War for talents—How perceived organizational innovativeness affects employer attractiveness

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Recruiting high potentials is the foundation for creating knowledge, innovation and competitive advantages. Unfortunately, many companies face the problem of having a hard time recruiting high potentials in a tightening labor market. To secure future innovation, growth and competitiveness companies must be attractive for potential employees. Within this respect, past research suggests that innovative companies might be at an advantage as they appear more attractive to employees in general and to those with an innovative personality in specific. Hence, HR communication might use an organization's innovativeness within employer branding to attract high potentials. However, current literature falls short to provide empirical evidence on whether and how the communication of organizational innovativeness affects employer attractiveness and especially attracts innovative employees. The results of our scenario-based experiment (n = 322) show that organizations with an innovative product portfolio and a strong innovation culture appear more attractive to potential employees. These effects turned out to be even stronger for employees which are highly innovative as they care a great deal about the organizational innovativeness of the company they work for. Thus, our findings suggest that communicating organizational innovativeness within employer branding is an effective measure not only to improve employer perceptions in general, but also to attract innovative employees.

1. Introduction

The success of companies depends largely on the development and application of highly innovative technologies and products (Geroski and Machin, 1992). However, innovations do not appear by chance. Only the presence and goal-oriented

management of intangible assets, such as knowledge and intellect, fosters the successful development and introduction of innovations (Varis and Littunen, 2010). While certain types of knowledge are indeed increasingly encoded and thus made available in digital format, the largest part however is rooted in the knowledge as well as skills and experiences of

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individuals (Tsoukas, 1996). Hence, the current and future capability of companies to innovate is closely linked with the collective knowledge of its employees (Khandekar and Sharma, 2005). Several studies have shown that a lack of qualified employees represents one of the biggest barriers for innovation (OECD, 2000). Thus, the human capital is seen as one of the key drivers for successful new product development (Abstein et al., 2014) Consequently, one main priority of companies is to recruit high potentials that are characterized by an innovative and creative personality.

However, the recruitment of high potentials with innovative and creative skills is rather difficult and might be even more difficult in the future as demographic changes in the population and a stagnating qualification level will lead to a shortage of high potentials (Van Hoye and Lievens, 2009). Furthermore, well-qualified and innovative employees are in high demand and thus are able to look at potential employers rather critically and compare them before making a choice (Van Hoye and Lievens, 2009). As a result, companies have recently begun investing high amounts in employer branding to enhance their attractiveness as employer and attract desperately needed high potentials (Moroko and Uncles, 2008; Martin et al., 2011). Within employer branding, companies strive to enhance positive perceptions of all functional, economical and psychological properties and advantages which an employee associates with his and her employer (Ambler and Barrow, 1996). Ever since Ambler and Barrow (1996) published their first article on employer branding, a plethora of studies analyzed which company characteristics constitute an attractive employer (Moroko and Uncles, 2008; Martin et al., 2011). However, past studies examined determinants of employee attractiveness in general rather than investigating factors that can be used to attract certain employees like innovative high potentials. While knowledge on how to attract such employees would, as laid out above, prove very valuable to companies, empirical evidence on this matter is still missing. Yet, the person-organization fit theory provides some anecdotal evidence, that focusing on the company's organizational innovativeness would attract those candidates which have an innovative personality and therefore value an innovative working environment (Andreassen and Lanseng, 2010; Cable and Turban, 2001). However, potential effects of emphasizing organizational innovativeness within employer branding have yet to be fully understood as current theory and practice have failed to connect employer branding with the innovation strategy and corresponding requirements of companies (Martin et al., 2011). As a result, current research only provides scarce evidence to support the proposition that communicating organizational innovativeness within employer advertisements can positively influence employer attractiveness and that such communication is especially effective to recruit innovative employees (Cable and Graham, 2000; Backhaus and Tikoo, 2004). Only the studies of Slaughter et al. (2001) as well as Slaughter and Greguras (2009) provide some anecdotal evidence within this respect as their findings confirmed that perceived organizational innovativeness enhances the effort of potential employees in getting a job at the designated company. Yet, to the best knowledge of the authors no study has so far examined the individual effect of perceived organizational innovativeness on employer attractiveness while accounting for possible interactions with the innovative personality of potential employees. Hence, knowledge about the effectiveness of highlighting organizational innovativeness within employer branding to attract innovative employees is lacking at all. Besides, it is still subject to debate, whether communicating organizational innovativeness is more or less effective than relying on renowned drivers of employer attractiveness such as popularity or company size.

