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Diversity as an Attractor

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Submission Date: August 2019

Teesside University
Teesside University Business School/Prague
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Post-graduate Studies
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1. I confirm that the work in this Project Report is original and has been carried out by me as part of my programme of study.
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Acknowledgements

I would like to thank many people who generously contributed to this research. First, this project would not have been possible without the expertise and support of my supervisors, Dave Gannon, Stefano Cavagnetto, and Bruce Gahir. I am very grateful to Dave Gannon, who gave me great support in every step throughout the project. I cannot even express how thankful I am for his guidance, encouragement, motivation, and feedback. I would like to thank Stefano Cavagnetto, who helped me very much with my research methodology, the analysis of interviews, writing findings, and reflexivity. I am very thankful to Bruce Gahir for his help with analysing the data from questionnaires. The door to their office was always open and they always helped me when I needed it. They always made time for me and showed me the right direction and raised many interesting points and ideas which had a big impact on this study. I cannot even begin to express my gratitude and appreciation for their support in this dissertation and also during my entire studies. It was a great privilege and honour to study under their guidance.

I am very grateful to my proof reader, Leah Adler, who proof read my project and was very kind to discuss it with me. I would like to thank her for her time because she really helped me.

Getting through my project required more than academic support. I would like to thank my mother, father, and my loving fiancé. This dissertation would not have been possible without their support, encouragement, and love that motivated me to try to do my best. They were always there for me, and I am very thankful for that.

Abstract

The paper investigated whether a reputation for being an equal opportunities and diverse employer is a recruitment attractor for the public-sector organisations in the Central Bohemia Region in the Czech Republic. Since public sector organisations in the Czech Republic (Martínková, 2018, pp. 27-28) can be considered as the largest job provider in the labour market, these organisations need many employees, and there may be a problem hiring that many employees in the Central Bohemia Region with a very low unemployment rate (Czech Statistical Office, 2018). Therefore, it was important to find out if the reputation of being a diverse and equal opportunities employer can be an attractor when trying to hire new employees.

The study compared the opinions of HR experts in public sector organisations with the opinions of people from the Central Bohemia Region in the Czech Republic. There were three semi-structured interviews with HR experts from public sector organisations so that their experience and opinions about diversity and equal opportunities being recruitment attractors could be compared with 402 questionnaires that were collected from individuals from the Central Bohemia Region. Additionally, secondary data was used to help with the analysis.

The key conclusions of the research are that most of the people would prefer working in private sector organisations, which means that public sector organisations need to do more to promote the public sector. Additionally, the promotion needs to have people's attention, because most people check for new jobs less than once a year. LinkedIn should be also used for advertising job positions in public sector organisations. It is important to use diversity and equal opportunities as part of the branding for public sector organisations because most people see these factors as attractors and these factors are important mostly for younger age groups. People see equal opportunities as more important than managing diversity, which means that when trying to promote public sector organisations, the focus should be mainly on the

equal opportunities approach. Using these factors as attractors when promoting job offer may lead to attracting and hiring more employees, and this can result in an even lower unemployment rate.

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1. Background

According to Beechler and Woodward (2009, p. 273), there is intensifying international competition for talent for many organisations. It is important for organisations to have the right people in place because otherwise it may lead to many challenges. In fact, according to Elving et al. (2012, pp. 355-356), organisations need extremely loyal employees so that they achieve success and fulfil the needs of their stakeholders. These employees have a major influence on the reputation of organisations. Trying to attract high-quality employees is not easy because many organisations need to find the same skills in their employees.

Public sector organisations in the Czech Republic (Martínková, 2018, p.27-28) can be considered as the largest job provider in the labour market; in fact, in 2017, approximately 1 million Czechs worked in public sector organisations. However, according to Wilden, Gudergan and Lings (2010, p. 56), high employment levels in countries leads to intense competition for skilled staff. The very low unemployment rate of the Czech Republic leads to a competitive environment, which could be a problem for public sector organisations that need to attract new talent.

Central Bohemia, as a region in the Czech Republic (Czech Statistical Office, 2018), has a lower unemployment rate than is the average of the Czech Republic. It (Czech Statistical Office, 2018) is the largest region of the Czech Republic concerning its size, number of inhabitants, and municipalities. The annual average of the unemployment rate of the Central Bohemia Region in 2015 was 3.5%. In 2016, it was 3.1% and it continued to decrease in 2017. In the fourth quarter of 2017 the population aged 15 or more was 1,108,900, with only 13,500 unemployed people. The difference between the unemployment rate of the region in 2012 and the unemployment rate in 2016 is 1.5%, which shows that the rate is decreasing swiftly. The annual average of the unemployment rate of the entire Czech Republic in 2015 was 5%, and in 2016 it decreased to 4% which is still higher than the average annual rate of the Central Bohemia Region, which means that due to this competitive environment it may be a problem for organisations that need to hire new employees.

Due to the low and continuing decrease of unemployment in this region (Czech Statistical Office, 2018), it is becoming more challenging for organisations to find new employees when they need them, and therefore they need to become better at attracting candidates. Since according to Martínková (2018, p. 38), marketing methods of the public sector are slightly different from those that the private sector is using, attracting new talent may be difficult. According to O'Malley (2000, pp. 3-5), organisations should create a strategy that deals with motivating job seekers, so they choose the job they will be offered. For example, according to Wallace et al. (2014, p. 19), organisations are increasingly using marketing and branding strategies to differentiate organisations and make them attractive for current and potential future employees. In fact, according to Graen and Grace (2015, p. 3), organisations are starting to treat their employees as important as their customers. Human resources (HR) (Graen and Grace, 2015, pp. 6-8) should develop new talent and retention strategies that match the workplace culture that employees are demanding. These strategies are for example: transparent reward decisions and performance, a flexible work culture, connecting with all employees, and access to the best tools for operation and collaboration.

One potential strategy is therefore to develop diversity and equal opportunity strategies to attract potential employees. The Ministry of the Interior of the Czech Republic (Ministry of the Interior, 2018) have already started strategies for diversity and equal opportunities, but the effect of implementing those strategies on job seekers in the Central Bohemia region in the Czech Republic is not known. Studies such as one conducted by the CIPD (2012) into Diversity and Inclusion paid a great deal of attention to providing important insights about the approaches being taken by organisations concerning their diversity, but it is not fully explained how the diversity of an organisation actually affects its image towards potential future employees. Another study conducted by Walker et al. (2012) shows that people spend more time viewing recruitment websites when the site included racial diversity information. However, the study does not discuss other aspects of diversity and equal opportunities employers, and it is not focused on the case of the Central Bohemia region in the Czech Republic.

Therefore, this project adds to the research into this issue by exploring whether a reputation for being an equal opportunities and diverse employer is a recruitment attractor in the Central Bohemia region in the Czech Republic, using public sector organisations as a focus. Public sector organisations need to attract employees as any other organisation. According to Mosley (2014, pp. 1-4) to attract and keep talent, many aspects need to be taken into consideration such as the image of the organisation and brand awareness. There may be a challenge of building the brand awareness for public sector organisations as these are more regulated in general, which may have an impact also on branding. However, public sector organisations (Ministry of Labour and Social Affairs, 2019) also need to follow laws regarding diversity and equal opportunities. Therefore, the strategy of an employer of implementing and promoting diversity and equal opportunities could be the main point of brand awareness of public sector organisations that could attract job seekers.

2. Aim, Objectives, Research Questions

Aim: To explore whether a reputation for being an equal opportunities and diverse employer is a recruitment attractor for the public-sector organisations in the Central Bohemia Region in the Czech Republic.

Objective 1: To explore the literature in the fields of diversity and equal opportunities, attraction, and decision-making.

The objective helps to meet the overall aim by giving an understanding of the literature and different concepts of the fields of diversity, equal opportunities, attraction, and decision-making. It is important to first fully understand the concept of diversity and equal opportunities to be able to focus the study in the right direction that can meet the aim. The concept of decision-making should help to see what are the stages that can be influenced by diversity as a recruitment attractor. The understanding of attraction will help to see what attracts people to apply for a particular job in general. It is needed to have a theoretical framework first before the specific issue can be analysed.

Objective 2: To investigate the opinion of HR experts in public-sector organisations in the Central Bohemia Region on diversity and equal opportunities as an attractor tool.

After building the theoretical framework for the topic, the next step to meet the aim is to also understand the opinions of HR experts in the public-sector organisations in the Central Bohemia Region. It is important to understand if HR experts use diversity as a recruitment attractor or not and if they think that it is an important factor when trying to attract and hire new employees. It will be important to compare these opinions and experiences with those of other people from the Central Bohemia

Region. Meeting the objective will also provide the information if there are any rules and laws regarding diversity and equal opportunities in the public sector.

Objective 3: To understand the attitudes of people in the Central Bohemia Region about diversity and equal opportunities being a recruitment attractor.

To fully investigate the subject, after insight has been gained about the opinions of HR experts in public sector organisations from the Central Bohemian Region, it is important to continue with focusing on understanding the opinions of people of the Central Bohemia Region about diversity and if the commitment to diversity by an employer can be a recruitment attractor for them. In order to meet the aim, this objective will help to understand what factors attract people the most when choosing where to apply for a job. It will also provide an overview if people understand what the concept of diversity and equal opportunities is and to what extent do they consider it as an important factor when choosing a job.

Objective 4: To draw conclusions and make recommendations.

After all three objectives are met, conclusions will be drawn and recommendations made. It will be stated whether a reputation for being an equal opportunities employer is a recruitment attractor for public sector organisations in the Central Bohemia Region in the Czech Republic. Therefore, it will provide a recommendation if the public-sector organisations should use this attractor when trying to attract and hire new employees.

Objective 1: To explore the literature in the fields of diversity and equal opportunities, attraction, and decision-making.	<ul style="list-style-type: none"> 1) What are the different elements of diversity? 2) What is the equal opportunities approach? 3) What are the problems with the equal opportunities approach? 4) What is the management of diversity approach? 5) What are the problems with the management of diversity approach? 6) What is the process for managing diversity? 7) What are the differences between the management of diversity approach and the equal opportunities approach? 8) What is employer branding? 9) What is Nicosia's decision-making model?
Objective 2: To investigate the opinion of HR experts in the public sector organisations of the Central Bohemia Region on diversity as an attractor tool.	<ul style="list-style-type: none"> 1) Do they think that diversity within a workplace brings benefits? 2) Are there any rules and laws regarding diversity? 3) How do they manage diversity? 4) Do they market themselves as being a diverse workplace to the potential future employees? 5) What factors do they think are the main attractors for people deciding to work in public sector organisations of the Central Bohemia Region.
Objective 3: To understand the attitudes of people in the Central Bohemia Region about diversity being a recruitment attractor.	<ul style="list-style-type: none"> 1) Do people understand what diversity is? 2) Are people concerned about diversity? 3) Do people think that diversity within the workplace is important? 4) What factors influence them when deciding to what job they apply to? 5) Is diversity of the company one of the most important factors when looking for a job? 6) If a company would not take diversity into consideration, could it be the factor because of that they would not take the job in that company?
Objective 4: To draw conclusions and make recommendations.	<ul style="list-style-type: none"> 1) Can a reputation for being an equal opportunities employer be a recruitment attractor in public sector organisations in the Central Bohemia Region in the Czech Republic?

Table 1: Objectives and Research Questions

3. Literature Review

3.1. Equal Opportunities Approach

The equal opportunities approach (Torrington et al., 2011, pp. 474-476) is one of the approaches to equality that focuses on preventing discrimination by legislation and concentrates on the equality of opportunity and minimising differences, such as gender, race, age, and disability, which are easily seen. These differences that are easy to see (Harrison, Price and Bell, 1998, pp. 97-98) belong to surface level diversity, which is the first level of diversity, the other being deep level diversity. Therefore, the approach may help the researcher to investigate if there are any formalised procedures regarding the equal opportunities approach so that relevant criteria are used in the selection process and if there are any targets identified, for example disadvantaged groups in the public sector in the Central Bohemian Region in the Czech Republic. Therefore, it may help to understand if there are any rules and laws to follow for public sector organisations when focusing on an equal opportunities approach.

According to McDougall (1996, p. 64), generally, the approach concerns social justice, and it (Torrington et al., 2011, pp. 474-476) focuses on dealing with the different needs of different groups and the recruitment process. Therefore, it may also help to understand if and how public-sector organisations in the Central Bohemia Region in the Czech Republic actually implement an equal opportunities approach and how the different needs of different groups are dealt with, and therefore if discrimination is prevented. It may also help to understand if public-sector organisations know how to implement such an approach correctly so there is no harm done and if opportunities are equally offered and differences such as gender, race, age, and disability are minimised.

As noted by Wallace et al. (2014, p. 19), with organisations finding it increasingly difficult to attract and retain talent, there is a need to differentiate or attract the widest possible pool of candidates. Therefore, the approach, if communicated well, may be potentially used as an attractor when recruiting new talent. It may allow for an understanding if utilising such an approach can offer HR managers in public-sector

organisations in the Central Bohemia Region in the Czech Republic to attract a broader range of candidates, in terms of those who might have been overlooked before, those who might be attracted to such environments, and those who might not have considered public sector organisations previously. In fact, according to Jewson and Mason (1986, pp. 43-44), the approach has to take into account the nature of recruitment and its processes, which means that the approach may help with the recruitment, which is the main focus of the research.

However, there is the limitation of the approach that its focus (Torrington et al., 2011, pp. 474-476) is on formal processes, but not everything in an organisation can be formalised. It means that since the equal opportunities approach focuses only on formal processes, processes that are not formalised may not be considered by equal opportunities and therefore these may disrupt the correct implementation of such an approach. In this case, implementing an equal opportunities approach may not have the desired effect on current and potential employees.

The second limitation of the approach (Torrington et al., 2011, pp. 474- 476) is that the approach focuses mainly on groups, but diversity affects also individuals. According to Liff (1999, p. 67), an equal opportunities approach focuses on social group members and makes assumptions based on these groups. However, employees are unlikely to respond identically or benefit equally from such an approach. If an organisation would care only about the diversity of groups, HR managers may miss individuals' talents. Since diversity in general consists of more than surface level diversity, focusing only on this approach may not be enough.

A final limitation, according to Liff (1999, p. 70), is that equal opportunities strategies encourage a view that some groups have a problem and need help, and organisations following this approach may create problems for some groups and advantages for other groups, even if there was not a problem at first. If the equal opportunities approach would create more problems, then it may not be the right tool to promote public sector organisations to potential future employees as it may not actually function as an attractor.

Despite the limitations, the approach may still help to identify the formalised elements of the issue. It may still provide an understanding what is surface diversity and how it can be utilised by HR managers to promote a more diverse and equal opportunities environment. Also, taking into consideration different social groups may highlight issues which in fact may not actually occur for individuals alone. The approach may help to understand one part of equality. Since the approach is focused mainly on groups, another approach that is concerned mainly with individuals is needed. Also, due to the focus of the equal opportunities approach is more on surface level diversity, another approach that focuses on deep level diversity (Harrison, Price and Bell, 1998, pp. 97-98) is needed. The approach needs to be complemented by the managing diversity approach.

3.2. Managing Diversity Approach

According to Torrington et al. (2011, pp. 476-480), the managing diversity approach focuses on how to utilise the potential of all individuals and not just those in minority groups. The fact that it does not focus only on people in minority groups makes the managing diversity approach different from the equal opportunities approach. Therefore, the approach may help the researcher to investigate if there are any formalised procedures regarding the managing diversity approach so that diversity is managed well and it may have a positive impact in the workplace. Therefore, it may help to find out if there are any rules and laws that public sector organisations have to follow regarding the managing diversity approach or not.

The managing diversity approach (McDougall, 1996, p. 64) works with the idea that harnessing differences creates a productive environment, where all people feel valued and their talents and skills are fully utilised, and therefore achieves the goals of public sector institutions. Therefore, the approach may help the researcher understand if this approach could help the employer branding in the public sector organisations in the Central Bohemia Region in the Czech Republic and therefore attract more applicants for jobs. It may show if harnessing differences actually creates a productive environment and if people working in such public-sector organisations in the Central Bohemia Region in the Czech Republic feel valued and their talents and skills are fully utilised and therefore if this attracts them to work

there. It might also indicate that by utilising such a device, they can better attract potential employees in the Central Bohemian Region, or whether such approaches have less of an impact. Understanding the managing diversity approach may help to show how people in the Central Bohemian Region in the Czech Republic view the approach and if it is an important factor for them, and therefore, it may show if promoting a public sector organisation as utilizing the managing diversity approach may be a recruitment attractor for people in the Central Bohemia Region in the Czech Republic.

As noted by McDougall (1966, pp. 63-64), diversity consists of two levels which are visible such as age, gender, race, and disability as well as invisible such as personality and leadership style. The managing diversity approach (Torrington et al., 2011, pp. 476-480) is mainly concerned with individuals. It (Bratton and Gold, 2007, pp. 224-227) can be seen as an extension to the promotion of equal opportunities during the 1970s and 1980s. The term “managing diversity” (McDougall, 1996, pp. 63-64) originated in the USA in the late 1980s. Therefore, understanding the managing diversity approach may help to discover if this approach should be promoted together with the equal opportunities approach when trying to attract employees. Since both of the approaches are looking at the issue from different angles, it may help to understand if these views should both be promoted to attract employees. There is the possibility that people in the Central Bohemian Region in the Czech Republic view one approach as more important than the other and therefore, understanding also the second approach may help to clarify which approach might be more effective. Of course, there are limitations.

