

Reaching senior professionals

- an employer branding project report

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Executive summary

DNV GL operates in a highly competitive labour market. With increasing competition for talent, standing out as an attractive employer is a significant competitive advantage. After conducting several successful employer branding projects during the last few years, DNV GL now wish to focus more attention upon attracting experienced professionals. This group requires less training than their younger counterparts, and bring important expertise to the table.

The aim of this project report is to describe and analyse senior professionals' motivations to choose DNV GL as an employer. Our research questions was:

Which factors motivated recently hired senior professionals to start working for DNV GL Norway? Does this group distinguish itself from other recently hired professionals in DNV GL Norway, and if so, how?

The research question was answered by conducting interviews and a survey of recently hired professionals in DNV GL Norway. This group have recently chosen DNV GL as their employer, and can thus offer important insights into motivations to start working at DNV GL.

Our investigations provided us with new and unique insights into how senior professionals are motivated to change workplaces. We found that the three most essential motivational factors for starting to work in DNV GL were the work itself, personal and professional growth, and work-life balance. The least essential factors were salary, prestige and the possibilities to work abroad. We compared the preferences of the senior professionals to young professionals. The similarities and differences between the two groups are discussed in the report.

We examined what kind of channels senior professionals prefer when finding information about potential employers. The most important channels were friends and acquaintances and the company's website. We examined the utility of using social media, with a focus on LinkedIn, in targeting senior professionals. We found that senior professionals prefer using LinkedIn for networking, reading posts about their area of expertise and to find out where friends are currently working. Senior professionals were also found to be more active users of LinkedIn. Based on the findings, we outline recommendations for what kind of messages and channels DNV GL can reach senior professionals with in an effective way.

Preface

This report is the result of four months of collaboration between DNV GL Norway and a student group at the master's program Organisation, leadership and work at the University of Oslo.

Conducting this project has been challenging, educative and above all very interesting. At DNV GL, we have received the opportunity to work with one of the leading Employer branding teams in Norway. As students, we found this task both humbling and extremely educative. After having learned a lot from the Employer branding team at DNV GL during the last four months, we hope that this report can teach DNV GL something in return.

We are grateful for all the good help, advice and support we have received from DNV GL Norway. While the entire HR department deserves praise for giving us a warm welcome, we wish to give a special thank you to Håkon Svebak, Fredrik Bentzen and Morten Sars from the Employer branding team.

We would also like to thank our supervisor, Benedicte Brøgger, for good advice and moral support.

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1.0 Introduction

According to a survey conducted by the Norwegian Society of Engineers and Technologists, 51 % of companies expect to lose more engineering skills than they are able to replace in the years to come (Amelie, 2014). In the knowledge economy, the companies who will succeed are the ones who get hold of the most talented workers. This is especially true for industries which employ a lot of engineers and other workers with long technical educations. Standing out as an attractive potential employer in an industry with fierce competition for talent is a demanding, yet rewarding task. In order to succeed, attraction, engagement and retention of talented candidates and employees becomes increasingly important.

The purpose of this report is to examine and analyse how DNV GL Norway (hereafter referred to as DNV GL) can improve their efforts to attract senior professionals. Formed in 2013 when Det Norske Veritas (DNV) merged with Germanischer Lloyd, DNV GL is now the world's largest company in classification of ships, with a 24 % market share (Steinsvold, 2014). DNV GL operates in five business areas: maritime, oil and gas, energy, business assurance and software. A truly international company, DNV GL has more than 16 000 employees in more than 100 countries (DNV GL, 2014).

DNV GL operates in a highly competitive labour market. There is a shortage of engineers in Norway, and this is especially true for experienced engineering professionals (Amelie, 2014). Senior professionals can be expected to have a high position in a well-known and respected company, with a high salary. In other words, senior professionals have few if any obvious reasons to change their workplace. At the same time, successfully attracting and retaining this group can be expected to constitute a significant competitive advantage. Senior professionals require less training than their younger counterparts, and bring valuable experience to the table.

1.2 Employer branding in DNV GL

In order to meet this growing competition for talents, DNV GL has, in the past years, put much of their attention and effort in the direction of the new, constantly growing and developing field of employer branding. This has led to the company winning several awards for its remarkable employer branding activities. In 2013, a project group from the University of Oslo conducted important work to improve DNV GL's employer branding presence in social media. The project report suggested implementing a system of Employer Brand Ambassadors (EBAs), who would promote DNV GL as an employer in social media (Herlung et al., 2013).

As an employer, DNV GL has a strong brand with a high level of trust. Previous employer branding polls have shown that DNV GL are viewed as an expert company with a lot of

professional competence. While the salary and benefits employees receive in DNV GL are neither higher nor lower than its competitors, the company does have other distinguishing features as an employer. Because the company is organised as an independent foundation, all DNV GL's profits are directed back into the company again, and a comparatively high proportion of its revenue is invested into research and innovation. Additionally, DNV GL can be seen as a more environmentally friendly company than its competitors. With strong values and an environment of expertise, DNV GL have a lot to offer prospective employees.

1.3 Presentation of research questions

The purpose of our project was to find out more about what senior professionals are motivated by when choosing DNV GL as an employer, and how DNV GL can use information about this group in future efforts to attract them. In order to discover how senior professionals view DNV GL as a prospective employer, we utilised theories of motivation to design a broad data collection.

As a part of our project, we investigated how DNV GL can use different channels to target senior professionals. While DNV GL have previously investigated how social media can be used to further develop their employer branding objectives, previous projects have not investigated the use of LinkedIn to a great extent. With the user base for this professional social media having skyrocketed the last two years, LinkedIn is an especially interesting potential media for attracting senior professionals. We therefore included an investigation into the utility of targeting senior professionals through social media in general, and LinkedIn in particular.

Our **research question** for the project was:

Which factors motivated recently hired senior professionals to start working for DNV GL Norway? Does this group distinguish itself from other recently hired professionals in DNV GL Norway, and if so, how?

We split the research question into three **key topics**, which provide the basis for our report:

- Assessing the relative importance of different factors in choosing DNV GL as an employer.
- Looking for significant differences in which factors and messages motivated this group to seek employment at DNV GL, compared to other professionals.
- Investigating the utility of using social media and other communication channels in targeting this group, especially LinkedIn.

In the first part of the report, we will describe the theoretical foundations of our investigations. We will give a brief overview of employer branding as a concept, before describing the motivational

theories utilised in our report. We will also provide a theoretical foundation for the use of social media in employer branding.

In chapter 3, we will describe the methods utilised in our data collection. In order to obtain information about how senior professionals are motivated, we approached a group of DNV GL employees who have recently selected DNV GL as their employer. By conducting exploratory interviews and a broad survey of recently hired senior professionals, we were able to obtain information about which factors made them choose DNV GL as their employer. In addition, we chose to compare them to a reference group of young professionals, in order to get a clearer picture of how the two groups differ from each other. By contrasting the characteristics of these two groups, we wish to pinpoint key similarities and differences. This can provide DNV GL with further guidance towards attracting more senior professionals.

In chapter 4 of the report, we will present the results from our data collection. We will structure the results according to our three key topics: First, we will present which factors were more and less important for senior professionals' motivation to start working at DNV GL. Second, we will compare these results to those of the young professionals. Third, we will discuss the findings in light of theory. Finally, we will present results concerning the use of social media in branding efforts targeting senior professionals. In the final chapter of the report, we suggest some possible ways forward for DNV GL, based upon our findings.

In our study, **senior professionals** are defined as having at least eight years' working experience in the field of engineering, or alternatively being more than 40 years old. Young professionals are defined as anyone not falling into this category. DNV GL need candidates from a broad spectre of technical and engineering backgrounds, and professionals with all kinds of technical educations were therefore subject of our research.

2.0 Theory

2.1 Employer branding, recruitment and the importance of reputation

2.1.1 Employer branding

In a knowledge economy, a company's ability to attract and retain talented employees is an important source of competitive advantage. Lloyd (2002) describes employer branding as "the sum of a company's efforts to communicate to existing and prospective staff that this is a desirable place to work". The assumption is that by developing and promoting a strong employer brand, companies can gain improved employee relations and increase both employee attraction and retention (Berthon, Ewing & Hah, 2005: 154).

Employer branding involves identifying the features that make a company a unique and desirable employer, known as the company's value proposition. These values are then used in marketing directed at both existing and potential employees (Backhaus and Tikoo, 2004: 502-504). Communicating an attractive and yet realistic image of the organisational culture is thus an essential component of successful employer branding.

2.1.2 Knowing one's audience

DNV GL has initiated several successful employer branding projects, and continue to constantly develop their employer brand. The working environment at DNV GL is attractive, and matches the conditions offered by competitors. However, DNV GL also need to communicate their value proposition in a way that appeals to senior professionals.

Employer branding concerns itself with projecting an image to potential employees. While it is crucial that the projected image is realistic, companies can nonetheless choose which parts of their substance they wish to convey to prospective employees. Employer branding is in other words an act of communication, and communication theory is therefore essential to employer branding. The perhaps most well known terms in communication theory are ethos, logos and pathos, referring to credibility, ease of understanding, and emotional engagement. These denominate three rhetoric tools that are used to engage and convince an audience (Engelstad, 2010: 44). What permeates through all of these terms is the need to adapt your arguments to the audience that is listening. All acts of communication include what Eco (1979, in Engelstad, 2010) refers to as a Model Reader. Not to be confused with the actual reader, the model reader is an imaginary person projected into the text by the author. The communication includes assumptions about the knowledge, background and preferences of the reader (Engelstad, 2010: 60).

To successfully engage and convince someone, it is crucial to adapt the arguments to the audience. Therefore, successful communication requires knowing one's audience. Accordingly, in order to convince senior professionals to believe in the proposed value proposition, DNV GL need to obtain information about this group's preferences. By investigating senior professionals' motivations, DNV GL can implement a more accurate model reader in their branding efforts, and thus tailor the message to the target group's preferences.

2.2 Motivational theory

2.2.1 What is motivation?

Since this project concerns itself with finding out different motivational factors for starting to work in DNV GL, an explanation of motivation is needed. Motivation refers to forces that direct a behaviour or action (Kaufmann and Kaufmann, 2011: 93). Out of several possible ways to explain

and define motivation, we have chosen a definition that relates to the work context. Pinder (2008) defines work motivation as

“(...) a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration” (Pinder, 2008: 11).

To operationalise motivation and to interpret the results in a meaningful way, we have employed two motivational theories, the intrinsic/extrinsic dichotomy (Deci and Ryan, 1985), and the two-factor theory (Herzberg, Mausner and Snyderman, 1959/2008). While both theories are used to explain motivations and drives in the workplace, they do not in any way contradict one another. Rather, each takes a different perspective, with the two-factor theory focusing more explicitly on the concrete phenomena and events that lead to motivation and demotivation.

There is an important distinction between what is called intrinsic and extrinsic motivation (Kaufmann & Kaufmann, 2011: 103). “The difference between intrinsic and extrinsic motivation is whether the primary motivational source is within or outside the activity, for instance a job or job activities” (translated by the authors. Kuvaas, 2011: 18). Extrinsic motivation is associated with something outside the activity and relates to different kind of external rewards (Kaufmann & Kaufmann, 2011: 103). Salary is one of the most obviously extrinsic rewards (Arnold & Randall et al., 2010: 336). Other extrinsic rewards can be status or bonuses (Kaufmann & Kaufmann, 2011: 103). Intrinsic motivation is on the other hand associated with the activity in itself, and originates within the individual. Intrinsic motivation is related to internal rewards, for example experienced satisfaction and meaning related to the activity (Kuvaas, 2011: 18).

According to Kuvaas (2011), employees often say that intrinsic motivators are their prime motivators, also across different cultures. Kuvaas argues that intrinsic motivation is essential in explaining attitudes and behaviour in organisations. He also argues that intrinsic motivation increases with the experience of meaning, responsibility and knowledge in the job (Kuvaas, 2011: 20, 27).

2.2.2 Herzberg's theory of motivation

Herzberg, Mausner and Snyderman (1959/2008) presents what has become one of, if not *the* most influential theories of organisational motivation theories (Kaufmann & Kaufmann, 2011: 212), the two-factor theory of motivation. The two-factor theory of motivation argues that what affects people's satisfaction in a work context can be one of two things: hygiene factors, or motivators. Herzberg et al. (1959/2008) argue that motivators are what makes people feel happy about their job and what makes the job enjoyable. Hygiene factors on the other hand, are said to be what can make a person unhappy about their job. The term hygiene is adapted from the

medical field, because just as hygiene can prevent sickness but not make us healthy, hygiene factors can prevent unhappiness but do not create happiness.

According to Herzberg et al. (1959/2008) salary is important in order to not feel dissatisfaction, but does not work as a direct motivator. Salary is therefore stated as a hygiene factor. Recent work on the topic has revealed that pay in itself can create satisfaction to a certain level. Arnold et al. (2010: 335) point out that pay is important in order to feel appreciated and valued for one's work and effort. In other words, people need to feel that they are being rewarded for the work they are doing. This theory however does not contradict the theory presented by Herzberg et al. (1959/2008)

Although the two-factor theory has remained highly influential, it has also received its share of criticism. The sample of the original study was highly skewed. In the original study of 1959, the sample was made up of 200 engineers and accountants, all male. This has led academics to question its generalisability (see for example Dunnette, Campbell and Hakel, 1967). The two-factor theory has also had problems with replicability. Subsequent studies have not succeeded in generating the same clear division between the two factors, with some motivators crossing into the realms of hygiene factors and vice versa (House and Wigdor, 1967).

