engineers
without borders
australia

THE WAR FOR VOLUNTEER TALENT

Attracting and Recruiting Australian Engineers for International Volunteering Assignments

Master Thesis
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ABSTRACT

Although Non-Governmental Organizations are always in need of skills from diverse professional and technical backgrounds, it seems that particular areas of expertise exist in which potential volunteers with these specific backgrounds and skills are in a higher demand which is a tendency similar to the for-profit sector.

The main purpose of the present Thesis is to investigate through a qualitative approach what motivates Australian engineers to volunteer and how NGOs can foster the attraction of people with engineering skills through the use of Employer Branding principles that are widely used in the for-profit sector.

Through a single case study design, attraction and recruitment processes will be investigated in the case organisation Engineers Without Borders.

A structured conceptual framework taking the point of departure in a deductive approach to reasoning presents a Theoretical Framework that creates a basis for the Analysis and Discussion of the collected data. The Theoretical Framework will include a literature review that looks into recruitment in the non-profit sector and discuss the creation of a definition of Employer Branding with inspiration from CIPD (2012) and The Conference Board (2001). Furthermore, Altruistic and Egoistic Needs will be identified and discussed through a literature review on volunteer motivations. Within Attraction, Backhaus and Tikoo's (2004) concept of Employer Brand Equity and Symbolic and Functional Benefits as attractors will be presented, and regarding Fit, Carless (2005) and Kristof-Brown et. al.'s (2005) approaches will be discussed.

The Data that will be included is three Documents retrieved from Engineers Without Borders Australia's website and four semi-structured Interviews with one Recruiter, two returned volunteer and one non-volunteer respectively.

Through the Analysis and Discussion, it can be concluded that Engineers Without Borders Australia is already doing some things right in terms of the way in which they communicate through their website. Five recommendations as to how they can effectively attract and recruit engineers for international volunteering assignments have been created, these are:

- Continue to focus on the ability to help other people and the personal and professional gains associated with volunteering overseas

- Continue to communicate both what you require and what you offer
- In your efforts to attract more engineers, focus more on the aspects that have been identified as differentiating EWB from other NGOs
- Be careful not to break your promise and damage your reputation
- Conduct more research to assist the creation of your Employer Value Proposition

ACKNOWLEDGEMENTS

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INTRODUCTION

Today's businesses are globalizing as part of their effort to survive in a market that continuously becomes more and more competitive. This inevitably entails that the role of Human Resource Management is becoming more complex as it is now expanding across national and cultural borders and thus embraces a global and more diverse workforce (Thomas & Lazarova, 2014, p. 249).

One of the challenges that global HR faces is to attract and retain the necessary talent as it becomes increasingly more recognized that every employees' level of competence and fit with the organization has influence on the competitiveness and thus the performance of the organization (Thomas & Lazarova, 2014, p. 113). However, fact is that the demand for skilled workers on a global level is exceeding the supply, and this shortage of talent means that businesses are often competing to attract from the same global pool of talent (ibid.). In order to cope with this challenge, global HR needs to implement effective employer branding strategies and global talent management systems to attract, retain and engage talent.

In some industries, the shortage of talent with certain skills is higher than on the general level. In 2013, the global recruiting expert Hays came out with a list of the top ten skills that their global offices and clients commonly identified as being in greatest demand. On the top of the list was IT skills and so-called green skills (related to green energy, engineering and construction) (Hays, 2013).

Similar to the private sector, Non-Governmental Organizations [in the Thesis referred to as NGOs] compete with one another to attract and retain the volunteers that they need (Mitchell & Yates, 1996, p. 47). And although the NGOs are always in need of skills from diverse professional and technical backgrounds, it seems that particular areas of expertise exist in which potential volunteers with these specific backgrounds and skills are in a higher demand. UN Volunteers has created a whole list of these particular areas of expertise of which it is notable that Information Technology, Telecommunication, Engineering (civil engineering, mechanical, electrical, etc.) and Water and Sanitation are present (Appendix 1).

This challenge in terms of recruiting talent with certain highly demanded skills thus seems to be present in both the profit and non-profit sectors and furthermore it seems to be within the same areas of expertise that the shortage exists. One of these areas is engineering and the challenge is also observed within Australia. In a 2008 report, Engineers Australia estimated a shortfall of at least 20,000 professional engineers and predicted that Australia's demand for engineers would

continue to exceed graduate supply in the future (King, 2008, p. 47). Furthermore, the need for volunteers with engineering skills also seems to be highlighted in the non-profit sector on the websites of various Australian NGOs (Australian Red Cross: Volunteer Overseas; Australian Volunteers International: Skills Needed; Engineers Without Borders Australia: Volunteer).

In a blog on Harvard Business Review, the founder of the non-profit Year Up Gerald Chertavian stressed the fact that the non-profit sector is facing talent shortage and that their ability to attract, retain and develop skilled talent is essential for their ability to have impact. He considers competing with the private sector for the best talent a necessity in order to succeed (Chertavian, 2013).

The parallels that have been drawn above between the profit and non-profit sectors and their challenges related to the attraction and recruitment of talent with specialised skills have led to the formulation of the following problem:

> *Considering the fact that there on global level is a shortage of people with specialized skills, how can the Australian Non-Governmental Organization Engineers Without Borders effectively attract and recruit engineers for international volunteering assignments?*

DEFINITIONS

The problem formulation presents three main actors who are central to this Thesis, that is Non-Governmental Organisations, For-Profit Businesses and Volunteers with engineering skills and they will be defined below.

NON-GOVERNMENTAL ORGANISATION

The definition of Non-Governmental Organisations [in this Thesis referred to as NGOs] that is used in the present Thesis is that of the United National Rule of Law who defines NGOs as

"a not-for-profit group, principally independent from government, which is organized on a local, national or international level to address issues in support of the public good. Task-oriented and made up of people with a common interest, NGOs perform a variety of services and humanitarian functions, bring public concerns to governments, monitor policy and programme implementation, and encourage participation of civil society stakeholders at the community level" (United Nations Rule of Law).

FOR-PROFIT BUSINESS

A for profit organisation is normally referred to as a business and is different from a NGO because it is formed for the purpose of carrying out commercial enterprise. Investopedia defines a business as

"an organization or enterprising entity engaged in commercial, industrial or professional activities. A business can be a for-profit entity, such as a publicly-traded corporation, or a non-profit organization engaged in business activities, such as an agricultural cooperative" (Investopedia).

This definition elaborates on the kinds of activities in which a business can be involved as well as it distinguishes between for-profit and non-profit organisations. In this regard it is important to clarify the terminology used in the present Thesis; when using the term NGO, it refer to non-profit organisations as defined in the previous section [NGO], and when using the term for-profit business, I refer to for-profit organisations who have a commercial purpose as defined in the current section.

VOLUNTEER WITH SPECIALISED PROFILE

In Taysir et. al.'s (2013) article on Turkish non-profit executives, volunteers are defined as

"individuals who work without monetary recompense or who agree to work by receiving less money than the economic cost of their investment" (Steen, 2006, cited in Taysir, Pazarcik, & Taysir, 2013).

I have chosen to include this definition because I believe it is important to notice that a person who volunteers not necessarily does it completely without renumeration. When investigating organisations that recruit volunteers for international assignments, it has become apparent to me that for example UN Volunteers, Australian Volunteers International and Australian Red Cross all provide living allowance; insurance and annual leave amongst other compensations and benefits (United Nations Volunteers; Australian Volunteers International 2; Australian Red Cross). This definition of volunteer can be seen in contrast to volunteers who apply for volunteer placements and pay for all costs themselves, for example through an NGO like Global Volunteer Network (Global Volunteer Network).

I believe above definition which includes the aspect of volunteer renumeration for living expences is appropriate to use because focus in this Thesis is on the attraction of highly skilled individuals who I assume have been studying and aquiring highly valuable skills and experience for years in comparison to young people who are seeking a gap year adventure.

METHODOLOGICAL CONSIDERATIONS

This section will go into detail with the methodological considerations made in relation to the present Thesis. It will outline the scope, motivation and purpose of the Thesis; explain the scientific approach taken to research; discuss the conceptual framework and choices made with regard to research design and methods; present data sources and methods of analysis and finally sum up by explaining the further structure of the Thesis. This detailed explanation of the considerations made, the processes of the research and the structure of the Thesis has the purpose of enhancing the four criteria of research quality and trustworthiness; Credibility, Transferability, Dependability and Confirmability as presented by Lincoln and Guba (cited in Wahyuni, 2012, p. 77).

SCOPE OF THESIS

Within the Culture, Communication and Globalisation Master programme at AAU, the topic of the Master Thesis must have an *"international and/or intercultural dimension"* (Aalborg Universitet, 2011, p. 16) as well as it must be within the chosen stream of specialization (Study Board for Cross-Cultural Studies, 2013, p. 4).

I have chosen to specialize in Organization and Leadership with Human Resource Management as my focus and the overall topic of the present Thesis is recruitment activities in Non-Governmental Organisations.

MOTIVATION

After joining the Australian NGO Sport Matters as a HR Coordinator in February 2014, it became apparent to me that an NGO in many ways function administratively in the same way as any other business. It also became apparent that a HR function is useful in an NGO in terms of managing a workforce that usually consists of volunteers.

These realizations inspired me to investigate to which extent it would be possible to combine my passion for HR with my new insight into NGOs. I used brainstorming, mind mapping, web research and informal discussions with people in the sector to explore in which areas any challenges or gaps existed which I would find relevant to look more into (see picture next page).

This process led me to the conclusion that it seemed there were some groups of skills in which NGOs were always in high need of volunteers. These skills reminded me to a great extend of areas in the private sector where I knew through previous projects and research articles etc. that there was a shortage on a global level. This enabled me to create a connection between recruitment in NGOs and the private sector with special focus on attraction of people with highly specialized skills. Through combining these thoughts with the criteria of the CCG Master programme, I arrived at the conclusion that recruitment in NGOs for international assignments seen in relation to recruitment in the private sectors' global businesses should be the topic of the present thesis.
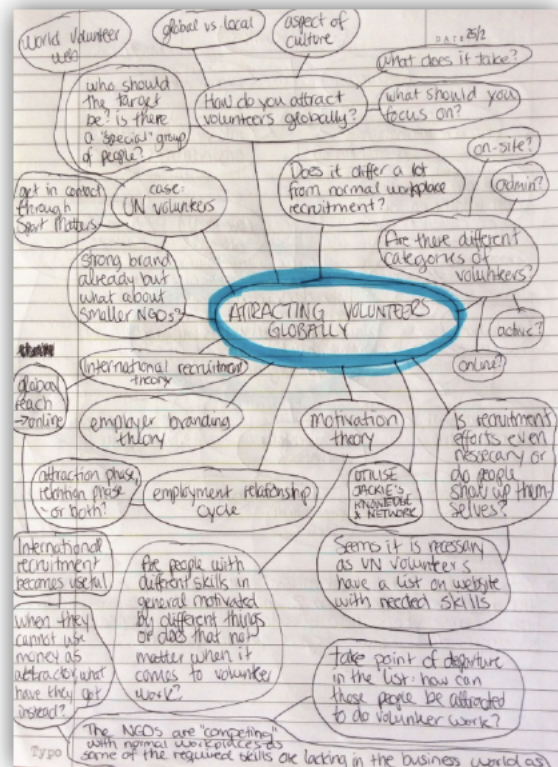
This topic is considered relevant in a global perspective in that some NGOs operate across national borders as volunteer sending organisations and in those cases it becomes relevant to recruit volunteers to work on the international assignments overseas.

PURPOSE

A comprehensive literature review (presented later in the Theoretical Framework, p. 19) indicates a tendency where current research articles focus on a single country rather than a cross-country investigation. Furthermore, there is no evidence of research focussing only on one group of volunteers such as engineers or on an international aspect in terms of what attracts volunteers to go international. Lastly, the literature seems to be primarily based on quantitative data rather than a qualitative in-depth approach.

Based on the fact that Australian volunteers with special skill sets are required within multiple fields of work, I have decided to narrow it down and focus this Thesis solely on professionals with engineering skills. My reason for choosing this specific group is that I through previous project work have gained the personal impression that engineers in many cases are driven by more "hardcore" values such as money, competition, performance and benefits, and that I believe these values

might be challenging to unite with those of NGOs and thus it will be interesting to consider how attraction to voluntary work can preferably be created.

Therefore, the main purpose of the present Thesis is to investigate through a qualitative approach what motivates Australian engineers to work and volunteer and how NGOs can foster the attraction of people with engineering skills through the use of Employer Branding principles that are used in the for-profit sector. Hopefully, the qualitative approach taken in this Thesis can add value to the existing pool of research within the area of recruitment in NGOs and suggest other relevant areas of further research to contribute to both the quality and quantity of research.

SUBJECTIVITY & INTERACTION IN SOCIAL RESEARCH

My basic framework of understanding in regards to carrying out research follows the thoughts of Interpretivism. I fundamentally believe that reality is socially constructed and based on subjective meanings and that no research can take place without being influenced by the pre-understanding, background and subjectivity of the researcher (Wahyuni, 2012, p. 70-71). I furthermore lean towards Social Constructivism in that I believe each individual interprets ones surroundings in a certain way but I also believe that outside influencers can impact the way we make sense of our surroundings.

