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Date Signature
NEW AGE EMPLOYMENT:
Work as Consumer and Lifestyle Product in Job Advertisements

Diploma thesis

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I. Abstract

The thesis examines branding processes which become the principal processes for organizing a company. There is a shift from original employer branding to a branded employment relationship. From a critical point of view, this new employment relationship, branded from organizations, is defined and described. The examination has its sense in better understanding the organizing techniques of brands. By pressing ahead the assumptions of Mumby (2016) who argues that within communicatively produced brand identities an exchange relationship between employee and employer can be articulated and Land and Taylor (2010) who observe this employment relationship in brand-based New Age capitalism, job advertisements were analysed using an artefact analysis and given more evidence for the existence of these new branding techniques. The results of the qualitative research differentiate four types of a branded employment relationship, which can be observed in job advertisements in lifestyle brands. The Individuality type, the Collective type, the Freedom type and the Purpose type can be viewed as a mirror of society values, which are appealing especially for the generation Y. A small power shift from employers to employees that provides a more familial, friendly and participating relationship was expected from the theory. A slight but not remarkable power shift can be proven in the empirical examination, but this is just a penalty to pay for employers to generate qualified personnel in the war for talents.
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1. Introduction

“Corporate branding draws on the traditions of product branding in that it shares the same objective of creating differentiation and preference. However, this activity is rendered more complex by managers conducting these practices at the level of the organisation, rather than the individual product or service, and the requirement to manage interactions with multiple stakeholder audiences” (Knox & Bickerton, 2003: 999).

In the last few decades the importance of corporate branding, employer branding and therefore, the planting of brands in employees’ minds increased (Knox & Bickerton, 2003). Through a rising competition between employers to get the best heads, employer branding became indispensable and a great weapon to better attract candidates. Furthermore, globalization, technology, education, changing work-life preferences like employee-friendly employment policies and finally a changing generation, the so called generation Y, contribute to the need of employers to adapt to changes in branding and organizing their institutions (Land & Taylor, 2010; Hakim, 2002).

Deepti and Anees, who wrote a 2016 version of employer branding define it as follows: “Employer branding is about capturing the essence of a company in a way so as to engage the employees. In other words, employer branding is the process of creating an image for the employers as being great to work within the minds of the targeted candidate pool” (Deepti & Anees, 2016:42).

Critical researchers (Mumby, 2016, Kornberger 2010, Arvidsson, 2005) now observe a new type of branding, the phenomenon of corporate branding ‘as a central, constitutive feature of organizing in contemporary capitalism’ (Mumby, 2016: Abstract). In other words, work is considered a consume and lifestyle product in a capitalistic environment and branding is the principal organizing tool of an organization. Work needs to be branded like a lifestyle product to reach the candidates and by doing so, organizations assemble themselves through branding. The focus of branding doesn’t lie on the company anymore but on the employment relationship between the employer and the employee, and the experience the employee has while working at this company, to satisfy the workers of today. (Mumby, 2016)
1.1 Importance of the topic

It is clear, that corporate branding is not new in its ordinary existence. Many authors already claimed 14 or more years ago that “brand value is increasingly tied to identity management as corporations shift from providing consumers with products and services to creating experiences that enable particular ‘lifestyles’ that are lived through brands and brand communities” (Mumby, 2016:888; Arvidsson, 2005, 2006). However, due to this goal of creating ‘lifestyles that are lived through brands’, it becomes an increasingly complex task to separate work from life and lifestyle of consumers and employees. This thesis will focus on the production side, the employer branding, rather than the consumer side. However, there will be explanations which have to be unpacked from the consumer side first, to understand the production side. Mumby (2016) now argues, that there is a transition from branding the company to branding the lifestyle of working in an organization. It is not the company itself anymore that needs to be attractive but the communications, the meanings, the values and the interactions within the relationship of employees to their organization. Moreover, he claims that every means of communication can be seen as expressions of described employment relations for the first time. For that reason, further research to explore this branded employment relation in job advertisements will be conducted within the frame of this thesis. (Mumby, 2016)

1.2 Research question

How can the new employment relationship between the employer and the employee be defined and how is this relationship branded and described in job advertisements of brand-based New Age capitalist organizations?

1.3 Sub-questions

To achieve the desired response for the research question, a few sub-questions have been formulated. These questions will help to ensure a structured approximation to the research objective:

1. How did Mumby’s (2016) assumption about a branded employment relationship evolve?

2. What is work in New Age capitalist organizations like?
3. What is the outcome for employers to brand an employment relationship?
4. What are foundations and characteristics of the observed employment relationship?
5. Why is the examination of job advertisements useful to answer the research question?
6. Which types of employment relationships can be identified during the empirical examination?

1.4 Objective of the thesis

The aim of this thesis is to examine a new employment relationship between employers and employees in contemporary capitalism which is communicated through branding. Through a definition of the term and the elaboration of its characteristics within a theoretical framing and an empirical proof of Mumby’s (2016) assumption, different types of branded employment relationships are going to be discovered. The thesis should support to get clearness of this new, communicative exchange relationship at the workplace. The point of view is going to be a critical perspective, which leans on the ‘Theoretical Paradigms’ of Bratton, Sawchuk, Forshaw, Callinan and Corbatt in ‘Work and Organizational Behaviour’ (2010) and the ‘Sociological Paradigms’ (1979) of Burrell and Morgan.

1.5 Further course of action

To provide a structured procedure, the thesis starts with a detailed literature review concerning about the appearance of branded employment relationships by taking a short look on its already known roots of employer branding and the shift from the employer brand to the employment relationship brand (Mumby, 2016). In the next step, the term ‘brand-based organizations in New Age capitalism’ is going to be split up and explained to figure out where these new branded employment relationships can appear (Land & Taylor, 2010). Ending the literature review with ‘communicative capitalism’ (Dean, 2014; Mumby, 2016), constitutes the examination of a new employment relationship within the use of branding. The theoretical frame consists of a definition of the new employment relationship and an extensive description of its
characteristics. The quest of these relations in job advertisements will make the framing complete.

The thesis should be highlighted with an empirical proof of branded employment relationships in job advertisements by executing a qualitative research method. The data set will contain job advertisements of New Age capitalist firms, in which the existence of different branded employment relationships is expected. With the help of an artefact analysis different types are elaborated, which are adopted from organizations.

At the end, the findings are going to be discussed and confronted with the information given in the literature review and the theoretical framing to compare the results.
2. Literature Review

In the following chapter, the shift from branding a company to the branding of the employment relationship will be reviewed. First, a definition of lifestyle and work and a description of the blurring between work and lifestyle should make clear again the emergence and importance of this topic. Furthermore, the crucial turning point of branding a company to branding an employment relationship in this context is discussed. Another important notion is ‘New Age capitalism’ and organizations operating in it. It will be treated as a major localization of branded employment relationships. (Taylor & Land, 2010) The outcome for employers using this phenomenon in their recruiting process and ‘communicative capitalism’ as a reason for analysing job advertisements will finish this chapter. The literature will mainly consist of articles and educational books. The most important literature on which this part will focus is the critical literature of Mumby with his article ‘Organizing beyond organizations’ (2016) and Taylor and Land with ‘Surf’s up - Work, Life, Balance and Brand in a New Age Capitalist Organization’ (2010).

2.1 The blurring between work and lifestyle

The main and rational belief is that work and life, or lifestyle, are two separate notions of meaning and exercise. Work usually happens during the defined working hours in an organization and ends by exiting the office’s door. By viewing this separation through a current and critical lens, it is clear that this is not the case in contemporary working styles and behaviours anymore. Beside home-offices, teleworking, and technologies which contribute to a spill-over of work and life, work as a productive action concerning the achievement of goals for an organization within fixed working hours cannot be clearly separated from life and certain lifestyles anymore. (Land & Taylor, 2010)

Kornberger (2010:185) defines lifestyle as follows: “this juncture where the individual relates to objects and uses this relationship to make sense of and give meaning to life is the birthplace of lifestyle [and] it marks the moment when life could be given form and styled through consuming brands”. Kornberger and many other authors make brands the culprit of the decisions people make over their lives. This means that individuals’ behaviour and lifestyle, here especially of employees is
influenced by brands or companies in general. (Mumby, 2016; Kornberger 2010; Land & Taylor, 2010; Arvidsson, 2005)

Land and Taylor (2010) dig deeper in the assumption that work and lifestyle are drawing a blurry line between them. “A key concern is that ‘work’ – understood as value producing activity – is increasingly concerned with communication and social reproduction, and often takes place outside formally designated employment time/space, leading to the idea that we live and work in a ‘social factory’.” (Land & Taylor, 2010:396). Work is getting socialized through changing branding processes which impact on individual’s minds. To better understand this blurriness and the actions of brands, it is important to have a detailed view on brands and branding.

2.2 Employer branding

Essentially, branding processes have consistently been the domain of marketing specialists in an organization to address the product and the consumers. A lot of literature treated here has its origins in the product branding but will be applied to corporate and employer branding. The branding processes discussed are focused on the production side - the branding directed to the employees. Even though most literature and research concerning branding is written and seen from a management perspective, a group of scholars started to focus more on a critical view towards this topic. In this review, all managerial aspects should be excluded wearing critical glasses to explore branding.

In the last 30 years, the importance of branding processes increased and the focus changed from consumption to production processes (Mumby, 2016). Through the evolution of demography, a decline of fertility rates in developed countries, etc., there have been and will be more of a lack of talented and well-educated staff (Land & Taylor, 2010). This and other factors like the increasing number of organizations or the strong focus on profit maximization initiates the ‘war for talents’ within the pool of organizations worldwide. Organizations begin to understand their employees as asset for company success in that talent is the principal need to achieve business strategies (Kornberger, 2010). The assumption of employer branding is, that an organization focuses on the company as brand like Biswas and Suar claim: “Employer branding, therefore, is the process of building an identifiable and unique employer identity that differentiates the company from its competitors” (Biswas & Suar, 2016:58). According
to these two authors, the three components of employer branding are ‘employer brand equity’, ‘brand loyalty and employee engagement’, and ‘attraction and retention of talents’ (Biswas & Suar, 2016:59). The focus of branding the company is on a strong employer brand awareness which makes the organization attractive for employees, engagement from employees to generate committed staff and satisfied employees that have long-term relationships with their employer. They conclude by saying that employer branding experienced a change and focuses on the branding of the employee’s experience which an individual undergoes in an organization. (Biswas & Suar, 2016) This already brings the assumption closer that the principle of employer branding is not the company itself anymore (Mumby, 2016).