The first limitation (McDougall, 1996, p. 64) is that there are concerns if the approach can work in other countries where the concept is different to the USA, especially since the USA and the Czech Republic are different countries with different cultures. Such an approach that works in the USA does not necessarily mean it will work the same in the Czech Republic, which would mean that the outcome of utilising such an approach may have different outcomes. If this was the case, people in the Central Bohemia Region in the Czech Republic may view the managing diversity approach in a different way, and therefore it may not be useful for public-sector organisations in that region when attracting potential employees.

A second limitation (Liff, 1999, p. 67) is that there is a concern that this approach may reduce the awareness of social group-based disadvantages. There is the possibility that focusing on the managing diversity approach may reduce the awareness of the equal opportunities approach and therefore, reduce the awareness of disadvantaged groups. It may create a problem because people in disadvantaged groups in public-sector organisations in the Central Bohemian Region in the Czech Republic may feel discriminated against, which may lead to employers potentially missing valuable talent.

There (McDougall, 1996, p. 64) is also the criticism, which is a third limitation of the approach, that the approach may lack clarity for managers who should be implementing it. It is important that such an approach that is focusing on such delicate issue needs to be understood and implemented correctly so that there is no harm done. If the approach would not be implemented correctly, then the organisations may lose even their current employees because they may not feel comfortable working there. If the approach would not be understood correctly by managers in public-sector organisations in the Central Bohemian Region in the Czech Republic, then it might not have the desired effect for current employees in that sector, and therefore, it may not be able to help with attracting potential employees.

Despite the limitations, the managing diversity approach (McDougall, 1996, p. 64) may be seen as the revitalisation of the equal opportunities approach. The basis of the approach can be used for different cultures so that the approach may highlight issues that are connected to the Czech Republic. It (Liff, 1999, p. 67) is also argued that the managing diversity approach does not reject equal opportunities; instead, it builds upon it. Additionally, the approach may also reveal if managers implementing the approach understand the topic and know how to implement it. It may still provide an understanding deep level diversity and the effects of its promotion to potential employees in the recruitment process. To fully understand if the approaches to diversity correspond with the recruitment process and its advertising, recruitment advertising has to be understood.

3.3. Employer Branding

As noted by Torrington et al. (2011, pp. 170-171), employer branding is concerned with the development of a positive brand image of an organisation over time. It (Wilden, Gudergan and Lings, 2010, p. 57) is done by a package of economic, psychological, and functional benefits provided by the employer, and therefore, it may help the researcher to understand what kind of employer branding human resources in public sector organisations in the Central Bohemian Region in the Czech Republic use and how these organisations are presented. It may show what factors HR management uses to attract employees and what kind of brand images are they trying to demonstrate to people. Additionally, it may help to show what factors HR managers think are the main attractors for people deciding to work for public-sector organisations in addition to what attractors they do use when advertising new job positions.

According to Torrington et al. (2011, pp. 170-171), employer branding should help to attract more job candidates. Therefore, since this approach has been used by a number of employers in the public sector to a positive effect, it may be useful for the study to understand how employer branding can be influenced by diversity and equal opportunities factors. It may help to understand what effects on an employer's brand can be by promoting diversity and equal opportunities, and if public-sector organisations actually use these factors when promoting themselves. Therefore, it may help to show what experiences these organisations have with the equal opportunities approach and managing diversity approach being part of employer branding. Furthermore, it may help to show if these factors bring positive ideas and thoughts of those who work and may work in the future in public-sector organisations in the Central Bohemia Region in the Czech Republic. If there are positive ideas regarding diversity and equal opportunities approaches from people in the Central Bohemian Region, and the employer branding promoting these approaches is done right, the outcome of that (Torrington et al., 2011, pp. 170-171) should be that potential employees have a stronger desire to work there, which would help the public sector organisations to attract new talents.

As noted by Drury (2016, pp. 29-31), brand image depends mainly on the ideas and thoughts that people associate with the brand name. Therefore, the approach may also help to understand how people in the Central Bohemian Region in the Czech Republic actually view public-sector organisations. It may help to show if their thoughts associated with the public-sector organisations are similar to those that an HR department tries to promote or if these are different, and therefore, employer branding is not successfully done according to the wants of the HR department. According to Wallace et al. (2014, p. 34), a weak employer image can lead to poorer candidates and a higher turnover. In fact, according to Berthon, Ewing and Hah (2005, pp. 153-154), recruitment activities are related to the employer brand image.

However, the first limitation is that according to Edwards (2010, p. 7), employer branding tends to involve extensive communication campaigns, which in public sector organisations may be regulated. In fact, according to Martinková (2018, pp. 39-40), marketing methods available for public sector organisations are limited in contrast with private sector organisations. Since the employer branding for public-sector organisations may be regulated, it may not have the desired outcome as it otherwise would have. In this case, successful employer branding may take much longer.

The second possible limitation is again connected to the possible regulations of the public sector in the Central Bohemia Region in the Czech Republic because employer branding (Chhabra and Sharma, 2014, p. 49) has to cover a value system and policies together with regulations, which could limit the extent to which employer branding can be utilised. In fact, according to Berthon, Ewing and Hah (2005, pp. 153-154), advertising may be a critical tool for successful employer branding, and if there would be regulations regarding advertising for public sector organisations, it would be a significant limitation.

A further limitation is that according to Wilden, Gudergan and Lings (2010, pp. 56-58), job seekers evaluate the attractiveness of an employer based on previous experience with the employer but also based on previous experience in the sector. It means that all organisations in the public sector in the Czech Republic would have to

use the same employer branding strategy so the image of public sector organisations would be consistent and able to attract more job candidates.

Despite the limitations, the concept may help to understand if and how regulated the public sector in the Central Bohemia Region in the Czech Republic is and how HR departments in the public sector are trying to promote organisations and how these organisations are seen by potential employees. It may still help to understand better the factors that affect the employer branding and if being diverse and equal opportunities employer can be one of the factors. To understand better at what stage of the decision-making process being an equal opportunities and diverse employer can influence potential employees, the Nicosia model of decision-making has to be explained and understood.

3.4. Nicosia Model

As noted by Nicosia (1966), buyer behaviour includes four stages of the decision-making process. The process (Prasad and Jha, 2014, p. 338) starts with consumer attitudes that are influenced by information from the market. The second step is that the consumer looks for the information and evaluates it. The third step is the act of purchase, and the last step is the feedback and how these influence the decision of the consumer, in this case a job applicant. Therefore, the model is relevant to the study because it is important to understand at what point does the reputation of the employer managing diversity and implementing the equal opportunities approach influence the decision-making of the potential future employee of public-sector organisations in the Central Bohemian Region in the Czech Republic, if indeed it does. It may help to show where and how the diversity and equal opportunities of an employer should be promoted so it has the desired effect.

Additionally, since the first step of the model (Prasad and Jha, 2014, p. 338) is focused on consumer attitudes that are influenced by the information from the market, the model may help to understand what attitudes do people in the Central Bohemia Region in the Czech Republic have towards public-sector organisations and what information from the market is available to influence these attitudes, which concerns the first step of the model. It may help to show the information that job

applicants work with when deciding whether to work in public-sector organisations or not and whether a focus on equal opportunities and diversity is actually considered important or not.

However, Milner and Rosenstreich (2013, p. 7), argue that the potential limitation of the model is that it is more concerned with the marketer's perspective rather than the consumer's perspective. It means that it is more concerned on how to approach potential job applicants rather than how an applicant decides on an organisation to work for. It means that in the context of this research in the Central Bohemia Region in the Czech Republic, the model would be more concerned with HR managers in public-sector organisations attracting job candidates, rather than on applicants deciding where to work.

The second limitation is that according to Goodhope (2013, p. 167), it is assumed that there is no prior experience with the brand or a company, in this case public sector organisations, which does not have to be the case. According to that, the Nicosia model would not apply to people who already have had a direct experience with public sector organisations, which would limit the extent of the application of the model.

Despite the limitations, since the focus of the research is also on organisations promoting themselves as diverse and equal opportunities employers and its effect on the recruitment, the research should not be limited. It may still be useful to help to find out at what stage public sector organisations may affect the potential employee when decision-making and to find out more about attitudes of people in the Central Bohemia Region in the Czech Republic towards public-sector organisations.

From a theoretical perspective, employers could potentially enhance their brand by utilising a diversity message. However, whether this approach would work for public sector organisations in the Central Bohemian Region in the Czech Republic needs to be investigated.

4. Methodology

4.1. Research Philosophy

Ontology is, according to Saunders, Lewis and Thornhill (2015, p. 127), concerned with the assumptions about the nature of reality and therefore, existence. These assumptions shape the view and studies of the research objects. According to Kuada (2012, pp. 58-59), assumptions define the perception of reality. There are different positions that fall under ontology, and according to Saunders, Lewis and Thornhill (2015, p.129), these positions are objectivism and subjectivism. Objectivism (Saunders, Lewis and Thornhill, 2007, pp. 108-109) views social entities as external to social actors. On the other hand, subjectivism is the position that focuses on understanding the meanings that are given to social phenomena by individuals. As the aim of the project is to explore whether a reputation for being an equal opportunities and diverse employer is a recruitment attractor for the public-sector organisations in the Central Bohemia Region in the Czech Republic, it means that the viewpoints on the topic of HR experts working within the industry need to be gathered and then contrasted with the experience of people living in that region concerning applying for jobs.

Therefore, the underpinning position for this research is subjectivism. According to Saunders, Lewis and Thornhill (2015, p. 130), subjectivism means that opinions of HR experts about diversity and equal opportunities being recruitment attractors for public sector in the Central Bohemia Region are seen as dependant on social actors. Therefore, they can be influenced by the researcher through the interactions with the research subjects. Basic units of the data gathered are treated as socially constructed interpretations and perceptions through the medium of attitudes and perceptions of equality and its utility as an attractor. However, according to Saunders, Lewis and Thornhill (2015, pp. 129-130), because subjectivism is dependent on social factors, it does have certain limitations because it will not allow one to capture data that is not influenced by social factors, and therefore, it will not present a complete understanding of the topic. Therefore, objectivism as a supporting position should be utilised.

In order to fully understand the issue of diversity and equal opportunities as attractors, a supporting stance of objectivism may offer deeper insight. According to Saunders, Lewis and Thornhill (2015, pp. 128-130), objectivism means that the experience of people noticing diversity is seen as independent of social interaction, therefore cannot be influenced by the researcher, as the data collected is viewed as discrete factual information. Therefore, this data is analysed as units, in order to find trends and make decisions whether the reputation of being diverse and an equal opportunities employer can be a recruitment attractor.

Epistemology is, according to Sachdeva (2008, p. 7), concerned with describing the nature of acceptable knowledge in the field of study. It is a term (Kuada, 2012, p. 59) that describes the nature and means of knowing. In general, it deals with how what exists is studied. The different positions of epistemology (Saunders, Lewis and Thornhill, 2007, pp. 102-107) are positivism, realism, and interpretivism. Positivism is concerned with working with a social reality that is observed and leads to law-like generalisations, whereas, realism is a position that sees what the senses show as a reality, and Interpretivism sees reality through understanding social constructions such as language, meanings, behaviours, etc. As the aim of the project is to explore whether a reputation for being an equal opportunities and diverse employer is a recruitment attractor for the public-sector organisations in the Central Bohemia Region in the Czech Republic, it means that experience concerning diversity and equal opportunities of HR experts from public sector organisations from that region need to be gathered and compared with opinions of people living in that region.

Therefore, the underpinning position for this research is interpretivism. According to Saunders, Lewis and Thornhill (2007, pp. 102-107), interpretivism will help to better understand the opinions of HR experts in the Central Bohemia Region in the Czech Republic about diversity and equal opportunities approach being recruitment attractors. The position means that the understanding of the opinions of HR experts about diversity and equal opportunities is influenced by the researcher in the way that the data gathered is treated as interpretations influenced by the researcher's set of meanings. According to Bryman (2012, p. 30), interpretivism allows the researcher to grasp the subjective meaning of social actions. However, interpretivism alone will not

allow one to fully investigate the topic; therefore, positivism will be the supporting position.

According to Saunders, Lewis and Thornhill (2007, pp. 103-104), positivism works with observable data to create law-like generalisations. It means that reality is the set of models that are created. Existing theory will be used to develop hypotheses regarding people from the Central Bohemia Region in the Czech Republic seeing diversity and equal opportunities as recruitment attractors, and these hypotheses will be tested and confirmed or refused, leading to the development of the theory concerning that topic. This observable data is not influenced by the researcher but recorded past experiences and attitudes. According to Bryman (2012, pp. 27-28), these facts, that in this case will be attitudes and past experiences of people regarding diversity and equal opportunities approach being recruitment attractors, provide the basis for explanations of laws to be assessed.

Since multiple research techniques have to be utilised as evidenced by main and supporting ontology and epistemology, the research is pragmatic in nature. According to Saunders, Lewis and Thornhill (2007, p. 110), pragmatism is determined mainly by the formulation of the research objectives, and consequently the research questions formulated along with them, that are needed to fully explore if a reputation for being equal opportunities and diverse employer can be a recruitment attractor in public sector organisations in the Central Bohemia region in the Czech Republic. In particular, having clear objectives addressing qualitative and quantitative elements of the research questions is paramount.

4.2. Research Approach

Given the ontological and epistemological assumptions, the main research approach will be inductive. According to Saunders, Lewis and Thornhill (2007, pp. 117-120), induction focuses on collecting data and creating theory based on the results of the data analysis; it means that after the opinions of HR experts will be gathered, these will be analysed, and a theory will be created based on the analysis concerning whether diversity and the equal opportunities approach can be used as recruitment attractors in public sector organisations in the Central Bohemia Region in the Czech Republic. In fact, according to Bryman (2012, p. 26), generable inferences will be drawn out of the observations concerning opinions of the HR experts about the subject of the research. Furthermore, according to Hammond and Wellington (2012, p. 10), an inductive approach explores relationships between the data; therefore, the approach will help to better understand the meanings HR experts attach to diversity and equal opportunities strategies. In order to meet the aim and better understand the issue, the supporting research approach will be deductive.

According to Hammond and Wellington (2012, p. 10), an deductive approach will focus on developing a theory and deducting an hypothesis about whether diversity and equal opportunities are recruitment attractors for public sector organisations in the Central Bohemia Region in the Czech Republic or not. These hypotheses (Walliman, 2017, p.20) will be then tested, which will help with the research by gaining insight into whether job applicants use diversity in recruitment advertisements as a factor in their decision-making process. In fact, according to Bryman (2012, p. 24), these hypotheses must be subjected to empirical scrutiny. Deduction (Saunders, Lewis and Thorhill, 2007, pp. 117-120) emphasises collecting quantitative data from a sufficient sample size in order to be able to generalise conclusions, which will be helpful in this case when gathering opinions of people in the Central Bohemia Region.

4.3. Research Strategy

Following the pragmatic nature of the research, the main research strategy will be grounded theory. According to Saunders, Lewis and Thornhill (2007, p. 142), grounded theory allows for developing a theory from the information collected from the HR experts. It is important because it is needed to develop a theory after all the information from the HR experts is collected in order to better understand the subject. It (Hammond and Wellington, 2012, p. 24) is done by using, for example, coding techniques which may help to gain insight into whether they see diversity and equal opportunities as recruitment attractors for public sector organisations and its potential employees in the Central Bohemia Region in the Czech Republic in order to create a model for recruiting employees for public sector organisations. In order to fully investigate the issues, the supporting research strategy will be a survey strategy.

A survey strategy, according to Saunders, Lewis and Thornhill (2007, pp. 138-139), allows a larger amount of data to be collected in an economical way, which is helpful for this research. Since the opinions of a sample of the population of the Central Bohemia Region in the Czech Republic are needed to understand whether diversity and equal opportunities act as attractors, and to test against the viewpoints of the HR experts, a survey strategy will be the best option to gather the quantitative data, which will be then analysed. A survey strategy (Punch, 2003, p. 3) will help to produce numerical data and measure variables. The strategy will also help to suggest possible reasons for potential relationships between variables, such as diversity and equal opportunities and whether it is seen as an attractor or not. In fact, according to Punch (2003, p. 3) its main aim is to study how these variables are related to each other.

4.4. Secondary Information Needs

4.4.1. Data Need 1: Population of the Central Bohemia Region

As Saunders, Lewis and Thornhill (2007, pp. 356-357) argue, in order to conduct a questionnaire, it is necessary to create a sample based on the total population, and for this project this means the population of the Central Bohemia Region of the Czech Republic. The source of that information used was the Czech Statistical Office website: www.czso.cz, as according to Bryman and Bell (2011, pp. 548-550), this type of source is reliable and provides much information of potential significance. In comparison with organisational documents (Bryman and Bell, 2011, pp. 550-552), public documents are regulated by the state and should provide more accurate information. However, of course such information may contain limitations such as being out of date or inaccurate, and therefore it was necessary to compare it to another source such ec.europa.eu which contains European statistics and according to Bryman and Bell (2011, pp. 548-550) can be considered reliable.