This Interpretivist approach enables me to take an emic perspective to the Human Resources practices in NGOs which is the social phenomenon in focus of this Thesis. The perspective is emic in that I favour to interact and have a dialogue with people within the contexts of engineering and NGOs in order to create an understanding of these practices from their perspective and an understanding of how I might be able to create a connection between engineers and NGOs through the concepts of Motivation, Employer Branding and Recruitment. I believe this is the approach that makes the most sense in regard to studying a social phenomenon because my subjectivity will be influenced by the knowledge I gain from interacting with the people within the social context and this will enable me to arrive at more informed conclusions (Wahyuni, 2012, p. 71).

UNDERSTANDING OF CULTURE

It cannot be neglected that the cultural encounter that will take place when Australian volunteers are sent to developing countries might be causing challenges. I therefore find it relevant to touch on my understanding of culture.

Having been introduced to Chao and Moon's (2005) recent conceptualisation of culture as The Cultural Mosaic, I have found a perspective that embraces the complexity of culture on the individual level by influence of the globalisation on what culture is today in terms of multiculturalism com-

pared to some years ago (Chao & Moon, 2005, p. 1128). And at the same time, The Cultural Mosaic is more tangible in that it provides a framework in which an individual's culture can be viewed, drawing on a combination of influencers within the three primary categories Demographic, Geographic and Associative Features of culture (Chao & Moon, 2005, p. 1129). Central to the theory is that individuals draw on different aspects of their multicultural heritage dependent on the social situations. Thus, they draw on combinations or patterns of tiles within the three primary categories. Hence, the view of an individual's culture as a mosaic comprised of different coloured tiles representing different cultural influences and values (ibid.).

This multicultural stance is especially relevant in an Australian context because Australia has a history of settlement, colonisation and immigration from all parts of the world and therefore it is considered a highly multicultural country based on a diverse population with various cultural heritages (Assaf, 2014).

THEORIES

The Theoretical Framework will include a literature review that looks into recruitment in the non-profit sector and discuss the creation of a definition of Employer Branding with inspiration from CIPD (2012) and The Conference Board (2001). Furthermore, it will present concepts within Motivation, Attraction and Fit.

Within the area of Motivation, extensive literature on volunteer motivations exist and focus will be on the more overall Altruistic and Egoistic Needs identified and discussed through the reviewed literature.

Within Attraction, Backhaus and Tikoo's (2004) concept of Employer Brand Equity and Symbolic and Functional Benefits as attractors will be presented.

Regarding Fit, both Person-Job and Person-Organisation Fit has been considered relevant because fit is important especially in terms of the costs associated with international recruitment. Carless' (2005) definition and Kristof-Brown et. al. (2005) will be presented and included in a discussion of the relevance of the persons fit with the job and the organisation as well as the importance of perceived fit in this relation.

I have chosen to include these more basic concepts of Motivation, Attraction and Fit within Employer Branding because I believe it is important to keep it simple since NGOs do not have many financial and human resources available. Therefore, it would make no sense to suggest the implementation of more complex strategies such as Bret Minchington's Employer Brand Excellence

Framework (2006) which is a multiple step strategic framework to guide the implementation of an employer brand programme. This would not have added any value in terms of applicability into the context within which NGOs are operating.

The mentioned theories will be presented further below in the Theoretical Framework.

MIXED APPROACH TO REASONING

Through a structured conceptual framework, I aimed at taking a deductive starting point in this Thesis mainly because limited resources in terms of time constraints and me being the sole researcher made it difficult to have a loose and inductive approach where everything is examined before the framework is defined. This enabled me to be selective in deciding what to focus on in the initial stages of the Thesis. However, I acknowledge that this approach will naturally evolve and become more inductive in the analysis stages as the Thesis progresses. Therefore, it is important to keep an open mind throughout the process of data collection and analysis as other aspects might be revealed which could be worth investigating further.

This mixed approach to reasoning is also known as the Hermeneutic Circle where one understands the whole by understanding the individual parts by reference to the whole. Pre-understanding is one's preconceived view of the reality and one's surroundings, and by working with a subject, a new pre-understanding is constantly achieved. It is thus a circular motion hence the name (Pahuus, 2006, pp. 145-148 + 150-154). What it means in relation to the present Thesis is that my reasoning might change along the way as my knowledge and pre-understanding about attraction and recruitment and the importance of Motivation, Attraction and Fit develops and leads to a new understanding.

SINGLE CASE STUDY

Following the discussions above, I have considered it appropriate to apply a single case study research design in this Thesis. My Interpretivist approach has influenced the choice of a case study design because this design enables me to build an in-depth understanding of a contemporary, complex social phenomenon with focus on a detailed analysis (Yin, 2014, p. 16). Attraction and Recruitment are abstract concepts, but by using a case design it becomes more concrete for me to investigate and make sense of these concepts (Yin, 2014, p. 34).
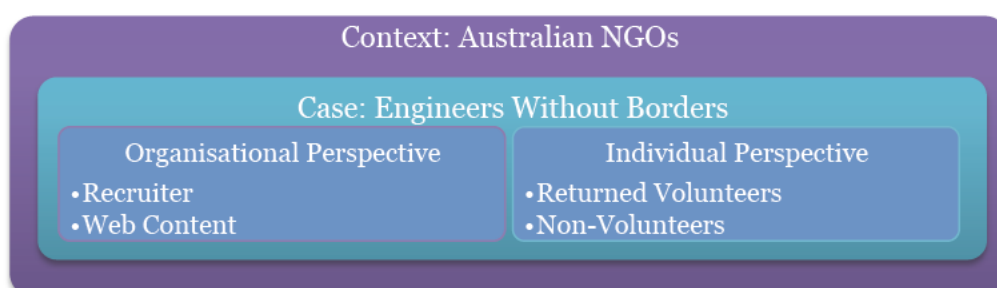
According to Yin (2014), a case can be more concrete such as individuals, small groups, organisations and partnerships or it can be less concrete such as phenomena, communities, relationships, decisions and projects (Yin, 2014, p. 35). I have chosen a concrete organisation to be the unit of

analysis through which I will make sense of the context which is processes related to attraction and recruitment of engineers in Australian NGOs; rather intangible processes that have been given little attention as my literature review suggests. The case organisation is Engineers Without Borders.

I am aware that a multiple case study design could have led to more compelling and robust evidence by comparison through replication procedures (Yin, 2014, p. 57). But I believe that with my limited resources in terms of time and human resources, a more in-depth analysis of a single case will contribute with more feasible findings to the existing literature. This perspective is also supported by Flyvbjerg (2006) who points out the importance of single case studies in providing concrete, practical and context dependent knowledge as compared to more general, theoretical and context independent knowledge:" *Predictive theories and universals cannot be found in the study of human affairs. Concrete, context-dependent knowledge is, therefore, more valuable than the vain search for predictive theories and universals.*" (Flyvbjerg, 2006, p. 224). In this relation, it is relevant to make it clear that what is sought in the present Thesis is not to draw statistical generalisations from the results and conclusions made. This is not possible because my study is too small in number to be considered adequately sized samples and represent any larger population. Instead, my aim is to create analytical generalisations that go beyond the setting for the studied case by shedding empirical light and building on lessons learned while still keeping in mind that no statistical or larger generalisations related to the entire population can be made with quality (Yin, 2014, p. 40). Thus, comparison of multiple cases is not a necessity with analytical generalisation as Flyvbjerg also states: "*[...]. But formal generalization is overvalued as a source of scientific development, whereas "the force of example" is underestimated.*" (Flyvbjerg, 2006, p. 228).

The way in which I will try to create compelling and robust evidence within the single case study is to investigate attraction and recruitment processes in Engineers Without Borders from multiple perspectives implying two embedded units of analysis namely an organisational and an individual perspective. The analyses will not be completely separate as it is considered relevant to compare the organisational and individual perspectives. My reason for doing so is my emic perspective to research through which I believe that their different meanings and understandings will add different more concrete perspectives thus strengthen my understanding and my findings (Yin, 2014, p.

Context: Australian NGOs

Case: Engineers Without Borders

Organisational Perspective	Individual Perspective
•Recruiter •Web Content	•Returned Volunteers •Non-Volunteers

56).

THE CASE: ENGINEERS WITHOUT BORDERS AUSTRALIA

Engineers Without Borders Australia [in this Thesis referred to as Engineers Without Borders or EWB] was established in 2003 and today the EWB Community includes thousands of people and dozens of organisations within Australia (Engineers Without Borders Australia: Our Story). It is a member based NGO that aims at creating systemic change through what they refer to as humanitarian engineering which is a concept that *"uses a people centred, strength based approach to improve community health, well being and opportunity"* (Engineers Without Borders Australia: About Us). The vision of the organisation is that *"Everyone has access to the engineering knowledge and resources required to lead a life of opportunity, free from poverty"* (ibid.) and the mission statement is: *"We connect, educate and empower people through humanitarian engineering"* (ibid.). Furthermore, the organizational values that are emphasized are Community, Sustainability, Respect, Learning and Quality (Engineers Without Borders Australia: EWB Values).

Engineers Without Borders' work is divided into three main areas:

Development Partnerships
- The Development Partnerships involve working with community partners in Australia and internationally to facilitate change through volunteerism. The aim is to address a lack of access to basic human needs such as clean water, sanitation and hygiene, energy, basic infrastructure, waste systems, information communication technology and engineering education (Engineers Without Borders Australia: What We Do).

Institute
- The Institute is the education, training, research and innovation section. Through this, EWB aim to educate and train Australian students, engineers and the wider community on issues including sustainable development, appropriate technology, poverty and the power of humanitarian engineering (ibid.).

Tribe
- The Tribe is seen as a movement or network of like-minded people with strong values and a passion for humanitarian engineering who strive for humanitarian engineering outcomes in the Australian engineering industry and overseas (ibid.).

The international volunteering placements that Engineers Without Borders offer are a minimum of 13 months of length and are facilitated through local community partner organizations in specific South Asian and South East Asian countries. The international field volunteers get seconded to the partner organization and will work on technical and organizational development capacity building

programs (Engineers Without Borders Australia: Volunteer). The placements are within the fields of water, sanitation and hygiene; developing disability inclusive approaches and assistive technologies; housing construction and materials development; land tenure and community mapping; vocational training in fields of plumbing, electricity & construction; and university curriculum development and delivery (ibid.).

METHODS OF DATA COLLECTION

In terms of collecting data for the Thesis, my focus has been on collecting both primary and secondary data from multiple sources. This form of data triangulation can assist me in collecting more comprehensive information from different perspectives and arrive at findings that will be supported by more than a single source of data which thus adds more credibility and quality to the conclusions made (Yin, 2014, p. 119 pp). I will be elaborating on the specific primary and secondary data sources in the following section.

SOURCES OF DATA

Yin (2014) identifies six different sources of data that are commonly used when doing case study, but not necessarily all used in a study. These are Documentation, Archival Records, Interviews, Direct Observations, Participant-Observations and Physical Artifacts. I have chosen to use two of the proposed sources, namely Documentation and Interviews. These have been selected because time, scope and human resources set limitations that make it difficult to collect data from all six sources, and because I believe that these two data sources are the most beneficial with regard to the purpose of the present Thesis. Furthermore, mixing primary and secondary data from two different sources creates a data triangulation in which the data facilitate adding more perspectives to the problem and thus more credibility to the findings.
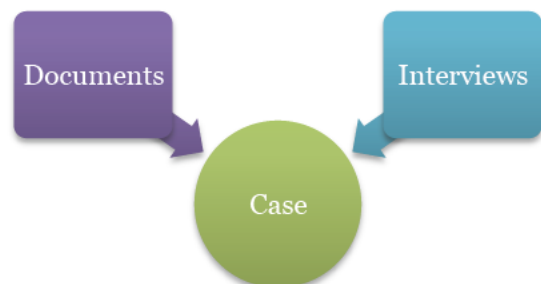
DOCUMENTS

Documentary information is commonly used in case study research to verify, corroborate and augment evidence from other sources (Yin, 2014, p. 105 pp). One must however be aware that the document has been written for a specific purpose and for a specific audience other than the present Thesis (Yin, 2014, p. 108).

For the purpose of the present Thesis, three documents retrieved from Engineers Without Borders' website will be used. These are the webpage "Intake 14" (Appendix 2), the online booklet "Guide to Volunteering Overseas" (Appendix 3) and a Position Description for a volunteer position as a WASH Field Officer in Timor-Leste (Appendix 4). With the electronic sources, my aim is not to analyse how the information is portrayed seen from a website usability perspective, but rather to look at what information is provided. Hence, a coding analysis will be made as will be presented further below.

INTERVIEWS

In order to be able to gain more specific data on engineers' motivation to volunteer, I chose to include primary sources of data in the form of five semi-structured interviews. I consider this approach to data collection applicable as it through an emic insider perspective enables me to get a deeper understanding of what motivates and attracts engineers and how NGOs try to attract and recruit them.

The interview guides that directed the conversations were deductively created with questions inspired by the theories on Motivation, Attraction and Fit.