Thus, our paper addresses these research gaps by (1) assessing the effectiveness of communicating organizational innovativeness in employer branding to enhance the attractiveness of companies, (2) by shedding light on possible interaction effects with personal innovativeness to examine its effectiveness in recruiting innovative employees, and (3) by comparing its effectiveness to other well-known drivers of employer attractiveness (i.e., location, popularity and company size). Our research thus contributes to the current understanding about drivers of employer attractiveness by combining the research streams of personal and organizational innovativeness to examine their interrelations and importance with respect to employer perceptions. The paper is structured as follows. In the next section we briefly specify the notion of organizational and personal innovativeness. Subsequently, we derive theoretical rationales for corresponding relations to employer attractiveness and develop the research model, followed by an outline of our experimental setting and the analysis section. The subsequent section contains the study results and the implications for theory as well as for HR and R&D departments. The last section covers the study's limitations and possible avenues for future research.

2. Organizational and personal innovativeness

In general past research differentiates organizational from personal innovativeness. Organizational

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innovativeness describes a goal-oriented, continuous feature of a company which is present in all business units and which is based on certain company characteristics (Hurley and Hult, 1998). However, the conceptualization and corresponding measurement of organizational innovativeness varies fairly across past literature (Calantone et al., 2002). Some authors refer to organizational innovativeness as (1) the tendency of an organization to be the first to introduce new products (Subramanian, 1996), (2) the number of new products introduced into the market (Miller and Friesen, 1982), (3) the degree of innovativeness within an organization's product portfolio (Spieth and Lerch, 2014), (4) R&D intensity (Antoncic and Hisrich, 2001), (5) the fraction of the revenue or profit generated with new products (Kuczmarski, 2000), (6) the number of patents in possession of an organization (Haner, 2002), (7) the openness of organizations towards new ideas (Hurley and Hult, 1998), (8) the creativity of an organization (Calantone, Cavusgil und Zhao, 2002), (9) the degree of flexibility of organizations (Scott und Bruce, 1994), (10) a company's willingness to change (Sammerl, 2006), (11) an organization's tendency for experimentation (Hurley, 1995), (12) the willingness of organizations to take risks (Tellis, Prabhu und Chandy, 2009) and (13) a composed bundle of several related factors referring to a company's culture (Ruvio et al., 2014). Since there is no consensus about the constituting factors of organizational innovativeness in past literature, we define organizational innovativeness as a company's ability to develop new ideas and to engage in creative processes which result in new products, services or technological processes (Akgün et al., 2014) that is primarily rooted in two constituting factors. First, product portfolio innovativeness encompasses aspects from the above specified definitions 1-6 and is defined as the degree to which a company introduces new or improved products to the market as well as invests in research and development. Innovation culture encompasses aspects from the above specified definitions 7-13 and is defined as the degree to which a company's culture is characterized by openness to new ideas, creativity, flexibility, willingness to change, experimentation and a certain willingness to take risks.

While for personal innovativeness also manifold definitions and conceptualizations exist, the most commonly used definition for personal innovativeness was introduced by Hurt et al. (1997) and describes innovativeness as "a normally distributed, underlying personality construct, which may be interpreted as a willingness to change." Thus, a person's willingness to change is the determining criterion for a person's

innovative personality. Literature distinguishes between two types of personal innovativeness. Adoptive innovativeness measures the general tendency to buy new products and thus limits personal innovativeness to the disposition to adopt new products (Roehrich, 2004). In contrast, innate innovativeness understands personal innovativeness as multidimensional and captures how a person generally feels about new situations. As our research object is to examine whether communication of organizational innovativeness can be used to attract employees with an innovative personality rather than with a tendency to buy new products, the concept of innate innovativeness seems to be the most fitting one and is thus employed within our study.