4.4.2. Data Need 2: Unemployment Rate of the Central Bohemia Region

In order to better understand how competitive the environment is and if employers in the Central Bohemia Region in the Czech Republic need to get better at attracting potential employees, information about the unemployment rate of that region was needed. The source of that data used was the Czech Statistical Office website: www.czso.cz, which is according to Bryman and Bell (2011, pp. 548-550), is reliable and should contain accurate information. However, the limitation of the source is that the information might be out of date. To ensure validity, the information was compared to ec.europa.eu which contains European statistics and can also, according to Bryman and Bell (2011, pp. 548- 550), be considered reliable.

4.4.3. Data Need 3: The Size of the Public Sector in the Central Bohemia Region

The size of the public sector in the Central Bohemia region is needed in order to get a better idea about public sector organisations and their need to attract potential employees. The sources used for the information were academic materials and the

website www.statnisprava.cz, which contains a list of public sector organisations for each region of the Czech Republic. Since the website (European Business Enterprise, 2018) is updated often, the data should be reliable. However, the limitation of such a source is that it might not be regulated by the state enough, and the information may be out of date. Therefore, the information was compared with the Czech Statistical Office website: www.czso.cz, which according to Saunders, Lewis and Thornhill (2007, p. 255), will ensure the reliability of the information.

4.4.4. Data Need 4: Rules, Regulations and Laws Regarding Diversity and Equal Opportunities

To better understand how organisations can treat diversity and equal opportunities in the Czech Republic, information about restrictions about these topics was needed. The source of the information used was the website of the Ministry of Labour and Social Affairs. The website contains laws regarding diversity and equal opportunities in the Czech Republic. Such a website managed by the Ministry of the Czech Republic is, according to Bryman and Bell (2011, pp. 548-552), considered reliable and can be used for the research. The potential limitation was the reliability, which was ensured by comparing the information with other academic materials with the main focus on laws, rules, and regulations regarding diversity and equal opportunities in the Czech Republic and especially with the website ec.europa.eu, which contains European information about the topic.

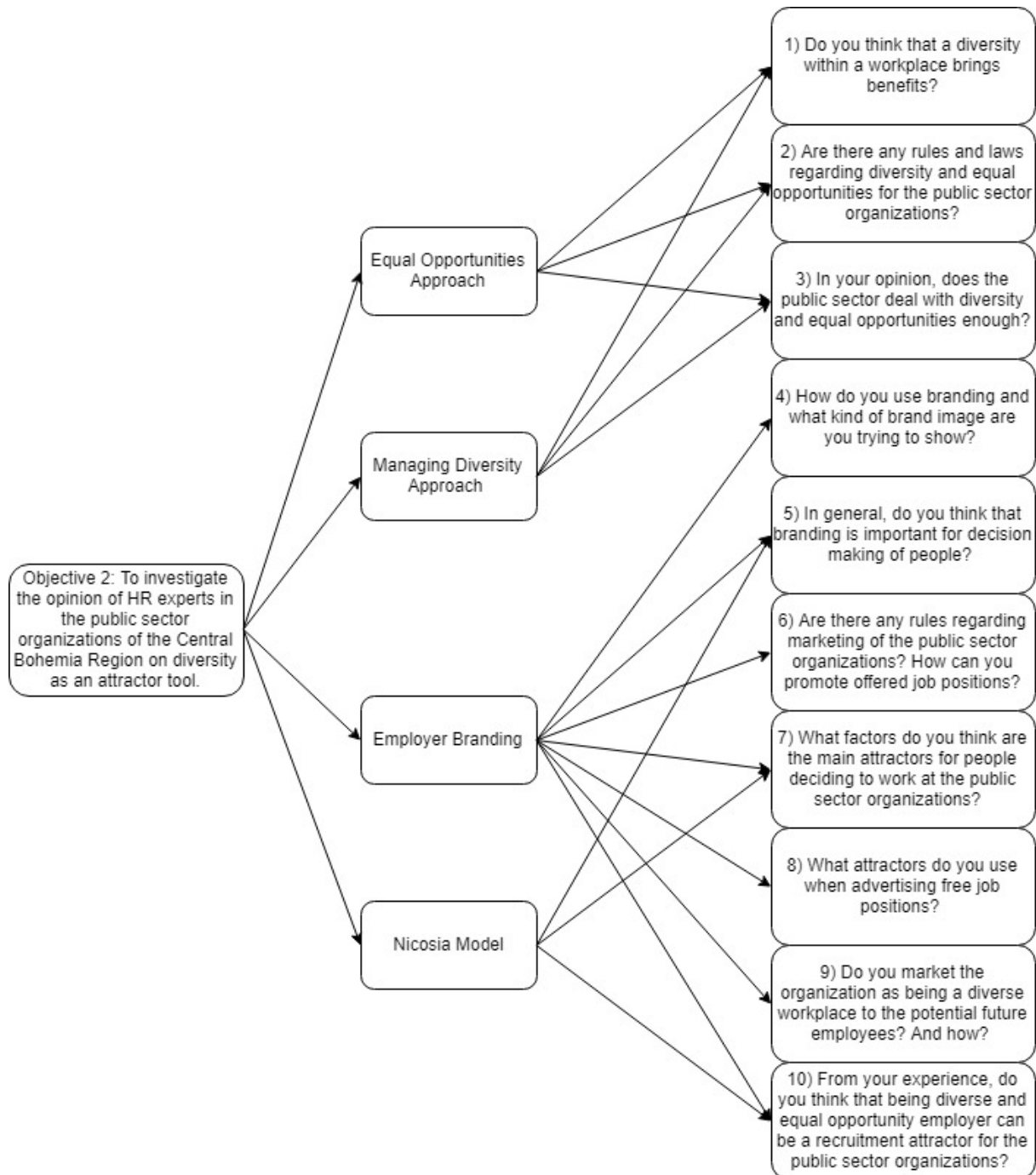
4.5. Primary Information Needs

4.5.1. Main Method: Semi-Structured Interview

In order to fulfill the needs of the Grounded Theory strategy and to collect the opinions of HR experts from public sector organisations in the Central Bohemia Region, and to understand whether they see diversity and equal opportunities to be a recruitment attractor, semi-structured interviews were used. According to Saunders, Lewis and Thornhill (2007, pp. 310-314), interviews can help to gather reliable data that is relevant to the research questions and objectives. Additionally, according to Sachdeva (2008, p. 168), interviews may help to explore the topic in depth. A semi-structured interview (Saunders, Lewis and Thornhill, 2007, pp. 310-314) means that there was a list of themes and questions prepared about diversity and equal opportunities being a recruitment attractor that had to be covered, but this list varied from interview to interview, and the order of questions also varied depending on the flow of the interview. It allowed the researcher to fully understand the opinions and experiences of the HR experts because additional questions were added when some issue needed to be explained more deeply.

Since the targeted group was small with the focus on HR experts from public sector organisations in the Central Bohemia Region in the Czech Republic, the most appropriate sampling strategy was convenience sampling. Convenience sampling, according to Bryman and Bell (2011, p. 190), means that the researcher chooses who to interview based on availability. The intended sample of a minimum of 3 interviews was fulfilled, with 3 interviews with HR experts from the public sector in the Central Bohemia Region in the Czech Republic for the purpose of triangulation, since triangulation, according to Kuada (2012, pp. 121-122), helps to improve the accuracy of conclusions by deriving data from multiple samples or sources.

Interviews were pre-arranged and participants were given an informed consent form. No one wanted to stay anonymous. Interviews were audio recorded, and the researcher also took notes. The researcher sent a transcription from the audio record to the person who was interviewed so that they could see if it was accurate. One interview was in the Czech language, so the researcher translated it into English.



According to Saunders, Lewis and Thornhill (2007, pp. 397-398), the limitation is that the lack of standardisation in semi-structured interviews can lead to concerns about its reliability. However, the findings are not necessarily intended to be repeatable. They reflect reality at the time this data was collected. Despite the limitation, the semi-structure interview with its flexibility helped to explore the complexity of the topic.

The interviews were analysed by open-axial and selective coding based on the need to create a theory from the data gathered during interviews. According to Saunders, Lewis and Thornhill (2007, pp. 499-501), open-axial and selective coding is the process of categorising data into units, recognising the relationship between these categories allowing for the creation of a theory regarding whether HR experts of public sector organisations in the Central Bohemia Region in the Czech Republic think that the reputation of being diverse and equal opportunity employer can be a recruitment attractor in public sector organisations in the Central Bohemia Region in the Czech Republic or not.

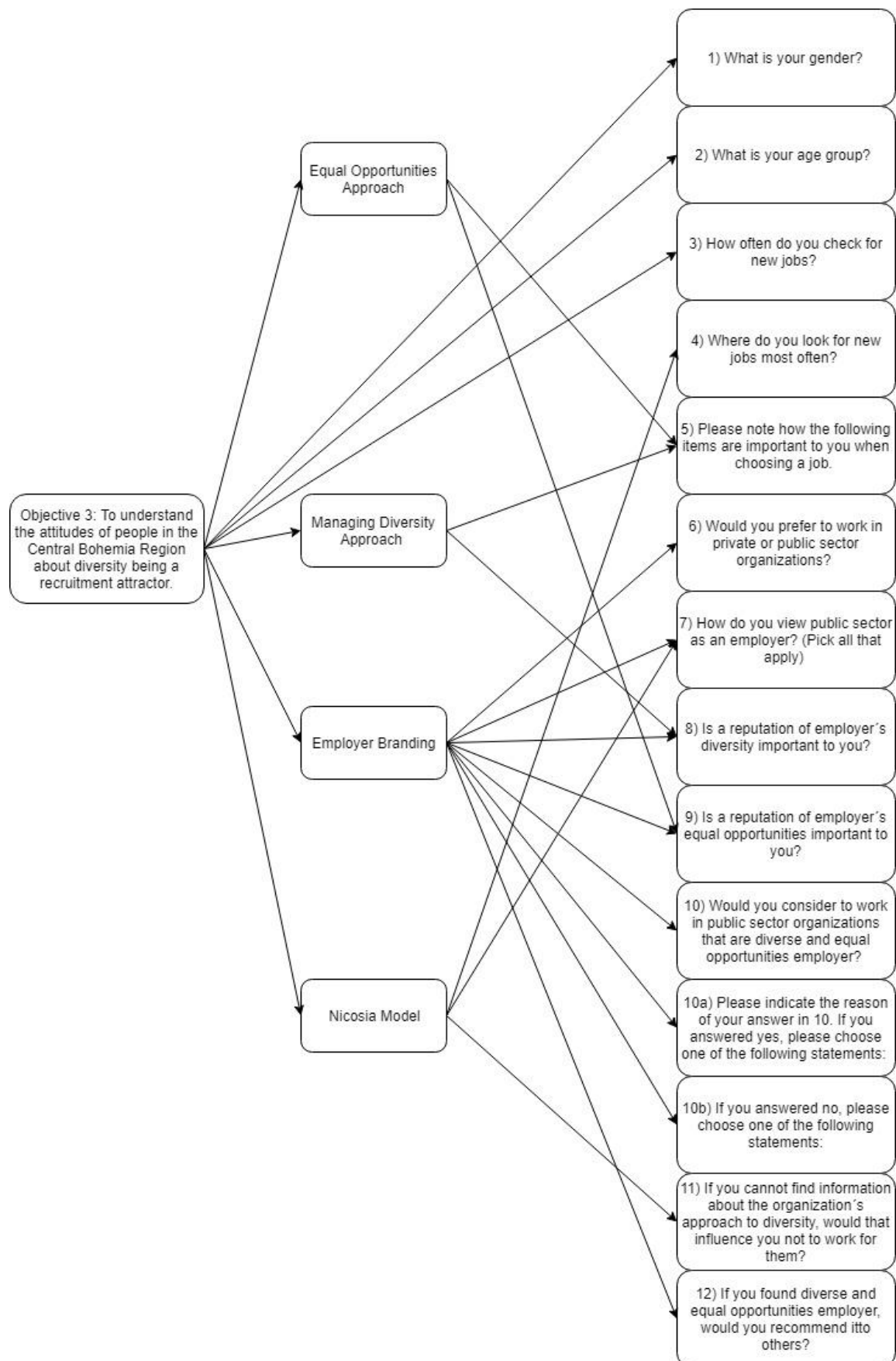
4.5.2. Supporting Method: Questionnaire

Due to the needs of the research, the primary research had to be supported by a complementary method. As it was necessary to collect information from people from the Central Bohemian Region, the only suitable method for gaining their opinions for the research was to use questionnaires that contained a number of questions. The region has a large population, and many people had to be surveyed to gain reliable information about diversity and equal opportunities employers, which means that the method was the most appropriate one. In fact, questionnaires are, according to Kothari (2004, p. 100), suitable when a large population has to be surveyed. Additionally, according to Kuada (2012, p. 107), questionnaires are the most conventional data collection technique used for survey strategy, because of their efficiency, time saving, and low cost. This method helped to gain reliable information regarding the opinions and experiences of people from the Central Bohemia Region about diversity and equal opportunities being a recruitment attractor for public sector organisations in the Czech Republic.

The population of the Central Bohemian Region in the Czech Republic in 2018 (Czech Statistical Office, 2019) was 1,369,332 which means that based on the fact that it was needed to survey a large population, the most appropriate sampling method was random probability sampling. This method of sampling, according to Habib, Pathik and Maryam (2014, p. 30), should be used when there is a need to make inferences from the sample about a larger population such as the one of the Central Bohemia Region. Each unit of the population had an equal chance to be chosen, which ensured that the data gathered should be reliable and should represent the whole population. Since the target population was the one of the Central Bohemian Region, according to Saunders, Lewis and Thornhill (2009, pp. 581-582), 384 filled questionnaires were needed based on a 5% confidence interval. The actual number of collected questionnaires exceeded the minimum amount needed, and 402 questionnaires were collected.

The questionnaire was posted on the internet and shared to different Facebook pages and groups regarding the population of the Central Bohemian Region in the Czech Republic. To use more channels in order to get a larger variety of answers,

the questionnaire was also shared in different job forums for the Central Bohemian Region.



According to Bryman (2012, p. 234) the limitation of using questionnaire is that there is no one to help respondents if they have problems with understanding the questions. Additionally, there is no one there to probe respondents to elaborate an answer. Another limitation is that there is not the opportunity to ask many open questions or questions that are not salient to respondents. Despite the limitations, the questionnaire helped to gain general insight about opinions of people from the Central Bohemia Region in the Czech Republic concerning diversity and the equal opportunities approach being recruitment attractors for public sector organisations.

To analyse the opinions about diversity gathered by questionnaires independent from other variables, the chi square test was used. According to Saunders, Lewis and Thornhill (2015, pp. 538-541), the chi square test can be used for analysing the probability that the data is independent and can occur by chance alone. This allowed for a better understanding whether diversity and equal opportunities can be recruitment attractors for potential employees of the public sector in the Central Bohemia Region in the Czech Republic. Additionally, measures of central tendency (Davis, Pecar, 2010, p. 59), specifically mode, were used to interpret the significance of the data gathered. Frequency tables (Davis and Pecar, 2010, p. 67) were also used for better interpreting the data gathered from questionnaires. The rest of the data was presented in percentages. The statistical analysis was used together with graphical analysis to better understand the results.

4.6. Project Management

4.6.1. Ethical Considerations

In order to comply with Teesside Universities Research Ethics policy, the following has been formulated.

Considering the secondary research, since there was no need for confidential information, all data was sourced from reliable sources and referenced correctly. The most up to date information was used, and all information was verified against an external source.

Due to the use of semi-structured interviews in the project, ethical issues arised, such as the voluntary nature of participation, the right not to answer any question, the right to withdraw, permission to record, consent of transcript accuracy, and the right for confidentiality and anonymity. Therefore, the interviews were prearranged and for the research purposes only. All participants were provided with a participant information sheet which explained the purpose of the research, its academic purpose, and the usage of the data. Interviewees were informed in advance that participation was voluntary, and they had the right to withdraw. Permission to record the interview was also asked in advance. Any recordings were kept in a secure storage, and the transcripts of the interviews were paraphrased and sent for approval. The researcher always behaved in a professional manner.

There were also some ethical issues concerning using the questionnaires, such as anonymity, the voluntary nature of participation, the right not to answer any question and age. Therefore, the letter of informed consent was provided to all participants that explained what the purpose of the research was, that the research was being conducted by a student of Prague College, and the data will be used for academic purposes. The letter also included a clear statement that the questionnaire was only for people above 18, and that the participation was anonymous and voluntary. There were no compulsory questions in the questionnaire. Participants were also informed of the approximate time to complete the questionnaire. The researcher behaved in

professional manner. All of the data collected was used, and there was no selection of the data based on personal preferences. The data was not misanalysed or misinterpreted. Material sourced from secondary sources was acknowledged and cited.