2.3 Branding the employment relationship

Early autonomist Marxists saw brands as a combination of signs and symbols through which social values and human interaction are communicated with the outcome of economic value. They discovered that brands are hidden social structures which focus on influencing its environment and gaining profit. On the one hand, the brand includes the strategic achieving of business goals and on the other hand the inclusion of social interaction and communication as part of work. (Arvidsson, 2005)

Yet it was known in the 1970s that material labour is not enough anymore. Employees had to apply their social abilities and communicative skills to manage their daily working processes. A new term was introduced by Antonio Negri, to name this new generation of workers – the ‘socializing workers’. (Negri, 1989)

Arvidsson (2005:240) explained the ‘socializing worker’ as follows “[the] main productive asset [of the ‘socializing worker’] was his or her ability to put communicative action to work in producing a meaningful framework for the production process”. Communication becomes a crucial part of the production process which relocates itself with social activities also to the outside of the organization’s doors. The branding process thus is built on a net of surplus value around a brand like emotions, experiences and lifestyles which are also lived in a non-organizational, private life context to promote the employment relationship instead of focusing on the product or employer branding.

Hardt and Negri (2004) and Lazzarato (1997) introduced the term ‘immaterial labour’ as applications which create the invisible content of the product or the social
part of the production process itself. Immaterial labour uses symbolic values, communicative acts and common skills to communicate and interact with each other. By producing and creating a whole new world in which employees live (a common framework), it is possible to build a range of shared knowledge a common attitude and a community spirit. Lazzarato (1997) also refers to the already known ‘ethical surplus’ which creates a social relation and a feeling of belonging to something as a fully-fledged and important member. It should provide a temporary socialized space in post-Fordist context to achieve the economic value desired. This calls out a sense of community, a space to be who you really are or believe you are and to be convinced to reach goals on a common and united basis. (Arvidsson, 2005; Lazzarato, 1997)

According to Fincham (2008) a community is made of the everyday experiences employees share within an employment relationship. Furthermore, the working place provides a space where a certain culture can be lived and be taken seriously. At last, there is an ‘imagined community’ which generates a common social identity by activating common knowledge and behaviour. (Fincham, 2008)

Arvidsson (2005) argues that brands rely on immaterial labour as underground for economic value which is described as an ‘ethical surplus’ produced by employers and employees. The ‘ethical surplus’ can be seen as the social bond, the feeling of community and the experiences they share. These social values which flow into a new employment relationship have not been there before. Brands achieve kind of an internalization of their values in employees, so that the individuals want more than a simple product or working place like every other. What is required is a reason why they do what they do, a community which lives the same opinions and values, like the individual does. According to Arvidsson (2005) this is the basis to generate economic value and be competitive as an organization.

Also, Land and Taylor (2010) treat immaterial labour as an important factor of the shift from employer branding to employment relation branding. They refer to Ransome’s third category adding ‘recreational labour’ to work and life (Ransome, 2007). It is a type of labour which reaches its purpose from the inside. Intrinsic values like personal satisfaction, pleasure, the consciousness of living and enjoying, community feeling and leisure makes this labour different from usual work and lets employees work more than the required hours. It is comparable with immaterial labour of Hardt and Negri, Lazzarato, Land and Taylor. (Land & Taylor, 2010; Ransome, 2007)
The brand equity theorist Aaker claims in his work ‘Building strong brands’ (1996:25) that “a common pitfall is to focus on the product attributes and tangible benefits of a brand”. More important is to think of “emotional and self-expressive benefits as well as functional benefits”. Brand equity is the naked brand dressed and covered in social additions like experiences, emotions and attitudes. Aaker contributes to the claims of the autonomist Marxists by saying that the emotional, communicative and social factors are more important to establish a brand than the visible aspects. (Aaker, 1996)

Kornberger (2010) argues that a brand helps to form the structure of the organization’s internal practices. “Hence brands are increasingly becoming the internal organizing principle of business” (Kornberger, 2010: 22). Beside the structuring, the brand creates an image to the world and establishes a community which is committed to the brand. Further, Kornberger (2010:22) claims that “the brand has the power – both organizationally as well as conceptually – to bring together strategy (…), people (…), operations (…), and marketing (…). Brands [therefore] become an organization’s lifeline to the world”. He brings up that internal practices obey the needs and behaviour of the outside – the markets and minds. Kornberger (2010) explains very well that communication is an increasing part in branding which needs to be considered. As well researchers like Antonio Negri and Romano Alquati (1989) already argued so, in regard, to post-Fordist labour processes. Brands take over control organizationally and socially of overall business strategies. (Arvidsson, 2005; Kornberger, 2010; Mumby, 2016)

The brand now is the function which makes capital social (Mumby, 2016). Mumby (2016:889) argues that “they [brands] are not simply inserted into existing culture, but rather (from a brand strategy perspective) are the constitutive elements around which culture, sense-making, and identity are produced”. Through this value adding by everyday communication and socialization which is transferred to the working place, ‘communicative labour’ is produced and economic merit achieved. Sometimes the simple appropriation of a certain opinion or attitude of a community or a mass of individuals is enough to add this extra value and benefit from it as an organization. (Mumby, 2016)

There must be pointed out that organizations have known in all times that the conception of costumers is related to the company’s success, but now there is a recognizable shift occurring. As already described the emphasis on branding was
always the organization as an identifiable, memorised entity. To give a standardized product guaranteed quality and a recognizable name, an organization had to be linked to it. The importance of the product in consumers heads was the money maker. Now the product or the organization as identity is not the focus anymore, instead it is the ‘context of consumption’ to which a brand relates. (Arvidsson, 2005) For employees it is the way they perceive the relation within an organization, how they can interact, communicate and live their lifestyles. The social relation and interaction between the employer and the employee in branding processes comes to the fore. (Mumby, 2016)

As the previous authors have proven, this new type of treating and manipulating consumers and employees changes the purpose of branding crucially. Through Mumby’s interpretation of ‘communicative capitalism’ this new branding of the employment relationship can be critically examined and will be explained later. (Mumby, 2016)

2.4 Brands as contradictions and resistance

Even though brands would never commit it, it is not the case that organizations always are fully in charge of the control of meaning creation. Mumby (2016:890), claims that “brands embody a contradiction—they rely on the productivity of the social and the communicative labour of social actors, but at the same time are increasingly unable to fully capture that sociality”. He argues that many organizations are not aware of the development and movement of social meanings and it happens that this control of meaning formation slips out of their hands. Because of the indeterminacy of meaning and common sense, brands try to create a stable environment with clear and fixed meanings, even though it may be just for a short period of time. This behaviour can help to widen the success of a company in the case of an appropriation of meaning to a broad mass of individuals who except this change in meaning. But it can also be contested, rejected from consumers and employees and create an unstable environment of meaning related with the organization. (Mumby, 2016) The common sense of a community or society can produce accordance or resistance. It is the common understanding of certain values or meanings and if organizations are not in charge of their identity formation, resistance of a group of people can arise. Resistance on branding processes unpacks most commonly the ethical gap between the brand image and the not fitting organizational structures which are performed. In order, to
create engagement to the critical exposure of an organization, the help of social media and the gathering of individuals sharing the same opinion helps. Though these networks use the same tactics to expose as the organizations in contemporary capitalism. (Mumby, 2016) Mumby (2016:895) claimed that by using this behaviour, resistance formations “unfix institutionalized meanings and representations”.

2.5 Brand-based organizations in New Age capitalism

In order to build a frame for the empirical examination of job advertisements, brand-based organizations in New Age capitalism have to be treated and defined. To understand that only brand-based companies should be considered for the job advertisements, because the branding of employment relations plays a key role in this thesis, a structured explanation of the single components will follow.

2.5.1 Generation Y

Between 1980 and 1995, a generation was born that helped introduce the New Age capitalism. This generation, known as generation Y or the Millennials and they were told to be different from their precursors of the baby boomers and the generation X. Other than the generation X, which missed its opportunity to live in another way than their parents who appreciated traditional values like family, marriage and children, the generation Y started to make a change and focused on career and self-fulfilment. Due to the fact that they grew up with much more possibilities to choose, transparency, communication, better technology and individualism, employers had to think of different ways to address them as employees. This generation is said to be spoilt by too much free time, travel possibilities due to globalization and fun. Collectivism was a value that never appealed to the Millennials because they were always encouraged to individualism. Based on the many options they have, they make decisions that are most important and the best for themselves. Therefore, they expect the same values of their working place. This leads to less committed employees to the organization and unafraid individualists of change. The goal is not to show loyalty to a company rather than gaining different experiences and self-development. If they are not satisfied in a company anymore, they leave and go to another organization. Furthermore, the awareness for creating a better world by caring for the environment and consuming products which are produced sustainably gives a sense to these individuals.
Employers need to expect and except this change in workforce and adapt to the needs of employees. Millennials focus much more on the emotional aspects and the employment relationship of an organization. (Parment, 2013)

2.5.2 New Age movement

The next step to explore is the New Age, wherein the generation Y and society in general is living. What should be known first is, that the term 'New Age' is not common to use anymore. Today this movement can be described as 'holistic spirituality' or 'neoliberal acting'. The New Age movement initiated a shift from traditional religion to a more spiritual way of living in the Western world what can be seen as a radical change. A secularization began and made people start to claim to be spiritual instead of being religious. The general culture started to except terms like “spirituality, holism, New Age, mind-body-spirit, yoga, feng shui, chi and chakra” instead of folkloric, traditional Christian values (Heelas & Woodhead, 2007:1). An eastern influence of spiritual activities was recognizable. This cultural shift stresses the ‘subjective turn’, the turn to a subjective life living rather than being engrossed by external duties and obligations. The individual should get in deeper connection and contact with the inner self and its relational experiences rather than being controlled and obligated by community formations like kinship, the state, any religion or society rules. (Heelas & Woodhead, 2007) According to Heelas and Woodhead (2007:3), the subjective life includes “states of consciousness, states of mind, memories, emotions, passions, sensations, bodily experiences, dreams, feelings, inner conscience, and sentiments – including moral sentiments like compassion”. One should live fully aware of the own consciousness, multiply one’s own experiences, be one’s own authority instead of following prepared paths and listening to other people's knowledge. The aim is to follow yourself, become what you want to become and be authentic. Individuals are living in this holistic milieu where they enter a sphere of harmony, being centred and balanced. There are a lot of holistic activities which are practiced, to reach this state of living. A start would be yoga, tai chi, massage and healthy alimentation. Gaining intensity brings up activities like aromatherapy, channelling, spiritual healing and consciousness trainings. (Heelas & Woodhead, 2007) The authors further try to make clear the spiritual revolution of a wellbeing culture which is happening according to them and other authors. One can say that this is a very extreme way of living and just explains
the origins of this movement. In society, there are people who live like this but the majority does it in an eased and light form, concentrating more on inner and personal issues and considering environmental facts when consuming. (Casey, 2000; Heelas und Woodhead 2007; Sointv 2004)