In the current study, these criticisms have been considered. The criticism pertaining to generalisability is usually one to be taken seriously, but in our case it might in fact be positive. As our study attempts to measure the motivations of engineers, the fact that the original study was performed on engineers and accountants may make the factors more recognisable and relatable for our participants. If a psychological study is not replicable, its findings are usually questionable. However, the current study applies the two-factor theory in a somewhat liberal way. The two-factor theory was developed to contribute to job design through job enrichment, and did so by identifying hygiene factors and motivators. The current study on the other hand tries to find out what makes senior professionals change workplaces. We therefore did not let the division between hygiene factors and motivators play a large role, but rather focused on finding factors that could explain the motivations of senior professionals, be it motivator or hygiene factor. In this sense, whether or not the division between the factors is replicable is not very important. We do however use the division partially in order to explain salary and prestige. This is backed up by additional theory, and we believe that this is sufficient in order to use the two-factor theory on that matter. The individual motivator or hygiene factors were used as the base of our questions in both the interviews and the questionnaire.

2.3 Social media

2.3.1 General information and definition

The importance of social media is reflected by the immense and ever increasing amount of people using it on an everyday basis. Hunsinger and Senft (2014) state that “[the] broad user base has made social media platforms into social and commercial successes” (Hunsinger & Senft, 2014: 1). Aalen (2013) argues that while the term social media is used broadly, researchers within the field use the term social network sites (Aalen, 2013: 16). Boyd and Ellison (2007: 211) define social network sites as:

“(..) web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system”

With the growth in social media use, marketing in social media has become more widespread (Staude & Marthinsen, 2013: 80). In order to reach out to a large amount of people, companies use a broad range of channels to spread their messages and brand themselves. Furu (2011: 14-15) differentiates between what she refers to as push channels and pull channels. The **push channels** are typically Facebook and Twitter to mention some. These are pages that actively spread information to the users who may not be looking for it at that moment. **Pull channels** are channels such as blogs, business pages and LinkedIn. These are pages where the user ends up if he or she is seeking information or looking for something in particular (Furu, 2011: 14-15). Furu’s classification does however take the user’s perspective. Even though she labels LinkedIn a pull channel, companies like DNV GL also use LinkedIn as a push channel by spreading information to their followers and actively reaching out to them through their LinkedIn pages.

2.3.2 LinkedIn

LinkedIn is a network for professionals, and is in many ways quite similar to Facebook. However, Facebook is a network for all kinds of connections, while LinkedIn is especially for business networks. LinkedIn was founded in 2003 (Aalen, 2013: 17). It started out as a database for CVs, and has since developed into a social network for business use (Furu, 2011:177). On LinkedIn, users have profile pages where they publish a version of their CV. The users can connect with other users, for example previous colleagues, business partners or people they have studied with. The users can also follow businesses and corporations. When a user follows a company, the things that the company posts then shows up in the users news feed. If they want to, the users can be notified whenever a position relevant for the users is posted (Furu, 2011: 177). The members

can also be part of different groups and participate in discussions on these groups. Businesses and corporations usually have a profile page, or a home page, and often a career page as well.

Through these sites, the businesses can reach their followers by posting articles, videos and pictures. They can also post information about available positions at the company. This is also the case for DNV GL. It is through the home page in general, and the career page specifically, that DNV GL target the people they want to attract. It is therefore quite important to DNV GL that they actually reach the people they want to attract through this channel. In order to reach out to the target group, in this case senior professionals, DNV GL need to know if the target group is on LinkedIn and in that case, how they use it. It is essential to DNV GL that they get as much information as possible on the group's behaviour on, and attitudes towards, this medium.

LinkedIn has become an important channel for recruitment (Furu, 2011: 177). However, LinkedIn can also be used as a branding channel, in order to spread information about the company, to attract people to the company and to establish and maintain a good reputation.

3.0 Methods

In order to understand and map the motivations of senior professionals, we utilised a mixed-methods design. Both DNV GL as a case and the motivation of senior professionals to change jobs were topics we knew little about. Existing academic literature had little information to offer. To gain basic understanding about this field of study, we conducted exploratory interviews of eight employees at DNV GL. The findings from these interviews were then analysed and implemented into a quantitative survey. Combining qualitative and quantitative research methods in this way is referred to as a mixed-methods design. The purpose of this is to minimise the weaknesses of each approach (Burke Johnson & Onwuegbuzie, 2004: 17).

The purpose of our study was to learn more about the process of changing jobs. After carefully considering several different sources of information, we decided that the best available source of information on this topic is employees who have recently started working at DNV GL. This group have recently been through a process of considering different employers and deciding where to apply. As they have recently given these topics a lot of thought, they can be expected to be conscious of their own motivations. In addition, they are more likely to accurately remember the process of deciding to start at DNV GL. Additionally, we investigated the usefulness of different information channels including social media, an area that has had considerable developments both in user base and user patterns in recent years. We therefore wanted participants who may have had experience with the hiring process in the light of social media. Therefore, all participants in both the interviews and questionnaire started working for DNV GL within the last three years.

While the group of professionals who have recently started working at DNV GL make a very interesting study object, they can not be considered a representative sample of senior

professionals in general. The group differs from other senior professionals in their decision to start working at DNV GL, and can be expected to differ from this group in other ways as well. Our findings can therefore not be generalised to apply to all senior professionals.

To answer the second part of our research question, our method included both senior and young professionals. The reason young professionals were included in the study was to act as a reference group. By investigating senior professionals' motivations without any reference point, we would only be able to discover senior professionals' attitudes and opinions. By including a reference group, the distinctive features of each group would emerge, enabling us to discover what makes senior professionals unique. This will facilitate targeting this group in particular in the future.

For the purpose of simplicity, we chose to use a distinction between young and senior professionals which is also used by the Universum report. Senior professionals were operationalised as having at least eight years of work experience in the field of engineering, or alternatively being more than 40 years old. Anyone who fell outside of this definition was labelled a young professional.

3.1 Interviews

We chose to conduct semi-structured interviews for several reasons. First, as we had decided to conduct a survey, we needed to explore the field of study to help us choose relevant and interesting questions for the questionnaire.

Second, we were interested in obtaining a deeper understanding of the field of study. Qualitative interviews are useful for getting a deeper understanding, as well as creating thick descriptions. Thick descriptions of human behaviour are descriptions that explain a phenomenon in the context in which it occurs, making it easier for outsiders to understand the behaviour (Geertz, 1973). As DNV GL was a new and unknown context to us, using the interview method was a natural choice for deepening our insights and developing preliminary theories.

During the interview process, two people from the project group were present in the interview room, of which one observed while the other one conducted the interview. The roles were decided beforehand, and they didn't change during the interview. The observer and interview roles were used so that the informant could get a better personal contact with the interviewer.

To ensure that the interview situation was standardised, we used a semi-structured form with standardised questions. To avoid influencing the informants' answers, and to gain as much information as possible, the questions were made open, neutral and non-leading (Befring, 2010: 125). The interview guide¹ was divided into two sections, reflecting the key questions of the project. The first part of the interview contained questions about motivational factors for starting to work at DNV GL, while the second part was about social media, focusing on LinkedIn in particular.

¹ The interview guide is enclosed in appendix 2.1 and 2.2

We conducted interviews with eight employees: four young professionals, and four senior professionals. All informants were recent hires, and the selection was based upon volunteering. Such self-recruitment may represent a source of bias, as the informants that are most eager to participate may have other defining features as well. However, the aim of conducting the interviews was to learn more about possible motivations for seeking employment at DNV GL, and not to map the attitudes of all recent hires. Thus, it was more important to us that the informants were motivated and interested in participation than whether or not their opinions reflected a more general trend.

The interview guide was originally written in Norwegian, and was later translated to English in order to accommodate international informants. Gathering data in both Norwegian and English required careful attention to translation, both of the interview guide and the questionnaire. This is because interviewing and analysis in multiple languages may create some methodological difficulties, as translation will always involve creating slight changes to the text (Temple, 1997: 609).

After conducting all the interviews, we analysed them using a case display method. This involves sorting data in a matrix, structured by themes and informants' responses. By sorting the data in this way, large amounts of information become manageable, and both similarities and differences become more apparent (Eisenhardt, 1989).

Each member of the group listened to the recordings of the interviews, and made individual notes of interesting quotes, categories and insights. We then analysed the interviews collectively, discussing and categorising the data. This procedure ensured group intersubjectivity of the findings, reducing the risk of subjective views influencing the analysis.

3.2 Survey

After conducting and analysing interviews, we developed a better understanding of the topic of study, and had several theories about how employees might be motivated. In order to further explore these theories, we conducted a quantitative survey. While interviews are often used for exploring a subject and generating theories, surveys are commonly employed when the objective is to confirm or disprove theories, or to determine how common a phenomenon is (Hellevik, 2002).

The main purpose of the survey was to map the opinions of senior professionals, and thus discover which motivational factors were most and least important in the process of choosing DNV GL as an employer. A second purpose was to map social media attitudes and user patterns. In accordance with our mandate, we also mapped the opinions of young professionals who had recently been hired. By comparing and contrasting the two groups' preferences, we hope to pinpoint key similarities and differences between senior professionals and others.

The questionnaire was constructed by combining theory, our findings from interviews, and the research question. The survey topics revolved around motivations for starting working in DNV

GL, social media use and some demographical indicators. The questionnaire was revised after being piloted on six participants, to reduce the possibility of misunderstandings and ambiguity.

The questionnaire² was distributed to the participants via email, who accessed an online version of the questionnaire through a hyperlink. They were given the option of answering a Norwegian or English version.

3.3 Ethical considerations

The data collection was designed to comply with strict Norwegian legislation, and ethical guidelines issued by National Committees for Research Ethics in Norway (2006). The participants were made aware of their rights to voluntary participation, and were informed about the purpose and design of the study. All data was kept under password protection, and was only available to the members of the student group. Participants were informed that participation or non-participation would not affect their relationship with their employer, and that the employer or representatives of the employer would not have access to the recordings or raw data. Furthermore, steps were taken to avoid unnecessarily sensitive topics.

The project was submitted to and approved by the Norwegian Social Science Data Services (Norsk Samfunnsvitenskapelig Datatjeneste), and the information sheet was based on a template given to us by them.

4.0 Results

In this section, we will describe and explain our findings. The results are based on interviews with DNV GL employees, and the survey. All participants recently began working at DNV GL, having started working there within the last three years, and have technical/engineering backgrounds. The survey was sent to 686 employees, and we received 440 responses, giving us a response rate of 64.1 %. This gives us a good basis for understanding and explaining the preferences of recently hired professionals.

Of the 440 respondents, 56.1 % were Norwegian nationals, while 43.9 % were of other nationalities. 40.7 % of the respondents were senior professionals, while 59.3 % were young professionals.

The chapter is divided into two parts. In section 4.1, we will describe and explain results concerning motivations to start working with DNV GL. In section 4.2, we proceed with presenting our findings related to information channels in general and LinkedIn in particular.

² The questionnaire is enclosed in appendix 2.3 and 2.4

4.1 Motivational factors

In this section, we will describe and explain the results from the survey and interviews regarding motivation. Introductorily, we will describe the most and least important factors in choosing DNV GL as an employer. We will also look at some of the features that make DNV GL unique. These results are an important basis for future efforts to attract senior professionals, as they provide new insights into which parts of DNV GL's employer value proposition should be emphasised when targeting this group. Next, we will describe and discuss how senior professionals and young professionals differ from each other. Finally, we will use theory to further elaborate on some of the results.

In the survey, 179 senior professionals were asked to rate how essential 12 selected motivational factors were for their decision to start working at DNV GL. The motivational factors were based on Herzbergs two-factor theory, as described in section 2 of the report. The preliminary interviews were used to further develop this model, and the factors we used in the survey were thus tailored to fit DNV GL. For a more thorough description of the factors we used, see **fact box 1**. The survey also contained a group of statements that the respondents were asked to agree or disagree on.

Fact box 1: Motivational factors explained

Personal and professional growth: The opportunity for development, both professional and personal growth

Salary: The essentiality of the salary level

Work itself: The essentiality of the specific day to day tasks

Work-life balance: Essentiality of such factors as flexible working arrangements or holidays

Responsibility: The essentiality of the given amount of responsibility

Prestige: The essentiality of job prestige/prestige of the given position/status

The company's reputation: The essentiality of the company's reputation as a whole.

Work environment: The essentiality of the work environment (the social environment or the relationship with the colleagues)

Job security: The degree to which the company could be exposed to cut-downs or recessions

Future career prospects: Essentiality of the future career opportunities within the company

Possibilities to work abroad: Essentiality of the possibility to work abroad within the company

The company's values: Essentiality of the compatibility between the company's values and the employees personal values

4.1.1 Most important factors in choosing DNV GL as an employer

When asked about the essentiality of motivation factors in choosing DNV GL as an employer, two factors stood out as particularly important. When asked about **personal and professional growth** and **work itself**, more than 85 % of the respondents stated that this was very essential or completely essential for their decision to start working at DNV GL. At the same time, less than 1 % of the respondents stated that these two factors were not very essential or not essential at all. These findings suggest that the recently hired senior professionals are highly focused on the actual tasks required by the position, as well as how they can develop personally and professionally from performing these tasks. The third most essential factor was **work-life balance**, indicating that this also is important to the group of senior professionals. Work-life balance will be discussed further in section 4.1.1.2.