Four of the five interviews serve the purpose of shedding light onto the individual perspective of the case study. Two of these interviews were supposed to be with Josh (Appendix 8) and Kate who are engineers and have not been involved with volunteer work related to their qualifications as engineers. However, Kate had to cancel and I was unable to set up a replacement interview, thus, my five interviews were reduced to four with only one interviewee representing the non-volunteers. The non-volunteer Josh is 30 years old, graduated as a chemical engineer eight years ago and lives in Sydney with his wife and son. He works in the government sector in a role where he looks after drinking water quality and treatment. I spoke to him about his work motivations in general, his view on volunteer work and what could potentially attract him to choose to volunteer overseas in an engineering role (Interview Guide Appendix 5).

Two interviews were with Matthew (Appendix 9) and Gabrielle (Appendix 10) who are engineers and have previously been on an international volunteer placement with Engineers Without Borders. Matthew is a 32 years old environmental engineer who lives in Melbourne and is currently studying a Masters of teaching. In 2012, he undertook a 13-month role with Engineers Without Borders as WASH[1] Field Officer in Timor-Leste. Gabrielle is 27 years old, from Sydney and graduated five years ago with a bachelor of engineering and a major in industrial chemistry. She recently spent 12 months in Cambodia as a WASH Sanitation and Energy Technical Officer. I spoke to them

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[1] WASH = Water, Sanitation and Hygiene.

about their motivations to volunteer, their experience with the recruitment process and how the assignments met their expectations (Interview Guide Appendix 6).

Lastly, I spoke to the international recruiter Heidi from Engineers Without Borders (Appendix 11). Her role is to coordinate the international program in Timor-Leste, Cambodia, Vietnam and South Asia and she has been in that role for the past eight months. The purpose of this interview was to shed light on the topic from the organisational perspective through discussions on approach to recruitment, means of attraction, the idea of the right candidate and the organisation's view on engineers motivations (Interview Guide Appendix 7).

SAMPLING

The people chosen for the interviews have been sampled strategically within the three mentioned groups of non-volunteers, volunteers and recruiter to add three different perspectives and support my findings in relation to attraction and recruitment of volunteers. However, the actual selection of specific interviewees has been of a more convenience sampling type where the interviewees have been made accessible to me through my network as well as a few cases of snowball sampling where interviewees have put me in contact with other people to interview (Miles, Huberman, & Saldana, 2014, p. 32). This has been a necessary method for me in terms of getting in contact with the people I needed due to the fact that my network in Australia is limited.

COLLECTION

All five interviews were semi-structured, conducted over the phone and recorded with permission from the interviewee.

The interviews had to be carried out on the phone because of the geographical distances within Australia. The advantages of using telephone interviews is that it is a quick and less time consuming method for me as a sole researcher to collect data as well as it is also easier to find people who would like to participate (Cachia & Millward, 2011). Furthermore, the physical distance influence that the interviewees are not biased by the physical characteristics of me as an interviewer. The disadvantages are however that it is only possible to conduct relatively short interviews because interviewees seem to lose concentration after approximately 20 minutes and also because the lack of physical presence makes it difficult to observe signals from body language, e.g. in cases of misunderstandings or sensitive issues (Bryman, 2008, s. 198-199).

INFORMED CONCENT

From the onset, I have made sure to get informed consent from my study participants. I made it very clear to them what the purpose of the Thesis is, what I expected from them in terms of time and effort as well as the purpose of the specific interview.

Furthermore, I received verbal consent at the start of each interview where the interviewee accepted that it was recorded for referencing purposes. Also, the interviewees were asked at the end of the interview if they wished to be anonymous. I asked them the question of anonymity at the end of the interview because I wanted them to be able to speak freely and voice their opinions and not try to give me the answers they thought I wanted or worry about what impression their answers would leave of them as a person (Miles, Huberman, & Saldana, 2014, p. 58 pp).

METHODS OF DATA ANALYSIS

As suggested by Miles, Huberman and Saldana (2014), I take an approach of analysing my data concurrent with the data collection as an on-going process (Miles, Huberman, & Saldana, 2014, p. 70). This follows my use of the Hermeneutic Cycle by constantly cycling back and forth between collection and analysis; when conducting an interview I gain experience and change my pre-understanding through the new knowledge I gain, and through analysing this data and getting a deeper understanding of it's meaning, I will have gained a new and improved background of knowledge to form the basis of the next interview which will then add more information to my pre-understanding and so it goes on.

As mentioned in the previous chapter, my data include Documents and Interviews. I have made use of the software F5 to transcribe the audio recordings of interviews to enable a text-based analysis. Thus, all three types of data will be analysed through a content-based thematic analysis by using coding. The CAQDAS[2] Nvivo 10 has been used for the purpose of structuring and coding the data.

CODING

Codes can be defined as *"labels that assign symbolic meaning to the descriptive or inferential information compiled during a study. Codes are usually attached to data 'chunks' of varying size and can take the form of straightforward, descriptive label or a more evocative and complex one (e.g. a metaphor)"* (Miles, Huberman, & Saldana, 2014, p. 72). Codes are effectively used to retrieve and categorize similar data parts into groups based on a theme or assigned meaning for the researcher to compare, analyse and draw conclusions (ibid.).

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[2] CAQDAS = Computer Assisted Qualitative Data Analysis Software

This becomes an interpretivist process in that I as a researcher attribute codes and thus perceived meaning to the collected data through my subjective interpretation of the data. In this regard, I am aware that being a sole researcher might affect Credibility and Confirmability of the present Thesis. This weakness exists as evaluator triangulation or peer assistance to crosscheck coding and identify other possible perspectives have not been possible. I will aim at compensating for this and improve Credibility and Confirmability through data triangulation to strengthen my findings as well as I will continuously try to provide detailed descriptions of the research processes I go through (Wahyuni, 2012, pp. 77-78).

FIRST CYCLE CODING

Following Saldana's approach to coding, First Cycle of coding is the process that happens when codes are initially assigned to the data through up to 25 different approaches within what Saldana describes as the Elemental, Affective, Literary and Language, Exploratory, Procedural and Grammatical methods (Miles, Huberman, & Saldana, 2014, p. 73).

Within these different methods, my overall method is to use Descriptive Coding to assign labels to data that summarizes the basic topics of a phrase in one word (Miles, Huberman, & Saldana, 2014, p. 74).

My first step was Provisional Coding in which I have created a predefined list of researcher-generated codes based on the theoretical framework of the Thesis thus applying a deductive starting point for the coding process. These Provisional codes can later be revised, modified, deleted or new codes can be added in a more inductive fashion showing that I am open to what the data and displaying and thus emphasising my mixed approach to reasoning (Miles, Huberman, & Saldana, 2014, p. 77).

After creating the starting list, I used the Holistic Coding method as a preparatory approach that captures the overall sense of a larger unit of text at the early stages before a detailed coding (Miles, Huberman, & Saldana, 2014, p. 77). This was done in my first coding of the text.

Furthermore, Simultaneous Coding happened where two or more different codes were assigned to a specific part of the text because it's content had meaning that justified more than one code (Miles, Huberman, & Saldana, 2014, p. 81).

SECOND CYCLE CODING

Second Cycle coding is also called pattern coding and is the process that follows the first cycle of coding where the data was individually coded. Pattern coding summarises or groups these individual codes into pattern codes usually consistent of four interrelated summarizers: categories or

themes; causes or explanations; relationships among people; theoretical constructs. This way of grouping the coded text into emerging patterns is useful in that it clusters together coded data into more meaningful units of analysis across data sources and methods to enable more comparison and arriving at stronger conclusions based on the data triangulation (Miles, Huberman, & Saldana, 2014, pp. 86-87).

RESEARCH QUALITY AND TRUSTWORTHINESS

This detailed explanation of the considerations made, the processes of the research and the structure of the Thesis that have been described in this chapter have the purpose of enhancing the four criteria of research quality and trustworthiness; Credibility, Transferability, Dependability and Confirmability as presented by Lincoln and Guba (cited in Wahyuni, 2012, p. 77). As part of these efforts, I tried to keep my data analysis transparent by using the software Nvivo 10 to track all codes and changes made throughout the analyses (see Appendix 12 for example of coding). Furthermore, I used the iPad application Trello which is a tool that assists in organising all aspects of a project. It has also been useful in ensuring that my steps throughout the entire work on the Thesis have been tracked (see Appendix 13 for example of project board).

STRUCTURE OF THE THESIS

The further structure of this project includes an account of the theories presented above followed by the analysis and discussion that analyses the collected data on the basis of the theoretical framework as my initial deductive approach suggests. Lastly, a conclusion will sum up the results of the analysis and outline possible recommendations to Engineers Without Borders and suggestions to further research within the area of recruitment in NGOs.

Theoretical Framework

Analysis & Discussion

Conclusion

Recommendations

Further Research
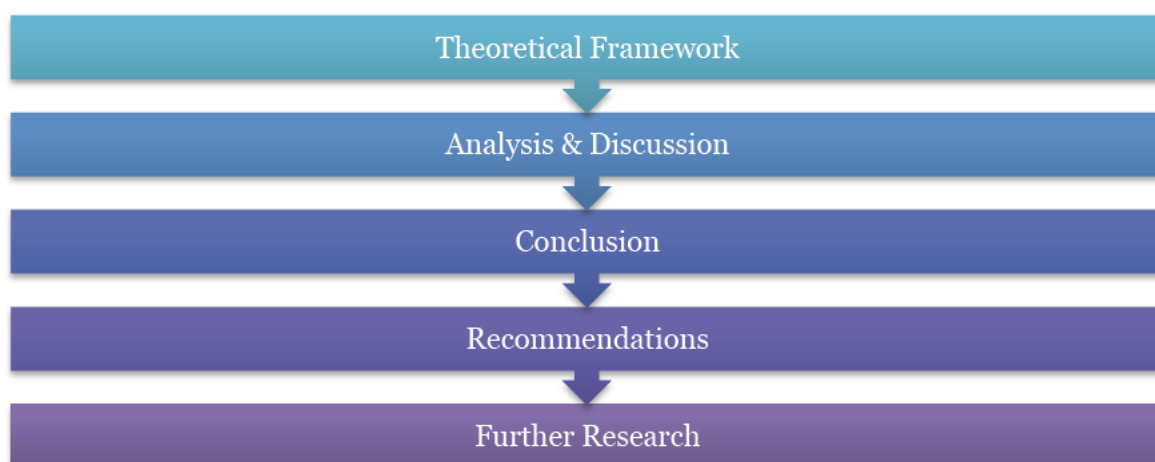
THEORETICAL FRAMEWORK

This section sets out to explain and discuss the Theoretical Framework of the present Thesis as presented in the Methodology.

I reviewed current literature on recruitment in NGOs and found that the majority of the literature was published recently which suggests that this area is getting more attention than previously. However the quantity is still small and the relevance to the present topic limited. As examples, Hager and Brudney (2011) investigated whether or not recruitment problems in NGO in the US stem from changeable or unchangeable conditions by looking at organisational aspects that could and could not be directly changed by management; Boezeman & Ellemers (2008) studied to which extent organisational support and anticipated respect had an impact on non-volunteers' attraction to NGOs in the Netherlands; Taysir et al. (2013) examined what motivated Turkish non-profit executives to volunteer by considering altruistic and egoistic volunteer motivation needs.

The review also suggests that the strategies and procedures used by NGOs to recruit volunteers are in many cases similar to those of for-profit businesses. That is both when it comes to creating job needs analyses, job descriptions and job applications as well as the selection process which includes screening, interviewing and assigning volunteers (Yallen & Wentworth, 2012, p. 131; Hobbs, 2012, p. 206). Although this is the case, no literature has been found that focuses specifically on recruitment of volunteers for international assignments.

Due to the lacking literature on international volunteer recruitment, I find it relevant to include a general perspective on international volunteer management. Lesmeister, Rose & Barnhart (2012) provide a characterization of what international volunteerism can be. They state that overseas assignments can vary greatly in length from a few days to years and in type in terms of the kinds of challenges and tasks to be worked on and thus what skills and competencies are required (Lesmeister, Rose, & Barnhart, 2012, pp. R.6-7). They furthermore state that the most common direction of service is unilateral meaning that the exchange of volunteers is from industrialized nations to communities in developing countries. The vast majority of international volunteers are direct service volunteers who are on the front lines and donate their time to help other people directly as opposed to indirect service volunteers whose roles are more related to capacity building behind the scenes such as attendance on boards and committees (ibid.).

This characterisation of international volunteerism can be compared to the Ethnocentric, Polycentric, Regiocentric and Geocentric approaches to international staffing that for-profit businesses

have traditionally focussed on in their international recruitment (Rofcanin, Pinar Imer, & Zingoni, 2014). The unilateral direction of service in international volunteerism seems to be comparable to the Ethnocentric approach to international staffing where Parent-Country Nationals are the traditional type of expatriates that are usually recruited because they are often considered to have a deeper understanding of the headquarters and the country of origin (Rofcanin, Pinar Imer, & Zingoni, 2014, p. 10). It might however be questioned to what extend it can be transferred directly into a non-profit context as a volunteer will not as such have been working in the headquarters and furthermore, the fact that the volunteer does not work directly with it's parent NGO but rather a local partner organisation suggests a slightly different setting than the traditional Ethnocentric Approach. Literature also suggest that a changing global working environment breaks with the more traditional approaches to international recruitment and has seen the development of a type of assignee that seems to resemble that of the unilateral direction of service even better. These are short-term assignees who get appointed to an international post for a short period of time which is usually less than one year and are used for a specific project or task and to transfer skills and technology. The benefit is that they are cost-effective however lack of integration with the host-country nationals can be an issue in relation to the transfer of knowledge and skills (Rofcanin, Pinar Imer, & Zingoni, 2014, p. 71). I see the comparison because the unilateral direction of service in international volunteerism is from developed to developing countries, i.e. from Australia to developing communities in the Pacific, Asia and Africa and focus on knowledge and skill transfer.