2.5.3 New Age capitalism

Today, there is a connection drawn between this New Age movement, containing the generation Y, and contemporary capitalism. To capture the essence of the term capitalism is not an easy task. Although it was the main topic of many major authors, their works lack a clear definition of capitalism. Authors like Adam Smith with his work ‘Wealth of Nations’ (1776), Milton Friedmann or Joseph Schumpeter contributed to the literature about capitalism but unfortunately failed in defining the term. Even though it is hard to formulate, Elaine Sternberg managed to bring up a definition after her deep research in her work ‘Defining capitalism’ (2015). According to her “capitalism is an economic system characterised by comprehensive private property, free-market pricing, and the absence of coercion” (Sternberg, 2015:385), whereas economic systems are similar to social and political systems and include interacting and interdependent elements. The economic system worries about the manner of property, production and transfer of products. Property needs to be free to transfer to guarantee a well working price system. The absence of coercion needs to be given to exclude fraud, and threat of individuals among each other’s rights and property. Critically, capitalism was always seen as negative, exploiting, materialistic and causing poverty. It is said to be immoral and abusive in terms of certain participants especially employees. (Sternberg, 2015)

An important contribution to the critical aspects of capitalism as a social and economic system are the statements of Karl Marx. His critical perspective towards capitalism evolved in his work ‘The capital’ (1867). He claimed that the capitalist exploits individuals by gaining property, profit and reaches surplus through the utilization of workers. The individuals instead suffer and get closer and closer to poverty in the moment they start to work in an organization because they lose more and more power to the employer. Even he didn’t come up with a definition of capitalism or even used this term. (Marx, 1867)
Lau (2000) argues that generally capitalism used to discuss consumerism and the consumer culture which is lived and practiced. She helps connect New Age values and capitalism in that she examined holistic activities in the United States. She claims that these activities like yoga or aromatherapies as products fit perfectly into the New Age movement by adapting and selling its values and desires to costumers. A yoga lesson can be sold highly priced because it is branded to achieve thinness, happiness, conscious living and in general, personal wellbeing. All these activities reach personal transformation and bestow a sense or are at least branded like they do. (Lau, 2000) Organizations use this trend of New Age living with values of self-centred, sustainable, conscious and authority free living to brand their products, which at the end can be every kind of product or work, as long as the generation Y has a reason to either buy it or work in this company. This seems to be a non-materialistic and autonomous act but it is pure commodification. New Age capitalism and its work organizations exploit spirituality, the New Age thought, because of its invisible and not fully capturable desire to live a life before western industrialization and the glorification of nature and naturally sustained (in terms of the body, soul and environment) living to maximize profit. Lau is questioning the authenticity of New Age capitalism and accuses it for manipulating the consumers. New Age capitalism works the same way on the production side. New Age values make people want to work in a certain organization because they sell their work as holistic, self-fulfilling and conscious living. What is missing in her analysis is to explain how it is possible to resist this capitalism and to see it as a real problem, as to complete her critical work. (Ahlbäck; 2009; Lau; 2000)

Contributing to the claims of Kimberley Lau is the work of Jeremy Carrette and Richard King with ‘Selling Spirituality: The silent takeover of religion’ (2007). They argue that religion is put to the market as redefined and commodified spirituality. Instead of talking about New Age capitalism they use the terms ‘capitalist spirituality’ and ‘neoliberal capitalism’. They don’t see anything true or authentic in this rebranding of individualistic non-collective values. The individual aspects of spirituality are seen as glory for New Age capitalism. (Carrette & King, 2007)

2.5.4 Brand-based organizations

The original topic of brand-based organizations operating in New Age capitalism becomes clearer as organizations which are aware of their branding processes and
the use of suitable branding of their products with New Age values. Land & Taylor (2010:401) argue that organizations “within the emerging institutional field of New Age economic activity – sometimes referred to as the ‘holistic milieu’, [are] founded on a set of quasi-spiritual principles about living, working and doing business […]. Ethico and other organizations such as Innocent valorise physical and spiritual well-being, holism, environmental awareness, activism, and social change through reduced consumption, claiming to incorporate those values into their working practices and brand.” (see also Heelas & Woodhead, 2007) (With the organization Ethico, they refer to an analysed lifestyle firm branding sports clothing produced from an external provider) The connection of Land & Taylor’s claim proves that brand-based organizations in New Age capitalism also want to create these spiritual values for employees, to produce a space of wellbeing and a feeling of spreading personal, autonomous values, to fulfil the needs of the generation Y and to create a blurry line between lifestyle and work. (Land & Taylor, 2010)

Further researchers have detected that the aspect mindfulness as spiritual, authentic, aesthetic and self-expressive attitude gets encouragement of the working individuals and lets the New Age values come alive again (Islam, Holm & Karjalainen, 2016; Fleming, 2009; Jenkins & Delbridge, 2003).

In another article of Taylor ‘Gendering in the Holistic Milieu: A Critical Realist Analysis of Homeopathic Work’ (2010), he goes more in detail about the workers (especially women) in the holistic milieu of New Age capitalistic work organizations and argues that “New Age spiritualities are transformed into commercial products and services” (Taylor, 2010: Abstract) and that “the New Age work ethic constructed by this movement is founded on ‘pick and mix’ spirituality rather than any specific belief system, making it highly adaptable to varied organizational contexts and individual circumstance” (Taylor, 2010: Abstract; also see Bell & Taylor, 2003). Also, Islam et al. are worried about the ‘slipperiness’ of varied meanings of spirituality (Islam et al., 2016). Taylor further explores why this sector is preferred by women, but this is not of further interest here. The holistic milieu is an ‘emerging economic sector’ because more and more people want to work in it. (Taylor, 2010)

In this thesis, New Age capitalism was discussed in detail because of the belief to find the described relationship between employer and employee within these organization’s branding processes. Due to the emotional and self-expressive aspects of the branding of employment, organizations have the power to explain and describe
the desired relationship they want to have with their employees. (Mumby, 2016) Of course, this leads to the question, if these organizations are authentic but it is not the question if they are authentic, it is just about how authenticity is packed into their branding process and how an organization marketizes authenticity (Banet-Weiser, 2012). This gives the employers the force to communicate anything they want and to formulate any relationship between the employer and the employee desired. (Mumby, 2016)

**2.5.5 Work in New Age**

To give insights about what work is like in New Age capitalist organizations, Land & Taylor (2010) provide a good example of the empirical examination of a clothing company operating in New Age capitalism. The brand identity of the organization consists of authenticity and ethical behaviour. They have premium prices for recycled and organic clothing products and reduced consumption is highlighted. There is a tension visible, because of the promotion of the awareness of environmental issues and consumption reduction but at the same time the goal of making profit. This leads to doubt the authenticity promoted of the company. Claiming not be bound on profit and don’t let work dominate life, the CEOs at the same time try to make work a contribution of life which let a contradiction arise. With messages on T-shirts to spread their philosophy, employees are confronted daily with their values and meanings presented. Land & Taylor (2010:404) argue that “there are numerous references on [the companies] […] blogs to how employees commute by environmentally friendly methods and the belief that, with care and effort, going to work can be a pleasure rather than a chore, that work can be balanced with leisure and a light ecological footprint. Customers are encouraged to think that ecological responsibility, hard work and a good life can be mutually supportive rather than contradictory”. Furthermore, work is characterized by showing on social media channels how employees convert their ‘too nice to work vouchers’ by posting a photo during spending the day at the beach and posting their own scars to show commitment to the sport and the lifestyle of the company. They are using themselves as self-narratives promoting the brand by showing their relationship to their employer. (Land & Taylor, 2010)
The last step to fully capture this assumptions about finding a described relationship of working relations, the exploration of Mumby’s ‘communicative capitalism’ is required. (Mumby, 2016)

2.6 Communicative capitalism

The industrial capitalism had the goal to privatize the common and the promotion of physical labour, whereas this socialized New Age capitalism or neoliberal capitalism wants to privatize the invisible common – the sociality – which can be every act of social origin. In this new way, surplus value is generated. Dean managed to capture this shift with the so called ‘communicative capitalism’ (Dean, 2014; Mumby, 2016). Dean argues that “[...] industrial capitalism exploited labour (the industry of workers), communicative capitalism exploits communication” (Mumby, 2016:891; also see Dean, 2014) It concentrates democracy and exploits the solely social relation at the point of value creation. According to her, there are three characteristics of communicative capitalism which are important to understand the new exploitative capitalism on the level of communication. (Dean, 2014; Mumby, 2016)

The first characteristic is that messages are ‘considered as contributions’ in the technological world of communication (Dean 2012, 2014). To simply answer a message is too less in communicative capitalistic thoughts. Not the content is important but the circulation of the message and the free and continuing contribution of any opinion to it. It is a transition to an overriding exchange value, within it is dispensable what the contribution is. The added contribution to any discussion is equal to the next one and counts the same. The goal is to intensify the flow of contributions to promote democracy, which is not capable of being critical about capitalism anymore. The flow of added postings, an ongoing discussion about the posted or presented under a subscribed channel advances democracy but makes it hard to give a critical opinion. (eg. the postings of the New Age capitalistic firm examined by Land & Taylor (2010)) (Dean, 2014; Land & Taylor, 2010; Mumby, 2016)

The second characteristic is ‘the decline of symbolic efficiency’ (Dean, 2010, 2012), which creates an indeterminacy because meanings of symbols are not transferable and indistinguishable to different contexts. This makes it hard for individuals to rely on any stable identities, so they escape to ‘imaginary identities’ instead (e.g. the imagined community that Fincham (2008) mentioned before). Long
believed basic assumptions suddenly appear inadequate and not reliable anymore. (Dean, 2014; Mumby, 2016)

The third characteristic of communicative capitalism is ‘reflexivity’ (Dean, 2012, 2014). The subjectivity in which society is living, is mistrusting everything. It handles the mind into a never-ending loop movement of looking for the best option, or opportunity which wasn’t considered yet. Under consideration of the decline of symbolic efficiency, it is impossible to separate from good or bad, adequate or not anymore.

Dean calls out for the exploitative aspect of communicative capitalism. This exploitation in organizations is used to promote and motivate production of a broad field instead of just one employee by converting salary in kind of remuneration or prize, they can win. That is why many employees are informally forced to work for free, believing at the same time, that they are one of the lucky people who can work in this company, and producing this surplus or immaterial labour in a precarious, insecure environment.

To sum Dean’s understanding of communicative capitalism up, it is an “economic-ideological form wherein reflexivity captures creativity and resistance so as to enrich the few as it placates and diverts the many” (Dean 2010:4).