4.6.2. Piloting

Piloting (Saunders, Lewis and Thornhill, 2007, p. 11) was important in order to create the right interview questions that supported the research and gather data that is both reliable and valid. Piloting (Saunders, Lewis and Thornhill, 2007, p. 42) needed to be done before the interviews were administered, and these prepared questions needed to be revised. To pilot the interview questions before the actual interviews for the project, the interview questions were first asked to a person who has a similar profile with the people who the researcher wanted to interview. This person was not part of the study. It provided a better idea about what questions are appropriate and what questions should be changed to get the information needed to meet the objective. Additionally, it helped to ensure if people understood the questions and had no problems with answering.

According to Saunders, Lewis and Thornhill (2007, p. 386), prior to using the prepared questionnaire to collect data, it should be pilot tested in order to refine the questions so that respondents have no problems with answering and there is no issue in recording the data collected. Additionally, piloting helped the questionnaire to gather more valid and reliable data. This technique helped the researcher to ensure that the data collected helped answer the investigative questions. The minimum number of people with whom the questionnaire is piloted for most student questionnaires is 10. Each completed pilot questionnaire (Saunders, Lewis and Thornhill, 2007, p. 387) should be checked. The questionnaire for this research was given to 14 people from the Central Bohemian Region in the Czech Republic in order to test the questions so that these could be adjusted according to this testing with the focus on meeting the objective. This provided the researcher with an idea of suitability and reliability of the questionnaire questions and if people followed all instructions in the questionnaire correctly. Each completed pilot questionnaire was checked to ensure that respondents had no problems with understanding and answering the questions.

4.6.4. Budget

	Planned Costs (CZK)	Actual Costs (CZK)
CAE diploma	4,800	0
Statistics course	39,900	0
Excel online course	1,200	0
Communication and negotiation course	3,300	0
Paper/Printing	1,800	2,250
Binding	800	1,200
USB/CD/DVD	600	350
Proofreading	5,000	5,000
Total cost	57,400	8,800

Table 2: Planned and Actual Budget

The table above shows the planned and the actual costs of the project. The actual costs were lower than the planned costs. This was because of the fact that I found a statistics and excel course online for free. I also found some communication and negotiation courses online that I used when preparing for my research. I did more drafts than I planned, so the cost of paper was higher. The binding costed also more than expected, and since I have used a DVD, it costed less than I planned. Proofreading costed the same price that I planned. Overall the total actual costs of the research were 8,800 CZK.

4.6.5. Timeline

Timeline	2018	2019							
	December	January	February	March	April	May	June	July	August
Activity									
Portfolio submission									
Prepare questions for interviews									
Pilot questions for interviews									
Redraft questions for interviews									
Pilot questions for interviews									
Collect data from interviews									
Contingency plan									
Prepare questions for questionnaire									
Pilot questions for questionnaire									
Redraft questions for questionnaire									
Pilot questions for questionnaire									
Collect data from questionnaires									
Contingency plan									
Write background									
Write literature review									
Write philosophy									
Analyse data									
Write findings									
Write conclusions									
Write self-reflection									
Redraft									
Submit									

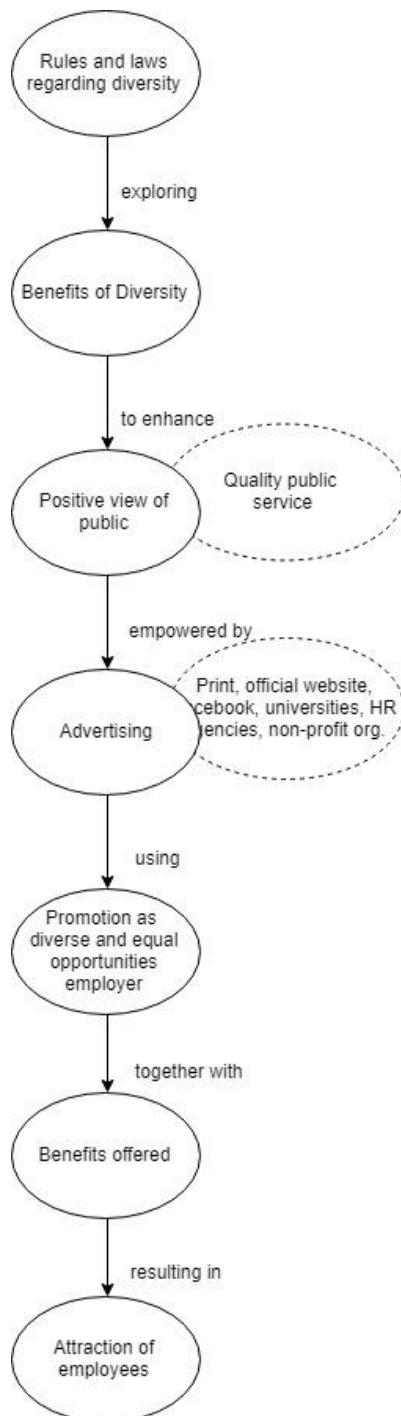
Table 3: Planned and Actual Timeline

The table above shows the planned and the actual timeline of the dissertation. The blue color represents the timeline that was planned and the orange color represents the actual changes in the timeline that happened during the research. It is shown that the time for both preparing the questions for the interviews and for the questionnaire was prolonged from February to March 2019. However, collecting the data from the interviews was done on time, and the contingency plan was not needed. Collecting data from the questionnaires was done one month earlier than was planned, and there was also no need for the contingency plan. Both, writing the background and the literature review, were done one month later than was planned. Writing the philosophy was done according to the planned timeline. The analysis of the data started one month earlier due to the fact that most of the data was already collected. Writing the findings, conclusions, and self-reflection was done according to the planned timeline as well as the redraft and submission of the project.

5. Analysis and Findings

5.1. Interview 1: HR Expert

Because of the need of the project to gather opinions about public sector organisations in the Central Bohemia Region in the Czech Republic and diversity as an attractor tool, an HR expert who is very knowledgeable about this particular area and who is working in a public sector organisation in this region was interviewed.



The interview was analysed by using open, axial, and selective coding. The final interpretation of the first interview is shown in the conceptual map above. It shows that there are rules and laws regarding diversity and equal opportunities to follow for public sector organisations in the Central Bohemia Region in the Czech Republic. This is in line with the fact that the equal opportunities approach (Liff, 1999, pp. 65-66) seeks to formalise procedures through legislation so that discrimination is prevented. It means that creating and following rules and laws concerning diversity and equal opportunities have the main aim of preventing discrimination, and there may be also other benefits. According to the conceptual map, following these rules and laws helps to explore the benefits that diversity has within the workplace. According to Torrington, Hall and Taylor (2008, p. 476), there are many benefits that diversity and equal opportunities approaches bring.

In fact, these are for example relevant, job-based criteria that are used in job descriptions and employee specification during the selection process, which may bring benefits to the potential employees, but also to the image of the organisation using these criteria and specifications. It is clear from the conceptual map that these benefits help to enhance a positive view of the public of these organisations. Since the public sector organisation is mainly a service for the public, this positive view should refer to the quality of the public service. A positive view of the public is empowered by promoting in the form of advertising using the promotion of the organisation as a diverse and equal opportunities employer together with the benefits offered, which results in the attraction of potential employees. Regarding the Nicosia model (Goodhope, 2013, pp. 166-167), advertising belongs to the first field of the model, which means that in this field advertising is used to influence potential employees.

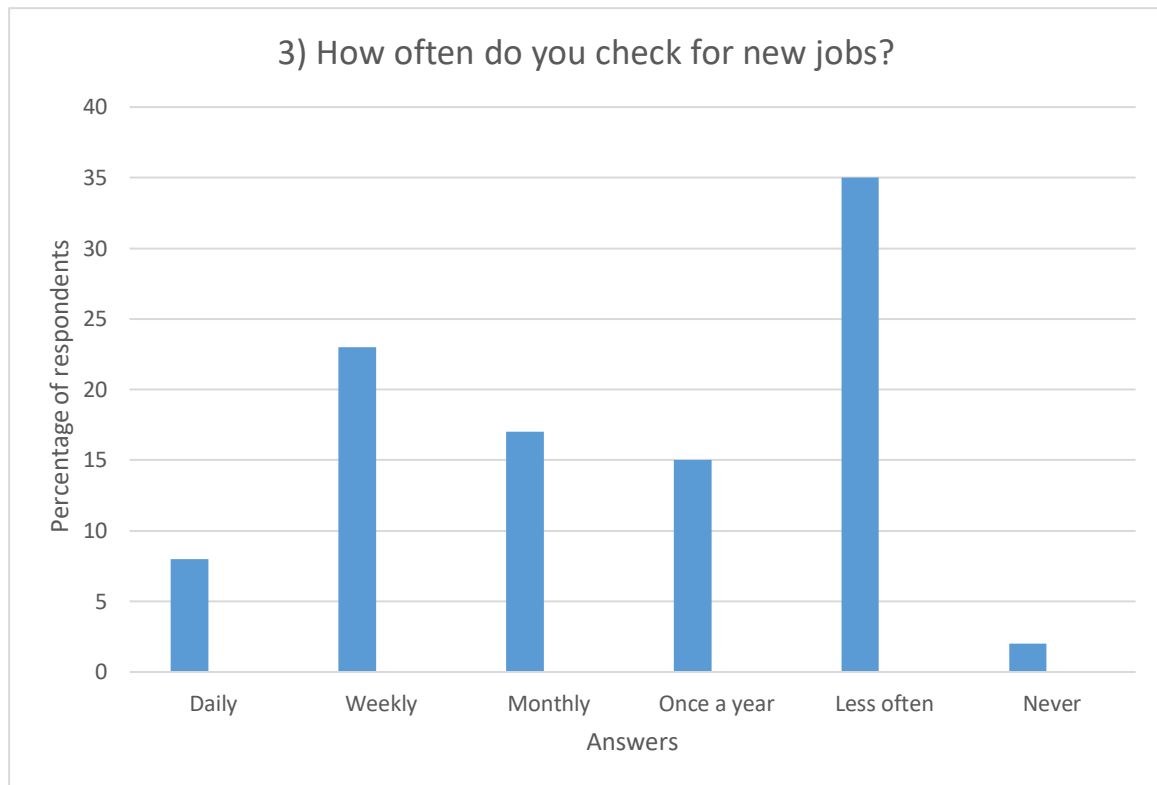
According to the conceptual map, both online and offline types of advertising mediums are used in order to promote the organisational image wanted. These types are print, official website of the public sector organisation, Facebook, universities, HR agencies, and non-profit organisations. It also corresponds with the concept of employer branding (Edwards, 2010, pp. 6-7), which indicates that all kinds of advertisements should be used to make existing and future employees aware of the employer's image. Different kinds of advertisements target different people, so the

organisation needs to make sure that it is using the right strategy. The conceptual map shows that promotion as a diverse and equal opportunities employer is one of the attractors when trying to attract new talents. It is in line with the employer branding concept, because according to Torrington, Hall and Taylor (2008, p. 159), those who have succeeded in employer branding of an organisation have as a result of it many more job applicants. It means that if the employer branding for a public sector organisation is done right, more job candidates may apply for the jobs offered. Therefore, it is essential to understand that according to the conceptual map, diversity and the equal opportunities approach of the organisation is one of the attractors that influences the employer branding.

It is important to further analyse how often do people from the Central Bohemia Region actually check for new jobs in order to better understand what kind of advertisements the organisation has to use to target the potential employees, and if those correspond to the conceptual map of the first interview. To understand if the advertising of job offers by HR experts may be successful, people in the Central Bohemia Region were asked how often they actually check for new jobs. The following table and graph show how often most people check for new jobs.

3) How often do you check for new jobs?	Percentage of answers (%)
Daily	8
Weekly	23
Monthly	17
Once a year	15
Less often	35
Never	2

Table 4: Questionnaire Question 3



Graph 1: Questionnaire Question 3

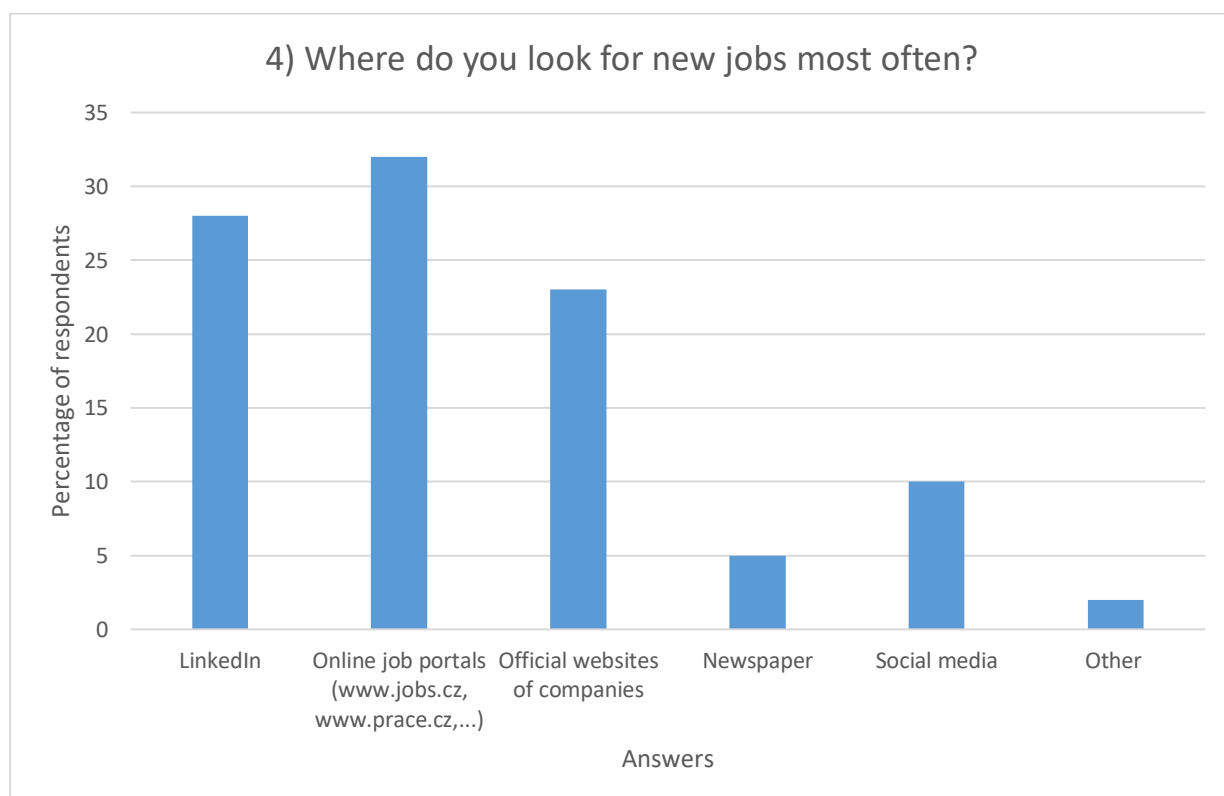
The graph above shows that 23% of people check for new jobs weekly, 17% of people check for new jobs monthly, and 15% of people check for new jobs once a year. Only 8% of people check for new jobs daily and 2% of people never check for new jobs. Most people answered that they check for new jobs less than once a year. It was 35% of people who reported that they check for new jobs less often than once a year. It (Czech Statistical Office, 2018) corresponds with the low unemployment rate in the Central Bohemian Region. It shows that there is no need for them to check for new jobs more often because they might be already employed. Therefore, it shows that if the advertisements according to the first conceptual map are to be successful, it needs to gain people's attention because most people check for jobs less often than once a year.

To gain people's attention, the right use of advertisements needs to be used. Additionally, since the unemployment rate in the Central Bohemia Region in the Czech Republic in 2018 (Czech Statistical Office, 2019) was only 2.64%, it is important to advertise job offers where people are looking for them. In order to find out whether the use of marketing channels by the HR expert in a public sector organisation in the first conceptual map matches the channels that people who filled

the questionnaire most often use; people from the Central Bohemian Region in the Czech Republic were asked where do they look for new jobs most often. The following table and graph show different channels for advertising jobs offers and how many people selected these channels as the ones they use most often when trying to find a new job position.

4) Where do you look for new jobs most often?	Percentage of answers (%)
LinkedIn	28
Online job portals (www.jobs.cz, www.prace.cz,...)	32
Official websites of companies	23
Newspaper	5
Social media	10
Other	2

Table 5: Questionnaire Question 4



Graph 2: Questionnaire Question 4

As it can be seen, most respondents use online job portals, LinkedIn, and official websites of companies. Thirty two percent of people use online job portals, 28% of

people use LinkedIn, and 23% of people use official websites most often. Ten percent of people use most often social media when looking for job. Since the HR expert from the first conceptual map uses Facebook, online job portals, print, and the official website of the public sector organisation to promote job offers, only LinkedIn is a channel that is missing. According to (Goodhope, 2013, pp. 166-167), people's search is field two in the Nicosia model. It means that people will search for alternative brands and organisations and evaluate them. If people are searching for a job somewhere where the organisation does not post its job offers, the organisation may miss talents. In this case, the organisation may miss 28% of the respondents, who check for new jobs most often in LinkedIn. For this reason, it is important to post on relevant sites. LinkedIn has the second highest number of respondents, which shows that it is an important channel to use when advertising job offers.