I believe it will be interesting to see how these approaches are fitting into an Australian context. The reason is that Australia has a history of settlement, colonisation and immigration from all parts of the world and therefore it is considered a multicultural country based on a diverse population (Assaf, 2014). Also, if considering my approach to culture and the Cultural Mosaic, individuals draw on different aspects of their multicultural heritage such as demographic, geographic or associative features of culture. Thus, it might be difficult to determine when you can be defined as a Parent-Country National as the majority of the people living in Australia have a different country of origin than Australia and it will differ from one individual to another which national culture he or she identifies with (ibid) as well as every Australian person will have a distinctive Cultural Mosaic based on individual backgrounds.

As above review suggests, common determinants in recruitment processes exist between for-profit and volunteer recruitment. But the review also indicates that the concept of Employer Branding is not something that is connected with volunteer attraction and recruitment. The only literature I have been able to find that enters this area is Donlicar and Randle's (2007) article *"What Motivates Which Volunteers? Psychographic Heterogeneity Among Volunteers in Australia"*. They deter-

mined six homogeneous subgroups among Australian volunteers for organisations to more effectively target segments with customized messages, thus helping them more successfully recruit new members (Dolnicar & Randle, 2007, p. 152). It follows the idea of segmenting volunteers for the purpose of marketing for recruitment, but no connection to the concept Employer Branding used in for-profit businesses is mentioned as well as the article does not reflect on international volunteerism in its segmentation.

What I wish to do through this Thesis is to discuss how NGOs can possibly utilize Employer Branding in its attempt to make attraction and recruitment of volunteers with engineering backgrounds more effective. Thus, I am applying a different segmentation than Dolnicar and Randle by taking a qualitative approach and focussing on education. No literature was found that focuses specifically on recruitment of volunteers for international assignments which suggests that the present Thesis might fill a gap in the current literature within this area.

DEFINING EMPLOYER BRANDING

In recent years, Employer Branding has become a common concept within Human Resource Management as organizations to a great extend are including this aspect of branding in their strategies with regard to both attracting new and retaining current employees (Backhaus & Tikoo, 2004, p. 501). This widespread use entails that a wide range of definitions of the concept exist.

The professional association for Human Resource Management professionals CIPD[3] defines Employer Branding as *"…a set of attributes and qualities – often intangible - that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture"* (CIPD, 2012). Key in CIPD's definition is the fact that the attributes and qualities are often intangible which states an important fact in Employer Branding because it seems that it can sometimes be difficult to find out what exactly makes an organization stand out from its competitors and appeals to people. Also, I consider the mention of the promise of a particular employment experience central because a prospective employee will expect this promise to be carried out – otherwise the employer brand will be unreliable.

A different definition is suggested by the Conference Board[4] who elaborates on the attributes and qualities by stating that: *"The employer brand establishes the identity of the firm as en employer. It encompasses the firm's value system, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm's current and potential employees."* (The Conference

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[3] Chartered Institute of Personnel and Development
[4]The Conference Board is a global, independent business membership and research association working in the public interest (The Conference Board)

Board 2001 cited in Backhaus and Tikoo 2004, 502, 25-28). This definition suggests that the Employer Brand should reflect the identity of the organization and I believe this can be compared to the attributes and qualities mentioned in the CIPD definition. The difference is that The Conference Board seems to go a bit further and suggest that these attributes and qualities could be the organisation's value system, policies and behaviours. I also note that this latter definition emphasizes an important point in Employer Branding when stating that the objectives of Employer Branding is to attract, motivate and retain both current and potential employees and it thus seems more inclusive and descriptive than the former definition.

In a further conceptualization of Employer Branding, Backhaus and Tikoo (2004) suggest that a common determinant among Human Resources practitioner literature is that Employer Branding is often explained as a three step process (p. 502); Firstly, an organization should develop an Employer Value Proposition [EVP] which is a central message that provides a true representation of what the organization offers to its employees. It is typically based on information about the organisation's culture, management style, image and values (Backhaus & Tikoo, 2004, p. 502). Secondly, the EVP should be marketed externally to attract the targeted potential employees, to differentiate the organization from other similar organization and to support and enhance the organisation's other branding efforts (ibid.). Thirdly, the EVP should be marketed internally which is important because the current workforce has to be committed to the organisation's values and goals to keep the promise made to future employees as well as it will create a strong and unique workplace culture if the workers are exposed to the EVP systematically (Backhaus & Tikoo, 2004, p. 503). As an Interpretivist, I believe a "true representation" of the organisation's offerings will be difficult to identify as all people will have different and subjective understandings of the organisation and it will especially be challenging if this "representation" is created based on a top-down approach. Therefore, the organisation could preferably chose a bottom-up approach and investigate their internal identity and the external image and compare the two with the intentions of top management to create a message that as represents aspects of the organisation.

Based on above discussion, I understand Employer Branding as the reflection of an organization as an employer and as a way of showing how it differs from other possible employer (who in this respect can be considered the organization's competitors). It should give an idea of the identity and culture of the organization, which are the more intangible attributes and qualities, and create a promise in regards to the employment experience one should expect. However, essential is also the fact that an organisation's Employer Branding activities should be both internally and externally aimed at attracting, motivating and retaining current and prospective employees. This entails creating a promise that appeals to, attracts and motivates the prospective employees that are being

searched for and it entails keeping that promise in an effort to motivate and retain current employees.

As mentioned previously, this Thesis will focus on attracting and motivating prospective volunteers rather than retaining current volunteers.

MOTIVATION, ATTRACTION & FIT

In Employer Branding, Motivation, Attraction and Fit can be considered of relevance in relation to the creation of an effective Employer Brand that facilitates reaching the prospective volunteering candidates with engineering skills which this Thesis targets. Motivation and Attraction can be seen to go hand in hand as finding out what motivates the prospective volunteering candidates is useful information in finding out how they can be attracted, and furthermore this knowledge will be useful in discussing how the best Fit is created.

MOTIVATIONS TO VOLUNTEER

Extensive research has already been made within the field of volunteer motivation because it has always been considered interesting to understand what motivates people to volunteer (Taysir, Pazarcik, & Taysir, 2013, p. 167).

In reviewing literature on volunteer motivation, multiple researches have been made throughout the years that suggest motivational factors specific to countries or groups of volunteers (E.g. Dolnicar & Randle, 2007; Clary, et al., 1998; Steen, 2006; Taysir, Pazarcik, & Taysir, 2013). Despite this fact, it seems that three main motives of volunteer motivation always recur across the literature as the point of departure, that is Altruistic needs, Egoistic needs and a mix of the two.

Altruistic Needs

- Is considered the traditional motive where one's motivation to volunteer is the *"desire to help others and serve the community"* and thus one sacrifices personal resources and assets without expecting any reward

Egoistic Needs

- Is considered a newer form of volunteering which takes an egoistic view into account and argues that *"what motivates volunteers is only their own benefits rather than any form of altruism"*. This could for example be achievement and personal growth, gaining experience and building a CV, and establishing a network

Mix of Altruistic and Egoistic Needs

- Is a relatively new approach where some researchers suggest that a mix of the two types of needs is a necessity and that *"it is not possible to understand why people volunteer without combining altruistic and egoistic perspectives"*

I believe it makes sense to take a perspective which combines the two means of volunteer motivation because I believe it is possible that a person's reasons for volunteering can be based on a mix of Altruistic and Egoistic Needs. As an example, one might put ones academic expertise at an NGO's disposal in order to help the community but then also consider the experience it gives a personal benefit which adds to the motivation to volunteer. However in saying that, I am also aware that it is important to be equally open to all three motives throughout the analysis and discussion as it might be the case that one type of need seems to be more predominant than the others.

Thus, finding out which of the three motivations appeals to the volunteer candidates with engineering backgrounds is considered useful knowledge when trying to attract. Furthermore, it will also be interesting to discuss with Engineers Without Borders how they approach the different motivations to volunteer and if there is one of the three main motivations presented above that they prefer prospective candidates to be motivated by.

EMPLOYER BRAND EQUITY INFLUENCES ATTRACTION

Brand Equity can be described as "*a set of brand assets and liabilities linked to a brand that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers*" (Aaker 1991 cited in Backhaus and Tikoo 2004, 504, 23-25). Put in an Employer Branding perspective, Brand Equity can be understood as the effect of the knowledge one has about the organisation as a workplace – the image which is created. It is the degree to which the attributes and qualities used to describe and brand an organisation as a workplace add value in the efforts to reach desired outcomes. The desired outcomes can be to have potential candidates apply or to encourage existing employees to stay (Backhaus & Tikoo, 2004). In the case of the present Thesis, the desired outcome of the Employer Branding activities is to attract potential volunteers with engineering backgrounds.

In order to reach this desired outcome of attraction, Backhaus and Tikoo (2004) suggest that the image of the organisation as a workplace influences attraction (p. 505). However, as I see it, this image will most likely differ across all potential candidates due to their individual subjective opinions about the organisation and thus it might not so much be about creating a singular "the image". In relation to this, they believe that the concepts of Functional and Symbolic Benefits can play a role because they may influence what attracts the prospective candidates and which organisational attributes they consider relevant.

Functional Benefits
- Refer to desirable aspects in the organisation such as salary, compensation and benefits, and leave allowances (ibid.)

Symbolic Benefits
- Refer to perceptions of the organisation and the social approval as an employee in the organisation, together with the organisation's values and culture (ibid.)

Put into the context of recruitment, a potential candidate will be attracted to the organisation if he or she believes that the organisation possesses values that are alike his or her own (Backhaus & Tikoo, 2004, p. 506). The Symbolic Benefits may thus be very important in the attraction process, as conveying the organisation's prestige and values in the Employer Brand might be the way to attract the potential candidate and differentiate the organisation from other organisations that offer the same Functional Benefits (Ibid.).

I believe that gaining knowledge about what stance the prospective candidates with engineering backgrounds have on altruistic needs, egoistic needs, functional benefits and symbolic benefits will give an indication of what motivates and attracts them. This information can be used to create an Employer Brand, which is targeted to this group of candidates specifically, and focuses on organisational aspects which the target group finds relevant. It is beneficial because research on Person-Organisation Fit indicates that potential candidates compare their image of the organisation to their needs, personalities and values. Thus, the better the match between the values of the organisation and the values of the individual, the more likely the individual is to be attracted to the organisation (Backhaus & Tikoo, 2004, p. 506).

As mentioned earlier in the Methodology, I have the assumption that candidates with engineering skills will be attracted by hard values which I associate with Egoistic Needs such as work experience and functional benefits such as money. On the other hand, I have the assumption that NGOs prefer to build on altruistic values and needs and that they primarily offer symbolic benefits. Following my assumptions, this may leave a gap between the desired candidates and the NGOs and I find it interesting to investigate to which extend this should actually be the case and if so, how NGOs approach this challenge.

PERSON-ORGANISATION & PERSON-JOB FIT

In the context of international recruitment, the differences between host and parent countries causes that an accurate assessment of fit makes success more likely in international placements (Rofcanin, Pinar Imer, & Zingoni, 2014, p. 79). Furthermore, bridging between Employer Branding

and Recruitment, the assumed fit between the person, the organisation and the job is essential because the perceived fit determines whether or not the person is attracted in the first place, the organisation will offer the position and if the person will eventually accept the job offer.

The notion of Person-Environment Fit is by many scholars seen as a general term within this area and in short it suggests that positive responses occur when individuals fit or match the surrounding environment (Carless, 2005, p. 411). In reviewing the literature on fit between individuals and different aspects of their work environment, notions such as Person-Environment, Person-Vocation, Person-Job, Person-Organisation, Person-Group, Person-Supervisor and Person-Person Fit have occurred (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; Morley, 2007; Carless, 2005).

For the purpose of the present Thesis, focus will be on Person-Organisation and Person-Job Fit. According to Carless (2005), Person-Organisation and Person-Job fit are considered of particular importance in relation to recruitment and selection because assessing these two simultaneously will provide a more realistic account of their influence on the job choice attitudes and intentions (p. 412). This approach is supported by Kristof-Brown et. al.'s (2005) study on the correlations between different types of fit (p. 315). They found that organisational attraction was influenced both by Person-Job and Person-Organisation fit because applicants generally get recruited based on both elements of the job and the organisation (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 294).

Through the literature review, I have noticed that four common types of fit seem to recur which can be put into the context of fit, i.e. the four types of fit can be seen within Person-Environment, Person-Vocation, Person-Job, Person-Organisation, Person-Group, Person-Supervisor and Person-Person Fit. These are Needs-Supplies fit, Demands-Abilities fit, Supplementary fit and Complementary fit (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; Morley, 2007; Carless, 2005). They are defined below and their meaning will be explained further and used in the context of Person-Job and Person-Organisation Fit.