Unfortunately, Dean doesn’t bring branding in connection to communicative capitalism, but other than her, Mumby (2016) came up with a detailed examination. He argues that brands have a similar function in communicative capitalism. They create a stable, rigid meaning, at least temporary, of any value desired by taking advantage of the characteristics like reflexivity - producing a loop of doubt but with small and periodic, satisfactory bites - and the decline of symbolic efficiency. This is, why brands form the principal indeterminacy of sense and meaning. He claims that “to the degree that neoliberalism privileges words, signs, and images over material production in the creation of value, brands function as a central, constitutive mechanism in the effort to manage the processes through which indeterminacy is transformed—however temporarily - to determinacy and currency” (Mumby, 2016:892)

Here, hidden control comes into play. In order that the brand becomes the principal organizing part, it builds on disciplining, monitoring and manipulating the behaviour of employees, giving them the feeling of total freedom and free space to unfold their values. Mumby (2016) calls this ‘regulated freedom’ which always measures the performance and regulates it through the random change of meanings and identities, if it does not contribute to neoliberal ideology of the organization.
(Mumby, 2016) This ‘regulated freedom’ can also be called ‘employee identity regulation’ and identity control of employees (Alvesson & Willmott, 2002). Considering the mind work of immaterial labour is however too less. It is how Mumby (2016:892) says “[…] more fundamentally, about the ways that discursive and communicative resources are utilized to construct, institutionalize, and perhaps challenge our relation to work and consumption”. What he is saying is that through branding in communicative capitalism the relation of consumers and employees towards an organization changes and is constructed completely new. A branded employment relation formed and requested from institutions seems to be the outcome which plays a key role here, to find out how it can be perceived in 21st century capitalism. (Mumby, 2016)

Further, Mumby (2016) writes about these indispensable ‘common-sense realities’ as a characteristic of daily life organizations which help to build branding processes. He brings out the significance of creating a common understanding of a particular meaning which promotes freedom and provides a deeper access to further characteristics of communicative capitalism and the forms of power used by organizations.

His first elaborated characteristic is ‘floating signifiers and nodal points’ brought up from Hall (1985, 1997) wherein nodal points are temporary fixed meanings within an unstable world. The floating signifier presents this insecure relationship of the sending and receiving party of branded content. It can be connected to any branded product or relationship while producing value. In other words, every meaning can be linked to every product and therefore everything in the world is able to be branded. This can happen not only once. The meaning can be changed as often as wished. Changes in meaning or floating signifiers can be significant for creating common sense of values which are estimated as good. The power of the employers rises in the sense that they can form their employees’ minds as they want. (Hall 1997, 1985; Mumby, 2016)

The next characteristic is the already mentioned ‘communicative labour’ (Mumby, 2016). Under neoliberal capitalism, communication is the principal of work and organization. Carlone (2008) entitles ‘communicative labour’ as the ‘communicative commonplace’ in which the communication used and applied is commonly valued as adequate. Alvesson and Willmott (2002:622) argue that “a commonplace example of this process concerns the repeated invitation – through processes of induction, training and corporate education (e.g. in-house magazines,
posters, etc) – to embrace the notion of ‘We’ (e.g. of the organization or of the team) in preference to ‘The Company’, ‘It’ or ‘They’”. The commonplace has characteristics like mutual and authentic behaviour which helps individuals among each other to share experiences and create a community. In communicative capitalistic thoughts, this created communicative labour produces surplus value. (Carlone, 2008; Mumby, 2016) Carlone misses out on treating other areas than the service work (Carlone, 2008).

Mumby argues that there are included “various forms of knowledge work (including brand strategy development) where the goal is the creation of systems of meaning as the corporate product (Nike, for example, famously markets a lifestyle, not athletic wear)” (Mumby, 2016:896). The product or service is not the principal money maker anymore, instead the organizational environment, the values and the labour relation are the value producers.

To continue the discussion of communicative labour, the blurring between work and life has to be taken up again. The important aspect about it is not to have flexible working hours or other forms of work like teleworking, it is the working in a socialized context or the living in a laboured context (depends on interpretation). That surplus value which is produced through this socialized work of meaning creation and experience sharing (Arvidsson 2005), has to be advanced, in that surplus value is produced through the “communicative construction of authentic brand identities that merge production and consumption, work and life” (Mumby, 2016:897). As already known, it is not about if an organization is authentic, it is about how this authentic identity of companies is produced through branding (Banet-Weiser, 2012).

To sum communicative labour in communicative capitalism up, Mumby claims that “the creation of value is crucially dependent not only on a rational logic of exchange (goods and services in exchange for customer payment) but also on a communication commonplace that constructs that exchange as rooted in mutuality and trust, however temporary and fragile that may be (lasting only for the duration of the sales interaction)” (Mumby, 2016:897).

The last characteristic is ‘communication, branding and affect’ (Mumby, 2016). Mumby wants to make clear the connection between branding and affect. Today employees should bring their whole, authentic and emotional selves to work, in order to transform their working behaviour into their affective private life behaviour. What organizations then do is using this affective private life to present it to the public and put it into an economic context. The brand does the rest in giving the context of sociality.
and communication within organizations so that “social actors are able to articulate a relatively authentic and coherent set of ideas and values” (Mumby, 2016: 899).

Stewart argues in her work ‘Ordinary affects’ (2007), that they are more real than ideologies, but at the same time they are fragile and not that predictable (Stewart, 2007). As already said before, brands are contradictions and cannot always fully determine the social dimension of ‘the affective experience of social actors’ (Mumby, 2016). It is not always a must that ordinary affect, other than ideology, is the key to gain surplus value. But according to Stewart “it’s ordinary affect that gives the things the quality of a something to inhabit and animate” (Stewart, 2007:10).

2.7 Conclusion

With the help of floating signifiers and nodal points organizations have the chance to connect any meaning to any brand or product and fix it temporarily. They do it with providing meanings associated with private life and lifestyles to create authentic brand identities (Hall 1985, 1997; Mumby, 2016). At the same time, they produce an insecure relationship which can change its meanings and values at any point. By fixing meanings temporary, they provide a ‘save’ space for employees where they can be ‘free’ and ‘authentic.’ Through communicative labour a commonplace of mutuality and community can be constructed within communicatively produced brand identities which for the first time articulate an exchange relationship between social actors – employee and employer (Alvesson & Willmott, 2002; Carlone, 2008; Mumby, 2016). Employer branding does not focus on the company in general anymore. Now this exchange relationship is branded as chance to further gain surplus value. (Mumby, 2016) He argues at the end of his conception that “[...] brands attempt to articulate the relationship between meaning and affect, providing social actors with a frame through which to experience connection to self and others” (Mumby, 2016:900).

That this behaviour has exploitative character is clear to see, but the literature review now begs the question about a more detailed and critical examination of an exchange relationship between capital and labour, employer and employee, in contemporary capitalistic organizations operating in New Age capitalism. (Mumby, 2016)
3. Theoretical Framing

In this chapter, the term and meaning of the new interpretation of the employment relationship in contemporary capitalism discussed in the literature review will be examined in detail. The definition of the term employment relationship within its industrial relations origins will be elaborated and its basic characteristics are going to be drawn out. Afterwards, a more detailed explanation of the characteristics of the employment relationship in New Age capitalism will be explained. At the end, the existence of described branded employment relations in job advertisements will be discussed to establish a connection between the theoretical outline and the empirical examination of the thesis.

3.1 Definition of the employment relationship

3.1.1 IR approach

The domain of industrial relations (IR) is a very broad and complex field of study (Kaufman, 2011). The IR approach is one of the five major theoretical perspectives of the employment relationship, besides the ‘social exchange approach’, ‘justice theory’, ‘legal theory’ and ‘economic theory’. It is even not right to call it ‘IR approach’ because this field of study (not discipline) combines and involves ‘contributions’ from ‘social sciences’, ‘economics’, ‘sociology’, ‘psychology’, ‘law and politics’. (Kelly 2004) Moreover, there are differences in disciplines and countries. The IR approach imports different disciplines like the classical pluralism, radical pluralism and neo-pluralism. The IR approach emerged in the USA and Great Britain as a distinction of countries. After its development it is important to consider all the different national law regulations in countries all over the world. (Blyton & Turnbull, 2004; Kaufman, 2004) Generally, one can say that ‘industrial relations’ is a generic term which can nearly describe any link between an employer and employee. (Kaufman, 2004) The assumed most simple and general definition is the one of Chamberlain who narrowed industrial relations as “all aspects of labour” (Chamberlain, 1960:103). The employment relationship needs its own extraction. Kaufman tried to leach the employment relationship from industrial relations based on her deep research in this field like this: “[…] Industrial relations as an intellectual enterprise circa the 1920s covered the subjects of work, labour, and the
employment relation; gave particular attention to relations in the world of work; subsumed both employers’ methods of work organization and personnel management and employees’ individual and collective responses to the work experiences, including, strikes, trade unions, and collective bargaining; took a multidisciplinary perspective, including attention to legal, psychological, technical, sociological, economic, ethical, historical, and administrative forces; and focuses on both public policy issues concerning labour and workplace practices and outcomes” (Kaufman, 2004:45). Due to the fact, that this definition includes nearly every aspect of work, one could also say that this is “the study of employment relationship and all the behaviours, outcomes, practices, and institutions” which arise from it (Kaufman, 2004:45).

Rose (2004:6) defined employment relations as follows: “Employment relations is the study of the regulation of the employment relationship between employer and employee, both collectively and individually, and the determination of substantive and procedural issues at the industrial, organizational and workplace levels.” Simply explained, the employment relationship is “an exchange in which the employer hires labor to produce goods and services in order to make a profit whilst the employee sells his or her capacity to work in order to earn money” (Kelly, 2004:48) The IR approach treats the ‘level of the enterprise’ and the ‘level of the national economy’. The national aspect should not be ignored but the thesis will concentrate on the enterprise level for a detailed examination. (Kelly, 2004) It is not possible to narrow the definition of the new employment relationship of New Age capitalist firms, without going deeper into the beginnings of industrial relations research to consider the origins of this perspective. Basically, one can argue that in history of industrial relations research, there is a shift from classic-pluralist over radical-pluralist to a neo-pluralist thinking to get to the contemporary perception of the employment relationship in capitalism. (Ackers, 2014)

Moreover, there was an important “shift in employment from manufacturing to services, the increasing feminization of the workforce and the decline of trade union membership and coverage of collective bargaining” (Sisson, 2008:5).

