anspruchsvollen Aufgaben im Tagesgeschäft
- Übernahme und Umsetzung einer eigenen Projektaufgabe
- Begleitende Seminare und Schulungen bei namhaften Anbietern
- Nach Abschluss des Programms attraktive Entwicklungsmöglichkeiten im gesamten Konzern

### DAS ERWARTEN WIR:

- Erfolgreich abgeschlossenes Studium in Informatik, Wirtschaftsinformatik oder Mathematik
- Erste Berufserfahrung, z.B. durch Praktika in der Softwareentwicklung
- Starke analytische und konzeptionelle Fähigkeiten
- Ausgeprägte kommunikative Fähigkeiten und hohe Einsatzbereitschaft
- Selbständige und strukturierte Arbeitsweise
- Spaß & Interesse an neuen Technologien und Innovationen
- Engagement, Teamfähigkeit und Flexibilität

Über Ihre Bewerbung (online) freuen wir uns.

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sehr gering

mittel

sehr hoch

(Zutreffenden bitte ankreuzen)

1

2

3

4

5

6

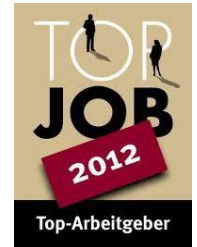
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Die Arbeiterwohlfahrt ist ein großer deutscher Wohlfahrtsverband mit über 145.000 hauptamtlichen Mitarbeitenden und 100.000 Freiwilligen. Ihre Hauptaufgabe sieht sie in der Unterstützung von sozial schlechter gestellten Menschen.



Wir zählen auch 2012 wieder zu den Top Arbeitgebern

**Wollen Sie die Zukunft aktiv mitgestalten? Dann kommen Sie zu uns als**

## **Heil- oder Sozialpädagoge (w/m)**

und unterstützen Sie eines unserer Teams bei der Betreuung von Kindern, Jugendlichen, Behinderten, Suchtkranken oder Senioren in unseren stationären Einrichtungen.

### **Sie haben vielfältige Aufgaben**

- Organisation und Begleitung des Alltags
- Fachberatung und Hilfestellung für die Gruppenmitglieder sowie der Angehörigen
- Durchführung von präventiven Einzel- und Gruppenangeboten
- Planung, Umsetzung und Beurteilung der Förderpläne entsprechend den gesetzlichen und unternehmensbezogenen Qualitätsanforderungen
- Einbringen von Verbesserungsvorschlägen
- Kooperation mit Ärzten, Therapeuten und Behörden

### **Wir haben viel zu bieten**

- Eine umfassende Einarbeitung und rasche Übernahme von Verantwortung
- Ein starkes und aufgeschlossenes Team
- Eine interessante und vielfältige Tätigkeit
- Vergütung und Sozialleistungen nach gültigem Tarifvertrag
- Möglichkeit zur Teamsupervision
- Regelmäßige Fort- und Weiterbildung

### **Sie haben viel zu bieten**

- Zügig und erfolgreich abgeschlossenes (Fach-)Hochschulstudium der Sozial- oder Heilpädagogik
- Erste Berufserfahrung durch zielgerichtete und relevante Praktika
- Engagement und Mut zur Verantwortung
- Selbständiges Arbeiten, Konflikt- und Teamfähigkeit
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Die Glaubensrichtung einer Einrichtung ist für mich wesentlich bei der Arbeitgeberwahl.



Menschen bei der Bewältigung von sozialen Probleme und Aufgaben zu helfen, sieht der deutsche Wohlfahrtsverband Santrivida als Ihre Hauptaufgabe an. Über 490.000 Angestellte und beinahe so viel ehrenamtliche Helfer tragen hierzu bei.

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EsMorino ist ein Wohlfahrtsverband, welcher sich für sozial schlechter gestellte Menschen einsetzt. Mit seinen rund 515.000 Mitarbeitenden und 375.000 ehrenamtlichen Unterstützern bietet EsMorino hilfsbedürftige Menschen ein Zuhause.

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Caritas ist eine soziale Organisation, welche sich für Menschen in Not und Benachteiligte einsetzt. Mit über 559.000 Angestellten und etwa ebenso vielen ehrenamtlichen Helfern ist die Caritas der größte Wohlfahrtsverband in Deutschland.

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