Needs-Supplies fit
- Where the individual's needs, desires or preferences are fulfilled in the environment

Demands-Abilities fit
- Where the individual has the abilities required to meet the demands in the environment

Supplementary fit
- Where the individual is supplementing, embellishing or possessing characteristics which are similar to other persons in the environment

Complementary fit
- Where the individual's characteristics completes the environment or add to the environment what is missing

CONCEPTUALISING PERSON-ORGANISATION FIT [PO]

In simplified terms, PO fit is the match between an individual and broader organisational attributes (Carless, 2005, p. 412). Kristof's defines PO fit as *"the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both"*(Kristof, 1996, cited in Carless, 2005, p. 412). This definition relates it to the four common definitions of fit and puts them into the context of PO fit; *(a)* in the definition refers to Needs-Supplies fit which exists when an individual's needs are fulfilled by the organisation and Demands-Abilities fit which exists when an individual's abilities meet the demands of the organisation; *(b)* refers to Supplementary fit which exists when an individual possesses characteristics that are similar to existing organisational characteristics (Carless, 2005, p. 412).

In reality, this means that individuals will look at the perceived match between their personality, attitudes and values and the organisation's values, goals structures, processes and culture (ibid.).

CONCEPTUALISING PERSON-JOB FIT [PJ]

According to Carless (2005), PJ fit is conceptualised as either the match between an individual's knowledge, skills and abilities and the demands of the job (ie. Demands-Abilities fit) or the needs/desires of an individual and what is provided by the specific job (ie. Needs-Supplies fit) (Carless, 2005, p. 413). Carless does not include Supplementary and Complimentary Fit in her definition of P-J fit and I do not consider them to have a significant impact either as it makes sense

that the person should possess the characteristics that are similar to the ones needed in the job in order to be considered for the job.

According to various studies, accurate and realistic job information will enable the applicants to assess the match between their knowledge, skills and abilities and the job requirements, and based on this assessment they will determine whether they perceive a fit to be present (ibid.).

PERCEPTION OF FIT

As mentioned earlier, it is the assessment of perceived fit between the person, the job and the organisation that influences the choices that a person makes. In this regard, Carless (2005) distinguishes between subjective and objective fit perceptions (p. 413). She states that the assessment is based on a subjective perception of the match between the applicants own characteristics and those of the job and organisation and that this evaluation influence initial attraction, decision to remain in the selection process and job acceptance decision (p. 413). Thus, it is subjective fit perceptions and not objective fit that influences whether or not an individual pursues work with an organisation (ibid.). This makes subjective fit is a more accurate depiction of individual reality than objective fit, because I as an interpretivist believe there is no such thing as objective fit because all individuals will have their own subjective perceptions of fit.

Kristof-Brown et. al. agree with the fact that the decision making is influenced by the perceptions of fit, but they state that these perceptions have little connection with reality because they are based on limited information (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 319). I understand the point Kristof-Brown et. al. try to make with this latter statement, but I do not see how the perceptions can have little connection with reality when reality is subjectively constructed so it should depend on whose reality it is seen from. And furthermore, I do not agree with the note that the perceptions have little connection with this "reality"; even though the perceptions might be based on subjective and limited information, it is after all a reflection of the reality as the applicant sees it and eventually it influences the attraction and decision-making process.

Thus in creating this fit, an organisation's Employer Brand activities are important because, as the definitions of Employer Branding suggest, the brand should present a reflection of the organisation as a workplace and create a promise in regards to the employment experience one should expect. Therefore, it is important that the organisation provides information on which basis the applicant can create its subjective perception of fit (be it PJ or PO fit). All this information provided by the organisation will be understood differently across all potential applicants depending on how they process this information, but the organization should aim at providing information that gives an impression of the organization based on the intentions of top management, the internal identity

and the external image – if the organization does not live up to it, a "false fit" has been created and it is not possible to keep the promise given which might result in the person leaving the organisation.

ANALYSIS & DISCUSSION

In this section, all data will be analysed and discussed in relation to the concepts presented in the Theoretical Framework. As was considered in the Methodology, it will comprise two analyses focussing on the volunteers and Engineers Without Borders respectively.

ENGINEERS' UNDERSTANDING OF VOLUNTEERISM

In order to get an indication of the context of volunteerism, the three engineering interviewees were asked to define in their own words how they understood volunteering or doing volunteer work. Josh, the non-volunteer, explained it as: *"[…] in general doing work that is either not paid or at least […] a contribution in that maybe your costs are paid for but you don't earn an income from it. Work that you don't have an income from, that's what I would call volunteering."* (Appendix 8, 423-426). In a similar fashion, Gabrielle, the returned volunteer stated: *"to do something that you see the benefit of either personally or for others without attaching a financial number to it"* (Appendix 10, 145-146). The second returned volunteer Matthew also defined volunteer work but seemed to think that it should not involve any support at all: *"[…] The idea is non-supported so yeah completely volunteering your time. But in Timor I got given a small wage, so I'm not sure […] I wouldn't really think that's normal volunteering because you got paid […] Recently, I went back to Timor for two weeks and was able to work within PLAN and just gave them my time completely because I had two weeks off. […] And that was more true volunteering I think"* (Appendix 9, 173-185).

The interviewees all knew that overseas volunteering is remunerated, but in their definitions they all still focussed on the fact that volunteering should not as such include financial support. Both Josh and Matthew talk about "normal" or "true" volunteering as if one kind of volunteering ought to be more right than another. When asking Josh if he has ever volunteered, he explained that he was a scout leader, but referred to it as not really being volunteer work: *"[…] I don't know if it is exactly. But I have been a member of scouts […] I guess.. It is not volunteer work as such […]"* (Appendix 8, 152-166). This indicates that he does not consider the work he does in his local community volunteer work even though he in his definition of volunteer work above states that volunteer work is something you do not have an income from.

Matthew does not consider his role with EWB "normal volunteering" because he got paid and uses the word "true volunteering" about a different situation in which he volunteered unpaid with PLAN but independent of EWB. Through his description of the work he did during that volunteer work, ,

it sounds like the actual work he did was similar to his role with EWB. One of the reasons why Matthew does not see it as "true volunteering" might be because he considered his role with EWB a stepping-stone in his further career plans: *"And the volunteer work with EWB and PLAN is part of getting experience and a stepping stone to be able to get that work"* (Appendix 9, 58-60). So for him, it is more of a job and part of the career he is trying to build by clearly using the volunteering role as a strategic way of getting the experience he needs to fulfil the role he wants.

The definition of volunteer work that has been used in this Thesis is: *"individuals who work without monetary recompense or who agree to work by receiving less money than the economic cost of their investment"* (Steen, 2006, cited in Taysir, Pazarcik, & Taysir, 2013). If considering this definition in relation to the three definitions given by the Interviewees, it seems that this latter definition is inclusive in that it covers both "work without monetary recompense" and "work with less money than the economic cost". The definitions given by the three Interviewees indicate that the understandings of what is "true" or "real" volunteering are different from person to person and it underlines the aspect that volunteering can be understood in many different ways dependent on the individual and the context within which it is discussed. This can be relevant in relation to attraction and recruitment because people who conceptualise volunteerism as a non-supported activity might not consider volunteering long-term overseas unless they are being informed what the actual conditions are.

ENGINEER MOTIVATIONS

As mentioned in the theoretical presentation on motivations, extensive research has been made that takes its point of departure in three common types of volunteer needs or motivations; Altruistic Needs, Egoistic Needs and a mix of the two (E.g. Dolnicar & Randle, 2007; Clary, et al., 1998; Steen, 2006; Taysir, Pazarcik, & Taysir, 2013). Through interviews, the two returned volunteers Matthew and Gabrielle were asked about their motivations for volunteering as well as the non-volunteer Josh was asked what could be his reasons if he ever chose to volunteer.

MATTHEW: THE STRATEGIST

Matthew explained how he studied engineering with the intent of building a career in the humanitarian sector: *"I wanted to get into this kind of work to ensure that my lifestyle and my work provided you know benefit to as many people as possible […] It makes sense that the work that I do helps people as widely as possible."* (Appendix 9, 263-266). This quote indicates Altruistic motivations in terms of helping other people and communities, which seems to be his main motivation for choosing this career path. The way he approaches the ability to create a career is however more

strategic and based on Egoistic motivations in terms of what kind of volunteering experiences can help him achieve his goals.

When asked what his reasons were for taking on the international assignment with EWB, he explained that: *"volunteering was probably a way of being able to get into the sector and sort of a [...] I guess natural part of the path you take to be able to get the experience to be able to get work that.. I guess pays. [...] I targeted my work in Australia to be able to get the international work to be able to yeah get the work that pays. [...]"* (Appendix 9, 117-120). To him, the international volunteering position with EWB was clearly considered an entry point into the sector and a stepping stone as part of his strategy to get paid jobs within the sector and this strategic approach is probably natural when people are trying to build their career: *"[...] And the volunteer work with EWB and PLAN is part of getting experience and a stepping stone to be able to get that work [work that pays and is of high value to vulnerable communities]"* (Appendix 9, 58-60). To him, there seems to be a strong focus on the money aspect of it as it was something he spoke about a lot. It might be because his plan is to build a career within the humanitarian sector: *"[...] I got into teaching to be able to work as a teacher within Australia and then be able to do humanitarian, technical, water-based roles outside of Australia [...]"* (Appendix 9, 66-68).

In order to build that sort of career, one would naturally have to secure a certain level of financial income. When asked how he defined volunteer work, he said that it was donating ones time without any compensation or pay at all and he questioned whether or not his role with EWB was actually a volunteer position because he got paid. This view on volunteering as well as his strong focus on getting the jobs that pays indicates that his aim is to build a career within the humanitarian sector, but it is not a career as a volunteer as such, it is more of a professional career with jobs that pay closer to a normal wage: *"[...] none of the work you can just walk in and do the work you want to do, you have to get experience. [...] you have to be very strategic about what experience you gain to ensure that you in the shortest amount of time get the correct experience [...] So therefore being strategic and making sure that those projects that you work on benefit not only the community but yourself [...]"* (Appendix 9, 359-366)

During the interview he expressed that he was concerned he sounded *"really cold and calculating"* (Appendix 9, 372) and that it was not his intention but rather he thought he had to approach it this strategically in order to be able to get where he wants: *"[...] my philosophy is more that I've got a brain that works in a certain way and I want it to be able to help as many people as possible and I have got an idea about what that is. So I need to get my brain into that spot. And I have, I have done that, I have got to that stage where I am comfortable with that [...]"* (Appendix 9, 378-381).

This quote very well sums up Matthew's motivations that are based on a mix of Altruistic and Egoistic Needs. The main reason why he wants to build a career in the humanitarian sector is clearly Altruistic and the way he goes about it in terms of reaching his goals is through a more Egoistic way of thinking.

GABRIELLE: THE PASSIONATE

Gabrielle's reasons for becoming an engineer were more based on an interest in maths and science at school than an interest in the humanitarian sector: *"[…] It was motivated mostly by my ability to do maths and science and my inability to decide what to do […] Did have some vague plans of using my passion for the environment and things.. working for companies and trying to understand I guess how they worked and then how they could work better with the environment, but not specifically for volunteering overseas, no."* (Appendix 10, 110-119). The fact that she wanted to understand how companies could better work with the environment links well with her degree in industrial chemistry and work in waste water treatment.

Doing an international placement was something Gabrielle explained that she had wanted to do for a long time (Appendix 10, 89). Previous to volunteering with EWB, she had been on a mission trip to Peru as a volunteer to help build a chapel, and after that trip she became interested in exploring how she could use her engineering skills more readily for volunteer work: *"[…] one of the primary aims was building a chapel for this community. And I found it […] interesting to think about the fact that I was using my physical labour skills when really […] the things that I think are most use to the other communities is probably the skills that I have learnt as an engineer. And so when I came back from that, I looked at Engineers Without Borders as a way of sort of exploring how to use my skills more readily. […]"* (Appendix 10, 219-224).

Her motivations for volunteering seem to be based mostly on Altruistic Needs: *"I have not really looked at work overseas as a significant career option and so this was more a passion than something I wanted to build my CV on"* (Appendix 10, 259-261). She explained how it is not something she did to improve her CV or career options but she mentioned that it had been interesting to come back and find that the skills she developed had been beneficial in her job. The fact that this realisation happened after she returned indicates that her motivations were not Egoistic in the sense of gaining experience or strengthening professional career. Also the continuous focus she has on the word "passion" when describing her motivations for volunteering ("passion for the environment", "it was more a passion") indicates that to her, it was more a matter of giving to and sharing with the community rather than gaining personal benefits. Money in this relation did not have a significant influence in her choice to volunteer: *"[…] [the loving allowance] probably made the decision a*

little bit easier but I probably would have still applied anyway [...]" (Appendix 10, 283-284) which support that Altruistic needs were her main motivations to undertake the volunteer position.

The only sign of Egoistic Needs was her explanation of how the volunteer position helped her accomplish or achieve something which was personally challenging: *"I guess it [volunteering overseas] is something I have always thought about doing [...] not that it would look good on my CV but it was something like 'ah I accomplished that', that was something I was able to do. Something that was challenging but something rewarding as well [...]"* (Appendix 10, 310-314). The Egoistic focus is on the personal level and not on achievements in relation to her professional profile as an engineer. This is in line with her definition of volunteerism as being something you *"[...] see the benefit of either personally or for others [...]"* (Appendix 10, 145-146) with no mention of professional or work related benefits.