3.1.2 Classical-pluralist approach

An important contributor or even originator of conceptualizing industrial relations leaning on a classic-pluralist view was John Dunlop with his ‘Industrial Relations System Theory’ (1958). Next to Dunlop also other British researchers came up with
pluralist concepts like ‘Industrial democracy’ (Clegg 1960; Webb & Webb, 1897) and ‘The System of Industrial Relations in Great Britain’ (Flanders & Clegg, 1954). They all contributed to an institutional thinking of industrial relations. (Ackers, 2014) The employment relationship itself seemed to have little attention by then. Instead trade unions and employers’ associations were the main accepted actors with their principal task of collective bargaining. As well, Blyton and Turnbull (2004) were in favour of this institutional thinking. (Ackers, 2014) In the publication of the Donovan Commission report (1968) industrial relations were defined in a time where they for the first time caught more attention from the public. Edwards (1995:43) reported the Donovan model definition: “Industrial relations comprised the bargaining relationships between unions and employers together with those aspects of the functioning of the parties that were relevant for the bargaining activity”. Free bargaining activity was indeed promoted from the state through labour laws. (Edwards, 1995)

In the eighties some authors (Clegg, 1979; Flanders, 1975) started to consider the employment relationship to be a central aspect of industrial relations. Contributing to Dunlop, Flanders (1975) added the relationship among employees themselves. He put the ‘rule-making’ more into focus and claimed that there are ‘procedural’ rules and ‘substantive’ rules, whereas the ‘procedural’ rules control the relations between the trade unions and the organizations associations and the ‘substantive’ rules control the relations among employees and employers. (Ackers, 2014; Flanders, 1975) His definition of industrial relations is “the study of the institutions of job regulation” (Flanders, 1965:10) and he separates “internal and external job regulation” (Flanders, 1975:90). Fox (1966), Clegg and Flanders (1954) neglected the unitarianist perspective that employees and employers have matching interests and that the appearance of a conflict is the mistake of a badly organized management.

Later, Richard Hyman claims in ‘Industrial Relations: A Marxist Introduction’ (1975) that Flanders’ definition is too rigid and not adaptable in capitalism, and that a pluralistic approach for conceptualizing an industrial relations theory is too less. Flanders says that a pluralist thinking wants to build a stable institutional order, which makes it possible for unions to be part of the institution and system. Even if there are conflicts between employers and employees, there is always a way to solve the problem and rights are balanced between them. Employers are not preferentially exploiting their employees. With an ‘institutionalization’, in which employees are
incorporated into the organization rather than viewed as outsiders, a stable capitalistic environment is built with light conflicts occurring here and there. (Hyman, 1975)

3.1.3 Radical-pluralist approach

Hyman instead argues that the employment relationship, rooted from a Marxist view, is pure exploitation and control of work from the employer and the main goal is to maximize profit to generate more capital. Moreover, employers want to increase their power and control the process of labour and productivity for more surplus value. Marx already mentioned that employees are more than a commodity, which have conscious, ethical feelings, starting to feel being treated unjust and develop a resistance behaviour in form of low productivity, absenteeism and low co-operation. Conflicts start to gain importance and unions grow. The realization that resistance doesn’t work, let arise class conflict and workers built on class solidarity to represent their interests in greater unions. (Kaufman, 2011) The living in a capitalistic environment makes the employment relation a ‘win-lose relationship’ (Kaufman, 2011) involuntary formed from employer. Also, Kelly is convinced of a radical-pluralist perspective on the employment relationship. He argues that the employees have to develop a feeling of injustice to ‘become militant collective agents’ (Kelly 2004). He doesn’t include any ethical framework in his works (Ackers, 2002). With the trade unions employees try to turn capitalism into an ethical socialism to reduce inequality in society (Hyman, 1975; Kaufman, 2011). Fox (1974), who was originally a defender of classical-pluralism, also turned to a radical-pluralistic view of the employment relationship by characterizing it as an asymmetrical, exploitative relationship and an unequal exchange between the employer and the employee (Ackers, 2014).

In the 1980s a trend from the U.S. made public policy also in Britain to push collective bargaining aside by implementing a lot of new working practices. The opinion of treating industrial relations changed and collective bargaining shouldn’t be focused anymore. Instead a regulation should function from the employer side, with less help of work councils or trade unions. From an employers’ perspective, this was the end of a conflict relationship with shop militants towards a better, ‘co-operative’ relationship. (Edwards 2003) Edwards argues “the subject is thus about the ways in which the employment relationship is regulated” or more in detail “the subject of employment relations in Britain has developed a focus on the organization and control of the
employment relation: the processes through which employers and employees – who are tied together in relations of mutual dependence underlain by exploitation – negotiate the performance of work tasks, together with the laws, rules, agreements and customs that shape these processes" (Edwards, 1995:47) He claims that a decline of collective bargaining arises from a decrease of trade unions and an increase of the regulation of the management. Except of his ‘structured antagonism’ seeing conflict as normal and more basic than cooperation (Edwards, 2003), his arguments are more from a pluralist side and do not go into detail which workers are meant by that employment relationships. (Ackers, 2014)

Even though Kelly tried to emphasise a wider social theory for IR, to delimit it from the functionalist approach and to frame it with a sense of ethics, he was not able to conceptualize his thoughts, like the neo-pluralist approach does. (Ackers 2002; Kelly, 2004)

3.1.4 Neo-pluralist approach

Ackers (2002) has changed his attitude towards the industrial relations theory and introduced the neo-pluralist thought of the employment relationship. He claimed that it is useful to form a ‘theoretical basis for the rejuvenation of IR’. Other than the radical-pluralism, neo-pluralism was an approximation towards the classical Oxford school pluralism again, “while recovering some of its original sense of ethical and social purpose, and retooling its conceptual apparatus for a very different employment world” (Ackers, 2002:3). The capitalist employment relationship has always been viewed more in economic aspects instead of treating it with social norms. Even though there will always be a clear resistance from the employee side, there is also a strong tendency to co-operation “based on long-term trust relationships of loyalty and mutual respect. […] In short, the employment relationship should be conceptualised as a social and ethical relationship, as well as an economic transaction.” (Ackers, 2002:12) Employers have the possibility to regulate and change the relationship in creating shared values and common interests and therefore, against radicals’ wishes, constructs more space for co-operation than for conflict. But due to the fact, that conflict and co-operation have an indeterminate character, ‘employment relationships are shapeable from employers and politics’. (Ackers, 2014) This may be a reason why this decline of contributing institutions of employees is accepted and employers gain more
power through their exploitative and regulating intentions and actions. (Ackers, 2014; Edwards, 1995; Blyton & Turnbull, 2004).

Also Land & Taylor argue that "particularly those interpellated by discourses of professional identity or ethics, ‘life’ and its relationship to ‘work’ have been qualitatively transformed by changes in the nature of labour, the composition of capital, and the incorporation of substantive ethical values into brand propositions" (Land & Taylor, 2010:410). Ackers (2002) claims that ‘new labour’ emphasises values of ‘social partnership’, ‘stake-holding’, ‘social cohesion and inclusion’. This does not mean that conflict, exploitation and power imbalances transform into an idyllic world, but that employers make use of this approach to manipulate and play to employees at the same time. Organizations pretend to act in New Age neoliberal capitalism, being only the ‘nightwatchman’, because it contributes to regulated alignment of interests and to the ‘regulated freedom’ for employees. (Mumby, 2016; Ackers, 2002) Ackers (2002:18) defines the neo-pluralist employment relationship as follows: “Employment relations is the study of the social institutions involved in the normative regulation of the employment relationship and business’s interaction with other stakeholders in society.”

3.2 Foundations of the new employment relationship

To give a theoretical framework of the employment relationship, it is necessary to include several theories. There is no ready-made theory about the changing employment relationship which can be applied here. (Sisson, 2008) A good essence of the employment relationship, considering the history of many other concepts give Blyton and Turnbull (2004). Mainly these two authors and Ackers will help to define the basics of the employment relationship in this thesis. In their work ‘Dynamics of Employee Relations’ (2004), Blyton and Turnbull count on a radical-pluralist concept of the employment relation. It originates in the Marxist movement, which they explain in detail before defining their interpretation of the employment relationship. Because of the domination of capitalism and not socialism, many researchers gave up on building on Marx (Farnham & Pimlott, 1990). But he already brought in some important assumptions about sociality in employment relationships. In constructing the society, Marx wanted to integrate social relations into the economic and political environment. His goal was not a separation. Hyman (1994) also emphasized that employment relations need a characterization of the society, the social relations and capital. In
terms of power balance, Marx sees the industry in complete power imbalance and asymmetry because of possessing capital or not. Through the ownership of capital, the employer has not only the right to choose who works, when, what and how long, but also regulate the work for reaching the desired production. Blyton and Turnbull also argue that “for Marxists, the exercise of power and the achievement of authority is a key dynamic in all employment relationships, because the employer can never secure total control or achieve complete authority” (Blyton & Turnbull, 2004:35). The authors follow a structuralist and materialist view with Marxist values and a ‘structure-driven’ approach in constructing their theoretical framework on employment relations. They argue that the employment relationship is the sociological core and only then other influences come into play, for example the ‘wider society’. Due to the fact, that their claims can be seen as rather deterministic, they try to emphasize on terms like ‘dialectic’ and promote the variety of different employment relationships (Ackers, 2014).

Blyton and Turnbull (2004) give security of a few foundations of the radical-pluralistically viewed employment relationship with a tendency to Ackers neo-pluralist thoughts.

Ackers (2002, 2014) will help to contribute to a more neo-pluralist interpretation of the employment relationship under consideration that it still stays a critical perspective. These foundations can be found in any of the varied employment relationships and are the basis for building a theory on it. (Blyton & Turnbull, 2004)
3.2.1 Economic, social, ethical and communicative exchange

The most basic aspect of an employment relationship for Blyton and Turnbull is, that it is an ‘economic exchange’, “an agreement between the employer and employee over the sale of the latter’s capacity to work” (Blyton & Turnbull, 2004:38). As well they argue that there is also a social and psychological exchange between employers and employees. This was never considered so well in capitalistic society, where economical aspects were in the flashlights. The social and ethical exchange for Ackers (2002) is the most important exchange, which is also the statement of this thesis. These ethical and social values don’t have to be true, but at least the description of the new employment relationship includes these aspects. Moreover, Mumby claims that communication and social values become the central aspect of organizing a company. That is why the employment relationship is also seen as a communicative exchange relationship. (Mumby, 2016) The employee is seen as more than a commodity,
because this purchasing contract is different to a material resource. (Blyton & Turnbull, 2004; Holtrup & Mehlis, 2004)

### 3.2.2 Indeterminate character

It is not possible to define in detail what is exchanged exactly (tasks, mutual obligations, duties, attitudes, performance, etc.). A simple overview of tasks included in the job can be prefixed but it is not possible to predefine performance and informal requirements for the job. That is why, an indeterminacy of the nature of the exchange develops. Moreover, there is no purchase of the complete provision over the employee. (Blyton & Turnbull, 2004; Holtrup & Mehlis, 2004)

### 3.2.3 Creation of surplus value

The capitalistic employment relationship has the characteristic to focus on its main goal of creating surplus value. Organizations try to generate this surplus through new techniques, new procedures and practices to extent their capital continuously. (Kelly, 2004; Mumby, 2016) This creation of value is taken to extremes now, through the immaterial labour produced from employees. (Land & Taylor, 2010; Lazzarato, 1997; Mumby, 2016)