3. Hypotheses development

3.1. Effect of product portfolio innovativeness on employer attractiveness

Potential employees evaluate a company's corporate identity based on its products. The perception of the product portfolio significantly influences the willingness of employees to be a part of a specific company (Backhaus and Tikoo, 2004; Moroko and Uncles, 2008). If employees have made positive product experiences they will most likely consider this company as a good employer whereas negative experiences with the products reduce the willingness to work for the respective company (Cable and Graham, 2000). Especially companies which are seen as pioneers in their respective field and have an innovative product portfolio are rated as very attractive by potential employees (Backhaus and Tikoo, 2004). Based on our previous arguments we thus hypothesize:

Hypothesis 1: Product portfolio innovativeness is positive related to employer attractiveness

3.2. Effect of innovation culture on employer attractiveness

The culture of a company plays an important role for employees when considering their future employer (Ehrhart and Ziegert, 2005; Cable and Graham, 2000). Within this respect, several studies show that potential employees favor companies with an open, creative and flexible culture which are willing to risk investing money in new ideas and products (Kekäle and Kola-Nyström, 2007). Accordingly, companies with a strong innovation culture appear very attractive for potential employees (Kekäle and Kola-Nyström,

2007). Therefore, we formulate the following hypothesis:

Hypothesis 2: Innovation culture is positively related to employer attractiveness

3.3. Moderating role of personal innovativeness

Different people with different personalities have different preferences concerning their employers (Turban and Keon, 1993; Backhaus and Tikoo, 2004). Depending on the person-organization fit theory and the self-concept theory the personality highly influences how attractive a person considers an employer. According to the personorganization fit theory, the higher the fit is between the characteristics, values and attitudes of a person with the characteristics and values of a company, the more attractive the company will be perceived (Andreassen and Lanseng, 2010). Since individuals judge the degree of meaningfulness of their work in relation to their own ideals or standards (Barrick et al., 2013; Peng et al., 2016; Tims et al. 2016), employees with an innovative personality will have the best fit and thus perceive the highest degree of meaningful work in companies that encompass an innovative product portfolio and an innovative culture. This behavior is also in line with the self-concept theory: A high fit helps people to confirm their self-concept and to reach their perfect self (Cable and Graham, 2000). If people consider themselves an innovative person within their self-concept, they will most likely find companies more attractive which will help them to realize and develop their innovative self (Lievens and Highhouse, 2003). Studies by Howell (2005) and Galbraith (1982) confirm this behavior. Their results show that people with a highly innovative personality like to work with flexible and market-driven companies which frequently develop and launch new, innovative product (Galbraith, 1982; Howell, 2005). Thus, we suggest that the positive effect of an innovative culture as well as an innovative product portfolio on a company's employer attractiveness will be much stronger for innovative personalities. However, for people who score rather low on personal innovativeness, working in a company with a strong innovation culture can lead to stress and dissatisfaction (Cooper and Payne, 1988). However, we believe that negative effects of a potential misfit between low innovative personalities and highly innovative companies

are equalized or even overcompensated by the positive effects individuals attribute to innovative companies in general (see hypotheses 1 and 2). In line with the presented arguments, the personorganisation fit theory and the self-concept theory, we formulate the following hypotheses:

Hypothesis 3a: The positive relationship of product portfolio innovativeness and employer attractiveness will get stronger with rising degrees of personal innovativeness.

Hypothesis 3b: The positive relationship of innovation culture and employer attractiveness will get stronger with rising degrees of personal innovativeness.