To sum up, Gabrielle's motivations to volunteer were more influenced by her passion to help others through utilising her engineering skills rather than for reasons of improving her engineering skills, CV or for experience or money. The personal reward or challenge that she mentions seems to be more related to the personal passion of helping others rather than a reward or challenge relate directly to her qualifications as an engineer. This is supported by the fact that she did not seem to realise how the experience had benefitted her in a work-related context until after she returned to her job at GHD. Thus, it supports a predominance of Altruistic motivations to volunteer.

JOSH: THE OUTSIDER

As a non-volunteer, Josh is different than the other two interviewees because he has never been on an international assignment and has not been involved with EWB either. Therefore, he provides insight into how the volunteering sector can be seen from the outside. Similar to Gabrielle, Josh's motivations to become an engineer were also based on an interest in science subjects in high school: *"[...] we liked chemistry but we didn't want to be chemists. We didn't want to be scientists working in labs. And so we chose chemical engineering because we thought it would be I guess like applied chemistry a bit more. [...]"* (Appendix 8, 191-194).

When asked whether or not he could picture himself doing an international volunteer assignment, the answer was clear: *"Definitely... Yes. [...] there's nothing about the work itself or the conditions or the environment that I would think was uncomfortable [...]"* (Appendix 8, 458-460). This definite interest in considering volunteering might also have been influenced by the fact that Josh had friends and work colleagues who were currently or had previously done overseas volunteer work and that he therefore knew about how those kind of roles worked. One must thus expect that the feedback he got was positive since he is still very keen on doing it.

Following a discussion of what motivations he had for his current job, he expressed what possible motivations he think he would have if choosing to volunteer in the future: *"I would probably lean less towards the helping people part and more about the personal experience and learning something new […] It [helping people] would be a motivation but I think the primary motivation for me would probably be because I am getting something out of it personally. Experience and […] I don't know if challenge is the right word but.. You know.. Work experience yeah."* (Appendix 8, 467-475). This is a clear indication of primary Egoistic motivations as Josh explicitly states that helping other people would not be his main reason but that it would rather be the opportunity to challenge himself personally and gain work related experience. He elaborates further on this by emphasising that it is natural for him to do something that helps people: *"All of the jobs that I have had so far have been in government and in public service. […] So I guess it is not so much the engineering side of it, but it is the kinds of jobs that I would choose to do in the engineering industry. I would always choose one that helps people and provide service over one that is more of a commercial and money-making."* (Appendix 8, 296-304). This leads to his further explanation of why helping people will not be central: *"I don't worry about my current work doesn't help people and that I feel like I should go and help people more. […] So the motivation for me to choose volunteer work where I help other people isn't that strong as it might be if I was working for a commercially based company and I was making money for people. Then maybe I would be more inclined to choose volunteer work to help people because I felt like I should be, you know helping out other humans and that"* (Appendix 8, 484-491).

It seems that it is not a complete lack of altruistic motivations that drives Josh in his work-life on the contrary, helping people seems to be central in his career choices. Therefore, it is essential to make a distinction between his motivations and choices in his work life and the motivations he might have in his choices related to choosing to volunteer. This is an aspect that could be relevant to look further into in later research in relation to attraction of engineers as it could indicate that people can be driven by different motivations dependent on whether it is the work-life or volunteering it concerns.

MULTIPLE MOTIVATIONAL FACTORS IDENTIFIED

The three different engineers' motivations that were identified above support the assumption made in the Theoretical Framework that one can have altruistic, egoistic or mixed reasons for volunteering, and that a mix of both types of motivational factors are often seen. Matthew and Josh seem to be motivated mainly by Egoistic Needs with a focus on the strategic personal and professional benefits and experiences associated with doing volunteer work. In Matthew's situation, Altruistic Needs become present as he wishes to build a career in humanitarian engineering and use his skills

to help as many people as possible while making a career and earning money. Josh does not show immediate Altruistic Needs associated with motivations for volunteering and he bases this lack of emphasis on helping others on the fact that his current work includes helping people on a daily basis. Thus, Josh's case indicates that it might be possible to distinguish between work and volunteer motivations. Gabrielle seems to be clearly motivated by the more traditional, Altruistic Needs for volunteering with focus on helping others and being challenged personally rather than seeing it as an opportunity to develop in a work context.

ATTRACTION AND RECRUITMENT IN EWB

The literature review presented in the Theoretical Framework emphasised that recruitment in NGOs seems to be similar to for-profit businesses in many respects. This tendency was supported by the returned volunteer Matthew who stated that: *"[…] It [the recruitment process] was pretty professional. Very thorough. […] Nothing that I though was over the top or not thorough enough. […] So that's what I would expect […]"* (Appendix 9, 428-440). Having a recruitment process within EWB that resembles that of for-profit businesses might also be related to the fact that EWB consider themselves a workplace for volunteers: *"Yes. We are a member-based organization […] a large proportion of the program [the international program] is through volunteer opportunities and placements. But we also in the office and a lot of our other programs that we run […] have opportunities for volunteers to work"* (Appendix 11, 125-129). Furthermore, they way in which the international volunteer program with EWB is set up in terms of sending Australian engineers overseas and have them work directly in the field also seem to support the existing literature from Lesmeister, Rose and Barnhart (2012) who suggest that a unilateral direction of direct service volunteers is the predominant model used in international volunteerism (Lesmeister, Rose, & Barnhart, 2012, pp. R.6-7).

IMPLICIT USE OF EMPLOYER BRANDING

As explained in the Theoretical Framework (section x), Employer Brand Equity can influence attraction because it concerns how the attributes and qualities used to describe and brand an organisation influence the external image and thus the desired outcome of attracting potential engineers for international volunteer assignments (Backhaus & Tikoo, 2004).

The concept of Employer Branding was not familiar to the Recruiter before the interview, but when it was explained to her, she mentioned how they do discuss attraction internally in the organisation but just have not used it in relation to the concept of Employer Branding: *"[…] there's elements of that [employer branding] that we certainly think about […] And I think in terms of attraction, I think one of the things that we talk a lot about with our international team is just how we operate*

and how we operate a little bit differently to some of the other NGOs and how we support and sort of put back responsibility onto the individual rather than put in place a lot of very strict re-strictions and regulations. So yeah there's different things that we like... we certainly talk about in that sense of attraction but yeah we probably just don't sort of work consciously in terms of that idea of branding" (Appendix 10, 279-291).

COMPETITIVE ADVANTAGES

Included in the definition of Employer Branding that was created for the present Thesis, the reflection of an organization as an employer was central as was its ability to show how it differs from other possible employers who can be considered the organisation's competitors (Methodology, p. x). It is a positive sign that the Recruiter was able to identify the correlation between the concept of Employer Branding and the discussions they are already having in the international team in EWB because those discussions are the starting point in terms of communicating the Employer Brand. As an example she mentions how they *"operate a little bit differently"* and this different way of operating might be something that can help differentiate EWB from other NGOs. Three main competitive advantages can be identified through the interview with the Recruiter.

MEMBERSHIP BASE

When asked how they attract prospective candidates to the international volunteer placements, the Recruiter explained how they have a membership base that they tap into as well as an advertising process through online channels consisting of direct emails to contacts and members and advertisements on the EthicalJobs, ProBono and ACFID websites (Appendix 11, 186-187). According to the recruiter, EWB does not seem to find it difficult to attract candidates and does not seem to be in a position where they compete with other NGOs for candidates. She believes that the membership base is the main competitive advantage that EWB has in comparison to other NGOs: *"I mean we have access to so many engineers through our membership base [...] which links to connections with corporate engineers [...] other volunteer organizations don't necessarily have that connection like we do"* (Appendix 11, 175-178). She also stated that it can sometimes be difficult to attract candidates, but that they are getting better at promoting what it is that they are doing, and this awareness is a positive development in relation to building an employer brand.

EXPERIENCE LEVELS FROM GRADUATES TO RETIREES

A second advantage that can be identified is the fact that EWB also send out volunteers who do not necessarily have experience with international volunteer work: *"[...] [W]e look at it as a whole as well. [...] we wouldn't look at all you know low experienced sort of candidates. So we would have a mix if we could have some that are more experienced and some less experienced that would*

work better because they can support each other. […]" (Appendix 11, 384-388). The fact that they send out volunteers with little experience seems to be somewhat different to other volunteer sending NGOs who often require extensive experience both in the profession as an engineer as well as with volunteer work. The Recruiter explains why they see a benefit in a diverse workforce: *"[…] usually the younger less experienced may be a bit more flexible and open to learning in different ways […] we can see the benefits from you know, more of a diversity than just going with the one […] type of candidate"* (Appendix 11, 389-392). This approach to a diverse mix of volunteers can add another similarity to for-profit businesses and supports EWB's view on itself as a workplace for volunteers.

ABILITY TO EXPLORE OPPORTUNITIES

A final advantage can be identified as EWB's approach to an international volunteering placement as being an opportunity to explore what volunteer work is: *"[…] so I think […] there are a lot of sort of young or mid level professionals are thinking.. you know 'is there more to their engineering profession' than what they have been doing for the first three to five years being in you know an office designing for people that they never see and so I guess they look at this as an opportunity to explore if there is something more for them professionally to do and it could be a full career move or it could be a part career move or you know just come back to what they were doing before"* (Appendix 11, 517-524). This is possible because they offer entry-level access to international volunteer placements and it thus becomes a competitive advantage since only few volunteer sending NGOs offer placements to candidates with little or no experience.

COMPETITIVE ADVANTAGES ACCORDING TO ENGINEERS

One thing is the competitive advantages that the organisation focuses on which can be considered part of the internal organisational identity. Essential is also the way in which outsiders look at the organisation – the external image that is created.

Prior to undertaking the international volunteering placement in East-Timor, Matthew had been involved with EWB within Australia for a couple of years and had a good idea of what the organisation did. When the role came up, he was encouraged to look at it: *"I have had many friends who are working within EWB and I was asked to sort of look at it"* (Appendix 9, 403-404). The major attractors for him were the ability to be exposed to an international NGO, in this case PLAN, and the region in which the role was located: *"[…] It was a […] water and sanitation program that was being run by a large international NGO which is PLAN. And I thought that PLAN did good work […] So I thought the role would be well supported and would give me exposure to an international NGO. And was in the region, like […] the Australasia region […] So it ticked a few boxes"* (Ap-

pendix 9, 392-398). Also, as mentioned previously he considered volunteering a useful entry point into the humanitarian sector and specifically a stepping stone in getting international experience. Just like he was recommended to look at the role, he explains that he has also encouraged others to do so: *"[...] I think I've sort of passed that stage where I'd need to get that kind of experience. But I have definitely recommended friends to consider it before."* (Appendix 9, 480-481).

After a mission trip to Peru where she helped build a chapel for the local community, the second returned volunteer Gabrielle wanted to utilise her engineering skills for humanitarian work and found EWB: *"[...] I couldn't use the skills that I have in the way that I'd like. And that sort of led me to Engineers Without Borders and as far as I am aware, there is no other I guess NGO body in Australia [...] that tries to harness the skills of engineers for this kind of work"* (Appendix 10, 410-413). The specialised focus on engineering as well as the opportunity to be considered for an international volunteer role without any prior experience with overseas volunteer work were the main reasons why Gabrielle chose EWB compared to other NGOs: *"[...] I had looked at Australian Youth Ambassadors for Development and a lot of their roles didn't seem to really focus on engineers. I hadn't really looked into the Red Cross aspect but that was probably just because Engineers Without Borders was a little bit more obvious and I guess in terms of other organizations like international NGOs, I assumed that you would need to have a certain level of sort of competency and a degree of sufficiency before being hired whereas Engineers Without Borders does seem to offer that like first opportunity to volunteer as an engineer."* (Appendix 10, 420-427).

With regards to Josh, the situation is different in that he has not been volunteering overseas. When asked which volunteer sending NGOs he knew, EWB was one of them together with AusAid, Red Cross and the Australian Military: *"[...] the only engineering one that I know much about their work is Engineers Without Boarders. I had a little bit to do with them at university [...]"* (Appendix 8, 529-530). He mentions EWB specifically in relation to engineering roles whereas with the other NGOs he states that the people who he knows have worked through these NGOs did not work in the engineering field. It indicates that EWB is special in the field of engineering. When asked what could attract him to an overseas volunteering placement, he mentioned the following aspects: *"The ability to do other training and education that I wouldn't get through my normal work to prepare to do a volunteer posting. [...] I guess doing that sort of practical skills development and also stuff like other languages, ability to do that sort of training I think would be attractive as well and that would be an encouragement and a motivator"* (Appendix 8, 768-778) However, he also states that if he was to volunteer now, Red Cross would be his preferred choice of organisation: *"The Red Cross is one that I, I guess would be fairly high on my list if I ever considered it. [...] I think that sort of work [disaster relief] is the kind of thing that... If I was going to do volunteer*

work, I think Red Cross would be one of.. Would probably be my first choice at the moment I think." (Appendix 8, 767-788). What can be noted in this relation is that he mentions his preference for the Red Cross in relation to volunteering with disaster relief which is more short term and might not necessarily be so much focussed on the engineering skill as a longer term role with capacity building in a local organisation and community. In addition to the discussion of what could attract Josh to take on an international volunteering role, he mentions two big barriers. The first barrier is family: *"[…] for me, the biggest barrier would be family and friends and the difficulty in leaving my home life here. […] I don't think I could be away from my family for long periods of time […]"* (Appendix 8, 498-500). The second barrier is that he has no experience: *"[…] I guess I've been working for eight years but I still don't feel like I'm particularly well qualified or well skilled to help. […] I guess I might feel like I have more to offer in a volunteer capacity later in my career. […] Volunteering like me trying to seek out an assignment and choosing to go on that and having someone else assess whether or not I am good enough for it, I would be less confident of, at the moment."* (Appendix 8, 618-631).