### 3.2.4 Power relationship

Throughout this, it is a ‘power relationship’. The employee accepts in contracting the dominance and control of the employer, which at the same time makes the relationship and the existing exchange an unequal one. It is a fight for power, rights and duties between the two parties. (Blyton & Turnbull, 2004) This power imbalance starts to be changeable now in the branding process (Ackers, 2014). Employees can manage to gain power through work practices or behaviours but will never have more power than the employer. (Ackers, 2002, 2014; Blyton & Turnbull, 2004)

### 3.2.5 Continuous relationship

It is a ‘continuous relationship’ because it is an ongoing exchange and lasts until one of the two parties dissolves the employment relationship. Due to the fact that the contract is ‘open-ended’, it is possible to fix the salary before but this doesn’t function
for effort and tasks which have to be negotiated on a daily basis. The employer tries to construct long-term relationships with the employee. (Blyton & Turnbull, 2004)

3.2.6 Cooperation and conflict

The employee accepts to obey the ‘positions of authority’, to be the ‘subordinate’ and thus acts within an ‘authority relationship’, but he will always keep a powerful self-interest to defend himself from an unpaid overload of work. Through an ‘interdependent’ connection the parties can be involved in conflict as well as cooperation. Employers now try to regulate work relations and secure the employees co-operation. Hence, a need of management control arises, to produce social welfare and social control. (Ackers, 2002; Blyton & Turnbull, 2004; Kelly, 2004;)

3.2.7 Asymmetrical relationship

The employment relationship is an ‘asymmetrical relationship’, because the employer has more power than the employee because the employee needs to sell his labour to earn money and the employer has a big pool to choose his employees, can withdraw his labour offer and can survive longer without an employee than the employee without an employer. (Blyton & Turnbull, 2004; Holtrup & Mehlis, 2004) Even though the employer has the power, for example because of the ‘ownership of capital’. (Blyton & Turnbull, 2004), the employee is not that capital dependent on an organization as in the earlier centuries and power asymmetry can shift. (Ackers, 2014)

3.4 Employment relationship in job advertisements

In job advertisements, the branding can be used to communicate a described employment relationship of a company. (Mumby, 2016) A relationship can be depicted with all available forms of communication within a job advertisement – with pictures, language, formulations and layout - more in detail with describing the ‘work context’ and working conditions, ‘personally relevant information’, ‘social reputation’ of a firm, the offer of ‘various types of benefits’ and ‘action programs’. What is appealing to job applicants is information which is provided differently. It needs to be a credible, informal, personal address to the applicant. Already in the job advertisement, it is important to find an alignment of interests of the employer and the employee, so that the applicant
identifies with the job and keeps on track with the application. (Askehave, 2010) Other than a few decades ago, when the candidate identified with the described employee in the job advertisement, today a job ad provokes the desire of a job seeker to get this job. It is like a must-have product, which is advertised on the market. Employers use the same technique to promote a job as promoting a product. This is the case, because the Generation Y is harder to convince for a job vacancy and they tend to lose interest on a job advertisement more quickly than their precursors. The classical ladder climbing has to give way to more work-life balance and better working conditions. Furthermore, the job advertisement is turned upside down, in that the employer introduces to the candidate instead of the other way around. The employer tries to address the candidates as personal as possible, to show differentiation and to keep in mind of them. Moreover, it is important to show presence as a good, fair and fun employer in social media channels and at universities even before there is the need of occupying a vacancy. (Becker, 2013) The ordinary form of a job advertisement often has to give way for more informal, creative and personal advertisements. The form of address, title, layout, profile of requirements, job specification, offer of benefits says a lot about the relationship of employment. Through using determined vocabulary, the ideal employee for the job vacancy is described, an identity is created and shaped. Additionally, it is used to create identity of the employer and their relationship to each other. For example, a varied and extensive offer of benefits and an employer’s identification through the employee is very common to show how work is like in a company. (Becker, 2013)

3.5 Conclusion

Additional to the foundations of the employment relationship (Blyton & Turnbull, 2004), the employment relationship experienced a shift from little importance and collective bargaining as major task, to central focus of industrial relations putting trade unions and works councils in the background and being regulated socially and ethically from employers and integrated into the organizational structure. (Ackers, 2014) Law regulations experience a decline to more flexibility, but surely this depends on the national regulations that vary a lot (Holtrup & Mehlis, 2004). Through the changeable and regulable employment relationship which changes in consisting of social values, employers take on a more neo-pluralist perspective in contemporary society and
capitalism. To the outside it seems they belong to a neo-liberal agenda but the regulatory aspect, which is only existent as the ‘nightwatchman’ in neo-liberalism, betrays the employees. Nevertheless, the employer achieves more co-operation than expected from radicals. But due to the fact, that conflict and co-operation have an indeterminate character, ‘employment relationships are shapeable from employers and politics’. (Ackers, 2014) Ackers argues that “Neo-pluralism would make the employment relationship, in Durkheim’s terms, a powerful normative concept, an ideal of how we would like to see working life organized in a sustainable, cohesive society. A more open-minded attitude to the prospects of workplace co-operation today would fuel a forward vision. This would highlight the ethical and social dimensions of a relatively long-term and continuous relationship, conducted face to face and by real people, living in local communities, and central to the life, livelihood and life-chances” (Ackers, 2014:2623; also see Thompson, 2004:129-136).
4. Methodology

This chapter will explain the empirical excess to the research question. First, the question which should be answered through the analysis will be defined in detail. Second, a declaration of the method which was used for the examination is made, to better understand the following data set. At the end, will be explained how the examination was exercised to come to the findings of the research question in this thesis. Hence, the structure of this part includes the following four questions:

1. What should be found out in the empirical examination?
2. Which method was used to answer the research question?
3. Which data was used for the analysis?
4. What was the procedure for getting to the findings?

4.1 Empirical research question

Though the research question was already drawn out in the introduction, it is important to repeat it here and to bring it in context with the empirical access. Given that the thesis should examine the assumption of Mumby (2016), that employment relationships are branded and depicted now in any form of communication, and the assumption of Land & Taylor (2010), that brand-based New Age capitalist organizations are the organizations where this depicted employment relationship can be found, this needs to be proven as well in an empirical frame. That is why the research question for the empirical examination is the following:

**How can the depicted employment relationship in brand-based organizations in New Age capitalism be described and categorized in types by analysing job advertisements?**

The analysis brings findings about different depicted types of the branded employment relationships in job advertisements. The result is a categorization into different employment relationship types, where the theoretical examined characteristics are represented in greater or lower extent.
4.2 Artefact analysis

For the empirical analysis, a qualitative research method was used, to provide results for the question stated above. More accurate, the method is a social science organisations research method investigating artefacts within an artefact analysis. This is a type of analysis which focuses on material forms of human fabricates. Hence, every material form indicates a social aspect, because it is an expression of sociality and communication. This refers to the organisation of a society, a company or a formation of individuals. Artefacts are material products of human acting and they are objects of social relationships within an organization. These artefacts were built through activities and stand out for their relative stability. (Lueger, 2000)

Moreover, these artefacts are observable and fall in the category observation methods. Every artefact (photos, formations, art, architecture, or other materials) can give insides about social structures and rules of communication. It is a reconstruction of human decision-making processes. For the analysis in this thesis the artefacts are job advertisements of brand-based organisations in New Age capitalism. The appearance and structure of job advertisements are artefacts that communicate the composition of organisations and here especially of brand-based organisations in New Age capitalism. (Lueger, 2000) Due to Mumby’s (2016) assumptions about a depicted employment relationship in every communicative form (here job advertisements) and branding as a form of communication and the principal organizing technique, the focus of the examination lay on the relationship between the employer and the employee.

4.3 Description of the data

The description of the data will be structured as follows. First, the industries and companies of the job advertisements had to be chosen. Then, the job advertisements had to be specified in terms of type, required person, working experience and duration of the job. The data set includes well-chosen job advertisements from New Age capitalist brand-based firms.

4.3.1 Industries and companies

Before the job advertisements could have been chosen, it was important to find industries, which operate in New Age capitalism. Therefore, the chapter ‘Work in New
Age’ was the standard for choosing the industries and companies. Industries which embodied a lifestyle like sports, alimentation and service providers, mostly through apps, were identified to take part in the examination. During the research was shown that the beverage market is a leading industry concerning New Age beliefs and working practices. After identifying these four industries (Beverages, food, sports and app services), the 10 companies had to be chosen. The organizations among others can be classified as lifestyle brands. The selected industries and companies are mostly start-ups or young enterprises, in which it is possible that employers are born in the generation Y. For a significant analysis, it is important to take companies from different industries to proof the findings within a wider field. Although it is not the goal to form types among the industries. Except Burton, every company is either Austrian or German, but due to the fact, that Burton is highly present in Austria, this is accurate for the analysis. All companies commit on their homepages to set the employees on a central position within the organization, presenting work as a way of life, fun and lifetime experience. Below, a short description of the chosen brand-based organizations in New Age capitalism will follow:

**Lemonaid & Charitea**

Lemonaid & Charitea is a charitable, German beverage producer established in 2008 which wants to contribute to social change in the world. Five cent (Euro) of every sold bottle is donated to special projects. Moreover, the company wants to promote the fair and free trade. No extended information of their employees is provided but photos of their charitable work can be found on the homepage. ([http://lemon-aid.de/](http://lemon-aid.de/)) (12th of October, 2017)

**Innocent**

Innocent Alps GmbH is a smoothie producer founded in 1998 in Austria. The company attaches importance to produce a healthy tasty drink which is nature friendly and sustainable. Its values are to be natural, economic, responsible, generous and entrepreneurial. On their homepage, it is shown how the ‘life’ at Innocent is, by providing a lot of group pictures out of the office, doing something fun or ethical, responsible content. The organization presents itself as Innocent family, including and
inviting everyone who wants to join (costumers, candidates, employees, subscribers).

(https://www.innocentdrinks.at/ (12th of october, 2017))

_Foodspring_

Foodspring GmbH is a company founded in 2013 which produces organic protein powder and further sports nutrition. The employees are called the ‘Foodspring family’ and the life of them is presented on the homepage with a lot of community pictures. Furthermore, many benefits are mentioned like free gym, a nice office with a big kitchen, table top football, billiards, free food, team events and discounts for the Foodspring products. On the homepage narratives are shown which talk about their favourite sports activities. The company also offers an internal academy for self-development in social and methodological skills. (https://www.foodspring.at/ (12th of october, 2017)

_HelloFresh Group_

HelloFresh SE is a company, founded in 2011, which provides a delivery service of a food box with the ingredients for a specific preselected recipe. The organization supports the individual, healthy and comfortable way of cooking and bringing people together in describing themselves as a movement. There is no space for egoistic people and appreciate people who are thirsty of knowledge. Employees are benefited with cooking sessions, free food, flexible working hours, cultural events and flat hierarchies. On the homepage, narratives are shown which talk about the work at HelloFresh. Furthermore, internationality and diversity are promoted. (https://www.hellofreshgroup.com/ (12th of october, 2017))

_Mymüsli_

Mymüsli GmbH is a German organization founded in 2007 and sells individually prepared cereals to costumers. The company declares itself as an extraordinary cereal producer which promotes flat hierarchies, direct employee participation, teamwork and ambitiousness. The office is equipped with tabletop football and tennis, a big kitchen to cook together and chillout areas. Furthermore, the offer includes team events, and an unconstrained atmosphere. Individual skills are supported and diversity is welcome.