3.4. Effects of location on employer attractiveness

The employer attractiveness is also strongly influenced by a company's location (Lievens and Highhouse, 2003). The location of a company is one of the most important criteria for the choice of the future employer, especially for graduates and young professionals (Turban et al. 1993). The location itself becomes part of a company's identity as people associate certain characteristics with the city in which the company is located and transfer these characteristics to the company (Slaughter et al., 2001, Lievens and Highhouse, 2003). Thus, the popularity of a city also influences the perception of a company by its current and future employees. A fairly recent study by Kay and Richter (2010) found out that one major reason for the recruiting problems of medium-sized companies are that these companies are located in less attractive regions. Finally, if a potential employee is not willing to work in the city where the company is located this company is perceived as completely unattractive and the employee will not even consider it as future employer (Turban et al., 1993). In line with the presented arguments we hypothesize:

Hypothesis 4: Attractiveness of a company's location is positively related to employer attractiveness

3.5. Effects of popularity on employer attractiveness

The perception of a company is highly influenced by the available knowledge and information about this company (Williamson et al., 2002). For instance, a

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potential employee can only possess knowledge about a certain company and is able to consider it as an attractive employer if he knows the company (Cable and Turban, 2001). Thus, a company needs to be popular in order to be considered as an employer (Williamson et al., 2002). A high level of popularity is also beneficial as most people rather like known than unknown things (Cable and Turban, 2001; Cable and Turban, 2003). Furthermore, popular companies convey more trust as people think that they are popular because of their success and high quality products (Cable and Turban, 2001). Thus, employer attractiveness and the resulting recruiting success are highly depended on the degree of popularity of the company among the potential employees (Williamson et al., 2002; Moroko and Uncles, 2008). Therefore, we hypothesize:

Hypothesis 5: Popularity of a company is positively related to employer attractiveness

3.6. Effects of company size on employer attractiveness

A company's size is a general decision criterion when choosing an employer (Ehrhart and Ziegert, 2005). Depending on its size people associate different characteristics with a company like for example bureaucracy (Turban and Keon, 1993). A high number of studies find that large companies are perceived as attractive employers (Galende and De la Fuente, 2003). For instance, a comparative study by Baber et al. (1999) shows that the majority of the people look for jobs at large companies and only few see medium-sized companies as attractive employers. These findings are in line with other studies confirming that large companies provide higher job security, higher salary and more possibilities for development which all translates into higher employer attractiveness (Greenhaus et al., 1978). Based on the arguments above we hypothesize:

Hypothesis 6: Company size is positively related to employer attractiveness

4. Methodology

We focused on medium-sized companies in our study because especially those companies are faced with recruiting problems (Kay and Richter, 2010). Our final sample consists of 322 graduates and young professionals from German universities with an average age of 25.7 years. 66% of the participants were male.

We chose graduates and young professionals for our study as they represent the main target group for recruiting activities (Cable and Turban, 2003; Berthon et al., 2005). Furthermore, graduates and young professionals were recently or are currently looking for a job, thus they still know what they consider important when choosing an employer (Berthon et al., 2005; Andreassen and Lanseng, 2010). In line with previous studies on employer attractiveness we used a fullfactorial scenario-based online experiment (Turban and Keon, 1993). The main advantage of a scenariobased experimental study design over other methodological approaches is that we are able to measure effects on employer attractiveness based on our manipulations while minimizing confounding factors that in other methodological settings would be rather uncontrollable (Lynch, 1999). Thus, using a scenariobased experiment enabled us to employ difficult manipulations while having control over otherwise unmanageable variables.

Based on existing studies on employer attractivescenario descriptions were developed (Andreassen and Lanseng, 2010). In the beginning of our online experiment, participants were told that they are looking for a job and should evaluate several companies that are described in detail in the following. The company descriptions are constructed by manipulating the identified key determinants of employer attractiveness. Product portfolio innovativeness was manipulated by describing whether the company has recently launched new products and invested a large amount of money in research and development. We manipulated the innovation culture by describing the company's level of openness to new ideas, creativity, flexibility, willingness to change, experimentation and a certain willingness to take risks. The degree of popularity was manipulated by telling if the family or friends of the respondent have ever heard of the company before. We varied the company size by describing a large cooperation or a medium-sized company based on the number of employees. Finally, the attractiveness of the company's location was manipulated depicting a city with many or few possibilities for cultural and leisure activities. A detailed description of the scenarios is available from the authors upon request. To prevent any bias in our results we completely randomized our scenarios (Steiner and Atzmüller, 2006). At the end of each scenario the participants were asked about the attractiveness of the respective company as an employer. We used a 9point likert scale from Andreassen and Lanseng (2010) to measure employer attractiveness ("I would very much like to work for company X."). Subsequently, we captured the level of personal innovativeness using the" life innovativeness "scale from