According to Martinkova (2018, p. 27), public administration in the Czech Republic is the largest provider of jobs in the labour market. Specifically, in the Central Bohemian Region, there (European Business Enterprise, 2019) are more than 3,800 organisations in state administration. It is clear that the size of the public sector is significant, and these public sector organisations need many employees. It is important to understand how hard it can be for these organisations to attract employees; therefore the following analysis compares different age groups of respondents and their preference to work for private or public sector organisations. It is to understand better if the preference to work in public or private sector organisations is connected to the age of respondents. To examine the association between different age groups and where they prefer to work, the Chi-square test (Curwig, Slater, and Eadson, 2013) is needed.

2) What is your age group?	Number of responses
18-25	161
26-35	77
36-50	72
51-65	58
65-x	34

6) Would you prefer to work in private or public sector organisations?	Number of responses
Private	249
Public	153

To apply the hypothesis test, hypothesis (H) is stated as the following.

H0: There is no association between the age group of respondents and if they would prefer to work in private or public sector organisations.

H1: There is an association between the age group of respondents and if they would prefer to work in private or public sector organisations.

Since the cross-tabulated data is tested, Chi-square distribution is used. The significance level (Curwig, Slater and Eadson, 2013) used is 5%.

O	E	O-E	(O-E) ² / E
135	99.72	35.28	12.48
26	61.28	-35.28	20.31
55	47.69	7.31	1.12
22	29.31	-7.31	1.82
41	44.60	-3.60	0.29
31	27.40	3.60	0.47
15	35.93	-20.93	12.19
43	22.07	20.93	19.84
3	21.06	-18.06	15.49
31	12.94	18.06	25.20
	test statistic		109.21
	Critical χ^2 5%, v = 9		7.816

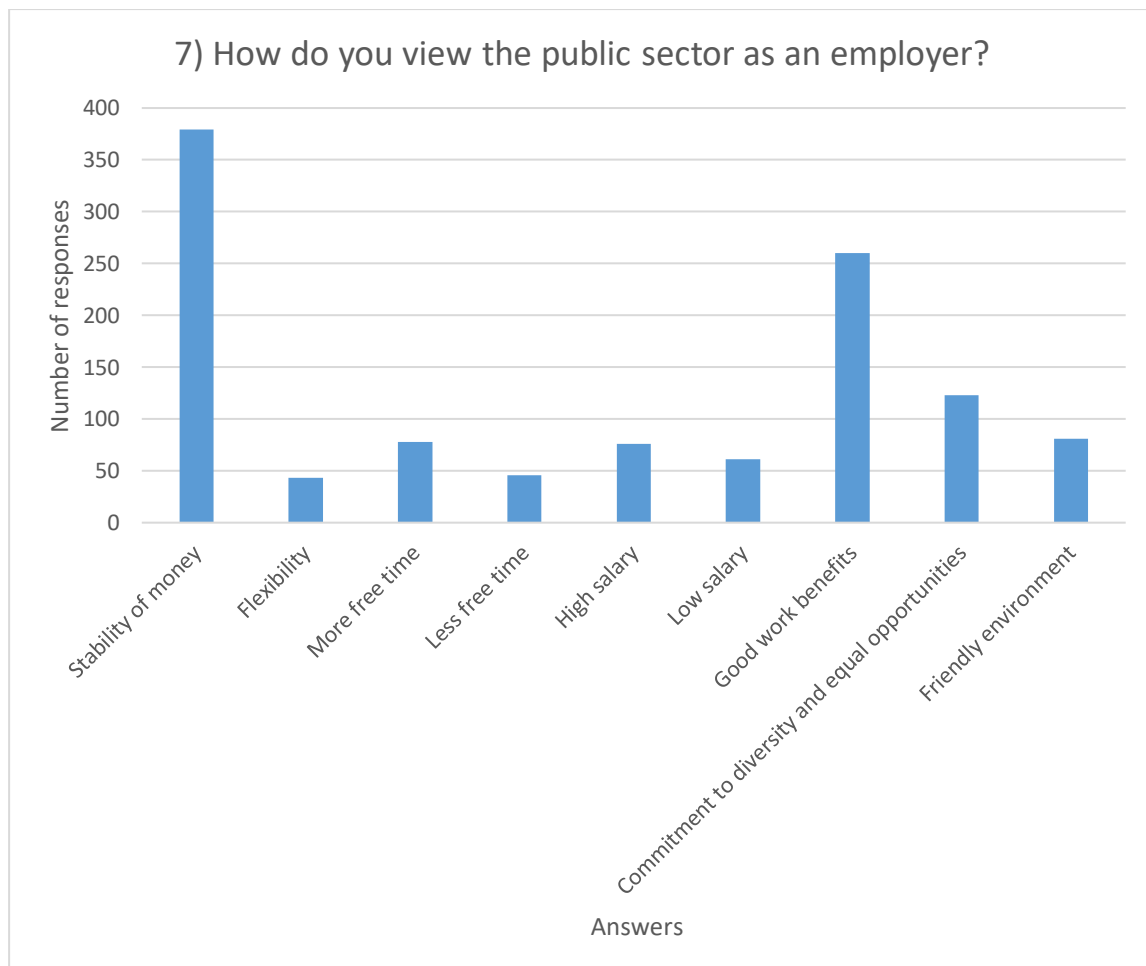
It is shown that the test statistics is higher than is the critical value, which means that the null hypothesis is rejected. Since the null hypothesis is rejected, the other one is

proven, which means that there is an association between different age groups and their preference to work in public or private sector organisations. The preference, according to Torrington, Hall and Taylor (2008, pp. 159-160), may be also based on the successful employer branding to different age groups of one sector or the other. It indicates that both of these sectors may have different branding that attracts different age groups, which means that the age groups who prefer to work for public sector organisations are unbalanced. The employer branding used by public sector organisations focuses only on some age groups and missing others. Additionally, from the analysis above, it can be seen that more people reported that they would prefer to work in private sector organisations. It means that the branding of the private sector may be more successful because more people want to work in that sector. It indicates that there is a need to do more to promote public sector organisations with the use of employer branding to attract more people so that more people would prefer to work in public sector organisations. It shows that employer branding that is used according to the first conceptual map is important in order to attract more potential employees.

After the understanding that there is an association between different age groups and their preference to work in public or private sector organisations, the following analysis shows how people in the Central Bohemia Region view public sector organisations as an employer and if it matches the image that the HR expert in the first conceptual map is trying to promote to the public. The following table and graph show how people view public sector organisations. People who filled the questionnaire could select all answers that apply.

7) How do you view the public sector as an employer?	Number of responses
Stability of money	379
Flexibility	43
More free time	78
Less free time	46
High salary	76
Low salary	61
Good work benefits	260
Commitment to diversity and equal opportunities	123
Friendly environment	81

Table 6: Questionnaire Question 7



Graph 3: Questionnaire Question 7

The table and graph above indicate that people mostly reported that they view the public sector as an employer that provides stability of money and good work benefits. The third answer with the highest number of responses is its commitment to diversity and equal opportunities, which corresponds with the promoting of benefits and commitment to diversity and equal opportunities by the HR expert from the first conceptual map. It means that from benefits offered that are promoted by the HR expert people most often see public sector organisations as a source of stable money and good work benefits. It represents the first field of the Nicosia model (Prasad and Jha, 2014, p. 338), which deals with how people perceive the idea of a product, in this case public sector organisations. The model shows that the stability of money, good work benefits, and an organisation's commitment to diversity and equal opportunities has an influence on the perception of people concerning public sector organisations. The graph also shows that promoting as diverse and equal opportunities employer by HR experts, which was shown in the conceptual map, matches the idea of the public that public sector organisations are diverse and equal opportunities employers. It proves that employer branding by HR experts (Berthon, Ewing and Hah, 2005, pp. 153-156) is successful and may result in better attracting candidates.

5.2. Interview 2: HR Expert

Because of the need of the project to gather opinions about public sector organisations in the Central Bohemia Region in the Czech Republic and diversity as an attractor tool, an HR expert who is working in a public sector organisation in this region was interviewed.



The conceptual map above shows the interpretation of the second interview after open, axial, and selective coding. It shows that there are rules and laws to follow regarding diversity and equal opportunities. This shows that the equal opportunities approach (Liff, 1999, pp. 65-66) seeks to formalise procedures through legislation so that discrimination is prevented. It means that creating and following these rules and laws help to prevent discrimination. The conceptual map then shows that following these rules and laws regarding diversity and equal opportunities explores the benefits of diversity and equal opportunities within the workplace, which is in line with the view of Torrington, Hall and Taylor (2008, p. 476) that there are many benefits that diversity and equal opportunities bring to everybody.

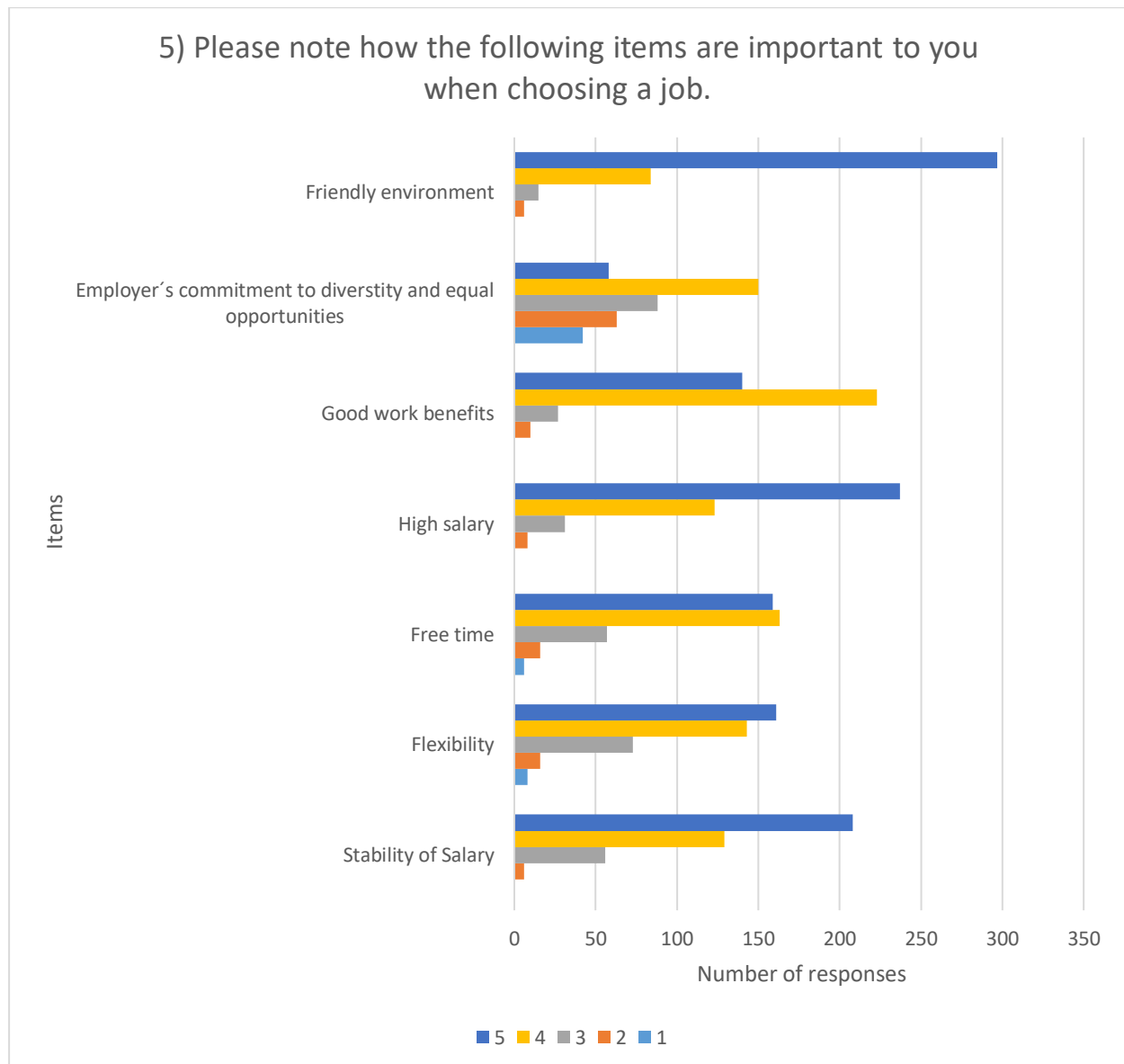
However, according to the conceptual map of the second interview, these benefits of diversity are not accompanied by any clear strategy to promote diversity and equal opportunities. It means that according to Torrington, Hall and Taylor (2008, pp. 159-160), the HR expert from the second interview did not identify diversity and the equal opportunities approach as being the unique selling proposition for the employer branding. It shows that the strategy to promote these potential attractors is not clearly created, and therefore the potential of these attractors is not fully used.

According to the conceptual map, advertising that has to be in compliance with laws is used to promote benefits offered by the organisation when trying to attract new employees, which results in the attraction and retention of employees.

It shows that employer branding in this case (Wilden, Gudergan and Lings, 2010, pp. 4-6), is focused on promoting benefits offered by the organisation that does not include being a diverse and equal opportunities employer. This advertising (Milner and Rosenstreich, 2013, pp. 6-7) belongs to the first field of the Nicosia model which affects the attitude of a potential job candidate. It means that in this case, only the benefits offered are supposed to affect the attitude of a potential job candidate. The interpretation works with the idea that an employer's commitment to diversity and equal opportunities is not a recruitment attractor that can be used when trying to attract new employees.

However, it is important to discover if the opinion of the HR expert from the second conceptual map matches the opinion of people from the Central Bohemia Region in

the Czech Republic or if these opinions are different. Therefore, the following graph shows how important are different items to people from the Central Bohemia Region in the Czech Republic when choosing a job. A scale is used from 1 to 5. One represents that the item is not important at all and 5 represents that the item is the most important.



Graph 4: Questionnaire Question 5

It is clearly shown that the most important item when choosing a job for most people is a friendly environment, high salary, and stability of salary. But at the same time, it is shown that people picked 4 on the scale most often for good work benefits, free time, and an employer's commitment to diversity and equal opportunities. It is clear that this item should not be overlooked because according to this analysis, it has a

large representation in the graph. It shows that being a diverse and equal opportunities employer may be one of the attractors that may be overlooked by the HR expert from the second interview that is represented by the second conceptual map. Therefore, the opinions of people who filled the questionnaire do not match the opinion of the second HR expert, who does not view diversity and equal opportunities approach as potential recruitment attractors. The opinions of people from the Central Bohemia Region are the opposite, for managing diversity and equal opportunities approach belongs to the items that are important for most of them when choosing a job. It corresponds with the concepts of the managing diversity approach and equal opportunities approach, which according to Torrington, Hall and Taylor (2008, pp. 576-581), provide many benefits which are attractive to employees. It means that these benefits of the managing diversity approach and equal opportunities approach may be attractive for potential employees so that they may be more attracted to jobs offered by public sector organisations.

To find out how important the organisations approach to diversity and equal opportunities is to people, the following analysis compares different genders of respondents and if not finding the information about the organisation's approach to diversity and equal opportunities would influence them not to work for the organisation. To examine the association, the Chi-square test (Curwig, Slater, and Eadson, 2013) is needed.

1) What is your gender?	Number of responses
Female	204
Male	198

11) If you cannot find information about the organisation's approach to diversity and equal opportunities, would that influence you not to work for them?	Number of responses
Yes	93
No	220
Maybe	88

To apply the hypothesis test, hypothesis (H) is stated as the following.

H0: There is no association between the gender of respondents and if not finding the information about the organisation's approach to diversity and equal opportunities would influence them not to work for the organisation.

H1: There is an association between the gender of respondents and if not finding the information about the organisation's approach to diversity and equal opportunities would influence them not to work for the organisation.

O	E	O-E	$(O-E)^2 / E$
53	47.19	5.81	0.71
102	111.64	-9.64	0.83
49	45.16	3.84	0.33
40	45.81	-5.81	0.74
118	108.36	9.64	0.86
40	43.84	-3.84	0.34
	test statistic		3.80
	Critical χ^2 5%, v = 8		5.991

It is shown that test statistics is lower than critical value, which means that the null hypothesis is proven. It means that there is no association between the gender of respondents and if not finding the information about the organisation's approach to diversity and equal opportunities would influence them not to work for the organisation. The search and evaluation of information found (Prasad and Jha, 2014, p. 338) corresponds with the second field of the Nicosia model of the consumer decision process, which means that how people evaluate not finding any information about an organisation's approach to diversity and equal opportunities has no association with their gender. It indicates that promoting diversity and equal opportunities factors do not have a different effect to different genders. Additionally, from the analysis above, it can be seen that most people indicated that not finding

any information about an organisation's commitment to diversity and equal opportunities would not influence them not to work for them. However, there were still a lot of people who selected that it would influence them not to work for the organisation and also many selected picked 'maybe'. It indicates that according to (Prasad and Jha, 2014, p. 338), it is important to promote these factors so that people can find it and organisations do not miss talented individuals. The fact that there are people who would be influenced by not finding the information that much that they would not want to work for such organisation, shows that it is important to prevent such situations. Therefore, organisations should promote information about their commitment to diversity and equal opportunities so these organisations do not miss out on talent.