**Shpock**

Shpock or finderly GmbH is an Austrian company founded in 2012 which provides a flea market app. The spread values within the company are teamwork, ambitiousness, and respect. The employees are described as a multicultural and international family which wants to provide the best second-hand shopping experience. On the homepage, narratives and a lot of photos which promotes the community spirit are shown. The company presents its ‘cool’, ‘new’ office which can be described as leisure centre where employees can be who they want and have the free decision of doing what they want. Benefits, specialities, fun and travels shown as work at Shpock are provided. ([https://www.shpock.com/](https://www.shpock.com/) (12th of October, 2017))

**Willhaben**

Willhaben internet service GmbH & Co KG is an Austrian service company which was established in 2006. It provides a service portal where people can sell used or new products. The employees call themselves “Willhabinger” which means people of Willhaben and provide a lot of testimonial videos on the homepage. Furthermore, details about the habits of the “Willhabingers” are presented on the homepage. The office of the company is characterized as unconstrained working area, with a lot of wellbeing and free time activities involved. The atmosphere between the workers seems to be collegial and friendly. The organization prides itself with the European “Great place to work” award. ([https://www.willhaben.at/iad](https://www.willhaben.at/iad) (12th of October, 2017))

**Cropster**

The Cropster GmbH is an Austrian company located in Innsbruck and the USA and provides tools to guarantee and facilitate the production and communication of players in the coffee production. The values of the company are innovation, sustainability and fair trade. The company attaches importance to workplace diversity. ([https://www.cropster.com/de/](https://www.cropster.com/de/) (12th of October, 2017))
Runtastic

Runtastic is an Austrian company founded in 2009 which provides a sports tracking app. It was acquired from the Adidas group in 2015. The goal of the organization is to make individuals more aware of an active lifestyle for a longer life. The values are team spirit and that everyone should be able to work outside the office to get new ideas and spend time together to be more creative at work. It is mentioned that it is hard work in their office, but they have a shared vision. On the homepage, extended information about the office and benefits for employees is provided. (https://www.runtastic.com/de/ (12th of october, 2017))

Burton

Burton Snowboards GmbH is a snowboard lifestyle company which sells snowboard equipment, clothes and more. It was established 1977 in Vermont and the Europe headquarter is located in Innsbruck, Austria. The core values are that snowboarding is seen as a lifestyle and attitude. The employees work like they ride to put the same effort in working like in riding a snowboard. Furthermore, they ride together as a community, which wants to contribute to progression and responsibility of the planet. On the homepage, the company lists the benefits for employees like flexible working hours, unconstrained working climate, insurances, family friendly working hours, health and wellness programmes and dogs are welcome too. The organization invokes to be part of the team and shows a lot of community and sports photos. (https://www.burton.com/be/de/work-for-us (12th of october, 2017))

4.3.2 Specification for the job advertisements

After the companies were chosen, 20 job advertisements were selected. 10 of them were chosen to be the main reference for the analysis. Even though most parts of the job advertisements of the same companies are similar, it was helpful to complete the required information for identifying the employment relationship. The amount of companies and job advertisements is convenient to guarantee a varied and qualitative data set. The job advertisements were all published in September 2017 and generated either from homepages of the chosen companies or a provided pool of current Austrian job ads. All job advertisements were released digitally in Austria or Germany for a job
in the mentioned countries. The job advertisements should recruit job beginners or job seekers with at most 2-3 years of experience. To better compare the advertisements, the decision was made, to select types of jobs. The first demarcation is the analysis of knowledge-based jobs in the management and administration office of the company, because, as Land & Taylor (2010) already criticized, employees in the production or logistic plants are mainly not engaged with the New Age spirit of the company (Land & Taylor, 2010). Next, the 20 job advertisements are looking for a generation Yer, a junior employee or a newcomer in business. Mainly the types of jobs consist of accounting, controlling and IT related jobs. This decision was made, because the job tasks should not be involved directly into the branding process or customer service like in the marketing department, the HR department or the customer service department. The problem could be that these functions can overshadow the real analysis, because one can assume that in these jobs organizations brand the employment relationship anyway. The interesting part is if these branding processes also reach employees not directly engaging with them. In this way, one can better describe a more realistic employment relationship within brand-based organizations in New Age capitalism, because job advertisements in the mentioned departments are even more concentrated on finding employees who embody the company lifestyle. For a more precise examination, further job advertisements of these companies in these fields were analysed to fill possible analysing gaps.

4.4 Procedure

The procedure of the analysis was divided into four major parts:

1. **Dissociation of the job advertisements into individual parts**
2. **Creation of a coding grid**
3. **Actual analysis with the coding grid**
4. **Formation of different types of employment relationships and embedment into organizational context**

4.4.1 **Dissociation of the job advertisements into individual parts**

First, due to the observation of the job advertisements, they were divided into their essential and most important parts. These parts were later used in the coding
scheme to form categories. The probably most catching part of a job advertisement is the title. It includes the job definition and identity. Next, there is usually an introduction phrase which mostly includes values of the company or provides information about the employees. Then, an introduction of the company is common to follow. In the introduction, one can find values, goals, mission, vision and further hints for the employment relationship. Afterwards, information about the position is provided including a more precise job definition, job description, tasks, formal job requirements, personal, social, language and methodical competences, usual and special working conditions and sometimes it is provided if these requirements are compulsory or recommended. Next, it is possible that benefits for employees are mentioned. These can be flexible working hours, action plans, career plans, health programmes, development possibilities or other benefits. Another part is the formal aspects of the job like location, duration, contact details, requirements for the application, starting date. Also important is the creative form and layout of the advertisement which can be pictures or order of the text. Last, the text is another part, which should be treated separately.

This leads to the following categorization for the coding grid: Info about job advertisement, layout and creative form, employer, position, candidate, formalities and text. The title is included into the part ‘Info about job advertisement.

4.4.2 Creation of a coding grid

The coding grid is a tool which helps to deconstruct the artefact to easier analyse the relevant factors of the employment relationship which are described within the job advertisements. The elaboration of specific codes that are relevant for characterizing the relationship was central to this analysis. Before the examination could start, the characteristics and codes had to be generated inductive and deductive. The deductive technique included the consideration of the theoretical, critical foundations of the New Age employment relationship (see 3.2 Foundations of the employment relationship). The inductive technique consisted of the observation of the individual job advertisements to further develop characteristics which are indispensable to generate a coding grid. The developed characteristics helped to establish codes and later on the four types of the New Age employment relationship. They are going to be faced with the findings in the discussion (see 6. Discussion). It
was important to find several codes to every single characteristic to better analyse the appearance of them in the employment relationship. The codes had to be allocated to one of the characteristics. This can be seen in the line characteristics. The characteristics got the abbreviations 1-9 in the order of the description above in 3.3 (e.g. 1 = ‘Illusory, stable’ character, 2 = ‘Identity integration’ character, etc.). A code was numbered with 0 if it was not assignable to any characteristic. In this case, the code serves as interesting side information. The codes numbered with 0 are described in detail in the section 5.5 Codes without characteristics. The codes were provided with values to ease the answers. Afterwards, every chosen job advertisement was analysed in the way that every code in the coding grid was checked and valued.

4.4.3 Actual analysis with the coding grid

The elaborated coding grid and the analysis of the job advertisements can be found in the Appendix 9.2 Coding grid.

4.4.4 Formation of different types of employment relationships and embedment into organizational context

To analyse the defined codes information was also taken from the homepage if it is mentioned in the coding grid. It delivered missing information about the employment relationship if it was not mentioned in the job ad. But to provide findings about a depicted employment relationship in every means of communication, the main emphasis lay on the job advertisements. After the examination of the job ads and the inclusion of the relevant information, similarities and differences appeared to divide different employment relationships into types. Through the correlation of the characteristics to the codes (seen in the coding grid), it was possible to determine the intensity of these characteristics in the job advertisements. Nearly every characteristic is existent in every type of employment relationship, but the intensity varies whereby it is possible to differentiate. The way the four types of employment relationships in New Age brand-based organizations was formed, was to find major differences in the characteristics describing the employment relationship (see 3. Theoretical Framing). What was clear for the examination was that there have to be differences in desired values and differences in power structures and balances. This brought up
considerations about forming types which are focused on individuality or community, freedom or participation which comes from a certain purpose. The main difference is that there are different forces where power and control come from.

To be able to determine the first depicted employment relationship (Individuality relationship), all codes which were correlated with its main characteristic ‘individual’ character were viewed. Gradually, the frequency of these ‘individual character’ codes in the single job advertisements were evaluated and counted. If the relevant codes furnished with the abbreviation 6 for ‘individual’ character, turn out to contribute to an Individuality relationship, points were awarded. This can be seen in the following table.