4.1.1.1 Growth, learning and development

Our findings suggest that the senior professionals are very much interested in learning, both within their field of specialisation and about management. 9 out of 10 senior professionals agree with the statement *At this point in my career, it is important for me to learn a lot through my job*. Learning is thus one of the most important reasons for choosing DNV GL as an employer. As one informant said in the interview:

“Professional and personal development was very important. (...) [DNV GL] is a good company with very competent and skilled people, and I knew that there would be a lot of possibilities for me to develop, both career-wise and personally. This was one of the really important factors in choosing DNV GL.”

When asked about what kind of development was their priority, 3 out of 4 senior professionals agreed with the statement *To me, professional growth is more important than getting managerial responsibilities*. This indicates that the experienced professionals at DNV GL are very dedicated to their field of specialisation. Only a small minority (less than 4 %) strongly prefer pursuing a managerial career.

However, this does not mean that senior professionals are uninterested in managerial development. When confronted with the statement *To me, it is very important to develop my managerial/leadership skills*, 47 % state that they agree and only 19 % disagree. This indicates that while the senior professionals are very much interested in developing managerial skills, they prefer developing their specialisation when forced to choose.

4.1.1.2 The importance of work-life balance

Our results show that **work-life balance** also matters to a great extent in the choice of workplace. Work-life balance is listed as the third most important factor. With work-life balance we mean the possibility to combine one's career with an active personal life. This can for example be benefits like extra vacation time, flexible working arrangements, parental leave and similar. The recently hired senior professionals rated work-life balance as important for their decision to start working for DNV GL: As many as 50.6 % answer that this was very essential to their choice, and 22.9 % say that this was completely essential to them. When added up, this makes 73.7 %, and is hence an interesting finding. The findings described in section 4.1.1.1 show that senior professionals are interested in their jobs, and want to develop professionally. However, they do not want this to impact their private life unnecessarily, and want a good balance between committing to their jobs and having a life outside the workspace. The possibility for growth, learning and development in an environment that also accommodates to the personal life of an employee, can therefore be emphasised to a great extent when targeting senior professionals.

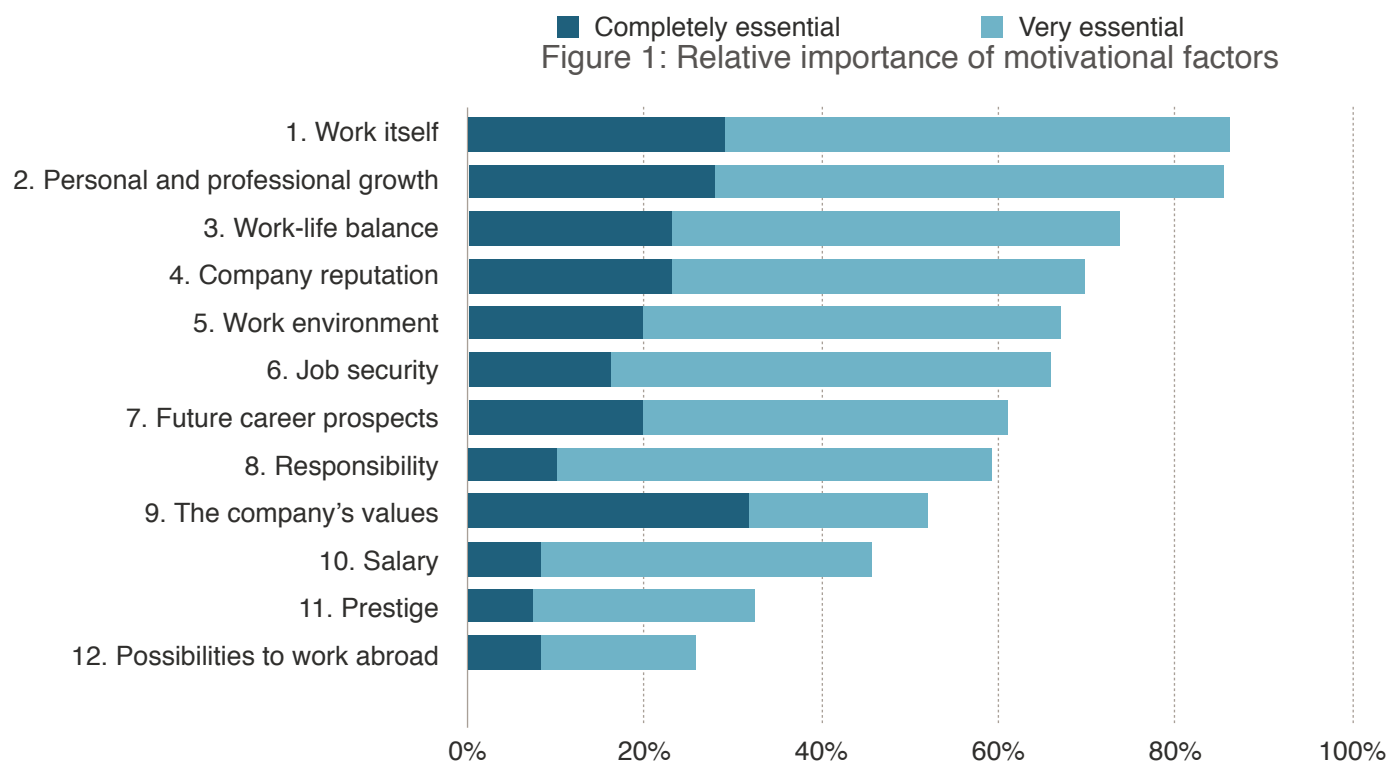


Figure 1: Percentage of senior professionals who list a factor as «completely essential» or «very essential» for their decision to start working at DNV GL. **N = 179**

4.1.1.3 DNV GL's reputation: The expert company

Our results clearly show that **the company's reputation** is important for senior professionals' choice of employer. 7 out of 10 senior professionals list this factor as very or completely essential for their decision to start working for DNV GL. This places the company's reputation as the fourth most important motivational factor, as seen in **figure 1**. Reputation is however not to be confused with **job prestige**, which we have also examined in the survey. We wanted to separate the two, because there is a difference in the factors. Prestige is closely related to status, and is in this case seen as a more superficial factor, reputation being a much broader term and covering the different aspects of a company's image.

Figure 1 shows that senior professionals are strongly focused on company's reputation, and that this has a high impact on their choice of workplace. As one informant told us:

“I knew that DNV GL was a very good company (...) I knew only the company's reputation when I applied, which is of course important (...).”

As shown in the previous section, senior professionals are very oriented towards learning and developing. When learning is described as main reason to choose DNV GL as an employer, this must mean that potential employees perceive DNV GL as a company with good learning

opportunities. An important finding from the interviews is that DNV GL is seen as a company with a lot of expertise. Several informants emphasised this as a central part of DNV GL's reputation:

“I knew they had a good reputation. (...) I was aware that [DNV GL] had experts, and I hoped that they would be willing to teach me something.”

“[I expected] to be challenged, and [I knew that DNV GL] is a company with a lot of expertise.”

An important part of DNV GL's good reputation is related to its image as an “expert company”. DNV GL is perceived as a place where highly skilled people work in strong professional communities. We believe that this is an important element in attracting potential employees, and that it is also a considerable source of pride among DNV GL's employees. As one informant said:

“There is an incredible pride among the employees in working for this company.”

4.1.1.4 What makes DNV GL unique

As a company, DNV GL has features that distinguishes them from other businesses in the same industry. Our findings indicate that these distinguishing features played a role in senior professionals' choice to apply for a job at DNV GL, at least to a certain degree. This effect was observed for the motivation factors **job security**, **work-life balance** and **the company's values**. The findings suggest that DNV GLs uniqueness can, to some extent, be interpreted as a competitive advantage.

When asked about the essentiality of **job security**, a high percentage of senior professionals say that this is important. 67.1 % answer that it is very or completely essential. This makes job security the sixth most essential factor for choosing DNV GL as their workplace. This can be due to several reasons, but one interpretation is that DNV GL, unlike many of its competitors, are not listed on the stock market. DNV GL is partly owned by a foundation, and claim that this gives them a greater opportunity to plan for the long term, and not from quarter to quarter. Although they are perceived as offering great job security to the employees, DNV GL is also influenced by the global market and supply and demand for their services. However, they are seen to be in a safer position than companies owned entirely by shareholders. In addition to this, 5 % of the annual revenue goes back into the research that DNV GL conducts. Since a good share of the senior professionals were concerned with job security, this is something that DNV GL can emphasise more on in the future. One possible interpretation is that job security gets more important when you get older and have family obligations. After testing this hypothesis using a t-test, we found that having a family influences the essentiality of job security. DNV GL is seen as a safe place to work, and the senior professionals that were recently hired at DNV GL are concerned with job security, stating that this is essential to them.

Work-life balance is, as mentioned, an important factor influencing the choice of DNV GL as a workplace. This may not be an opportunity to the same extent in other companies. DNV GL has six weeks of yearly vacation time, which differentiates them from their competitors. They have also got flexible working arrangements, and they encourage both male and female employees to take parental leave. DNV GL is perceived as a place where one can combine work and family obligations in a satisfactory way. Several senior professionals emphasise the importance of having a more stressed-down life. One informant who had previously worked in a less work-life balance oriented company, stated that:

“[Here], you have a life again”.

When asked about the importance of **the company's values**, around half of all senior professionals express this to be important to them. However, this was also the factor listed as completely essential by the largest number of respondents, 31.8 %, indicating that DNV GLs values are a considerable attraction attribute. Senior professionals are concerned with this matter, and they have a high proportion saying that this is completely essential to them in their decision to start working for DNV GL.

Based on findings from the interviews, we chose to further explore the environmental dimension of the company's values. The senior professionals were confronted with the statement *It is important to me that the company I choose to work for has a good environmental profile*. 45.3 % of senior professionals agreed with this statement, and as many as 30.2 % strongly agreed. Added together, 75.5 % state this as important to them. Interview findings further support the theory that DNV GL is seen as an environmentally friendly company, and that this is important to senior professionals:

“It is fun to work for someone who cares. Because they do, they call themselves safer, smarter, greener.”

“(...) you have to identify yourself with the company's values.”

This indicates the importance of the company's green profile to those who seek employment at DNV GL. We believe that DNV GL attracts people who are more concerned with this issue compared to other companies. DNV GL differ from competing companies in the industry on this matter, like for instance Aker Solutions and Statoil. As these companies compete for the same group of engineers, this can be seen as a competitive advantage for DNV GL. We suggest that this feature is part of DNV GLs uniqueness, and that it can be a considerable trait in attracting potential employees.

4.1.2 Least important factors in choosing DNV GL as an employer

Three of the investigated motivational factors stand out as less important to the senior professionals compared to the rest of the factors. **Salary**, **job prestige** and **possibilities to work abroad** are listed as very or completely essential by less than half of the respondents, differing markedly from the other factors. This means that these factors are less likely to have been the reason for applying for a job within DNV GL.

The low attractiveness of **possibilities to work abroad** among senior professionals can be explained by the simple fact that older people are more likely to have children and a significant other, both being considerable commitments.

Unlike other factors investigated in the survey, a large group of respondents place themselves in the middle ground when asked about **salary**. Thus, while only 8.4 % say salary was completely essential for their decision, a total of 78.7 % of the respondents list this factor as a little essential or very essential. Of these respondents 37.4 % state salary as very essential, and 41.3 % state this as a little essential. Overall, salary was the third least important factor in the choice of DNV GL as an employer.

When asked about **prestige**, only 25.1 % say that this was very essential, and 7.3 % of senior professionals say that this was completely essential in their choice of workplace. There was also a high percentage who stated that this is not very essential, compared to other questions asked in the survey. As seen in **figure 1**, when compared with the other factors, prestige is listed as the second least important. Prestige is seen as non-essential, while **the company's reputation** was regarded as very essential among the senior professionals. When it comes to salary and job prestige, we have interpreted the results within the framework of Herzbergs hygiene/motivator factors and intrinsic/extrinsic motivation. This will be discussed in section 4.1.4

To summarise, senior professionals see salary, job prestige and possibilities to work abroad as the least essential factors in their choice to work for DNV GL. This is interesting, as one would expect a prestigious and global company such as DNV GL to attract senior professionals who value these factors. These findings indicate that salary, job prestige and possibilities to work abroad should not be emphasised when targeting senior professionals.

4.1.2.1 Norwegians vs non-Norwegians

While both salary and job prestige were listed among the least important reasons to apply with DNV GL, there was one very interesting exception. Non-Norwegian respondents were far more likely to say that these two factors were essential for their decision than respondents who had listed Norwegian as their nationality. Furthermore, while job security was not among the least essential factors, this factor was also listed as a lot more important by non-Norwegian nationals.