To understand even more how important is an organisation's commitment to diversity and equal opportunities, the following analysis is needed. After the understanding that there is no association between the gender of respondents and if not finding the information about the organisation's approach to diversity and equal opportunities would influence them not to work for the organisation, the following analysis shows if people would recommend an employer that is committed to diversity and equal opportunities to others. People were rating on a scale from 1 to 5, where 1 meant definitely no and 5 meant definitely yes.

12) Would you recommend an employer that is committed to diversity and equal opportunities to others:	Number of responses
1	32
2	59
3	87
4	123
5	101

Table 7: Questionnaire Question 12

In the table above, it is shown that most people picked 4 and 5, which means that they would most likely recommend such an employer. The following frequency table shows frequency selection and modes for different age groups to better understand which age groups would more likely recommend such an employer to others.

	Frequencies Selection					Total
Age Group	1	2	3	4	5	
18-25	1	3	17	72	68	161
26-35	4	8	25	28	12	77
36-50	9	9	18	19	17	72
51-65	8	24	18	4	4	58
65 - x	10	15	9	0	0	34
Total						402

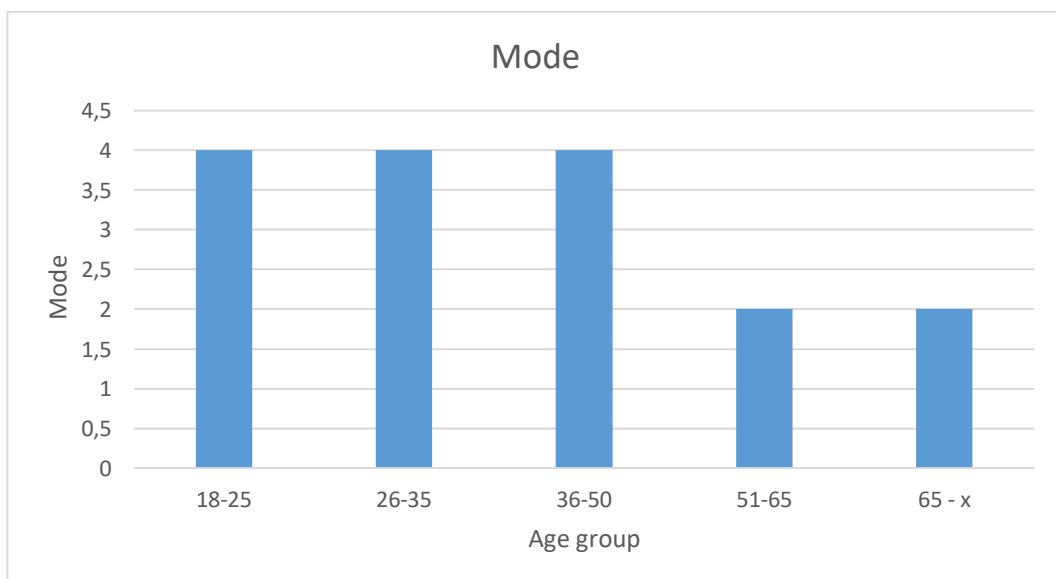
Table 8: Questionnaire Question 12 and Different Age Groups

Following is the table and graph of different age groups and its modes.

Age Group	Mode
18-25	4
26-35	4
36-50	4
51-65	2
65 - x	2

Table 9: Modes for Different Age Groups Regarding Questionnaire

Question 12

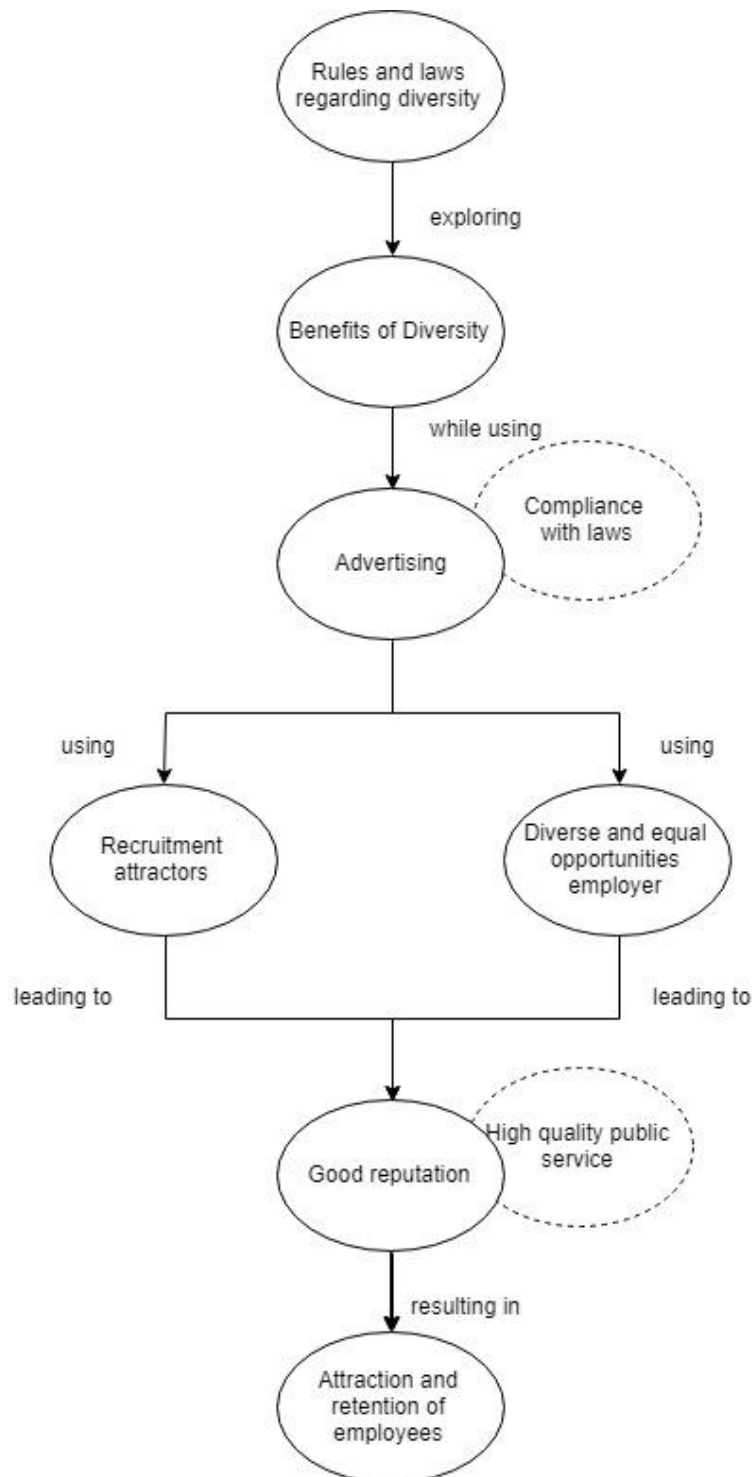


Graph 5: Modes for Different Age Groups Regarding Questionnaire Question 12

In the graph above it is shown that the mode for all three age groups from 18 to 50 years old is 4, which means that they would most likely recommend an employer that is committed to diversity and the equal opportunities approach to others. It shows that these factors are important for them. On the other hand, the mode for people from 51 years old is 2, which indicate that people in these age groups would most likely not recommend such employers. It means that these age groups do not care about an organisation's commitment to diversity and equal opportunities that much as the younger three generations do. According to Berthon, Ewing and Hah (2005, pp. 153-156), recommending an organisation to another may help employer branding. The graph shows that younger age groups care more about an employer being diverse and committed to equal opportunities, and they are more likely to recommend such an employer and therefore help the employer branding of the organisation. This employer branding may again be attractive for younger age groups because they see these factors as important to them. In relation with the conceptual map, it is clear that younger generations care more about diversity and equal opportunities, and therefore, the HR expert should use diversity and equal opportunities as attractors for these age groups so that it would help their employer branding.

5.3. Interview 3: HR Expert

Because of the need of the project to gather opinions about public sector organisations in the Central Bohemia Region in the Czech Republic and diversity as an attractor tool, an HR expert who is working in a public sector organisation in this region and has many experiences with diversity and equal opportunities was interviewed.



The conceptual map above shows the interpretation of the third interview after its analysis by open, axial, and selective coding. It shows that following rules and laws regarding diversity helps one to explore the benefits of diversity. This is in line with the fact that the equal opportunities approach (Liff, 1999, pp. 65-66) seeks to formalise procedures through legislation so that discrimination is prevented. It means that creating and following the rules and laws help with the prevention of discrimination. Laws regarding diversity and equal opportunities in the Central Bohemian Region in the Czech Republic are according to the Ministry of Labour and Social Affairs (2019), 435/2004 Coll Act on Employment, 129/2000 Coll Act on regions (regional establishment, and 262/2006 Coll Act on employment and 198/2009 Coll Act which focus on antidiscrimination law).

Additionally, according to Torrington, Hall and Taylor (2008, p. 476), there are many benefits that diversity and equal opportunities bring. According to the conceptual map, these benefits of diversity and equal opportunities can be used for promoting through advertising using recruitment attractors together with the diversity and the equal opportunities approach of the employer. It shows that the HR expert (Edwards, 2010, pp. 6-8) identified diversity and equal opportunities as factors that should benefit the employer branding and attract more job candidates. Advertising needs to be done in compliance with laws, and it is very important when trying to promote an organisation in the way the HR department wants.

It is supported by the concept of employer branding (Berthon, Ewing and Hah, 2005, p. 153) that indicates how important advertising is for an employer's brand image. If the employer branding is done right, the employer's image is positive. This advertising leads to a good reputation as a high quality public service and results in the attraction and retention of employees. The idea is that the diversity and equal opportunities approach of an employer is not a decisive factor for a potential employee, but it is a factor that people consider when choosing a job which corresponds with the second field of the Nicosia model of consumer decision process (Milner and Rosenstreich, 2013, pp. 6-7) which is search and evaluation. It means that people think about an organisation's commitment to diversity and equal opportunities when evaluating where to apply for a job.

In order to understand if the opinion of the HR expert matches with the attitude of people from the Central Bohemian Region, people were asked if a reputation of employer's diversity important to them. Following is the table with the scale where 1 means that diversity is not important and 5 means that diversity is important.

8) Is a reputation of employer's diversity important to you?	Number of responses
1	9
2	46
3	145
4	154
5	48

Table 10: Questionnaire Question 8

Following is the frequency table of frequency selections and different age groups to find out what mode do different age groups have regarding this question.

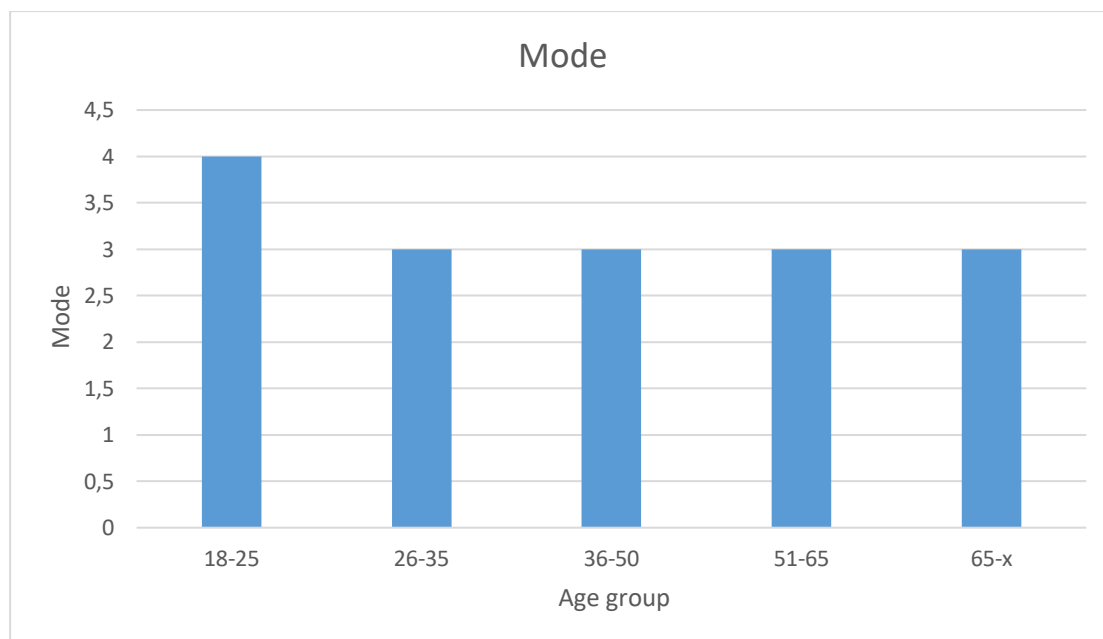
Mode						
Age group	1	2	3	4	5	Total
18-25	3	3	29	96	30	161
26-35	2	5	34	29	7	77
36-50	0	4	37	25	6	72
51-65	0	20	29	4	5	58
65-x	4	14	16	0	0	34
Total	9	46	145	154	48	402

Table 11: Questionnaire Question 8 and Different Age Groups

Following is the table and graph of modes for different age groups.

Age group	Mode
18-25	4
26-35	3
36-50	3
51-65	3
65-x	3

Table 12: Modes for Different Age Groups Regarding Questionnaire Question 8



Graph 6: Modes for Different Age Groups Regarding Questionnaire Question 8

It is shown on the graph above that the mode for people from 18-25 years old is 4, which means that people in that age group most often picked 4. It shows that the reputation of an employer's diversity is important for them. The remainder of the age groups have a mode of 3, which means that they most often picked 3, which is the middle value on the scale. According to Torrington, Hall and Taylor (2008, p. 578), since managing diversity involves everyone and benefits also everyone, it is an attractive message to all current and future employees. However, it is clear that people of different ages differ in their opinion about how important this aspect of an organisation is for them. Additionally, the results mean that since for the first age group the reputation of an employer being diverse is more important, the employer

branding (Torrington, Hall and Taylor, 2008, pp. 159-160) using this concept should be successful and may attract more candidates.

The following analysis compares different age groups of respondents and if a reputation of an employer's diversity is important to them. To examine the association, the Chi-square test (Curwig, Slater, and Eadson, 2013) is needed.

2) What is your age group?	Number of responses
18-25	161
26-35	77
36-50	72
51-65	58
65-x	34

8) Is a reputation of employer's diversity important to you?	Number of responses
1	9
2	46
3	145
4	154
5	48

To apply the hypothesis test, the hypothesis (H) is stated as the following.

H0: There is no association between the age group of respondents and if and how the reputation of an employer's diversity is important to them.

H1: There is an association between the age group of respondents and if and how the reputation of an employer's diversity is important to them.

O	E	O-E	(O-E) ² / E
6	22.03	-16.03	11.66
29	58.07	-29.07	14.55
96	61.68	34.32	19.10
30	19.22	10.78	6.04
7	10.53	-3.53	1.19
34	27.77	6.23	1.40
29	29.50	-0.50	0.01
7	9.19	-2.19	0.52
4	9.85	-5.85	3.47
37	25.97	11.03	4.68
25	27.58	-2.58	0.24
6	8.60	-2.60	0.78
38	12.59	25.41	51.31
45	33.18	11.82	4.21
4	35.24	-31.24	27.70
5	10.99	-5.99	3.26
test statistic			150.13
Critical χ^2 5%, v = 9			16.92

It is shown that test statistics is higher than critical value, which means that the null hypothesis is rejected and the other hypothesis is proven. It means that there is an association between the age group of respondents and if and how the reputation of an employer's diversity is important to them. It proves that even though according to Torrington, Hall and Taylor (2008, p. 578), managing diversity involves everyone and benefits also everyone, different age groups see its importance differently. It means that promoting organisations as being diverse may have different effects on different age groups, which has to be taken into account when creating a strategy to promote an organisation's commitment to diversity and equal opportunities in order to attract more potential employees.

After understanding if a reputation of employer's diversity is important for people from the Central Bohemia Region and that there is an association with the different age groups, the following analysis shows if the same applies for its commitment to equal opportunities. It is needed for understanding if the opinions of people from the Central Bohemia Region matches the opinion of the HR expert from the third interview that is represented by the third conceptual map. Following is the table with the scale where 1 means that commitment to equal opportunities is not important and 5 means that commitment to equal opportunities is important.

9) Is a reputation of employer's commitment to equal opportunities important to you?	Number of responses
1	2
2	21
3	118
4	127
5	134

Table 13: Questionnaire Question 9

Following is the frequency table of frequency selections and different age groups to find out what mode do different age groups have regarding this question.