EVALUATION OF CURRENT EMPLOYER BRAND EQUITY

The desired outcome of the Employer Branding activities which is investigated in this Thesis is to attract potential volunteers with engineering backgrounds, and in order to reach this desired outcome of attraction, Backhaus and Tikoo (2004) suggest that the images potential candidates have of the organisation as a workplace can influence attraction (p. 505). Comparing the internal identity expressed by the Recruiter with the images expressed by the three engineers should give an indication of the strength of the current Employer Brand Equity.

The Recruiter emphasised three main advantages namely the membership base, the diverse experience levels of the volunteer force and the ability to explore opportunities within humanitarian engineering. The only one of these three that were also emphasised by the engineers was the ability to go on an international assignment without prior experience in doing so and thus EWB provides an entry point into the sector of international humanitarian work. The engineers emphasised a range of other aspects that they found beneficial about EWB. Matthew found the ability to be exposed to international NGOs through EWB's partner organisations attractive; Gabrielle and Josh both focussed on EWB having a unique focus on engineering skills which is not seen similar in any other NGOs; and lastly Josh saw the ability for training and education both in terms of practical skills development and languages as attractive aspects of volunteering in general and not specifically for EWB. Furthermore, the two barriers he mentioned with regards to family and experience also indicates that EWB could potentially emphasise the ability to bring family on assignment and once again, the fact that no prior experience is necessary.

This comparison indicates that there seems to be multiple benefits associated with volunteering overseas with EWB. The fact that some aspects are noted both from the organisational and the individual perspective indicates a good starting point in relation to the creation of a strong Employer Brand Equity. The Employer Brand Equity seems to have two major strengths that differentiates it from other volunteer sending NGOs which are the indication that entry level access to international humanitarian engineering with no prior experience required and the specific focus on engineering skills.

As previously voiced in this Thesis, I have the assumption that candidates with engineering skills will be attracted by hard values which I associate with Egoistic Needs such as work experience and functional benefits such as money. On the other hand, I have the assumption that NGOs prefer to build on altruistic values and needs and that they primarily offer symbolic benefits. Following my assumptions, this may leave a gap between the desired candidates and the NGOs. The analysis and discussion carried out here on attraction and above (section x) on motivation indicates that this assumption is a misperception of the reality as I interpret it. In interviewing the Recruiter from EWB, she was introduced to the concepts of Altruistic and Egoistic needs and commented on the preferences of those within EWB: *"[...] probably a little bit of both [...] We do encourage people to come on board as a [...] a professional development opportunity for themselves. But then you know [...] the key focus is around supporting others and building the capacity of the partner organizations and the counterparts so that would probably be the more superior or stronger aspect [...] or motivation. But yeah I think there's a little bit of both in there"* (Appendix 11, 472-478).

EWB's approach to the concepts as both being equally important, the mix of the two Needs or motivations that were discussed above and the fact that the discussion about attraction sees to also focus on a mix between Symbolic and Functional benefits all indicates that a gap does not necessarily exist. The engineers are motivated by Altruistic Needs at different levels because it is a fundamental aspect of humanitarian work whether or not it is ones major or minor reason for volunteering. Furthermore, EWB is aware that the Egoistic Needs in the professional development opportunities is a natural drive for an individual and his or her motivation to volunteer and it is thus something they also focus on. Therefore, EWB should preferably aim to make use of arguments related to both Altruistic and Egoistic Needs through a focus on both Functional and Symbolic Benefits in their efforts to attract prospective candidates. Which arguments they use to create fit between the person, job and organisation will be analysed more into detail below when the website, guide to overseas volunteering and a position description are examined next.

THE CREATION OF FIT

As previously discussed, the special thing about EWB is that it is an NGO whose operations include sending people with engineering skills on overseas placements to work in developing communities. Previous investigations into the engineering sector shows that the demand for engineers in Australia exceeds the supply (King, 2008), and the EWB Recruiter also expresses that it can sometimes be difficult to find people with the right profile for the overseas placements: *"[…] Sometimes we don't get as many applicants for some positions as we do for others […]"* (Appendix 11, 351-352) But in saying that, EWB also gave the impression that they are not as such competing with other NGOs for the engineers, because they have a unique member base with a couple of thousand engineers as well as they have a strong connection to the engineering business sector: *" […] we have a tendency to tap into the membership that we have […] that is probably a few thousand members around Australia and New Zealand […] so we tap into those […] to offer the opportunity to volunteer overseas"* (Appendix 11, 164-168). This membership base can probably be compared a bit to a talent pool or a pool of applicants from which they would like to attract candidates to the international positions and that membership base and industry network seems to be a unique competitive advantage: *"[…] I think we are a little bit unique […] we offer something a bit different […] And then we get a lot of requests about connecting them [other volunteer sending organisations] with our engineering members and network […] I think we have a pretty unique position […] with the engineering sector"* (Appendix 11, 240-250). From the returned EWB volunteers, it seems that this strategy of using the membership base to attract candidates works as both Matthew and Gabrielle heard about the positions through that network. However none of them mentioned that they have been using the network afterwards or that the network was a special attraction point that attracted them to volunteer with EWB rather than other NGOs.

Bridging between Employer Branding and Recruitment, the assumed fit between the person, the organisation and the job is essential. The four generic types of fit, Demands-Abilities, Needs-Supplies, Supplementary and Complementary, are relevant to examine in the context of how EWB currently tries to attract candidates. More specifically, it is the webpage "Intake 14", the Guide to Volunteering Overseas and a WASH Field Officer Position Description that will be analysed and put in relation to the theory and the findings discussed previously with regard to motivation and attraction.

DEMANDS-ABILITIES FIT

If looking at the creation of Demands-Abilities Fit, EWB seems to be clear in the communication they provide on their website in regards to what they require from the applicant:

> EWB is seeking proactive, adaptable, culturally-sensitive and resilient people who are passionate about sharing their technical skills and experience to achieve a positive impact on marginalised communities and to create change within the Australian engineering sector.

This text from the "Intake 14" webpage indicates what kind of people EWB is looking for. It focuses both on so-called soft skills "proactive, adaptable, culturally-sensitive and resilient" and on more hard skills "technical skills and experience". This proposes a Demands-Abilities Fit which is the sort of fit that is created when the individual has the abilities required to meet the demands of EWB and the job. Similar requirements are stated in the WASH position description:

> We look for **proactive, positive, adaptable, culturally-sensitive, resilient and self-aware** people to join us as volunteers for our international program. You are committed to having a positive impact in overseas communities. You are willing to share your experiences to create change within the Australian engineering sector. You are passionate about working to build local capacity, rather than delivering a project yourself. If this sounds like you, we encourage you to apply!

This latter text from the WASH position description also focuses on both types of skills. EWB is very specific in mentioning which soft skills or attributes they are looking for, but as is the case when having to define organisational attributes such as values and culture, it can also be difficult to evaluate whether or not a person possesses these more intangible attributes. What is also interesting to note is that candidates should be willing to share experiences to create change within the Australian engineering sector. This is something Gabrielle had made specific notice of: *"Some part of what Engineers Without Borders expects from their volunteers is like ability to share your story back home and to sort of like interact with Engineers Without Borders Australia and sort of provide information to them and.. not necessarily work for them but to share your stories so other people can get interested in humanitarian engineering which is what they sort of.. how they refer to the work that they do"*(Appendix 10, 588-594). It is difficult to sense if Gabrielle sees this as a negative aspect of volunteering with EWB. From an Employer Branding perspective, sharing the experiences of returned volunteers seems to be a good way of promoting the international volunteering program, but at the same time it is important that the candidates are made aware of what is actually meant, what kind of post-assignment involvement is expected, when the they are asked to be willing to share experiences with the Australian engineering sector after they have returned.

NEEDS-SUPPLIES FIT

A different aspect of the creation of a Fit, which is especially important when discussing attraction of candidates, is the Needs-Supplies Fit in which the individual's needs, desires or preferences are fulfilled in the environment. On the "Intake 14" webpage, EWB explains what they provide and how the volunteering experience can benefit the candidate, which resembles the Needs-Supplies Fit:

> These 13-month positions are voluntary, however a living allowance will be provided to cover general day-to-day expenses and accommodation. Airfares, insurance, language training and visa costs will also be covered.

> Working overseas and contributing to local development projects through capacity building is an experience of a lifetime. It will present you with the ultimate learning and cultural exchange opportunity both on professional and personal levels. To find out more about this life-changing adventure, check out this video of EWB volunteers sharing their experiences about volunteering in countries in South Asia and South East Asia.

These two quotes explicitly state what the candidate will gain from working overseas and the arguments or "supplies" can be divided into Functional and Symbolic Benefits. The Functional Benefits are the more practical supplies that are mentioned in the first quote; living allowance, airfares, insurance, language training an visa costs. The Symbolic Benefit can be seen as the more intangible supplies which are explained in the second quote as "an experience of a lifetime", "ultimate learning and cultural exchange opportunity both on professional and personal levels", "life-changing adventure". In the WASH Position Description, a whole section exist which explicitly states the kinds of support that EWB offers (p 4):

Other	• Pre-departure training and briefing including first aid training • Visa expenses • Travel and emergency evacuation insurance • Medical and psychosocial support and advice • Settlement and re-settlement allowances • Language training costs (up to $500) • Assignment monitoring and pastoral support from In-Country Coordinator and International Program Coordinator • Technical support from EWB chapters & Mentors

Similarly, a section exists in which the selection criteria in the form of essential and desirable skills as well as essential personal attributes are clearly defined (p 5):

Desirable	
Knowledge*:	• Qualification in community development or international studies
Skills*:	• Leadership and team mentorship in an international setting • Site experience and experience with pipe fittings;
Experience*:	• Experience working with EWB in a chapter, professional or other setting • Experience working in a developing country

In the WASH Position Description, it seems that there is a sole focus on Functional Benefits whereas the Intake 14 and Guide for Volunteering Overseas both focus on Symbolic and Functional Benefits. The reason for this division might be that in creating attraction, it is mainly the Symbolic Benefits that have the ability to differentiate EWB from other volunteer sending NGOs because the Functional Benefits are more or less similar to the other NGOs. Therefore, it is useful to focus the communication on a mix of Symbolic and Functional Benefits on the Intake 14 webpage as this is most probably the entry point and one of the first places a prospective candidate will be searching for information about the organisation. The same accounts for the Guide to Volunteering Overseas which introduces what it means to volunteer overseas with EWB. If the person senses a first attraction through reading these two documents, he or she will then move on to read the position description which entails more concrete information about the assignments and can assist the person in making an informed decision about whether or not to apply.

In creating Needs-Supplies Fits, it seems that EWB have to be careful when they state that candidates can expect to develop their engineering skills, as is for example expressed in a quotation in the "Guide to volunteering overseas":

> *"Our international volunteers make a very important contribution to EWB's work in community development. They share their professional skills and expertise through a targeted professional placement, building the technical capacity of the local engineering and community development sectors. In return, our volunteers have the opportunity to learn about other cultures and develop their engineering skills in a global context."*
>
> *Lizzie Brown, EWB CEO*

Through talking to returned volunteers, it seems that it is not so much the engineering skills that have been developed: *"[...] like the skill that I learned didn't really develop my technical skills. Like it wasn't sort of.. any new.. like I didn't learn how to do any engineering better."* (Appendix 10, 362-364).

Matthew also point out the fact that you have a low level of responsibility and decision-making: *"Look, volunteer positions are really great and provide support that is really really gross and*

there is less expectations on you as a volunteer [...] you have less influence [...] Your ability to like work at a fast pace and you know get jobs done is reduced because you don't have this... Sort of the power or the responsibility I guess." (Appendix 9, 133-138).

Therefore, it is important that EWB does not give the impression that engineering skills are being developed as quotations like the one from the CEO could suggest. If doing so, EWB will be branding something which they cannot live up to and it will weaken the employer brand promise and can lead to a mismatch between the person, the organisation and the job.