DNV GL is already an extremely international company. With increasingly tough competition for technical/engineering professionals in Norway, attracting senior professionals from other

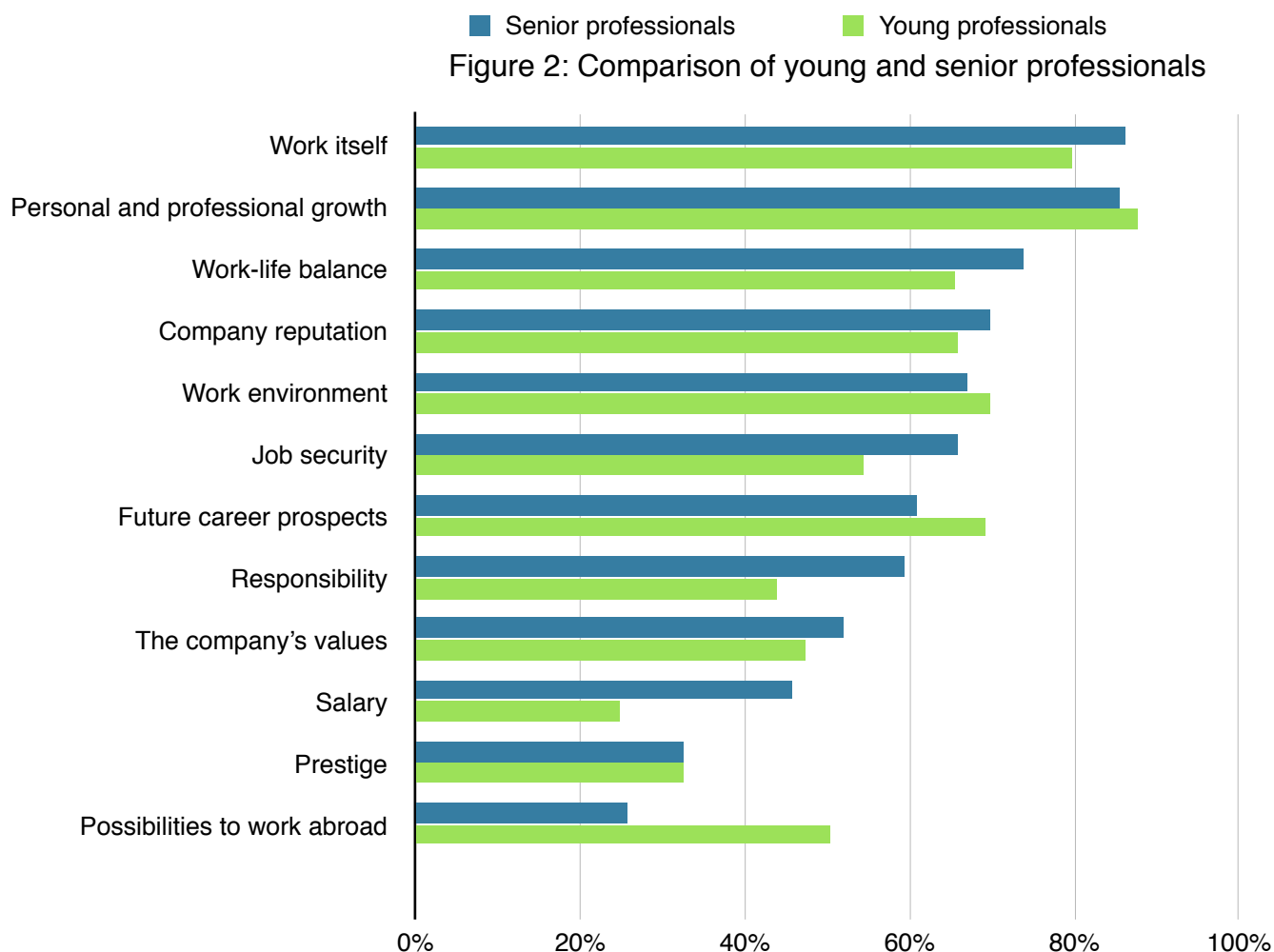


Figure 2: Percentage of young and senior professionals who list a factor as «completely essential» or «very essential» for their decision to start working at DNV GL. **N = 440**

countries will be an important source of competitive advantage in the future. The fact that job security, salary and job prestige is more important to non-Norwegian nationals may be a useful insight when targeting this group in the future.

4.1.3 Comparing young and senior professionals

So far, the absolute results from senior professionals have been reported, answering the first part of our research question. The second part of our research question was to find out if and how senior professionals distinguish themselves from other groups. By conducting a survey of both recently hired senior and young professionals, we were able to pinpoint important similarities and differences between the groups. With the help of an independent means t-test, we found out which differences were statistically significant, and thus unlikely to be caused by chance.

Figure 2 gives an overview of how the two groups differ from each other. The general picture is that the senior professionals' motivations are fairly similar to those of the young professionals, and that the differences are small.

4.1.3.1 Factors that are less important to senior professionals

Some factors were listed as less important by senior professionals. These factors should thus receive less emphasis when senior professionals are targeted, compared to when young professionals are targeted.

The survey revealed a large difference between the groups in the importance of **possibilities to work abroad**. This factor was listed as very essential or completely essential by approximately twice as many young professionals as senior professionals. This is the factor where the difference between the two groups is most noticeable. This difference can at least partly be explained by the fact that senior professionals are more likely than young professionals to have family obligations. As discussed under 4.1.2, having a family can be expected to make working abroad less realistic.

In addition to this, young professionals were more likely to rate **future career prospects** as especially essential to their decision to start working at DNV GL. However, this factor was listed as very or completely essential by a very high proportion in both groups. A possible explanation for the differences could be that senior professionals generally have achieved more career-wise than their younger counterparts, and that they are thus more comfortable in their current position. In a similar fashion, **personal and professional growth** was rated as highly important by both groups, but by a slightly larger proportion of young professionals.

The respondents were also presented with the statement *At this point in my career, it is important for me to learn a lot through my job*. While the proportion of senior professionals who state that they agree with this proposition is very high, the proportion of young professionals who agree is even higher. If we consider a career as a process of learning and developing skills, senior professionals have progressed further down this road than young professionals. Learning and developing, both personally and professionally, is a very important concern for both senior and young professionals. However, younger and less experienced professionals have more left to learn at any given point in time, and will thus be slightly more concerned with learning and career development.

4.1.3.2 Factors that are more important to senior professionals

Importantly, several factors were significantly more important to senior professionals than to young professionals. These factors should thus receive more emphasis when targeting senior professionals.

First, the importance of **job security** differed markedly between the two groups. While this factor was in general not rated among the most essential, senior professionals were significantly more concerned with job security than their younger counterparts. We suggest two explanations for this: Senior professionals are more likely to have family obligations, increasing the need for predictability. As mentioned earlier, our tests show a significant difference between those with family obligations and those without. This group also contains more people who are approaching the retirement age. Assuming that the opportunity to get a new job is reduced with age, it is natural

that older age groups will place a higher emphasis on keeping their current job. As one senior professional said:

“20 years ago, [job security] would not be so important, but now, [at my age], it is quite important.”

Second, senior professionals were more concerned with **work itself**, and a lot more concerned with getting **responsibility**. Our suggested interpretation of this is that senior professionals are more likely to be experts in their field, and that they expect responsibilities to match their competences.

Next, senior professionals were more likely to place an emphasis on typical job benefits. Accordingly, the importance of **salary** differed markedly between the two groups. While both groups listed this motivational factor as one of the least important, senior professionals are more likely to be motivated by salary than young professionals. In a similar fashion, the emphasis of **work-life balance** is higher among senior professionals. As one informant replied when asked what they would emphasise if they were to recommend DNV GL to a friend:

“That we have a good work-life balance. That’s what counts when one has been working for a while.”

When presented with the statement *At this point in my career, getting more time off work is more important than getting a high salary*, senior professionals were somewhat more likely than young professionals to rate time off work as more important than salary. These findings indicate that senior professionals are more concerned with both **salary** and **work-life balance** than their younger counterparts. However, if they were to receive more of one of these factors, they would prefer time off work. Young professionals, on the other hand, are less concerned with salary, but would choose getting a higher salary over more time off if they were offered a choice.

With fewer things left to learn and more work completed, it is perhaps not surprising that senior professionals are more likely to admit that they are concerned with reaping what they have sown. Typical benefits, such as salary and time off work, are often perceived as extrinsic motivation, and thus a less rewarding form of motivation. However, senior professionals have completed long and demanding educations, and have often worked hard in competitive environments for a long time. That they expect to be rewarded for this is not surprising. However, it is important to note that salary is not among the most important motivational factors in any of the age groups.

Our findings seem to suggest that a career follows a general pattern: In the first years of working, learning and development is the most important. Utilising all possibilities to learn and grow, young professionals are more interested in working abroad. After working for some time, the learning aspect is still very important, but as they gain more experience, employees also start

expecting more responsibility and more interesting work tasks. While employees remain willing to learn through their entire career, they also expect being rewarded for what they have already learned. When their value for the company increases, they want to receive their share of the profit, both in the form of increased earnings and more leisure time.

4.1.4 Findings in light of theory

4.1.4.1 *Salary works as a hygiene factor*

Salary is an often discussed subject within the field of work motivation. One of our initial hypotheses was that salary might be a **hygiene factor** in the choice of DNV GL as a workplace. While hygiene factors can create unhappiness, they differ from **motivational factors** in that they can not make employees happy. Therefore, if salary acts as a hygiene factor, potential employees will not apply for jobs because of a high salary level alone, but they may choose not to apply for a job because the salary is inadequate.

Salary can however be seen as an important factor in the way that it needs to reflect the quality of the work being done and the competence of the employee (Arnold et al., 2010: 335). In other words, the salary needs to be at a decent level, but does not work directly as a motivator, at least not to a great extent. In support of this theory, one informant said that:

“I could have said that [salary] is not important, but this presupposes that the salary is at a competitive level. (...) It does not need to stand out as high, but it needs to be level with the rest of the industry.”

Other informants pointed out that the salary they received at DNV GL was lower than what they might get in other businesses, but that this was not necessarily a problem. From this we can conclude that there are certain aspects of salary that are important when choosing workplace, but this is not an important motivational factor. In conclusion, our findings give us a good indication that salary works as a hygiene factor.

While salary was listed as the third least important factor, work-life balance was listed as the third most important. Three out of four senior professionals list this as very essential or completely essential.

As reported in section 4.1.3.2, senior professionals are somewhat more likely to value more time off work as opposed to a higher salary. This finding gives some additional support to our hypothesis about salary as a hygiene factor.

4.1.4.2 *Recent hires motivated by intrinsic factors*

An important finding is that the most essential factors, as rated by senior professionals, were motivation factors related to intrinsic motivation. On the other hand, the factors that relate to

extrinsic factors are rated as the least essential factors in order to choose DNV GL as a workplace. As described in chapter 2, **extrinsic motivation** is associated with external rewards, while **intrinsic motivation** is concerned with experiencing meaning, responsibility and knowledge in the job (Kuvaas, 2011: 20). When asked about which factors were most essential for their decision to start working at DNV GL, senior professionals overwhelmingly rated the more intrinsic factors over the pure extrinsic factors.

While it is not possible to make a clear division between extrinsic and intrinsic motivation based on our typology of factors, it is possible to point out which factors are most commonly extrinsic and intrinsic. First, **prestige** is often related to achieving something in order to attain status, or to get recognition for something. Such rewards are quite clearly located outside the individual and the work tasks, and prestige is thus one of the most extrinsic factors in our survey. Second, **salary** is also an external award, and is thus extrinsic. These two factors are the most clearly extrinsic. They are also among the least important motivational factors for selecting a workplace, as stated by senior professionals.

On the other end of the scale, we find **work itself** and opportunities for **personal and professional growth**. These intrinsic factors were stated to be essential by a large share of senior professionals, and were all among the most important motivational factors. An important finding is thus that extrinsic motivation factors are least important, while intrinsic motivation factors are among the most important motivators for senior professionals. This is important to DNV GL, because they have a great deal to offer potential employees when it comes to the factors that are listed as most essential.

In addition, an interesting theory is that employees who are motivated by intrinsic factors make better ambassadors for their workplaces. According to Thomas (2009), “higher scores on the intrinsic rewards are also related to greater commitment to one’s organisation (Thomas, 2009: 70)”. The same author also argues that the commitment these employees feel will influence their actions so they become likely to recommend the organisation to friends and acquaintances. In this way, intrinsically rewarded employees “become recruiters and marketers for their organisations” (ibid). Based on our findings that senior professionals are intrinsically motivated when it comes to choosing DNV GL, we believe that there is a great potential for branding through employees at DNV GL. This supports the findings of Herlung et al. (2013) that DNV GL employees make good Employer Brand Ambassadors. The possibility of using DNV GL employees as such ambassadors will be discussed further in section 5.

4.2 Information channels

In this section, we will describe and explain the social media habits of the senior professionals, with a specific focus on LinkedIn. LinkedIn receives an emphasis because of its recent emergence, and DNV GL’s wish to use the website in employer branding activities. We will

also present the senior professionals' LinkedIn use preferences. Finally, we will look at the senior professionals' attitudes towards other information channels.

4.2.1 Social media habits

DNV GL employees are frequent social media users. Almost 9 out of 10 senior professionals in our survey report that they use social media in some way. Furthermore, when asked about how often, more than half of the senior professionals state that they use social media at least once every day.

Unsurprisingly, younger age groups are more likely to be social media users, and use social media more frequently than seniors. However, the numbers for social media use are very high in all age groups.