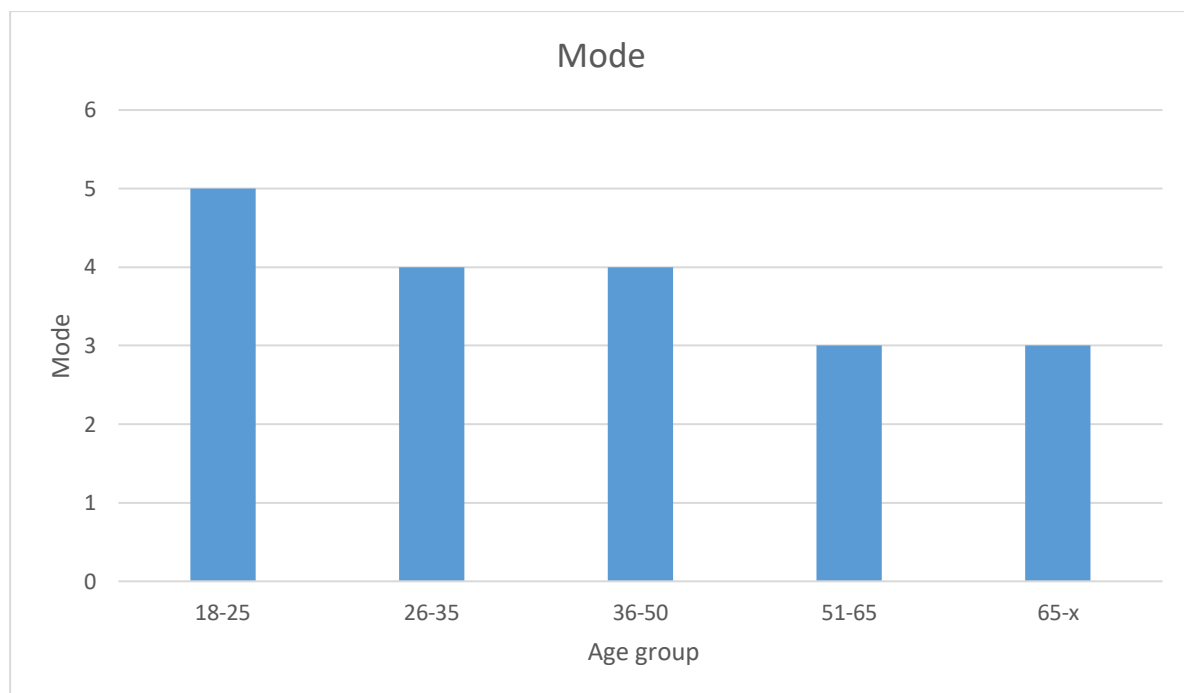
Mode					
Age	1	2	3	4	5
18-25	0	2	12	59	88
26-35	1	2	22	34	18
36-50	0	2	24	25	21
51-65	0	8	36	7	7
65-x	1	7	24	2	0

Table 14: Questionnaire Question 9 and Different Age Groups

Following is the table and graph of modes for different age groups.

Age group	Mode
18-25	5
26-35	4
36-50	4
51-65	3
65-x	3

Table 15: Modes for Different Age Groups Regarding Questionnaire Question 9



Graph 7: Modes for Different Age Groups Regarding Questionnaire Question 9

According to McDougall (1996, p. 63), since the equal opportunities approach involves prevention of discrimination, it should be an attractive message to all current and future employees. However, it is clear that people of different ages differ in their opinions about how important this aspect of an organisation is for them. In the graph above it is shown that the mode for youngest age group is 5, which means that people in this age group most often picked 5, which shows that the reputation of an employer's commitment to equal opportunities is the most important to them. The two age groups from 26 to 50 years old have a mode of 4, which indicates still high importance of reputation of commitment to equal opportunities. The two older age groups picked most often 3, which is the middle value on the scale. It means that

according to the comparison of this graph with the graph for employer's reputation as being diverse, an employer's commitment for equal opportunities is more important for most age groups. The results show that since for the first three age groups the reputation of an employer's commitment to equal opportunities is more important, the employer branding (Berthon, Ewing and Hah, 2005, pp. 153-155) using this concept should be successful and may attract more candidates of different age groups. It shows that promoting an organisation's commitment to equal opportunities may be more important for employer branding and for attracting more talents, which is not considered in the third conceptual map that represents the third interview with the HR expert.

The following analysis compares different age groups of respondents and if a reputation of an employer's commitment to equal opportunities is important to them. To examine the association, the Chi-square test (Curwig, Slater, and Eadson, 2013) is needed.

2) What is your age group?	Number of responses
18-25	161
26-35	77
36-50	72
51-65	58
65-x	34

9) Is a reputation of employer's commitment to equal opportunities important to you?	Number of responses
1	2
2	21
3	118
4	127
5	134

To apply the hypothesis test, the hypothesis (H) is stated as the following.

H0: There is no association between the age group of respondents and if and how the reputation of an employer's commitment to equal opportunities is important to them.

H1: There is an association between the age group of respondents and if and how the reputation of an employer's commitment to equal opportunities is important to them.

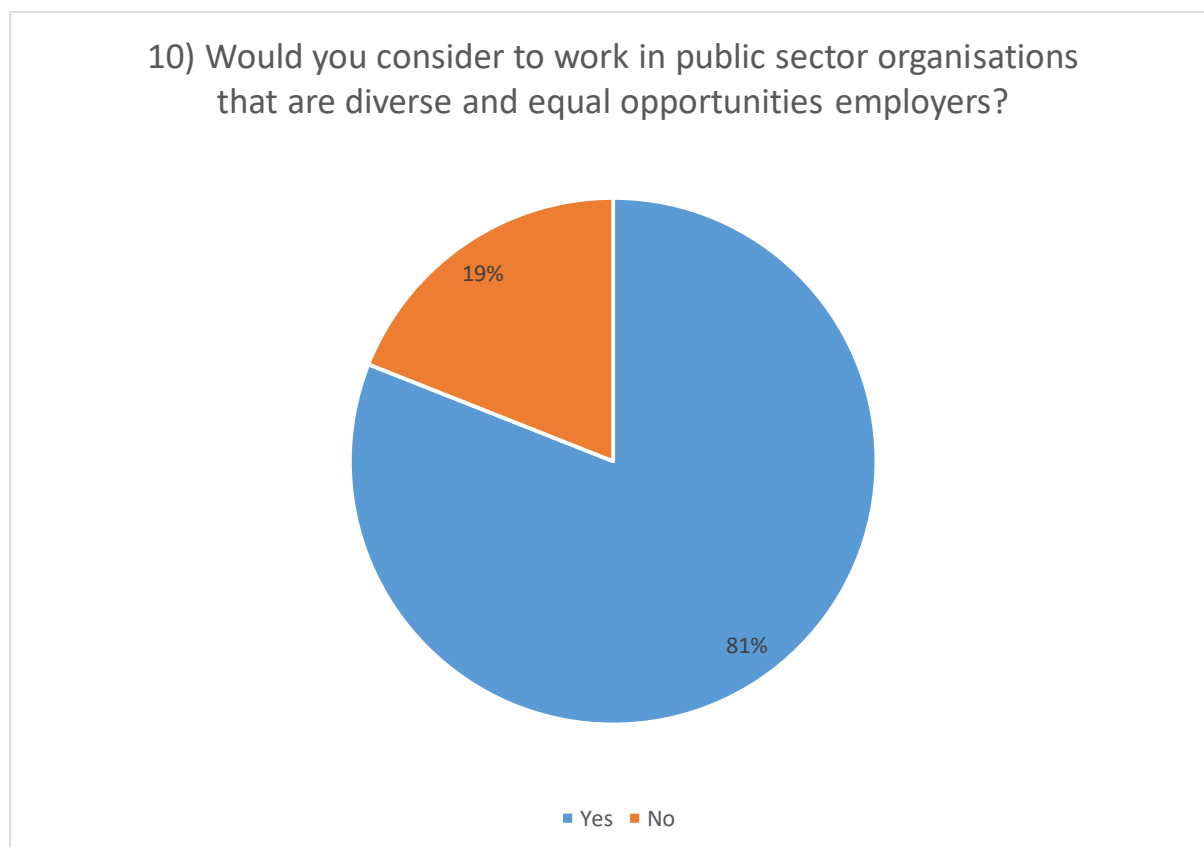
O	E	O-E	(O-E) ² / E
14	56.47	-42.47	31.94
59	50.86	8.14	1.30
88	53.67	34.33	21.96
25	27.01	-2.01	0.15
34	24.33	9.67	3.85
18	25.67	-7.67	2.29
26	25.25	0.75	0.02
25	22.75	2.25	0.22
21	24.00	-3.00	0.38
44	20.34	23.66	27.51
7	18.32	-11.32	7.00
7	19.33	-12.33	7.87
32	11.93	20.07	33.79
2	10.74	-8.74	7.11
0	11.33	-11.33	11.33
test statistic			156.73
Critical χ^2 5%, $v = 8$			15.51

It is shown that test statistics is higher than critical value, which means that the null hypothesis is rejected. It means that there is an association between the age group of respondents and if and how the reputation of an employer's commitment to equal opportunities is important to them. It means that the effect of promoting an organisation as committed to equal opportunities will have a different influence on different age groups. It proves that even though that according to McDougall (1996, p. 63), the equal opportunities approach involves prevention of discrimination and it should be an attractive message to all current and future employees, it is clear that people of different ages differ in their opinion about how important this factor of an organisation is for them.

After understanding that there is an association between the age group of respondents and if and how the reputation of an employer commitment to equal opportunities is important to them, the following analysis shows if people would actually consider to work in public sector organisations that are diverse and equal opportunities employers and what are the reasons for their answer. It is to understand the extent of influence diversity and the equal opportunities approach have on people in the Central Bohemian Region in the Czech Republic. Following is the table and the graph for the question if people would consider to work in public sector organisations that are diverse and equal opportunities employers.

10) Would you consider to work in public sector organisations that are diverse and equal opportunities employers?	Percentage of answers (%)
Yes	81
No	19

Table 16: Questionnaire Question 10

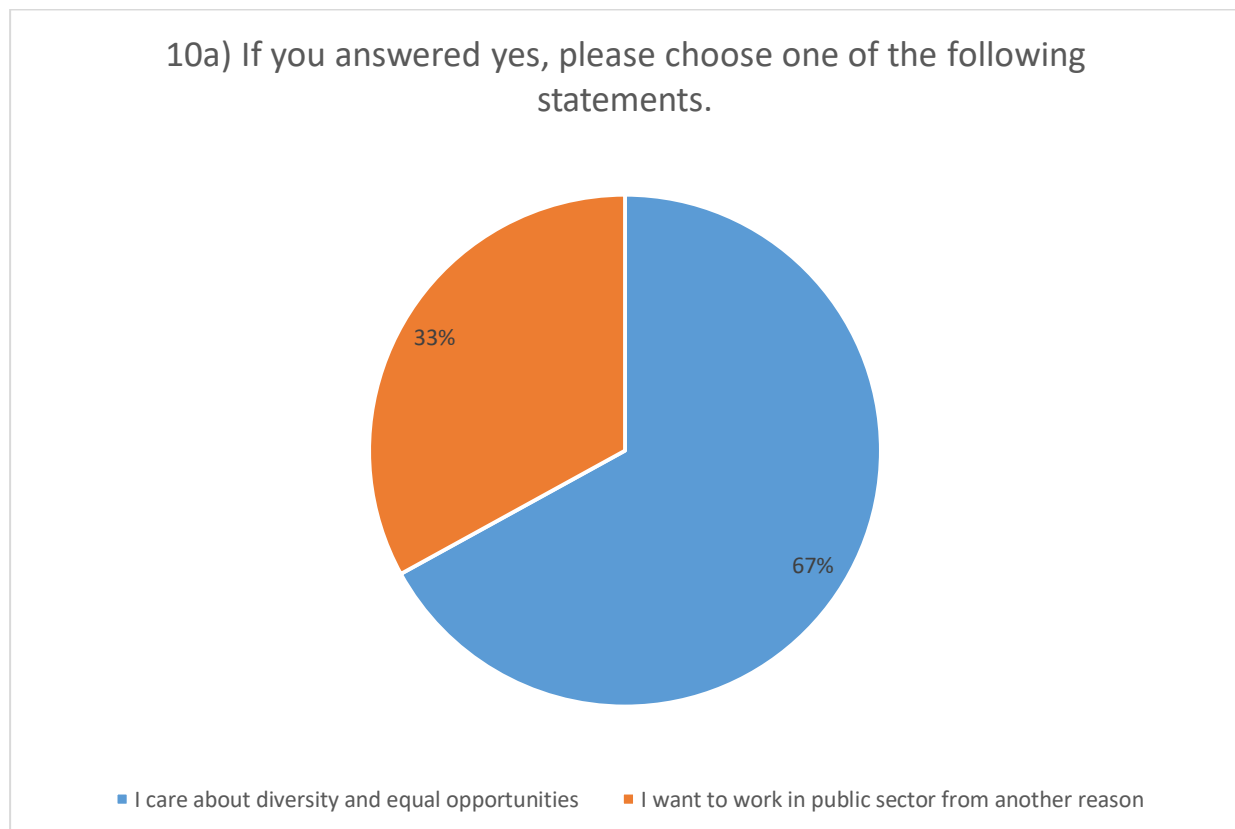


Graph 8: Questionnaire Question 10

The graph above shows that majority of people who filled the questionnaire reported that they would consider working in public sector organisations that are diverse and equal opportunities employers. To understand better the reason for their answer, the following two tables and two graphs were created.

10a) Please indicate the reason of your answer in 10. If you answered yes, please choose one of the following statements.	Percentage of answers (%)
I care about diversity and equal opportunities	67
I want to work in the public sector from another reason	33

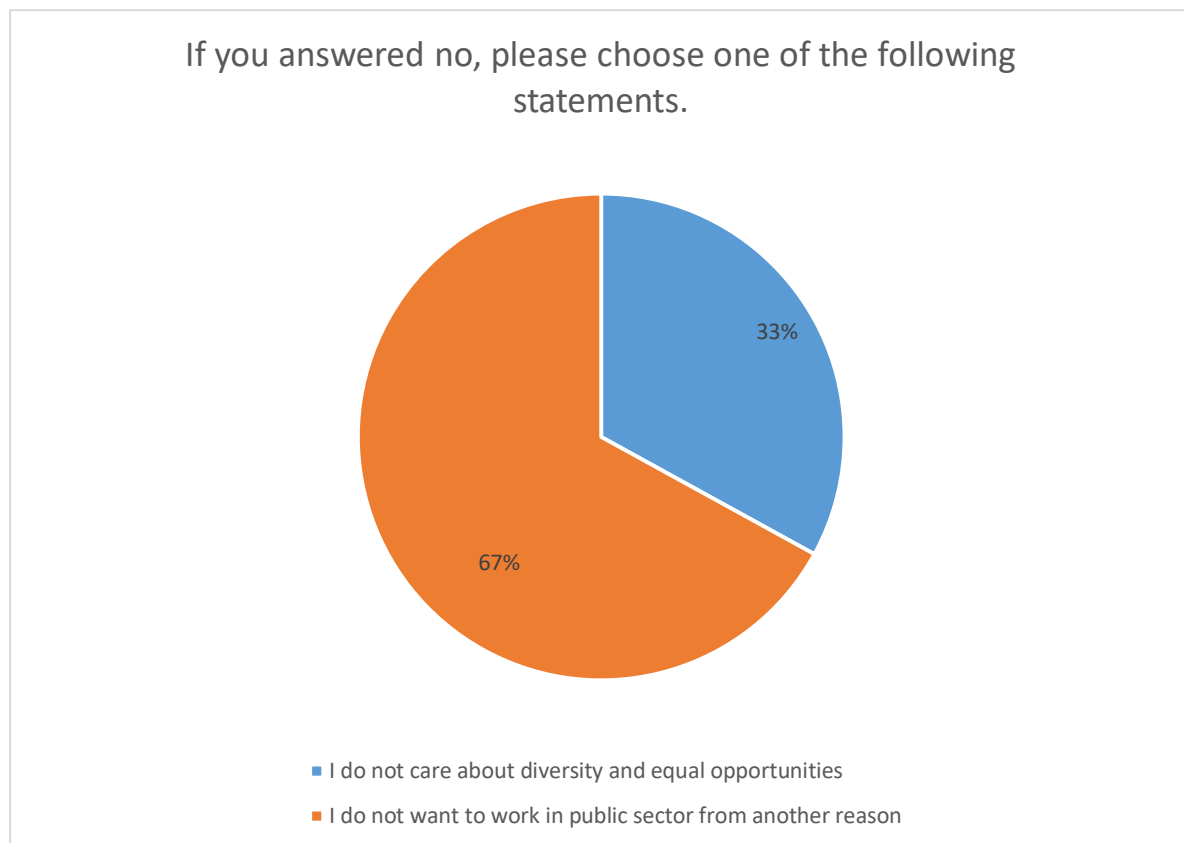
Table 17: Questionnaire Question 10a)



Graph 9: Questionnaire Question 10a)

10b) If you answered no, please choose one of the following statements.	Percentage of answers (%)
I do not care about diversity and equal opportunities	33
I do not want to work in public sector from another reason	67