Thus, it is positive to see that EWB focuses on some of the other more Symbolic Benefits and soft skills that people learn and can use in a professional context after returning from the international assignment:

These skills are not engineering skills per se and even though Gabrielle did not take on the international placement to build her CV or her career, she expresses that the development of this type of skills has had a positive impact on her professional career: *"[...] [it] has been interesting returning back to Australia and this is seen as a good leverage point for my job. But that wasn't why I did it."* (Appendix 10, 330-331). She does however also state that she does not believe that those kinds of skills are valued everywhere in the engineering sector: *"I think it would really depend on the type of company that you are working for. [...] if people are a little more forward thinking then yes, but I think some traditional engineering companies or people with traditional engineering roles wouldn't have that same value for the work that I was able to do.. or the skills that you are able to learn in an overseas volunteer context like that"* (Appendix 10, 342-350). This is a rather different statement than the one EWB puts forward in the "Guide to volunteering overseas:
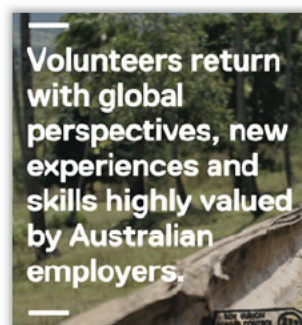
Again, it proves that it is very important to be careful in the communication. Making such generalisation about all Australian employer might be dangerous especially since Gabrielle voices the fact that she believes some more "traditional" engineers and engineering companies do not value the soft skills that are developed. It supports the assumption made previously with the engineering industry being focussed on "harder values" such as money, career, deadlines, technical skills and more structured approaches to work which is closely related to Functional Benefits. Thus, it indicates that within the engineering sectors, you can have companies and individuals who are focussing on rather "hard" and "traditional" values and approaches to engineering whereas others value "softer" skills equally important. This supports the findings on motivational factors with engineers tending to be motived both by Altruistic and Egoistic Needs as was discussed earlier in this analysis and suggests that EWB's Employer Brand can focus on different Needs and Benefits dependent on whether it is the "traditional" or "non-traditional" engineers that are targeted.

The clear communication that is provided in terms of what EWB looks for, what they provide and what the candidate will get in return is a positive. However, if EWB's employer brand promise gives the impression that the candidate will improve its engineering skills and that these skills are highly valued in the engineering industry, then it must be true otherwise the employer brand will not live up to the expectations it creates which can damage the Employer Brand and the reputation of the organisation.

PERSON-JOB FIT

In terms of creating a Person-Job fit where the candidate is possessing the characteristics required to carry out the job, the Recruiter emphasises that not only the technical skills of the candidate is important, but it is actually more important that the candidate possesses the needed "soft skills" as she defines them: *"[…] if they have got basic technical skills then we are sort of really looking at those softer skills and at least the willingness to sort of apply those softer skills […] basically we find that […] just as important if not more important than the technical side"* (Appendix 11, 342-345). These softer skills might be important in order to carry out the job because of the geographical and cultural environment in which the candidate will be working: *"[…] they are not highly technical roles, they are more complex in that they're in a different culture and you know they are working in a really different context […]"* (Appendix 11, 247-249). The reason for this might be that it is not only a discussion of a person-job fit but also what could be called a broader Person-Environment fit in terms of the context in which the job is to be carried out. As an example, a candidate's engineering skills might be of no use if he or she is not able to apply the skills in a different cultural context and a different working environment than the Australian engineering sector. In

that respect, it also makes sense that it seems to be the softer skills that people develop and get experience in when they are overseas as both Matthew and Gabrielle emphasise in their interviews.

PERSON-ORGANISATION FIT

Another reason why it might be the softer skills that are developed is the high focus on capacity building and knowledge sharing aspect of the role: *"[…] I guess from Engineers Without Borders Australia's point of view, my aim was to work with the staff at Live and Learn [EWB partner organisation] to increase their capacity so to try to educate them about tools and things that I knew and skills that I had, and pass them on so they could continue to do the project work."* (Appendix 10, 177-181). This suggests a complementary PO fit in that the candidate possesses skills and knowledge within engineering that add to the environment or the context in which the job is carried out, and the aim of the role is for the volunteer to pass on the skills and knowledge through capacity building and knowledge sharing. This is Person-Organisation fit but in a different sense because it is not a direct fit between the volunteer and EWB as the volunteer is working with EWB's partner organisation in-country and passing on the knowledge and skills to this partner organisation. So the volunteer does not as such complement EWB with his or her engineering skills, but rather the in-country partner organisation. The partner organisation is chosen on the basis of what in the context of Fit could be seen as an Organisation-Organisation Supplementary Fit where the culture and values of the two organisations are the similarity points: *"[…] our partnerships are developed with that [the culture fit] in mind as well. So if we sort of fit well with the partners you know culture and vice versa then yeah we kind of expect that the candidate or applicant would be able to fit […] we develop the partnerships with some of those similarities or alignments of values and culture [in mind]"* (Appendix 11, 409-419).

PO FIT VALUED HIGHER THAN PJ FIT

The focus on both PO and PJ fit is supported by Kristof-Brown et. al.'s (2005) study on the correlations between different types of fit as presented in the Theoretical Framework. They found that organisational attraction was influenced both by Person-Job and Person-Organisation fit because applicants generally get recruited based on both elements of the job and the organisation (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 294). Furthermore, it was shown that intent to hire was more related to Person-Job than Person-Organisation fit because the emphasis of most selection techniques is to assess whether the applicant has the required job-related skills (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 294). They furthermore suggest that although the ASA model (Schneider, 1987) states that attraction and selection will help screen out people who do not have a good PO fit, organisations should be required to hire based on job-relevant qualifications. This im-

plies that the PJ fit of employees at any given time should be high but that some people wih low or modest PO fit will likely be hired. If employees have poor PJ fit, they may try to develop their skills, change jobs internally, or even be demoted. However, if they have a poor PO fit, the ASA model implies that they will eventually leave the company, making PO fit a better predictor of turnover. In a marketplace where human talent is becoming increasingly viewed as a key competitive advantage, organisations may find PO fit a useful tool for reducing turnover (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 317). Therefore on this basis they end up changing their initial suggestion of organisations having to hire based on PJ to instead suggesting that PO fit should be valued higher than PJ fit in the selection process because job skills can be learnt. This can be transferred into the case of EWB as the EWB Recruiter explicitly stated that EWB find the PO fit more important than the PJ fit in the selection process: *"I guess if you had someone with you know one year technical experience and they covered the basic level of skills.. technical skills required.. and they had a really good fit with the culture. and then you have another person who have four or five years technical experience but he didn't fit so much in the culture, I would go with that one year experienced person."* (Appendix 11, 437-441). The reason for this might be that the roles do not seem to be challenging in terms of the engineering work to be carried out but rather it seems to be challenging because of the context within which the work is carried out. Also because of the fact that the volunteer is working with a partner organisation, the PO fit becomes instrumental because the volunteer will be representing EWB in the field.

However, it seems that when talking about fit in relation to sending a person overseas, you cannot only limit it to PO and PJ Fits, as you must also ensure that the person possesses skills that enable the person to carry out the job in this different working environment. If you have a candidate who is top qualified but do not have the necessary skills to work in a different working environment, then there might be little chance of success. Therefore, it might be relevant to include a new concept in relation to fit, which could be a Person-Work Environment Fit.

CONCLUSION

The following conclusions are the result of the findings from the analysis and discussion and serve to answer the problem as formulated in the Introduction:

> *Considering the fact that there on global level is a shortage of people with specialized skills, how can the Australian Non-Governmental Organization Engineers Without Borders effectively attract and recruit engineers for international volunteering assignments?*

The present Thesis set out to investigate above problem and discuss how Engineers Without Borders could possibly utilise aspects of Employer Branding in its attempt to make attraction and recruitment of volunteers with engineering skills more effective.

While various researches rightly suggest that there on a global level is a shortage of people with specialised skills, Engineers Without Borders did not consider strong competition to exist between NGOs in terms of attracting candidates with engineering skills.

Possible motivations for volunteering were identified through interviews with the three engineers Matthew, Gabrielle and Josh. The motivations that were identified supported the assumption made in the Theoretical Framework that one can have Altruistic, Egoistic or Mixed reasons for volunteering, and that this mix of motivational factors should be taken into consideration in determining target group and strategies for Employer Branding.

In terms of determining what aspects of the organisation and its operations that Engineers Without Borders can preferable emphasise in its efforts to differentiate itself from other volunteer sending NGOs, the Recruiter emphasised three main advantages namely the membership base, the diverse experience levels of the volunteer force and the ability to explore opportunities within humanitarian engineering. The three engineers strongly supported the unique position EWB has in providing entry level access to the humanitarian sector. Furthermore, they emphasised the ability to be exposed to international NGOs through EWB's partner organisations; the unique focus on engineering skills which is not seen similar in any other NGOs; the opportunity for training and education both in terms of practical skills development and languages; the ability to unsupported bring family on assignments.

In creating a fit between the person, the job and the organisation, Engineers Without Borders shows an appropriate balance between communication of Demands-Abilities and Needs-Supplies Fit in the three analysed documents. What the candidate will gain from working overseas can be divided into Functional and Symbolic Benefits. The Functional Benefits are the more practical supplies; living allowance, airfares, insurance, language training an visa costs. The Symbolic Benefit are more intangible supplies as "an experience of a lifetime", "ultimate learning and cultural exchange opportunity both on professional and personal levels", "life-changing adventure".

The clear communication that is provided in terms of what EWB looks for, what they provide and what the candidate will get in return is a positive. However, if EWB's employer brand promise gives the impression that the candidate will improve its engineering skills and that these skills are highly valued in the engineering industry, then it must be true otherwise the employer brand will not live up to the expectations it creates which can damage the Employer Brand and the reputation of the organisation.

The EWB Recruiter explicitly stated that EWB find the PO fit more important than the PJ fit in the selection process. The reason for this might be that the roles do not seem to be challenging in terms of the engineering work to be carried out but rather it seems to be challenging because of the context within which the work is carried out. Also because of the fact that the volunteer is working with a partner organisation, the PO fit becomes instrumental because the volunteer will be representing EWB in the field.

RECOMMENDATIONS

On the basis of above conclusions, a list of five recommendations on how Engineers Without Borders can effectively attract and recruit engineers for international volunteer assignments has been created:

Continue to focus on the ability to help other people and the personal and professional gains associated with volunteering overseas

- Engineers have different motivations for choosing to volunteer. Some engineers mainly focus on the ability to help other people and communities (Altruistic Needs) whereas others are more focussed on how it may benefit themselves (Egoistic Needs). This Thesis supports the assumption that most people have a mix of the two types of motivations and therefore recommends that EWB's communication efforts continue to focus both on the ability to help others and the personal and professional benefits such as career options and gaining experience. This will possibly enable attraction from a larger and more diverse pool of talent.

Continue to communicate both what you require and what you offer

- To ensure that it is the right type of people that get attracted to and decide to apply for the international placements (Person-Job and Person-Organisation Fit), it is important to continue the clear communication of the "soft" and "hard" attributes that are required to carry out the job. Also, communicating the practical things you supply (Functional Benefits) and the more intangible rewards that are associated with the placement (Symbolic Benefits) will asisst in differentiating EWB from other NGOs

In your efforts to attract more engineers, focus more on below aspects that have been identified as differentiating EWB from other NGOs

- No experience needed (entry level access into the humanitarian sector enables the ability to explore the sector. seems to be a strong differentiator and attractor accotding to all four interviewees)
- Specialised in engineering skills
- The membership base
- The ability to be exposed to international NGOs through EWB's partner organisations
- Training and Education opportunities both in terms of practical skills development and languages
- Ability to bring family members

Be careful not to break your promise and damage your reputation

- The analysis indicates a gap between what you communicate and what is reality in terms of the development of engineering skills. You communicate that engineering skills will be deveoped but the interviewees state that their engineering skills were not improved. Be very careful with your formulations as it will give the prospective candidate some expectations that can not be fulfilled and in long term, this can damage EWB's reputation

Conduct more research to assist the creation of your Employer Value Proposition

- This Thesis has provided indications of how EWB's attraction and recruitment efforts could be made more effective. A more throughout investigation is however highly recommended for the purpose of creating an Employer Value Proposition (a central message that provides a representation of what the organisation offers to its members). This investigation should be carried out on three levels: internally in the management team to identify what course of strategic direction the organisation wishes to go in; internally in the membership base to identify EWB's identity as an organisation to volunteer with; externally with people who are not involved with EWB to identify EWB's image or reputation as a volunteer sending organisation. A comparison of these three perspectives will identify possible gaps and enable setting up a strategy and formulating an EVP that is the most true representation of what EWB offers to its members. Such investigation can for example be carried out through surveys or workshops.

FURTHER RESEARCH

The aim of this Thesis was through a qualitative approach to add to the existing literature on recruitment in NGOs what seemed to be a gap in research on recruitment for overseas volunteering assignments. Throughout the making of the Thesis a few ideas for further research came up.

First of all, as mentioned above in the recommendations, Engineers Without Borders can preferably carry out a more extended analysis of their reputation both in terms of internal identity and external image. Through that broader organisation and sector wide knowledge, they will be able to get a indication of how they can more effectively and strategically communicate what it is that they do and how they operate differently than other NGOs, thus improving the Employer Brand Equity.

In a similar fashion, it could be interesting to carry out similar analyses in other Australian NGOs. Not necessarily with regards to a specific focus on engineers but an investigation of employer branding efforts in Australian NGOs in general could provide a sector wide status of how this concept is understood and used in the non-profit context.

Lastly, the analysis indicated that Josh did not show immediate Altruistic Needs associated with motivations for volunteering and he based this lack of emphasis on helping others on the fact that his current work includes helping people on a daily basis. Thus, Josh's case indicated that it might be possible to distinguish between work and volunteer motivations. Differences in work and volunteer motivations could therefore be another potential area for further research to investigate the influence it may have on the implementation of further communication and employer branding strategies.

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