4.2.1.1 Active LinkedIn users

8 out of 10 of all surveyed senior professionals are LinkedIn users. This number is identical for young professionals. In February 2014, LinkedIn announced that it had reached one million Norwegian members (LinkedIn Corporate Communications Team, 2014). The proportion of LinkedIn users is thus a lot higher among the DNV GL employees than in the general population. One possible explanation for this could be that engineers in general are more likely to be LinkedIn users. According to LinkedIn (2014), the oil and gas sector is the largest industry among Norwegian LinkedIn users, while this sector only employs a small share of the Norwegian workforce (SSB, 2013). At the same time, Statoil and Aker Solutions hold the record for the largest number of employees on LinkedIn. This indicates that people with engineering backgrounds are more likely to be LinkedIn users than the general population. For DNV GL, this means that their target group can be found on LinkedIn.

Our findings further indicate that the LinkedIn users in DNV GL are active and interested, and that most senior professionals find LinkedIn use beneficial. 63 % of senior professionals say that they agree with the statement *LinkedIn is useful to me*, while less than 4 % disagree with the same statement.

However, when presented with the statement *I have a LinkedIn profile mainly because it is expected of me*, 1 in 5 senior professionals state that they agree. The general picture is that senior professionals are eager LinkedIn users, and that most senior professionals see the benefit of using LinkedIn. However, there is a minority of around 20 % who state that they use the website mainly because of other people's wishes, and not their own. As one informant said:

"Yes, I have one of those [LinkedIn] accounts, but I don't know what I'm supposed to use it for."

While our findings show that senior professionals can and should be targeted through LinkedIn, DNV GL should be aware that there is a proportion of registered LinkedIn users who do

not actually use their account. However, interestingly, senior professionals are less likely to be pro forma LinkedIn users than young professionals.

Finally, the senior professionals use LinkedIn fairly frequently. 7 in ten of the senior professional LinkedIn users state that they use the website weekly, while almost two in ten state that they use LinkedIn every day. The general picture is thus that the group of senior professionals are frequent LinkedIn users, and that they find the website useful and interesting.

4.2.1.2 Networking and professional development on LinkedIn

The respondents were also asked about how they use LinkedIn. The findings are summarised in **figure 3**. The most important finding is that LinkedIn is used mostly for **networking**. Both young and senior professionals report using LinkedIn for **reading about where friends and acquaintances are currently working**, as well as for developing their professional **networks**. Senior professionals also report using LinkedIn to **read about their area of expertise**, and stay updated in their field. This reinforces our findings in section 4.1.1.1, about senior professionals valuing learning about their professional field.

Interestingly, the LinkedIn habits of senior professionals differ from those of the younger professionals in several ways. Senior professionals are more interested in **reading shared content** than young professionals are. They are also more likely to share content of their own.

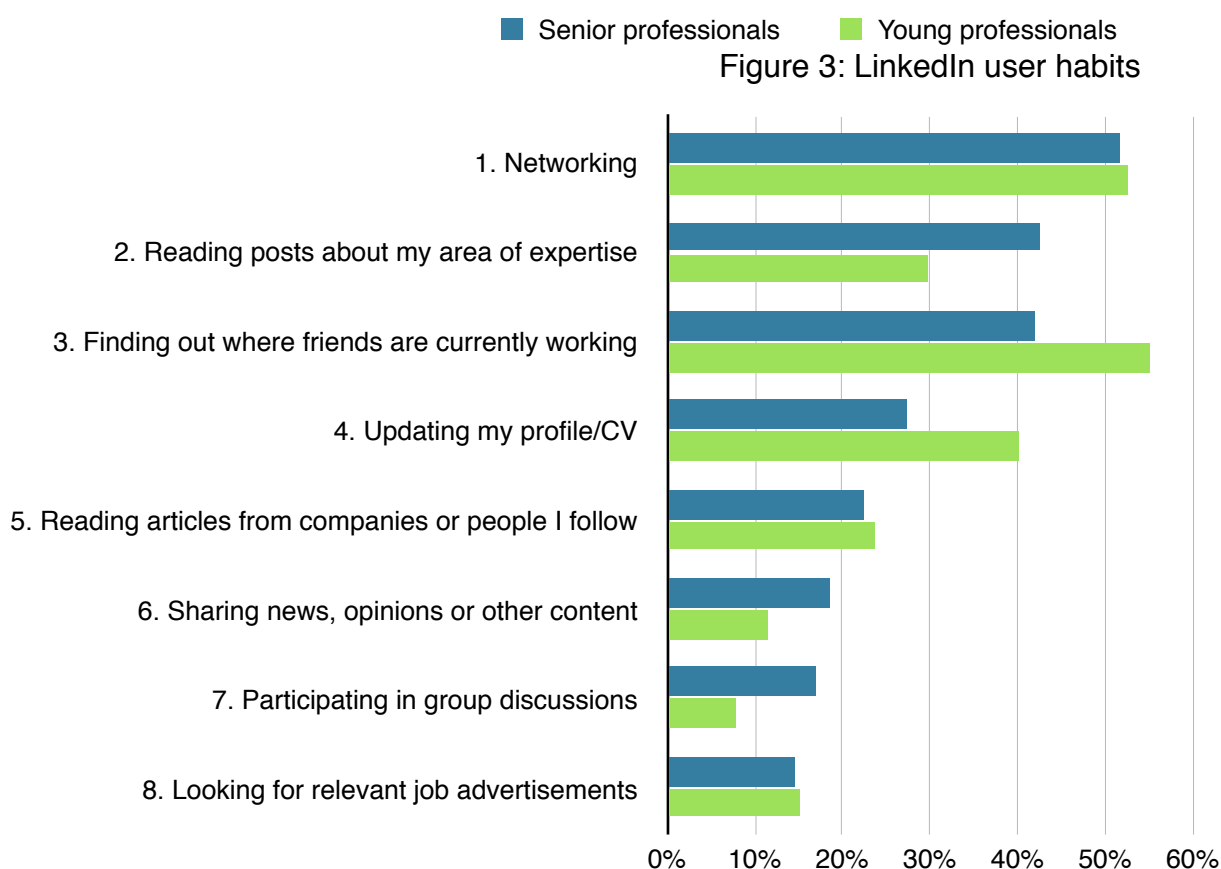


Figure 3: Percentage of young and senior professionals who state that each activity is «very important» or «fairly important» in their LinkedIn use. **N = 289**

Senior professionals state that they share more **news, opinions and other content** and **participate more in group discussions**. Young professionals, on the other hand, are more focused on finding out where friends and acquaintances are working and updating their CV than seniors.

Research has shown that most social media users are passive consumers of content created by other people, while only a small proportion share content of their own (Staude & Marthinsen, 2013: 28). That senior professionals seem to be more active content creators than young professionals, is a very interesting and useful finding. For DNV GL, this means that senior professionals are not only very much available for LinkedIn targeting, but they are also likely to participate actively in discussions and share content.

The fact that senior professionals are more likely to participate in group discussions is especially good news for DNV GL, due to the way LinkedIn works: When one person participates in a group discussion, the post (s)he comments on will be distributed to the newsfeed of their connections. Because of this dynamic, posting content that is likely to receive comments is a highly effective way of spreading information. By encouraging comments from senior professionals, DNV GL can reach out to a very large number of LinkedIn users with fairly low effort.

■ Very important ■ Fairly important ■ A little important ■ Not very important ■ Not important at all

Figure 4: Preferred information channels

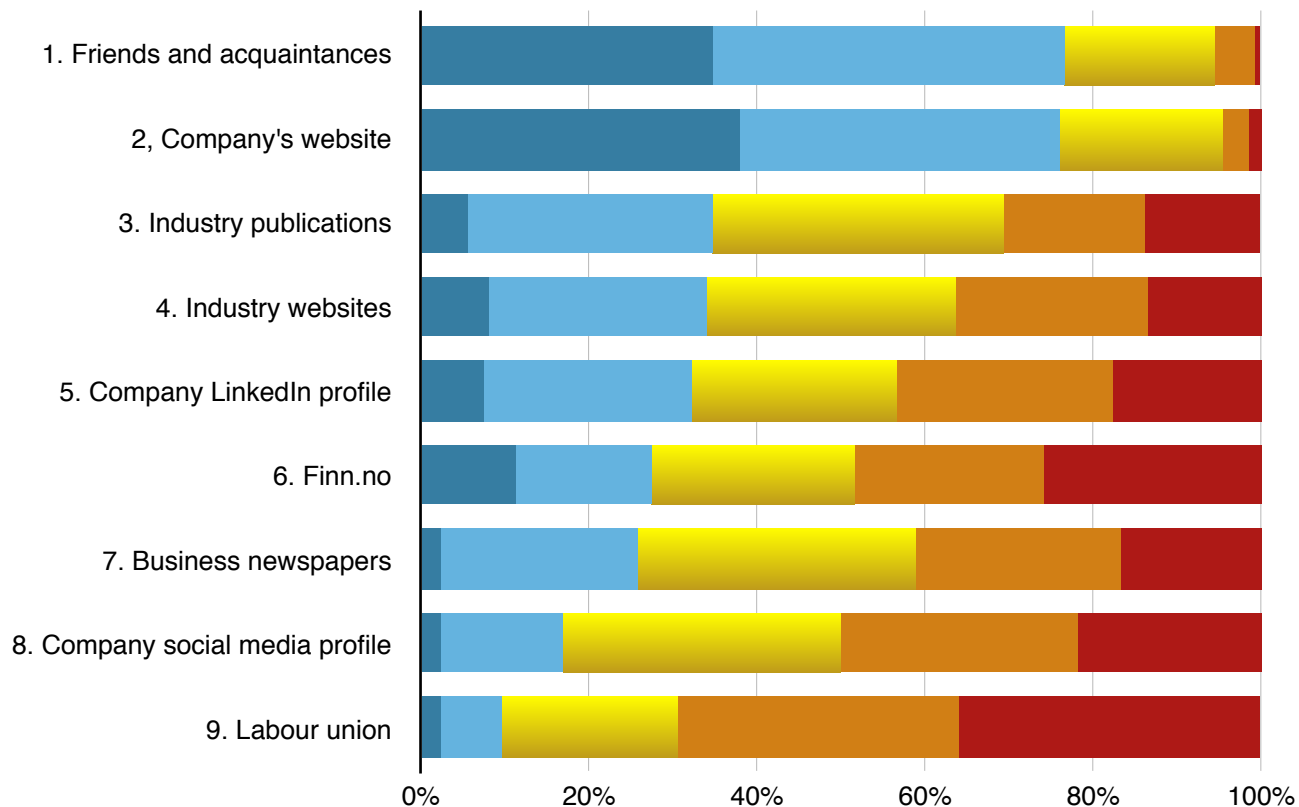


Figure 4: Senior professionals' statements about how important they consider different information channels to be for finding information about potential employers **N = 124**

4.2.2 Other information channels

The respondents were also asked about which information channels they generally preferred to use when searching for information about potential employers. **Figure 4** shows which information channels were listed as important by the largest proportion of senior professionals. Both young and senior professionals listed **the company's website** and **friends and acquaintances** as particularly important.

Our findings suggest that it is important that information channels are perceived as trustworthy. An important aspect of this seems to be that the information has been filtered in some way, and does not come directly from the company itself. As one informant said about LinkedIn and newspaper features:

"I won't use the word propaganda, but often it is [representatives from the companies] who have written it themselves."

Advertisements receive particularly bad press:

"It's just money. (...) [Advertisements] don't tell me that this is a great place to work. They tell me that you have enough money to pay for advertisements."

Our findings show that employees are conscious of where the information originated, and that they take information that comes directly from the company with a pinch of salt. At the same time, they list **friends and acquaintances** as a very important source of information. With new channels such as LinkedIn, prospective employees can easily discover if they already know someone who works in DNV GL, and can get information about the company from a source that they perceive as trustworthy. As DNV GL has a high number of employees who say that they are proud of working for the company, this is good news.

At the same time, having employees and especially EBAs write about their field of expertise online can give DNV GL more exposure, and engage potential employees.

4.2.3 A social media strategy is important

In order to use social media for branding purposes, there are several guidelines to keep in mind for a company like DNV GL. Social media is not solely an easy channel for spreading messages and reaching the target group. Not all PR is good PR. First, one must consider and think through what content to present to the target group. Staude (2011) stresses that companies that don't have a strategy for their social media communication fall short. The content has to be processed, legitimate and purposeful (Staude, 2011). In other words, it's not enough just to be present - the presence needs a purpose.

Second, DNV GL has to adapt their social media strategy to their business values and to their different roles as a company. DNV GL often have a role as a neutral part, due to the many different aspects of their business. They therefore need to consider their role as a neutral part when communicating through social media. The report “Cutting through the clutter” by Herlung et al. (2013) states that due to this versatile role, DNV GL have to be careful when using social media. DNV GL have to think of what can be shared, what is useful to share and how it can be shared in a way that reflects the company in the best possible way (Herlung et al., 2013; Staude, 2013). The importance of having a strategy is explained to a great extent in Herlung et al. (2013).

5.0 Conclusions and further recommendations

Based on theory and on the findings described in the previous section, this section will present recommendations on how DNV GL can enhance their employer branding activity in order to attract experienced professionals in the future.