Table 1. Results of the manipulation checks of the pretest

	Product portfolio innovativeness	Innovation culture	Location	Popularity	Size
M (SD) (low)	2.18 (1.04)	2.90 (1.66)	1.82 (1.39)	1.48 (1.06)	3.07 (1.29)
M (SD) (high)	5.68 (1.35)	4.58 (1.84)	6.45 (0.78)	6.05 (1.30)	6.85 (0.36)
P	< 0.001	< 0.001	< 0.001	< 0.001	< 0.001

Pallister and Foxall (1998). The questionnaire of the online experiment concluded with questions concerning socio-demographics.

5. Analysis and results

5.1. Pretest and measurement results

We performed a pretest to ensure realism and understandability as well as the effectiveness of the manipulations within all scenarios. 20 respondents participated in our pretest. 40% (60%) of the respondents were female (male) and the average age was 26 years. With respect to the educational background of the respondents the sample was distributed as follows: 35% in engineering, 30% in economics, 15% in medicine, 10% natural science, 5% in social sciences and 5% in other disciplines. We employed one question to measure the scenarios' understandability ("I could easily imagine the described situation earlier") and one question to measure the scenarios' realism ("I believe that the described situation could happen in real life") based on items from Wagner, Hennig-Thurau and Rudolph (2009). Our pretest results (measured on a 7-point likert-scale) show that both means turned out to be high thus confirming our scenarios were understandable ($M_{\rm U} = 5.77$) and realistic $(M_{\rm R}=5.10)$. Furthermore, we employed manipulation checks to test the effectiveness of our scenario manipulations. Based on the results of several analyses of variance (ANOVAs), we can conclude that our manipulations worked fine (see Table 1). The mean differences for product portfolio innovativeness 79) = 169.791 $[M_{\text{low}} = 2.18/M_{\text{high}} = 5.68, F(1,$ P < 0.01], for innovation culture $[M_{low} = 2.90/$ $M_{\text{high}} = 4.58$, F(1, 79) = 18.284, P < 0.01], for location $[M_{\text{low}} = 1.82/M_{\text{high}} = 6.45, F(1, 79) = 334.782,$ P < 0.01], for popularity $[M_{low} = 1.48/M_{high} = 6.05$, F(1, 79) = 297.172, P < 0.01] as well as for size $[M_{\text{low}} = 3.07/M_{\text{high}} = 6.85,$ F(1,79) = 318.153,P < 0.01] turned out to be highly significant.

We also computed the Cronbach's Alpha to test the reliability of the measurement inventory for personal innovativeness. The calculated Cronbach's Alpha value was 0.900 and thus we can assume high reliability for our inventory. To evaluate our moderation hypotheses, we employed a group comparison approach. We therefore performed a median split of the life innovativeness measure to create two equally sized groups (high and low innovativeness). Subsequently, we used analysis of variance (ANOVAs) to evaluate the main and moderating effects.

5.2. Main study results

Our study results show that the innovativeness of the product portfolio exerts a positive effect on employer attractiveness [F(1, 643) = 190.157, P < 0.01], confirming hypothesis 1. We also find support for hypotheses 2 as the innovation culture strongly influences employer attractiveness [F(1, 643) = 299.537, P < 0.01]. Concerning the role of personal innovativeness as a moderator (hypotheses 3a and 3b) our results indicate two significant interaction effects for the innovativeness of the product portfolio [F(1, 428) = 3.528, P < 0.10] as well as for innovation culture [F(1, 428) = 8.309, P < 0.01] with the level of personal innovativeness. The results for the interaction effects are displayed in Table 2.