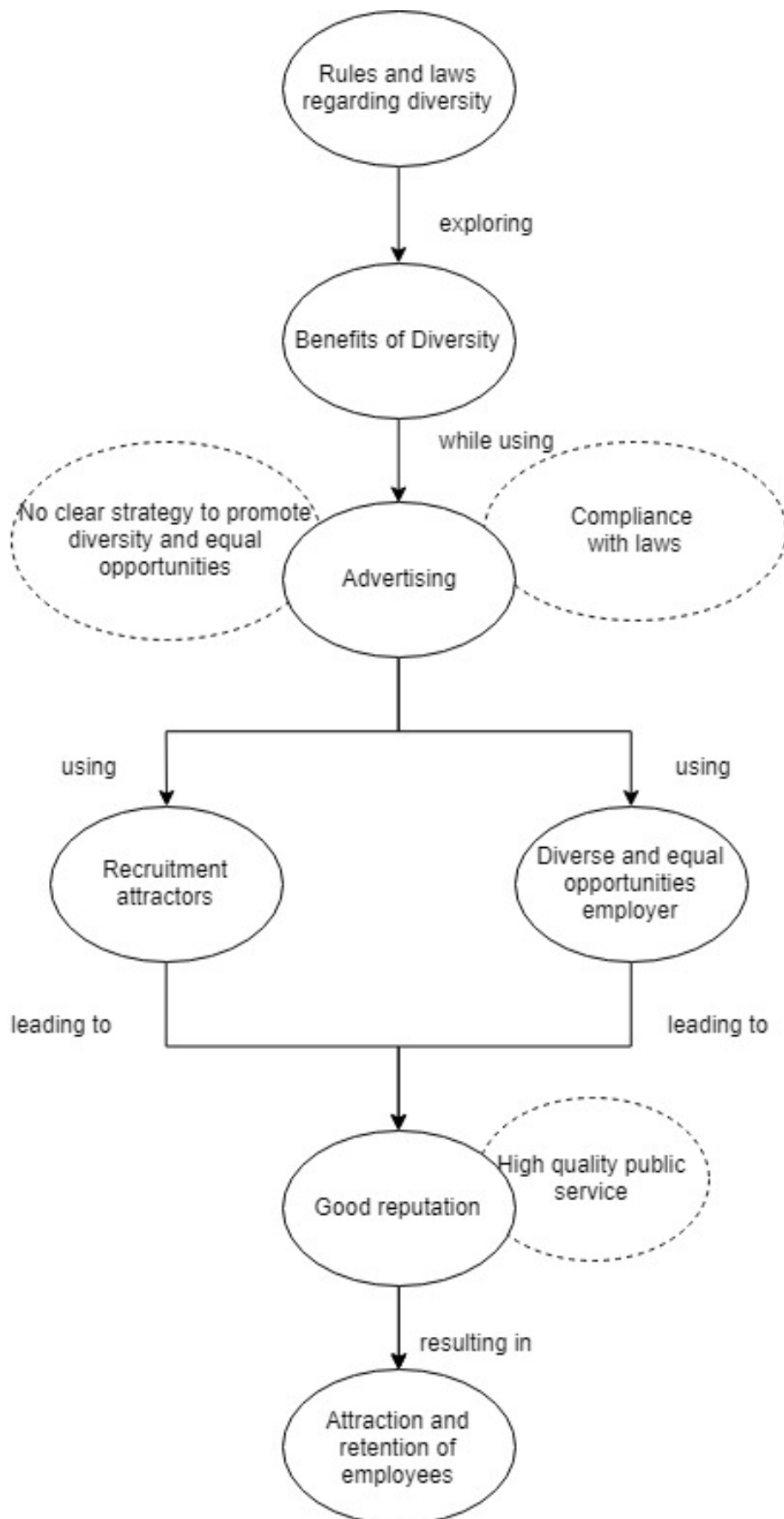
Table 18: Questionnaire Question 10b)



Graph 10: Questionnaire Question 10b)

From the analysis above, it can be seen that most people who would consider working in public sector organisations that are diverse and equal opportunities employers would do that because they care about diversity and equal opportunities. On the other hand, most people who would not consider working in public sector organisations that are diverse and equal opportunities employers would do that because they do not want to work in the public sector and it has nothing to do with diversity and equal opportunities. Both of these two analyses show that diversity and the equal opportunities approach of public sector organisations are recruitment attractors for people in the Central Bohemian Region. It means that employer branding (Edwards, 2010, pp. 6-8) should use these factors when promoting its brand image because these factors refer to the unique employment experience, which corresponds with the findings represented by the third conceptual map, where the HR expert uses the organisation's commitment to diversity and equal opportunities as recruitment attractors to attract more employees.

5.4. Combined Interview Mind Map



After combining the conceptual maps from all three interviews with the HR experts from public sector organisations, the combined mind map above was created. It shows and represents the theory about managing diversity and equal opportunities being possible recruitment attractors for public sector organisations in the Central Bohemia Region in the Czech Republic. The conceptual map shows the combined opinions of HR experts about this topic. It shows that following rules and laws regarding diversity and equal opportunities help to explore the benefits of diversity. The equal opportunities approach (Liff, 1999, pp. 65-66) seeks to formalise procedures through legislation so that discrimination is prevented, which is shown in the conceptual map as a fact that there are laws and rules to follow diversity and equal opportunities. These laws must be followed, and the fact that according to the HR experts there are benefits explored by following these rules and laws for the workplace corresponds with the view of Torrington, Hall and Taylor (2008, p. 476) that diversity and the equal opportunities approach both bring many benefits to everyone.

According to the combined conceptual map, there may not always be a clear strategy to promote diversity and equal opportunities, but advertising that is in compliance with laws concerning public organisations in the Czech Republic and using recruitment attractors identified by the HR experts often together with diversity and the equal opportunities approach of the employer creates a good reputation. The need of using advertising is supported by the concept of employer branding (Berthon, Ewing and Hah, 2005, p. 153) that indicates how important advertising is for an employer's brand image. This good reputation should be a high quality public service.

It shows that the HR expert (Edwards, 2010, pp. 6-8) identified diversity and equal opportunities as factors that should benefit the employer branding and attract more job candidates, but these factors do not have to necessarily be the ones that potential employees will base their decisions on. The idea is that the diversity and equal opportunities approaches of an employer may not be a decisive factor for a potential employee, but it is a factor that people consider when choosing a job which corresponds with the second field of the Nicosia model of consumer decision process (Milner and Rosenstreich, 2013, pp. 6-7) which is search and evaluation. The good

reputation, according to the final conceptual map, results in the attraction and retention of employees.

6. Conclusions

The key finding of this research for public sector organisations is that these organisations now have further insight into the location of the Central Bohemia Region in the Czech Republic. There are several laws and rules for public sector organisations regarding diversity and equal opportunities. It means that public sector organisations have to follow these laws and rules anyway so that it is a benefit for them that they can use these factors to promote themselves. In fact, according to Torrington, Hall and Taylor (2008, p. 476) diversity and the equal opportunities approach both bring many benefits to everyone. For example, according to Liff (1999, pp. 65-66) the equal opportunities approach seeks to formalise procedures through legislation so that discrimination is prevented, which is a very significant benefit of following such laws and rules, and people may see it as recruitment attractor.

There are several key findings of this project for HR departments of public sector organisations in the Central Bohemia Region in the Czech Republic. The first one is that most of the people who filled in the questionnaire would prefer to work in private sector organisations. It means that there is a need to do more to promote public sector organisations with the use of employer branding to attract more people so that more people would prefer to work in public sector organisations. Additionally, there is an association between different age groups and their preference to work in public or private sector organisations, which means that the age groups are unbalanced, and it is important to attract different age groups to work in public sector organisations. The preference, according to Torrington, Hall and Taylor (2008, pp. 159-160), may be also based on the successful employer branding of one sector or the other.

However, the problem with attracting more employees is connected with the second key finding of the research which is that most people check for new jobs less often than once a year. Therefore, it shows that if the promotion is to be successful, it needs to gain people's attention so they would remember it. Public sector organisations need to redouble their efforts to look more attractive for potential employees of all age groups. Another issue with attracting more employees is that the HR experts from public sector organisations who took part in this study do not use LinkedIn to promote job offers, but LinkedIn has the second highest number of

responses concerning where people look for job offers most often. It shows that it is an important channel to use when advertising job offers. According to Goodhope (2013, pp. 166-167), people's search and evaluation in field two in the Nicosia model influence the decision-making and therefore, if people are searching for a job somewhere where the organisation does not post its job offers, the organisation may miss talents. It is key for public sector organisations to adapt in order to reach professionals they need, otherwise they may miss the opportunity.

As part of the use of appropriate channels, extra efforts and the right message to convey is also important. The fourth key finding of the research is that the majority of people picked that they would consider working in public sector organisations that are diverse and equal opportunities employers. It means that diversity and the equal opportunities approach of public sector organisations are a recruitment attractor for people in the Central Bohemian Region, and therefore, its use when promoting an organisation can be helpful for employer branding. It means that employer branding (Edwards, 2010, pp. 6-8) should use these factors when promoting its brand image because these factors refer to the unique employment experience.

Trying to promote the organisations as a diverse and equal opportunity employer may not always match the idea that people have about these organisations. However, the fifth key finding is that the promotion of public sector organisations by HR experts as diverse and equal opportunity employers matches the idea of the public that public sector organisations are diverse and equal opportunities employers. It proves that employer branding by HR experts is successful and may result in better attraction of candidates. According to Berthon, Ewing and Hah (2005, pp. 153-156), such successful employer branding may result in attracting more candidates.

It was highlighted that people see diversity and equal opportunities as attractors in general. How important are actually these factors for people shows the sixth key finding which is that there were many people who would be influenced by not finding the information about an organisation's commitment to diversity and equal opportunities that much that they would not want to work for such an organisation, and there is no association with the gender of respondents. It shows how important it is to prevent such situations where people would decide not to work for an

organisation only based on the fact that they would not find any information about an organisation's commitment to diversity and equal opportunities. According to the second field of the Nicosia model of consumer decision-making (Prasad and Jha, 2014, p. 338) shows that not finding any information about an organisation's commitment to diversity and equal opportunities influence people's evaluation whether to work for the organisation or not.

Different age groups see the importance of diversity and equal opportunities differently, which is proven by the seventh key finding that younger age groups care more about an employer being diverse and committed to equal opportunities and are more likely to recommend such an employer and therefore help the employer's branding of the organisation. There is an association between the age group of respondents and if and how the reputation of an employer's diversity and equal opportunities is important to them. It means that HR departments need to understand that promoting the public sector organisation as being diverse and committed to equal opportunities may influence a mostly younger age group. This then will solve some of the issues of recruiting younger age groups. Therefore, there needs to be a different strategy to attract the other age groups that are not that interested in an organisation's diversity and equal opportunities. According to Berthon, Ewing and Hah (2005, pp. 153-156), recommending an organisation to other people may help employer branding, which is essential to attract more job candidates.

As part of using diversity and equal opportunities factors as attractors, it is important which factor is more important for people, which shows which focus the promotion should have. The last key finding is that equal opportunities are more important than managing diversity for more age groups. It means that the focus of HR departments when promoting organisations should be first on managing the equal opportunities approach with the addition of managing diversity. It means that according to Berthon, Ewing and Hah (2005, pp. 153-155), the employer branding using an recruitment attractor such as a commitment to equal opportunities should be successful and may attract more candidates of different age groups.

Job seekers can benefit by two key findings from this study. In general, they can better understand what influence the diversity and equal opportunities of an

organisation have on them, and they may to utilise this knowledge to pick the best job for them in the future. The first key finding is that an organisation's commitment to diversity and equal opportunities belongs to the items that are important for most people from the Central Bohemian Region in the Czech Republic when choosing a job. It means that job seekers who have the same opinion may focus more on this factor when choosing a job so their decision-making will be easier in the future. It corresponds with the concepts of the managing diversity approach and equal opportunities approach, which according to Torrington, Hall and Taylor (2008, pp. 576-581), provide many benefits that are attractive to employees. It means that the benefits of the managing diversity and equal opportunities approaches may be attractive for potential employees so that they may be more attracted to jobs offered by public sector organisations and may work more committed to the organisation.

Job seekers may then understand the extent to which these factors are important to them. The second key finding is that there were many people who would be influenced by not finding the information about an organisation's commitment to diversity and equal opportunities that they would not want to work for such an organisation. It shows that these factors may be even a decisive factor for many people so that they can use this finding and in the future when focusing on finding an organisation that is committed to diversity and equal opportunities from the start to shorten the process of finding a new job. According to the second field of the Nicosia model of consumer decision-making (Prasad and Jha, 2014, p. 338) shows that not finding any information about organisation's commitment to diversity and equal opportunities have an influence on their evaluation whether to work for the organisation or not.

The key finding for the government of the Czech Republic is that diversity and equal opportunities help to attract more job candidates in the Central Bohemian Region in the Czech Republic. It means that using these factors to attract more job candidates may lead to potential even lower unemployment in the Central Bohemia Region in the Czech Republic. The managing diversity and equal opportunities approaches, according to Edwards (2010, pp. 6-8), are factors that benefits the employer branding and attracts more job candidates, and therefore the unemployment rate may be even lower.

6.1. Value of the Research

Even though this research has brought some general insight into what influences an employer's reputation as being a diverse and equal opportunities employer have and has helped to understand to what extent these factors can be used as recruitment attractors for public sector organisations in the Central Bohemia Region in the Czech Republic, the researcher identified several limitations of the research. The research is limited by its very nature, which means that the project is limited by time and resources. The limited time and resources had the result of gathering only a limited set of data, which affects how representative the research is. Three interviews for triangulation were also met; however, to be able to be sure about the reliability of the data gathered, opinions from more HR experts would have to be gathered about the possibility of diversity and equal opportunities being recruitment attractors for public sector organisations in the Central Bohemian Region in the Czech Republic. Additionally, even though the sample size for gathering questionnaires was met, to fully investigate the topic and to draw reliable conclusions that can be used as a basis for important decision-making, more questionnaires would have to be collected.

Secondly, research materials and processes during the research had several issues. The list of prepared themes and questions for semi-structured interviews with the HR experts helped to get general insight into the topic of diversity and equal opportunities being possible recruitment attractors for public sector organisations in the Central Bohemia Region in the Czech Republic. The final number of developed questions was 10 to 11, yet some questions made it difficult to interpret the data. Some questions were missing so that the topic could be investigated more fully. The researcher could go into more details, in terms of employer branding and the nature of public sector organisations to get a better understanding of the topic. Concerning the questionnaires, the fact that the questionnaire was posted on Facebook limits the possible respondents to the ones that use Facebook. As a result of that, different age groups were not equally represented. For example, the age group 65-x has the lowest number of respondents. On the other hand, the youngest age group 18-25 years old had the biggest number of respondents. It is clear that the representation was not equal in all age groups, which influence the research and limits its reliability. Even though the researcher found the questions in the questionnaire very helpful,

during the analysis it was observed that some questions needed to be added, in terms of the understanding if people know the difference between the managing diversity and equal opportunities approaches.

On the other hand, almost equal representation of female and male respondents helped the reliability of the research done in Central Bohemian Region in the Czech Republic. Therefore, despite the limitations, the project offers insight into the subject if managing diversity and equal opportunities approach can be recruitment attractors for public sector organisations in Central Bohemia Region in the Czech Republic. It allows us to begin to understand to what extent people of different age groups care about organisations being committed to diversity and equal opportunities when they are looking for job and if these factors could influence them to take or to not to take the job offered. It shows if there may be a difference in the opinions about this topic between people of different age groups. Additionally, it helps us to begin thinking about if HR departments understand the opinions of people looking for jobs when advertising job offers or if HR experts underestimate or overestimate the influence of the reputation of an organisation as being diverse and committed to the equal opportunities approach.

6.2. Future Directions of the Research

To be able to successfully avoid these identified limitations and to bring better and more reliable results and therefore enhance the quality of the project, several issues should be taken into consideration for the future direction of the study. To achieve more reliable results, more time would need to be taken to do the study so that more questionnaires could be collected from people in the Central Bohemia Region and more interviews with HR experts could be arranged. Additionally, questionnaires would be posted on more different sites on the internet, but also handed out to people on the streets and left in different organisations and places in the Central Bohemian Region for people to complete. The sampling method (Henry, 1990, p. 22) would be quota sampling which is a non-probability sampling technique. It would be based on the numbers of representatives for each age group in order to better understand the results. This would bring a more representative sample of answers which would make the research less limited. The researcher would add more questions for the interviews to investigate the topic more deeply. The researcher would also add more questions in the questionnaire so that there is a better understanding of the opinions of people in the Central Bohemian Region in the Czech Republic about diversity and equal opportunities being recruitment attractors for them. There would be a question added about the understanding what the managing diversity and equal opportunities approaches means.

The next step of the research would be to compare the results with the private sector to see if the results are the same or different. If the results would be different, then the reason for that would be investigated. Another step would be to extend the study to all the different regions in the Czech Republic to see if the results are similar or different and finally to have overall insight about the entire Czech Republic about whether the managing diversity and equal opportunities approaches can be used as recruitment attractors for public sector organisations and for private sector organisations in the Czech Republic.