5.1 Messages:

Our research question asks what motivates senior professionals to start working for a company, or to change workplaces. In chapter 4, these motivations are presented and discussed in detail. The following section translates motivations which presented themselves as particularly important into concrete recommendations for future DNV GL's employer branding efforts.

5.1.1 Let potential employees know how far they can go

As seen in section 4.1, senior professionals are more concerned with developing professional skills than leadership skills. Our findings show that although the DNV GL career model is an attractive model for engineers, it has not been communicated well enough to potential employees.

We would also like to emphasise the need to make the areas in which DNV GL operates easily understandable by potential employees. DNV GL is a large and multifaceted company, with many possibilities for potential employees. However, our interviews showed us that even senior professionals with industry experience had to get information about where they would fit into DNV GL through ‘unofficial’ information channels. By helping potential employees to know more about how and where they might fit into the company, DNV GL will become more approachable and attractive to them.

- **Give potential employees more information about the possibilities offered at DNV GL**

5.1.2 Work-life balance

DNV GL has great work-life balance policies, with the paid six-week vacation and encouragement of both maternal and paternal leave being the most explicit ones. Senior professionals rate work-life balance as highly essential to their choice of employer. DNV GL should therefore promote their work-life balance policies more when targeting this group.

- **Let potential employees know more about how well DNV GL takes care of their employees**

5.1.3 Values and environmental profile

To senior professionals, and engineers in general, DNV GL is a “breath of fresh air” in an otherwise environmentally questionable industry. DNV GL holds a unique position in being able to rightfully claim an environmental ‘hero’ role. Interestingly, senior professionals are highly motivated by work itself and the company’s reputation, environmental profile and values. This means that DNV GL both has something to offer, and someone to offer it to.

By letting potential employees know DNV GL’s role in the industry, as well as how the potential employee’s day-to-day tasks will contribute to it, potential employees will see DNV GL as a more attractive employer.

- **Emphasise DNV GL’s good values, strong environmental profile and unique mission when targeting senior professionals**

5.1.4 Possibilities to work abroad

In contrast to young professionals, senior professionals are noticeably less motivated by the possibilities to work abroad offered by DNV GL. As section 4.1.3.1 discusses, this may be due to them being more likely to have commitment at home. We therefore recommend showcasing the work-life possibilities rather than possibilities to work abroad.

- **Place less emphasis on possibilities to work abroad when targeting this group**

5.2 Channels

We have now provided some recommendations for which messages work best with senior professionals, and what DNV GL should communicate to this group. Conveying these messages to senior professionals does however present itself as more of a challenge than doing the same to young professionals or students. While students are available and willing to listen at career fairs at

universities, there are few corresponding events for senior professionals. This section discusses channels through which senior professionals can be reached in detail.

5.2.1 Social media dos and don'ts

DNV GL's online presence matters. Both senior and young professionals agree that outdated pages negatively impact their view of a company. A short review of DNV GL's social media pages (Facebook, Instagram and Twitter) show that these are in need of a revision. There are several outdated and even unused social media profiles to be found. At the same time, not all communication through social media satisfies the objective of consistent employer branding communication. While too strict and stringent control systems can disrupt flexibility and good initiatives, we nonetheless wish to suggest some form of increased control with social media activities. We also believe that DNV GL should consider improving the strategic anchoring for social media initiatives.

We believe that DNV GL's employer branding presence in social media still has untapped potential. With better strategic anchoring and alignment with other branding strategies, DNV GL will appear more professional and consistent in social media.

The 2013 Employer branding project that laid the groundwork for the system of Employer Brand Ambassadors, also included a suggestion to hire a full time social media employee. We wish to repeat this suggestion. With a professional social media employee with the capacity to work with these objectives full time, we believe that DNV GL will reap the full benefits of a strong employer brand in social media.

- **Social media pages should have purposeful and trustworthy content**
- **Keep all social media pages updated. Social media pages which are outdated or no longer relevant, should be deleted**
- **Hire a full time professional social media employee if possible**
- **A stronger strategic anchoring of social media presence should be considered**

5.2.2 Interactive LinkedIn

LinkedIn is a very useful channel for both reaching out to and meeting senior professionals. Not only are engineers overrepresented on LinkedIn, but an overwhelming amount of senior professionals are both present and active on LinkedIn. Senior professionals participate in group discussions, connect with each other, read posts about their fields of expertise, and share content with each other. Based on this, we want to emphasise that posting interesting content and initiating discussions is a great way in reaching senior professionals and to get their attention.

However, as with any other channel, LinkedIn can be used in the wrong way. Our recommendations in section 5.2.1 are relevant for LinkedIn as well as social media in general.

- **Use LinkedIn for targeting senior professionals, but follow general social media guidelines**

5.2.3 Company website

While LinkedIn has been shown to be a very useful channel for reaching senior professionals, company websites are still ranked very high, competing for the top ranking with friends and acquaintances. The company website is therefore among the most important employer branding and recruitment channels, and should be treated as such. We want to emphasise the need to keep the company website updated at all times, being easily maneuverable, and attractive with regards to the recommended messages presented in section 5.1.

- **Ensure that the company website is kept updated and informative at all times**

5.2.4 Employer Brand Ambassadors... again

Several findings point towards DNV GL's employees being the best way to tell potential employees about how working at DNV GL really is. Friends and acquaintances is the most preferred information channel for both senior and young professionals to find information about a company. Additionally, friends and acquaintances are seen as more trustworthy than official information conveyed through traditional media.

Our study also finds that obvious HR or employer branding posts and activities are seen as less trustworthy, and less informative than ones made by employees with intimate knowledge about the day-to-day activities of the company.

DNV GL has already worked with a system of Employer Brand ambassadors (EBAs). We suggest that this system can be extended, for instance by encouraging DNV GL employees to write posts about their daily work routine. DNV GL has great potential in using their employees as EBAs because their employees are highly motivated by intrinsic motivators. It is posited that intrinsically motivated employees are great ambassadors for their workplace, hence this should be taken into consideration.

- **Continue using DNV GL employees in employer branding, and consider extending the EBA system into new arenas**

5.3 Why does this matter?

The war for talent is getting fiercer. It is the companies who are best at attracting and retaining talent who will survive in the future. While DNV GL have done cutting edge work in employer branding the last few years, this is no reason for resting on one's laurels. Engineers are a privileged group, and will become even more difficult to attract in the years to come. Knowing how to attract them - and how to keep them - is a key strategic objective.

In order to have a competitive advantage in this market, it is very important to DNV GL to know what their recent hired employees were motivated by. This information can be used to enhance and improve an already strong employer brand strategy. We believe that by understanding the most essential reasons for choosing DNV GL as an employer, DNV GL can tailor their messages when it comes to communicating important attributes of the company. Examining different channels to spread the messages through is important in order to effectively spread the word.

In this report we have described and discussed how recent hired senior professionals, a highly qualified and experienced group, were motivated to choose working for DNV GL. We have also given some advice to DNV GL, based upon our research. Now, it is up to the company to decide what to do with this advice. We are thankful for being given the opportunity to participate in this decision, and hope that our work has provided DNV GL with some useful insights for future employer branding efforts.

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Appendix 1

Revised mandate

Research question

Which factors motivated recently hired senior professionals to start working for DNV-GL Norway? Does this group distinguish itself from other recently hired professionals in DNV-GL Norway, and if so, how?

Key topics

Relative importance of different factors in choosing DNV-GL as an employer.

Significant differences in which factors and messages motivated this group to seek employment at DNV-GL, compared to other professionals.

Utility of using social media and other communication channels in targeting this group.

Background

DNV GL Norway wants to further develop their employer branding strategy to specifically target senior professionals, a group that for several reasons is hard to reach in an effective way. Although reports created by consultants have helped companies like DNV GL Norway to target their overall strengths and weaknesses in employer branding, these reports have only served to create thin descriptions based on samples from the entire population of professionals. They do not attempt to answer the question of what senior professional are motivated by, or how DNV GL Norway can reach out to them. The current study aims to map, compare and contrast the preferences of recently hired senior professionals to those of other recently hired professionals. By contrasting the characteristics of these groups, we hope to be able to pinpoint key similarities and differences. This can provide DNV-GL Norway with further guidance towards attracting more senior professionals in the future.

Scope

This project defines senior professionals as:

EITHER having 8 years experience in the field

OR being older than 40 years.

Having an education in science, with an engineering degree.

Data collection will be conducted as follows:

Action research:

Samples:

Small groups of recently hired senior and young professionals from within DNV GL Norway.

Purpose:

Executive purpose:

Involve the target groups in the decision making and interpretation of the data to ensure a thicker description.

Pre-survey:

Map what subjects should be raised in the survey.

Post-survey and data analysis:

Get the views of people who have a more intimate relationship with the concepts researched, and incorporate them into the interpretation of the data.

Internal survey:

Samples: Recently hired senior professionals within DNV GL Norway

Recently hired non-senior professionals within DNV GL Norway

Purpose:

Collect quantitative data from senior and non-senior professionals within DNV GL Norway with regards to motivations for starting, their views on and usages of different channels, as well as other subjects raised by the focus groups.

Appendix 2.1

Interview guide (English version)

Welcome! First, we would like to thank you for participating. We believe that the interview will take approximately 30 minutes, depending on how much you want to share. We are going to ask you to tell a little bit about yourself, why you started working for DNV GL and ask about your media habits.

Before we start, we want to remind you about our confidentiality, and that everything you say here is anonymous. It will not be possible to identify any of your answers, and we will delete the recording after we have analysed it. You can at any point withdraw from the interview, and in that case we will delete the recordings immediately.

It is important that you don't mention your name while the phone is recording.

You have been handed this prior to the interview, and all we need is your signature.

Part 1. Open question to start the conversation:

First of all we would like to hear a little bit about you.

Question 1:

Can you tell us a little bit about yourself? Who you are, how old you are, what kind of education you have, your work experience and any other things you want to mention?

Part 2. Motivation

Now we are going to ask you some questions regarding why you chose to start working here.

Our study is about why people choose to start working for DNV GL. Most of the questions we will ask you are about what you were thinking about when you applied for this job. From experience it can be hard to separate what you knew at that time and what you know now, after working here for a while. We hope that you can try to answer based on what you knew and thought prior to your employment here.

Question 2:

When did you start working for DNV GL? What was the main reason behind your decision to start working for the company at that time?

Question 3:

What kind of expectations did you have of DNV GL before you started working here? (let them speak first)
Follow-up question: Were these expectations fulfilled?

Question 4:

Now we would like to hear about different motivational factors for starting to work for precisely DNV GL. What reasons made you apply here?

(Viktig at informanten får snakke fritt først)

Now we are going to ask you about factors that may have been more or less important when you chose your work place. You may have mentioned some of them already. First of all we want to know what the most important factors were, but we also want to know about the factors that did not play a big role in choosing work place. If you also want to say why or why not, we would like to hear it. (Del ut arket). Please take a moment to familiarise yourself with the different categories we are going to concentrate on.

(All of these questions have to be asked whether the informant has talked about it or not).

4.1 To what extent was the possibility for personal and professional development important to you?

4.2 To what extent was salary important to you?

4.3 To what extent was the job in itself important, for example the work tasks?

4.4 To what extent was the balance between work and spare time important? I.e. flexitime and vacation?

4.5 To what extent was it important to get a lot of responsibility in your job?

4.6 To what extent was the social status of the job important?

4.7 To what extent was the expected work environment important, for example the relationship with colleagues and the social environment?

4.8 To what extent was job security important to you, for example whether the business could be exposed to cut backs or become influenced by recession?

4.9 To what extent was the possibility for future career opportunities important to you?

4.10 To what extent was the business' core values important to you? (Whether or not the business' values correspond to your personal values)

Question 5:

We have now talked about what made you start working here when you did. If DNV GL were to hire you again today, which factors would be the most important ones to you?

Question 6:

If you were going to recommend DNV GL to someone working somewhere else in this business sector, which three things would you highlight for them?

Question 7:

DNV GL is working hard to brand itself as a desirable employer. If you were to give DNV GL a recommendation, is there something more or something else they could do to attract people like you? Is it for example something you have seen being done elsewhere in the industry/sector?

Part 3: Channels

Now we are going to ask you some questions about different media channels, in order to find out how DNV GL can reach people like you. We would like to find out how people like you gather information about different businesses, and what kind of media channels you use. We are not interested in whether or not you are checking out other businesses, but we wonder how you would do it if you for some reason needed to.

Question 8:

If you were going to get some information on relevant and interesting employers, how would you do this?

Question 9:

Through which channels or medias would you gather this information?

(Del ut arket). Please take a moment to look at the different categories we are going to go through afterwards.

9.1 How important are business reviews in newspapers, magazines and other field literature?

9.2 How important are commercials on tv, radio, web pages, or commercials in other places you frequent like airports or the airport express train?

9.3 How important are social media, businesses web pages or other web based information sources?

9.4 What type of channels would you absolutely not use to get this kind of information? And why would you not use these channels?

Question 10:

Do you use social media in general?

Which ones do you use?

What do you think about using social media to get information about potential employers?

Question 11:

Do you use LinkedIn?

If yes, how do you use it?

If no, why not?

11.1 Have you ever used LinkedIn to get information about potential employers? If yes, how have you used it? If no, why not?