Figures 2 and 3 show that a high innovativeness of the product portfolio as well as a strong innovation culture are much more important for highly innovative (potential) employees and thus exert a stronger influence on the employer attractiveness than for employees with a low level of personal innovativeness. Therefore hypotheses 3a and 3b can also be confirmed.

With respect to the remaining determinants of employer attractiveness we found that the attractiveness of the company's location also enhances employer attractiveness, confirming hypothesis 4 [F(1, 643) = 167.698, P < 0.01]. Our results also support hypotheses 5 and 6 stating that a high degree of popularity [F(1, 643) = 15.162, P < 0.01] as well as the company size positively affect the attractiveness of an employer [F(1, 643) = 3.367, P < 0.1]. Table 3 summarizes the results for all main effects.

To better assess the relative importance of each factor, separate regression analyses were conducted. Table 4 shows that the strongest direct effect on employer attractiveness was exhibited by innovation culture ($\beta = 0.56$, P < 0.01), followed by product

Table 2. Results of the interaction effects: personal innovativeness x product portfolio innovativeness/innovation culture on employer attractiveness

		Product portfolio innovativeness	Innovation culture
Personal innovativeness (high)	M (SD) (low) M (SD) (high) Λ	1.78 (0.99) 3.63 (1.56) 1.85	1.78 (0.99) 4.33 (1.75) 2.55
Personal innovativeness (low)	M (SD) (low) M (SD) (high) Δ	2.51 (1.69) 3.83 (1.65) 1.32	2.51 (1.69) 4.19 (1.72) 1.68
P		<0.10	< 0.01

portfolio innovativeness (β = 0.48, P < 0.01), location (β = 0.46, P < 0.01), popularity (β = 0.15, P < 0.01) and size (β = 0.07, P < 0.10). Furthermore, both of the interactions could be replicated using regression analyses instead of ANOVAs ($\beta_{\rm PPI}$ = 0.25, P < 0.10; $\beta_{\rm IC}$ = 0.39, P < 0.01).

6. Discussion and implications for theory and practice

Overall our study underlines the importance of organizational innovativeness as a key driver for employer attractiveness. The contribution of our study was threefold:

First, our findings contribute to extant literature by combining two distinct but within our study inherently linked research streams of R&D management and marketing. More specifically, by connecting typical constructs of R&D management literature, namely

organizational and personal innovativeness, with the marketing approach of employer branding, we were able to provide first empirical evidence how emphasizing the two dimensions of organizational innovativeness (product portfolio innovativeness and the innovation culture) within employer branding affects employer attractiveness. Overall, our findings are in line with previous research on organizational innovativeness and employer behavior (Slaughter et al., 2001; Slaughter and Greguras, 2009), confirming that perceived organizational innovativeness enhances employer attractiveness. With respect to the relative importance, our results suggest that communicating a strong innovation culture has a stronger effect on employer attractiveness than communicating a degree of innovativeness of the product portfolio.

Second, our results extend the applicability of the person-organization fit theory (Cable and Judge, 1996) to the context of organizational innovativeness and employer branding. According to our analyses,

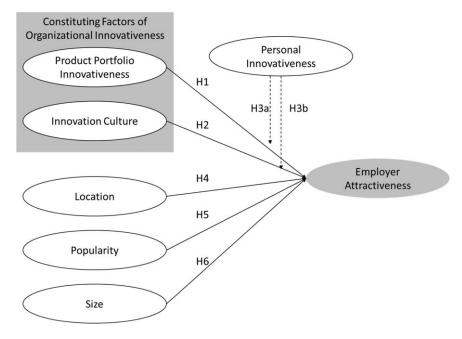


Figure 1. Research model (own illustration).