11.2 Have you ever used LinkedIn to look for positions available? If yes, how? If no, why not?

Question 12:

Do you have any suggestions to how DNV GL can use LinkedIn to attract potential employees? In what way can LinkedIn be used so that it appeals to you?

Question 13:

Do you have anything you would like to add?

Thank you very much for participating in this interview. We would like to remind you that everything you have said is confidential and that the recording will be deleted right after we have used it.

Appendix 2.2

Interview guide (Norwegian version)

Spørsmål til intervju av SP og YP

Velkommen hit! Først vil vi gjerne takke deg for at du stiller opp på dette. Vi tror intervjuet kommer til å ta i overkant av en halv time, litt avhengig av hvor mye du har på hjertet. Vi skal spørre deg litt om deg selv, litt om hvorfor du begynte å jobbe i DNV-GL og litt om ulike medier.

Før vi begynner må vi bare gjenta at vi har taushetsplikt, og at du svarer helt anonymt. Det vil ikke bli mulig å identifisere svarene dine, og vi sletter opptaket etter bruk. Ingen i DNV-GL kommer heller til å få høre opptaket. Du kan når som helst velge å trekke deg fra intervjuet, og da vil vi slette opptaket av samtalen.

Det er også viktig at navnet ditt ikke blir sagt mens båndopptakeren går.

(Gi dem informasjonsskrivet og få samtykkesignatur) Dette skrevet har du fått utdelt tidligere. Vi trenger bare en signatur på dette.

Del 1. Åpent spørsmål for å komme i gang:

Først av alt vil vi gjerne høre litt om deg.

Spørsmål 1:

Kan du fortelle litt kort om deg selv? Hvem er du, hvor gammel er du, utdanningsbakgrunnen din, litt om tidligere arbeidserfaring og andre ting som du synes det er viktig å nevne.

Del 2. Motivasjon

Nå skal vi stille deg noen spørsmål om hvorfor du valgte å begynne her.

Undersøkelsen vår handler om hvorfor man velger å begynne å jobbe her i DNV-GL. De fleste spørsmålene vi skal stille deg kommer til å handle om hva du var opptatt av da du søkte deg hit. Det kan erfaringsmessig være lett å blande sammen det man visste da med det du vet nå, når du har jobbet her en stund. Vi håper du kan prøve i størst mulig grad å svare ut fra det du visste og trodde før du begynte her.

Spørsmål 2:

Når begynte du å jobbe i DNV GL? Og kan du si litt kort om hva hovedårsaken var til at du valgte å begynne i nettopp denne bedriften på det daværende tidspunktet?

Spørsmål 3:

Hvilke forventninger hadde du til DNV GL før du startet?

(La dem snakke først)

Oppfølging: Ble disse forventningene oppfylt?

Spørsmål 4:

Nå vil vi gjerne høre om motivasjonsfaktorer for å begynne å jobbe i nettopp DNV-GL. Hvilke ting var det som gjorde at du valgte å søke deg hit?

(Viktig at informanten får snakke fritt først)

Nå skal vi spørre deg litt nærmere om faktorer som kan ha vært viktige eller mindre viktige for deg da du valgte arbeidsplass. Noen av dem har du nevnt, andre ikke. Vi er først og fremst opptatt av hva som var store, viktige momenter og hva som ikke var fullt så avgjørende da du valgte å begynne her. Vi er også opptatt av hvilke som ikke er så viktig for deg av disse kategoriene. Du må gjerne si litt om hvorfor det er viktig eller ikke viktig. (Del ut arket) Gjør deg gjerne litt kjent med de ulike kategoriene som vi nå skal gå igjennom.

(Alle disse spørsmålene skal stilles uavhengig av hva informanten har svart hittil)

4.1 Hvor avgjørende var mulighetene for faglig og personlig utvikling for deg?

4.2 Hvor avgjørende var lønn for deg?

4.3 Hvor avgjørende var jobben i seg selv, altså arbeidsoppgavene dine?

4.4 Hvor avgjørende var balansen mellom jobb og fritid, for eksempel fleksitidordninger og ferie?

4.5 Hvor avgjørende var det om du fikk mye ansvar i jobben?

4.6 Hvor avgjørende var jobbens status?

4.7 Hvor avgjørende var det forventede arbeidsmiljøet, forholdet til kollegaer og det sosiale miljøet?

4.8 Hvor avgjørende var jobbsikkerhet for deg, altså i hvilken grad bedriften kunne bli utsatt for nedskjæringer eller bli påvirket av konjunkturedganger?

4.9 Hvor avgjørende var det med hva slags muligheter for fremtidig karriereutvikling du ville få?

4.10 Hvor avgjørende var bedriftens verdier? (Om bedriften gjør ting som er forenelig med dine personlige verdier)

(Hvis de ikke klarer å peke på noe som er viktigere enn andre ting, prøv å spørre om klarer å velge de to-tre viktigste faktorene -vi ønsker svar på dette).

Spørsmål 5:

Nå har vi snakket om hva som gjorde at du begynte her i sin tid. Men hvis DNV-GL skulle ansatt deg en gang til, hvilke faktorer tror du ville vært det viktigste for deg i dag?

Spørsmål 6:

Hvis du skulle ha anbefalt DNV GL til en som jobbet et annet sted i bransjen, hvilke tre ting ville du trukket fram?

Spørsmål 7:

DNV-GL jobber mye med å markedsføre seg selv som en attraktiv arbeidsgiver. Hvis du skulle gitt DNV-GL et innspill eller tips, er det noe mer eller noe annet de kan gjøre for å tiltrekke seg sårne som deg? Er det for eksempel noe du har sett at andre i bransjen gjør?

Del 3: Kanaler

Nå skal vi spørre noen spørsmål om ulike mediekanaler, for å få vite litt om hvordan DNV GL kan nå sårne som deg. Vi ønsker å finne ut hvordan slike som deg skaffer seg informasjon om ulike bedrifter, altså hvilke medier du benytter deg av. Vi er ikke så interessert i å vite om du undersøker andre arbeidsgivere, men vi lurer på hvordan du ville gjort det om du av en eller annen grunn hadde behov for det.

Spørsmål 8:

Hvis du skulle skaffet deg informasjon om relevante og interessante arbeidsgivere, hvordan ville du gjort dette?

Spørsmål 9:

Hvilke kanaler eller medier ville du brukt for å finne slik informasjon?

(Del ut arket). Gjør deg gjerne litt kjent med de ulike kategoriene som vi nå skal gå igjennom.

9.1 Hvor viktig er det for deg med omtale av bedrifter i for eksempel Dagens Næringsliv, Teknisk Ukeblad eller i andre fagblader eller aviser for å finne informasjon?

9.2 Hvor viktig er det for deg med reklame på TV, nettsider eller radio, eller reklame på steder du frekventerer som for eksempel flyplasser eller flytoget?

9.3 Hvor viktig er det for deg med sosiale medier, bedrifters nettsider eller andre nettbaserte informasjonskilder?

9.4 Hvilke kanaler ville du absolutt ikke brukt til å finne slik informasjon?
Og hvorfor ville du ikke benyttet deg av disse kanalene?

Spørsmål 10:

Bruker du sosiale medier generelt?

Hvilke?

Hva tenker du om å bruke sosiale medier for å skaffe informasjon om potensielle arbeidsgivere?

Spørsmål 11:

Bruker du LinkedIn? Hvis ja, hvordan bruker du det? Hvis nei, hvorfor ikke?

11.1 Har du brukt LinkedIn for å skaffe informasjon om potensielle arbeidsgivere? Hvis nei, hvorfor ikke?
Hvis ja, hvordan?

11.2 Har du brukt LinkedIn for å se etter ledige stillinger?

Hvis nei, hvorfor ikke?

Hvis ja, hvordan?

Spørsmål 12:

Har du innspill til hvordan DNV-GL kan bruke LinkedIn for å tiltrekke seg potensielle arbeidstakere? Hvordan kan LinkedIn brukes sånn at det appellerer til deg?

Spørsmål 13:

Har du noe du vil tilføye?

(Takke for deltakelse, gjenta taushetsplikt)

Appendix 2.3

Questionnaire (English version)

Page 1 of 12

Questionnaire

1. Consent for participation

I have received information about the study (see below) and I am willing to participate

- Agree
- Disagree (Route to page 12 of 12)

Information about the project

BACKGROUND:

This project aims to identify and map how experienced professionals decide where to work, as well as how DNV GL can use social media to reach this group. The project is performed by students from the Organization, Leadership and Work master's programme at the University of Oslo. The project is conducted at the request of DNV GL.

You have been invited to participate in the study because you recently started working for DNV GL Norway. We would like to receive answers from both experienced and other professionals.

ANONYMITY AND PERSONAL INFORMATION

All personal information will be treated confidentially. Your responses will not be associated with your name or e-mail address.

The study has been reported to the Norwegian Social Science Data Services (NSD). All processing of personal data in the study must be approved by this agency.

VOLUNTARY PARTICIPATION:

Participation in the study is voluntary. You can choose to withdraw your consent at any time, and without stating any reason. If you choose to withdraw your consent, all information about you will be deleted.

Information about your participation or non-participation in this study will not be reported to your employer, and will not have any effect in your relationship with your employer.

RESEARCH QUESTION:

Which factors motivated recently hired senior professionals to start working for DNV GL Norway? Does this group distinguish itself from other recently hired professionals in DNV GL Norway, and if so, how?

- Relative importance of different factors in choosing DNV GL as an employer
- Significant differences in which factors and messages motivated this group to seek employment at DNV GL, compared to other professionals
- Utility of using social media and other communication channels in targeting this group

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Part 1: Background information

The first questions concern background information, and are included for statistical purposes. The information will not be used to trace your responses back to you.

1. Gender

- Male
- Female

2. Age

How old are you?

- 23 or younger
- 24
- 25
- 26

(continued until)

- 65
- 66
- 67 or older

3. Work experience

How many years of work experience do you have? Work experience in this context means full time work where you apply your education.

- Less than 1 year
- More than 1 year and less than 4 years
- More than 4 years and less than 8 years
- More than 8 years and less than 15 years
- More than 15 years and less than 30 years
- More than 30 years

4. Family 1

Are you currently married or cohabitant/have a live-in partner?

- Yes
- No

5. Family 2

Do you have children?

- No
- Yes, and at least one child is below 18 years of age
- Yes, none below 18 years of age

6. Nationality

(list of all possible countries)

7. Education

What is your highest level of completed education?

- Primary education
- Secondary education
- University/college, lower degree (up to 4 years)
- University/college, higher degree (more than 4 years)
- PhD
- Other (open field)

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Part 2: Motivations

The next part of the survey is about why you chose DNV GL as your employer.

You have worked at DNV GL for some time now. From experience it can be hard to separate what you knew before you started working here, from what you know now, after working here for some time. We hope you can try to answer based on what you knew and thought prior to your employment here, even though this may be difficult.

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Part 2: Motivations

Please try to remember what was important to you at the time when you chose DNV GL as your employer.

1. Professional and personal growth

How essential was the opportunity for professional and personal growth for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

2. Salary

How essential was the salary you would receive at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

3. Work itself

How essential was the work itself? (For instance the specific tasks you would get from day to day in DNV GL)

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

4. Work-life balance

How essential was work-life balance for your decision to start working at DNV GL? (For instance flexible working arrangements or holidays)

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

5. Responsibility

How essential was the amount of responsibility you would get, for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

6. Prestige

How essential was job prestige for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

7. The company's reputation

How essential was DNV GL's reputation for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

8. Work environment

How essential was the expected work environment for your decision to start working at DNV GL? (For instance the social environment or your relationship with colleagues)

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

9. Job security

How essential was job security for your decision to start working at DNV GL? In other words, to what degree DNV GL could be exposed to cut-downs or recessions.

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

10. Future career prospects

How essential were future career prospects within DNV GL, for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

11. Possibilities to work abroad

How essential was the possibility of working abroad for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

12. The company's values

How essential was the compatibility between DNV GL's values and your own personal values for your decision to start working at DNV GL?

- Completely essential
- Very essential
- A little essential
- Not very essential
- Not essential at all

To what extent do you agree with the following statements.

1. It is important to me that the company I choose to work for has a good environmental profile.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

2. To me, professional growth is more important than getting managerial responsibilities

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

3. At this point in my career, getting more time off work is more important than getting a high salary.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

4. At this point in my career, it is important for me to learn a lot through my job.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

5. To me, it is very important to develop my managerial/leadership skills.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. It is important for me to have colleagues around my own age

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

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Part 3: Social media

1. Social media

Do you use social media, such as Facebook, LinkedIn, etc.?

- Yes
- No (route to page 12)

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Part 3: Social media

2. Social media

Which of the following social media do you use?

- Facebook
- Twitter
- LinkedIn
- Instagram
- Google +
- None of the above

3. How often do you use social media?

- More than 5 times per day
- 2-5 times per day
- One time per day
- 2-6 times per week
- One time per week
- Less than one time per week

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LinkedIn

1. LinkedIn

Do you use LinkedIn?

- Yes
- No (Route to page 12)

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LinkedIn

2. How often do you use LinkedIn?

- More than 5 times per day
- 2-5 times per day
- One time per day
- 2-6 times per week
- One time per week
- Less than one time per week

3. How important are the following activities in your use of LinkedIn?

a) Looking for relevant job advertisements

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

b) Reading articles from companies or people I follow

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

c) Finding out where friends and acquaintances are currently working

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

d) Participating in group discussions

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

e) Updating my profile/CV

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

f) Networking

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

g) Sharing news, opinions or other content

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

h) Reading posts about my area of expertise, and keep myself updated in my field

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

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Information channels**1. Information channels**

Imagine that you are trying to find information about a company where you are considering applying for a job. How important would the following information sources be to you?

a) Relevant business newspapers, such as Dagens Næringsliv

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

b) The company's own website

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

c) Industry publications, such as Teknisk Ukeblad

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

d) Industry websites, such as Offshore.no

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

e) Your labour union

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

f) The company's profile on LinkedIn

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

g) The company's profiles on other social media sites

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

h) Friends and acquaintances

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

i) Finn.no

- Not important at all
- Not very important
- A little important
- Fairly important
- Very important

2. First choice of information channels

What information source is your first choice for finding information on companies you are considering applying for a job in?

- Relevant business newspapers, such as Dagens Næringsliv
- The company's own website
- Industry publications, such as Teknisk Ukeblad
- Industry websites, such as Offshore.no
- Your labour union
- The company's profile on LinkedIn
- The company's profiles on other social media sites

- Friends and acquaintances
- Finn.no
- Other (open field)

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LinkedIn

To which extent do you agree with the following statements.

1. I have a LinkedIn profile mainly because it is expected of me

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

2. LinkedIn is useful to me

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

3. To me, it is important that potential employers have updated profiles/pages in social media

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

4. To me, visiting a company's LinkedIn page to gather information about them is not interesting

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

5. It affects my impression of a company in a negative way if their LinkedIn page does not seem updated

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. The information that companies post on LinkedIn is mostly useful to me

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

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Thank you for your participation

Thank you very much for taking the time to fill out our questionnaire. We would like to repeat that the information will be treated confidentially. Have a nice day!

Appendix 2.4

Questionnaire (Norwegian version)

Spørreundersøkelse

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1. Samtykke til deltakelse

Jeg har mottatt informasjon om studien (se nedenfor), og sier meg villig til å delta

- Enig
- Ikke enig (Sendes rett til siste side av spørreundersøkelsen)

BAKGRUNNSINFORMASJON:

Prosjektet har som formål å kartlegge hvordan senior professionals velger arbeidsplass, og hvordan DNV GL kan bruke sosiale medier for å nå denne målgruppen. Prosjektet utføres av studenter fra masterprogrammet Organisasjon, ledelse og arbeid ved Universitetet i Oslo. Prosjektet utføres på forespørsel fra DNV GL Norway.

Du inviteres til å delta i denne studien fordi du nylig har begynt å arbeide i DNV GL. Vi ønsker å motta svar fra både senior og andre professionals i vår spørreundersøkelse.

ANONYMITET OG PERSONVERN:

Alle personopplysninger vil bli behandlet konfidensielt. Det vil ikke bli lagret noen informasjon som kan knytte ditt navn eller e-postadresse til svarene dine.

Undersøkelsen er meldt til Personvernombudet for forskning hos Norsk samfunnsvitenskapelig datatjeneste (NSD). All behandling av personopplysninger i undersøkelsen skal godkjennes av NSD.

FRIVILLIG DELTAKELSE:

Det er frivillig å delta i undersøkelsen, og du kan når som helst velge å trekke ditt samtykke uten å oppgi noen grunn. Dersom du trekker deg, vil opplysningene om deg bli slettet.

Det vil ikke ha konsekvenser for ditt arbeidsforhold eller i ditt forhold til arbeidsgiver om du velger å delta eller ikke. Din arbeidsgiver vil heller ikke få vite om du velger å delta eller ikke.

PROBLEMSTILLING:

Which factors motivated recently hired senior professionals to start working for DNV GL Norway? Does this group distinguish itself from other recently hired professionals in DNV GL Norway, and if so, how?

- Relative importance of different factors in choosing DNV GL as an employer
- Significant differences in which factors and messages motivated this group to seek employment at DNV GL, compared to other professionals
- Utility of using social media and other communication channels in targeting this group

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Del 1: Bakgrunnsinformasjon

De første spørsmålene handler om bakgrunnsinformasjon, og er med av statistiske årsaker.

2. Kjønn

- Mann
- Kvinne

3. Alder

Hvor gammel er du?

- 23 eller yngre
- 24
- 25

(fortsetter til)

- 65
- 66
- 67 eller eldre

4. Arbeidserfaring

Hvor mange års arbeidserfaring har du? Med arbeidserfaring menes fulltidsarbeid der du har bruk for utdanningen din.

- Under 1 år
- Mer enn 1 år og mindre enn 4 år
- Mer enn 4 år og mindre enn 8 år
- Mer enn 8 år og mindre enn 15 år
- Mer enn 15 år og mindre enn 30 år
- Mer enn 30 år

5. Familie 1

Er du gift eller har samboer?

- Ja
- Nei

6. Familie 2

Har du barn?

- Nei
- Ja, har barn, hvorav minst ett er under 18 år
- Ja, har barn som alle er fylt 18 år

7. Nasjonalitet

(nedtrekksmeny alle nasjonaliteter)

8. Utdanning

Hva er din høyeste fullførte utdanning?

- Grunnskole
- Videregående/fagbrev
- Universitet/høyskole, lavere grad (inntil 4 år)
- Universitet/høyskole, høyere grad (mer enn 4 år)
- Doktorgrad
- Other (åpen boks)

Side 3 av 12**Del 2: Motivasjonsfaktorer**

Den neste delen av undersøkelsen handler om årsaker til at du valgte nettopp DNV GL som din arbeidsgiver.

Du har jobbet i DNV GL en stund nå. Erfaringsmessig kan det være vanskelig å skille det du visste før du begynte her, fra det du vet nå, etter å ha jobbet her en stund. Vi håper at du kan prøve å svare basert på det du visste og tenkte før du begynte å jobbe her, selv om dette kan være vanskelig.

Side 4 av 12**Del 2: Motivasjonsfaktorer**

Prøv å tenk deg tilbake til hva som var viktig for deg på det tidspunktet da du valgte nettopp DNV GL som din arbeidsgiver.

1. Faglig og personlig utvikling

Hvor avgjørende var muligheten for faglig og personlig utvikling for ditt valg av DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

2. Lønn

Hvor avgjørende var lønnen du ville få i DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

3. Jobben i seg selv

Hvor avgjørende var jobben i seg selv, altså de konkrete arbeidsoppgavene du ville få fra dag til dag i DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

4. Balanse mellom jobb og fritid

Hvor avgjørende var jobb/fritid-balansen i DNV GL? (slik som for eksempel fleksitidsordninger eller ferie)

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

5. Ansvar i jobben

Hvor avgjørende var det om du fikk ansvar i jobben hos DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende

- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

6. Prestisje

Hvor avgjørende var det om du fikk en prestisjefyllt jobb hos DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

7. Bedriftens omdømme

Hvor avgjørende var DNV GLs omdømme for ditt valg om å starte i bedriften?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

8. Arbeidsmiljø

Hvor avgjørende var det forventede arbeidsmiljøet i DNV GL? (slik som forholdet til kollegaer og det sosiale miljøet)

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

9. Å ha en trygg jobb

Hvor avgjørende var jobbsikkerhet for deg, altså i hvilken grad DNV GL kunne bli utsatt for nedskjæringer eller bli påvirket av konjunkturedganger?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

10. Fremtidig karriereutvikling

Hvor avgjørende var det med hva slags muligheter for fremtidig karriereutvikling du ville få innad i DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

11. Muligheter til å jobbe i utlandet

Hvor avgjørende var det for deg om du ville få mulighet til å jobbe i utlandet i DNV GL?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

12. Bedriftens verdier

Hvor avgjørende var det om DNV GLs verdier var forenelige med dine personlige verdier?

- Helt avgjørende
- Veldig avgjørende
- Litt avgjørende
- Ikke særlig avgjørende
- Ikke avgjørende i det hele tatt

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Del 2: Motivasjonsfaktorer

I hvilken grad er du enig i de følgende påstandene?

1. Det er viktig for meg at bedriften jeg skal jobbe for har en god klima- og miljøprofil

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

2. Det er viktigere for meg å utvikle meg faglig enn å få lederansvar

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

3. Det er viktigere for meg å få mer fritid enn å få høyere lønn på det nåværende tidspunktet

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

4. Det er viktig for meg å lære mye nytt i jobben på det stadiet jeg er i min karriere

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

5. Jeg er veldig opptatt av å utvikle mine lederegenskaper

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

6. Det er viktig for meg å ha kollegaer på min egen alder

- Helt enig
- Delvis enig
- Verken enig eller uenig
- Delvis uenig
- Helt uenig

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Del 3: Sosiale medier

1. Sosiale medier

Bruker du sosiale medier, som for eksempel Facebook, LinkedIn eller lignende?

- Ja
- Nei (Sendes til siste side av spørreskjemaet)

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Del 3: Sosiale medier**2. Sosiale medier**

Hvilke av de følgende sosiale mediene bruker du?

- Facebook
- Twitter
- LinkedIn
- Instagram
- Google +
- Ingen av disse

3. Hvor ofte bruker du sosiale medier?

- Mer enn 5 ganger om dagen
- 2-5 ganger om dagen
- Én gang om dagen
- 2-6 ganger i uka
- Én gang i uka
- Sjeldnere enn én gang i uka

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LinkedIn**1. LinkedIn**

Bruker du LinkedIn?

- Ja
- Nei (Sendes til siste side av spørreskjemaet)

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LinkedIn**2. Hvor ofte bruker du LinkedIn**

- Mer enn 5 ganger om dagen
- 2-5 ganger om dagen
- Én gang om dagen
- 2-6 ganger i uka
- Én gang i uka
- Sjeldnere enn én gang i uka

3. Hvor viktige er de følgende aktivitetene for deg i din LinkedIn-bruk?**a) Lete etter relevante stillingsannonser**

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

b) Lese artikler fra bedrifter og personer du følger

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

c) Orienterer meg om hvor venner og kjente jobber

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

d) Delta i diskusjoner på grupper

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

e) Oppdatere profilen/CVen min

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

f) Bygge nettverk

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

g) Dele nyheter, statuser eller annet innhold

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

h) Lese fagstoff og holde meg faglig oppdatert

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

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Kanaler

1. Informasjonskanaler

Se for deg at du skal finne informasjon om en bedrift du vurderer å søke jobb i. Hvor viktig vil følgende informasjonskilder være for deg?

a) Aviser, for eksempel Dagens Næringsliv

- Ikke viktig i det hele tatt
- Ikke særlig viktig

- Litt viktig
- Ganske viktig
- Veldig viktig

b) Bedriftens egne nettsider

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

c) Fagblader, for eksempel Teknisk Ukeblad

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

d) Bransjenettsteder, for eksempel Offshore.no

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

e) Fagforeningen din

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

f) Bedriftens profil på LinkedIn

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

g) Bedriftens profil i andre sosiale medier

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

h) Venner og bekjente

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

i) Finn.no

- Ikke viktig i det hele tatt
- Ikke særlig viktig
- Litt viktig
- Ganske viktig
- Veldig viktig

2. Førstevalg informasjonskanaler

Hvilken informasjonskilde er ditt førstevalg for å finne informasjon om bedrifter du vurderer å søke jobb i?

- Aviser, for eksempel Dagens Næringsliv
- Bedriftens egne nettsider
- Fagblader, for eksempel Teknisk Ukeblad
- Bransjenettsteder, for eksempel Offshore.no
- Fagforeningen din
- Bedrifters profil på LinkedIn
- Bedriftens profil på andre sosiale medier
- Venner og bekjente
- Finn.no
- Other (fyll ut)

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LinkedIn

Hvor enig er du i de følgende påstandene?

1. Jeg har en profil på LinkedIn mest fordi det er forventet av meg

- Veldig enig
- Ganske enig
- Litt enig
- Ikke særlig enig
- Ikke enig i det hele tatt

2. LinkedIn er nyttig for meg

- Veldig enig
- Ganske enig
- Litt enig
- Ikke særlig enig
- Ikke enig i det hele tatt

3. Jeg synes det er viktig at potensielle arbeidsgivere har oppdaterte profiler på sosiale medier

- Veldig enig
- Ganske enig
- Litt enig
- Ikke særlig enig
- Ikke enig i det hele tatt

4. Det er ikke interessant for meg å oppsøke bedrifters profiler på LinkedIn for å skaffe meg informasjon om de

- Veldig enig
- Ganske enig
- Litt enig
- Ikke særlig enig
- Ikke enig i det hele tatt

5. Hvis LinkedIn-siden til en bedrift ikke virker oppdatert, påvirker dette mitt inntrykk av bedriften i negativ retning

- Veldig enig
- Ganske enig
- Litt enig
- Ikke særlig enig
- Ikke enig i det hele tatt

6. Informasjonen bedrifter legger ut på LinkedIn er stort sett nyttig for meg

- Veldig enig
- Ganske enig
- Litt enig

- Ikke særlig enig
- Ikke enig i det hele tatt

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Takk for hjelpen!

Tusen takk for at du tok deg tid til å svare på spørreskjemaet vårt. Vi minner om at alle opplysningene vil bli behandlet konfidensielt.

Ha en fin dag!