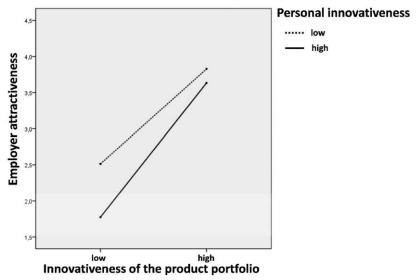


Figure 2. Results of the interaction effect: Personal innovativeness Product portfolio innovativeness on employer attractiveness.

both product portfolio innovativeness and the innovation culture significantly interacted with personal innovativeness on employer attractiveness. More specifically, our findings show that especially (potential) employees who are themselves highly innovative individuals value an innovative organizational environment and consider those companies as attractive employers. In such cases, the individual's ideals and standards are in line with those of the company, which enhances the degree of perceived meaningfulness of working in that organization (Peng et al., 2016).

Hence, in line with person-organization fit theory, the higher the fit is between a highly innovative personality of a person and the organizational innovativeness of a company, the more attractive will the company be perceived (Backhaus and Tikoo, 2004; Andreassen and Lanseng, 2010). However, this finding is only true for highly innovative personalities. In case of low innovative personalities, a potential misfit in terms of high levels of organizational innovativeness does not lead to a decrease in employer attractiveness. A potential explanation for this effect might be connected to

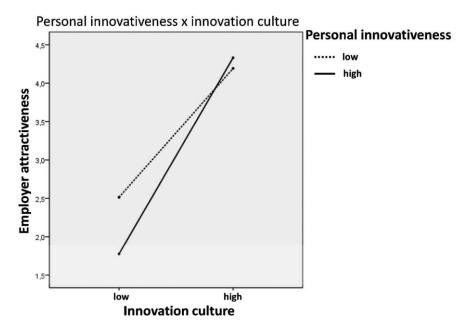


Figure 3. Results of the interaction effect: Personal innovativeness x Innovation Culture on employer attractiveness.

Table 3. Means, standard deviations and significance levels for the drivers of employer attractiveness

N = 322	Product portfolio innovativeness (H1)	Innovation culture (H2)	Company location (H3)	Degree of popularity (H4)	Company size (H5)
M (SD) (low)	2.07 (1.39)	2.07 (1.39)	2.07 (1.39)	2.07 (1.39)	2.07 (1.39)
M (SD) (high)	3.67 (1.54)	4.18 (1.69)	3.57 (1.54)	2.51 (1.44)	2.29 (1.61)
Δ	1.60	2.11	1.50	0.44	0.22
P	< 0.01	< 0.01	< 0.01	< 0.01	< 0.10

the findings and corresponding theoretical argumentations of hypotheses 1 and 2. Detrimental effects of a potential misfit between low innovative personalities and highly innovative organizations might get overcompensated by positive effects of organizational innovativeness on employer attractiveness.

Third, our study confirms the findings of previous research on the effects of the most renowned determinants of employer attractiveness, namely popularity, location and size (Berthon et al., 2005). In line with the studies of Turban et al. (1993) or Cable and Turban (2001) our results also confirm that the location of the organization represents a major driver of employer attractiveness. Similarly, in accordance with Ehrhart and Ziegert (2005) as well as Turban and Keon (1993) our results also provide further empirical evidence that the size of a company and its popularity represent determinants of employer attractiveness. With respect to the relative importance in comparison with organizational innovativeness, our results confirmed that both innovation culture and product portfolio innovativeness exhibited greater effects on employer attractiveness than all three traditional determinants. Furthermore, the only significant interactions with personal innovativeness were found for innovation culture and product portfolio innovativeness, making these constructs the only lever to directly attract innovative employees.

From a managerial perspective, understanding how communicating organizational innovativeness within employer branding affects employer attractiveness helps companies to design and develop communication strategies in a way to ensure their attractiveness as employer and also attract innovative employees. Especially, the latter implication is of utmost importance for R&D management as the successful development and introduction of new products is largely dependent on the collective knowledge of a company's employees (Khandekar and Sharma, 2005). Hiring innovative and creative employees in R&D management and neighboring areas thus represents a key driver of innovation success (OECD, 2000). Conclusively, a main priority of companies should be to

recruit high potentials with such characteristics to ensure a continuous flow of innovations. Within this respect, our findings provide HR communication with the necessary knowledge on how to design respective employer branding campaigns. According to our findings, employer branding campaigns should emphasize both the innovative culture and product portfolio of their company to attract employees with a highly innovative personality as they can contribute significantly to the overall innovation success. The main task within employer branding within this respect is to devise a recruiting strategy which helps framing the company in this way. Consequently, recruiting communication material should display and describe new and innovative products to increase the employee's perception of the innovative product portfolio. To highlight an open and innovative company culture, recruiting should focus on advertisements which communicate the company's openness to new ideas, its creativity and flexibility as well as a certain willingness to change, to experiment and to take risks.

7. Limitations and future research avenues

As with most studies, our study is also subject to some limitations. First, although our experimental research design helps to control for undesirable and confounding effects (Cable and Judge, 1996) we measure intentional behavior. We tried to counter this fact by testing and creating realistic and understandable scenarios. Nevertheless, future studies should replicate our findings in a real setting.

Second, we had a limited number of scenarios for our study. Although we constructed the scenarios using the most prominent variables for our manipulations we cannot exclude the possibility that we did not capture all relevant factors. Thus, further research could look at additional drivers influencing employer attractiveness.

Third, the conceptualizations of product portfolio innovativeness and innovation culture in previous

Table 4. Results of the regression analyses

Effect	Results			
	\overline{eta}	t-value	Hypothesis	
Product portfolio innovativeness → Employer attractiveness	0.48	13.79	H1 supported	
Innovation culture → Employer attractiveness	0.56	17.31	H2 supported	
Product portfolio innovativeness × Personal innovativeness → Employer attractiveness	0.25	1.66	H3a supported	
Innovation culture × Personal innovativeness → Employer attractiveness	0.39	2.81	H3b supported	
Location → Employer attractiveness	0.46	12.95	H4 supported	
Popularity → Employer attractiveness	0.15	3.89	H5 supported	
Size → Employer attractiveness	0.07	1.84	H6 supported	

literature are manifold and divers. As a result a vast number of constituting factors could have been relevant for the development of our manipulations. While we developed our manipulations based on an in-depth analysis of previous literature and thus believe that our manipulations reflect an accurate representation of the construct, we cannot rule out the possibility that also other constituting factors could have been adequate. Hence, future research might replicate our findings using manipulations that also account for additional constituting factors of both constructs.

Fourth, our sample was collected in Germany and contains answers from university graduates and young professionals from different areas of expertise. However, due to the German sample we cannot transfer our results to other countries. Consequently, we encourage researchers to replicate our results in an international, multi-country setting as behavior can vary between different cultures (Berthon et al., 2005).

Fifth, within our scenario-based experiment one of the independent variables (personal innovativeness) as well as the dependent variable "employer attractiveness" is answered by the same individual. Consequently, potential issues connected to common method bias might be relevant in this context. However, possibilities to assess both variables were restricted to questioning the same individual as others' assessments of one's personal innovativeness and perceived employer attractiveness is fraught with difficulties. It is rather improbable that any individual is able to assess the true condition of an external individual better than the individual itself (Heidenreich and Kraemer, 2016). Nevertheless, future research might create a temporal separation by separating the assessment of the independent and dependent variables to fully exclude problems associated with common method variance (Podsakoff et al., 2003).

Finally, our study provides some additional avenues for future research. Although we empirically validated the influence of different dimensions of organizational innovativeness on employer attractiveness we do not measure how employer attractiveness itself affects the financial performance of the respective company (Ambler and Barrow, 1996). Thus, future studies could also measure the effect of employer attractiveness on the financial performance of a company. The goal would be to assess the relative importance of employer attractiveness to positively influence the company's financial success compared to other important drivers (e.g., like newness of product portfolio, cost structure or competitive pressure in the respective markets).

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