<table>
<thead>
<tr>
<th>Job ads, characteristics</th>
<th>Inf1</th>
<th>Layout 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristics (Genon, 1=Illusory stable character, 2=Identity integration character, 3=Indistinguishability of work and life, 4=Cooperative, high engagement character, 5=Power shifting character, 6=Individualistic character, 7=Collective character, 8=Value-focused character, 9=Regulatory character)</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Job ads</td>
<td>Company</td>
<td>Does the introduction phrase indicate values (0=No values, 1=sense of community, 2=sense of individuality, 3=sense of ethic sustainability, social change, lifestyle 4=sense of wellbeing and freedom)</td>
</tr>
<tr>
<td>1-Main Reference</td>
<td>Lemonad &amp; Charitea</td>
<td>0</td>
</tr>
<tr>
<td>2-Main Reference</td>
<td>Lemonad &amp; Charitea</td>
<td>0</td>
</tr>
<tr>
<td>3-Main Reference</td>
<td>Innocent</td>
<td>2</td>
</tr>
<tr>
<td>4-Main Reference</td>
<td>Innocent</td>
<td>2</td>
</tr>
<tr>
<td>5-Main Reference</td>
<td>Foodspring</td>
<td>2.3</td>
</tr>
<tr>
<td>6-Main Reference</td>
<td>Foodspring</td>
<td>2.3</td>
</tr>
<tr>
<td>7-Main Reference</td>
<td>HelloFresh Group</td>
<td>0</td>
</tr>
<tr>
<td>8-Main Reference</td>
<td>HelloFresh Group</td>
<td>0</td>
</tr>
<tr>
<td>9-Main Reference</td>
<td>HelloFresh Group</td>
<td>0</td>
</tr>
<tr>
<td>10-Main Reference</td>
<td>Mymi</td>
<td>2</td>
</tr>
<tr>
<td>11-Main Reference</td>
<td>Mymi</td>
<td>2</td>
</tr>
<tr>
<td>12-Main Reference</td>
<td>Nike</td>
<td>4</td>
</tr>
<tr>
<td>13-Main Reference</td>
<td>Nike</td>
<td>4</td>
</tr>
<tr>
<td>14-Main Reference</td>
<td>Willhaben</td>
<td>1</td>
</tr>
<tr>
<td>15-Main Reference</td>
<td>Willhaben</td>
<td>1</td>
</tr>
<tr>
<td>16-Main Reference</td>
<td>Burton</td>
<td>3</td>
</tr>
<tr>
<td>17-Main Reference</td>
<td>Burton</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 1: Evaluation of characteristics in the coding grid (source: own display)

Here you can see a code in the section ‘Layout’ which analyses the values transmitted in the introduction phrase. It has the abbreviation 6 and if the following job advertisements are numbered with 2 (‘individual’ character), then this counts as a point. It can also happen that a code has only one number (characteristic) and the code just
has to be answered with yes to count (0=no, 1=yes). If there is more than one job advertisement from the same organization having different results, the majority (in the case of three job advertisements from the same organization) or the main reference job ad (in the case of two job advertisements from the same organization) counts. In the findings the table 2 will show the organizations with the highest scores and therefore the highest frequency of individuality values. These job ads and companies lay most emphasis on supporting the individuality in their organization. In stronger words, the employment relationship is driven from individuality which is the leading force of the behaviour and decision-making processes in the company.

In a next step, this filtering went deeper and had a look on the remaining characteristics. In the findings will be explained which characteristics are more relevant in the Individuality type of relationship than in others.

The other types were analysed with the same technique but with different main characteristics.
5. Findings

The findings of the empirical, qualitative analysis of the companies above presented are demonstrated and described in the following chapter. As previously mentioned, the analysis generated and developed different types of the observed new employment relationship. During the examination it got clear, that these different types are all regulated from different driving forces or values and it was possible to carve out the four main characteristics which were explained in the theoretical framing. These four main characteristics are the ‘individual’ character, the ‘collective’ character, the ‘indistinguishability of work and life’ character and the ‘cooperative, free and high engagement’ character. The next step was to spot the driving forces of these characteristics. One driving force is the individuality. This force leads the individuals within the organization in every decision-making process. The focus is on individual development, on benefits which contribute to a good work-life balance, health programmes and wellbeing. The next force is the community. This value regulates the employee and the employer to build on teamwork and to form a cooperative family, which is only strong in the group. There are less incentives for individual decision-making. The third force is freedom. Within this relationship the employer gives the employee the free choice of working practices and the behaviour within the office. Free time activities and fun at work are preached. The last force is a common purpose or lifestyle for doing this work. The employer and the employee work for the same reason and are both convinced of it. The purpose or the lifestyle regulates the individuals. In a last step, all of these four forces are transformed into types of relationships which can be observed in brand-based organizations in New Age capitalism. The following type of relationships can be separated and will be described below: The Individuality type, the Collective type, the Freedom type and the Purpose type.

An important information, which has to be added, is that the depicted and branded employment relationship in general uses more than one single force and that the classification of the job ads and the associated organizations to the types is very close to each other. Nevertheless, they were allocated to the most present force.
5.1 The Individuality type

The first type which was identified during the examination was the Individuality type of the employment relationship. The ‘individual’ character has already been one of the characteristics described in the theoretical framing of the new employment relationship and was taken as the main characteristic for identifying this type with the provided codes. It was self-evident that one main distinction between the characteristics could be an individual decision-making process or a collective type of organizing an organization.

That is why it was tried to find codes which figure out individuality values within the relationship. In the coding grid, 16 codes were used to differentiate the individual values of a company. Codes marked with the number 6 in the first row (Characteristics) counted as ‘individual character’ codes. In the table below is shown how much points have been awarded to the different companies, evaluating the job advertisements with the 16 codes proving individuality.

<table>
<thead>
<tr>
<th>INDIVIDUAL CHARACTER</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lemonaid</td>
<td>4</td>
</tr>
<tr>
<td>Innocent</td>
<td>6</td>
</tr>
<tr>
<td>Foodspring</td>
<td>11</td>
</tr>
<tr>
<td>Hello Fresh Group</td>
<td>12</td>
</tr>
<tr>
<td>Mymüsli</td>
<td>9</td>
</tr>
<tr>
<td>Shpock</td>
<td>2</td>
</tr>
<tr>
<td>Willhaben</td>
<td>2</td>
</tr>
<tr>
<td>Cropster</td>
<td>4</td>
</tr>
<tr>
<td>Runtastic</td>
<td>4</td>
</tr>
<tr>
<td>Burton</td>
<td>2</td>
</tr>
</tbody>
</table>

Hello Fresh Group, Foodspring and Mymüsli are characterized as the Individuality type.

Table 2: Ranking of awarded points of the ‘individual’ character (source: own display)

For example, Lemonaid & Charitea were able to collect 4 individuality points, which is quite low and is therefore not a candidate to be characterized as the Individuality type. Other than this company, HelloFresh Group, Foodspring and Mymüsli are the three companies, which reached the most points within the
examination and were characterized as the Individuality type. From 16 codes HelloFresh Group reached 12 points, Foodspring was able to get 11 points and Mymüsli managed to get 9 points. Even though the other eight companies also contain individuality values which are presented above, these three companies have the highest frequency of ‘individual character’ codes. This classification was the first step of the examination. The ‘individual’ character and the further characteristics will be explained below with the help of the results.

Individuality can be defined as the focus on differences of a person within a group. Branded values are that every employee is different and needs special and individual treatment. In this relationship, it is the driving force and the regulator which leads all decisions in the organization. This individuality is branded to candidates in job advertisements and has the goal to do the same within the organization with its employees (but this is not examined here). As well, the employer has a similar valuation for himself. That is why also the company tries to reach its own surplus value by focusing on individual values. In times of the globalization and the generation Y starting to work, this value is very important in brand-based New Age capitalistic organizations. The generation Y is attracted by this type of relationship because the focus on themselves is very high. Self-fulfilment is one of their most important needs and these companies give them the feeling of being addressed, valued and supported personally. Moreover, the raising globalization and the high cultural diversity lets people feel welcome in other cultures. Individuality is branded in different ways. The candidate or employee is seen and valued as an individual part of the organization which should be able to live its individuality in terms of goal reaching, ethics, gender, diversity, self-realization and self-development. Employers try to focus on the offer of individual values and benefits for the employee. They provide the perfect support to reach personal goals in the life of their employee. Organizations serve different treatment for every employee within an organization and guarantee to secure the employee’s identity and develop his/her characteristics and skills.

In a job advertisement individuality can be identified especially by considering the introduction phrase, introduction of the employer, core values, pictures, wording and benefits. For example, the introduction phrase of the job advertisements of Innocent start with a greeting (see Appendix, 9.1 job ads 3, 4). This is a very personal and individual addressing which is not common in a job advertisement. It transmits the feeling of personal attention from the employer. Better known instead is a formal
introduction phrase which declares that the company is looking for a person which occupies the vacancy. The candidate is then addressed like in the job advertisement of Burton: “For the European headquarters in Innsbruck, Austria we are looking for an enthusiastic Credit Accountant” (see Appendix, 9.1 job ad 20). An even more direct addressing can be observed in the Foodspring job advertisements: “How do we plan to continue developing the most revolutionary foods of our time at Foodspring? With your help” (see Appendix, 9.1 job ads 5, 6). Even though the two last examples are more formal, they also transmit individuality. Moreover, the pictures presented in the job advertisements depict values. In the job advertisements of HelloFresh Group (see Appendix, 9.1 job ads 7, 8, 9) a single woman is depicted, who smiles and looks happy and confident. The transmission are values of individuality in the form of presenting only one person instead of a group. Further, they seem to be concerned about gender diversity. Due to the fact, that the Foodspring job advertisements didn’t include a picture, the images presented on the job offer page of their official homepage were analysed. (https://www.foodspring.at/jobs (8th of november, 2017)) A fit man is standing sideways carrying a sporty woman on his hips. They are both smiling and seem to love sports according to their shape and outfit. A slogan with individual values is presented on the picture which says: “Push your career, Shape your future”. Below it is mentioned that Foodspring is concentrating on the individual strengths and potentials of every single employee. To find out how an organization makes its decisions, it is helpful to examine how the environmental context is defined. In the job advertisement number 7 of HelloFresh Group job the environmental context is characterized in the introduction phrase as “unique opportunity to gain valuable and challenging experience at a rapidly growing start-up” where “responsibility is given from day one to use your initiative and creativity to help us grow our business” (see Appendix, 9.1 job ad 7). This is the chance for the candidate to use his/her individual skills and to fulfil his/her individual goals which are concentrated on a common goal but also on an individual one. The environmental context of Foodspring focuses on the individual to contribute to a mission. They want the ‘best heads’ and ‘great ideas’ of them and if the candidate wants to be part of that s/he is ‘in the right place’ (see Appendix, 9.1 job ads 5, 6). The core values of HelloFresh Group are not presented in the job advertisements but they are an essential aspect that needs to be considered by defining the Individuality type. In principle, they concentrate on the daily progress of every employee in the company and want them to develop and question the status
This is a reason why, work doesn’t feel like usual work anymore, because there is another reason behind going to work than just the money and an occupation which is interesting – the individual being and growing. The transmitted values concerning the position of the jobs of Foodspring, Mymüsl and HelloFresh Group advertisements are a good example for individual acting and being which is offered and required from the employee with terms like “independent”, “responsibility”, ’to take over’, ‘you have the analytical vigor and the intellectual drive to’, ‘you will play a key role’, ‘you are an integral part’, ‘with your analytics and your financial savvy’ (see Appendix, 9.1 job ads 5, 6, 7, 8, 9, 10, 11). Another sign for individuality is the further definition of the identity the employee should have. Foodspring uses in the job advertisement for the vacancy ‘(Magento) Backend-Developer (m/f)’ (see Appendix, 9.1 job ad 6) a second definition in the description of the position as ‘Coder by heart’. This can be a branding practice which presents a more detailed identity or a different perspective of the position to support the individual interpretation of the job. The next part where individual values can be identified are the benefits that are offered from an organization in a job advertisement. If the offer includes benefits like personally designed career paths, self-development, courses, trainings, health programs or other self-fulfilling advantages, one can see that individuality plays a big role in the relationship of the employer and the employee. The last indicator that identifies the individual aspects in the analysis is the appearance of special terms or words. In the section ‘Text’ of the coding grid are two codes which prove the existence of the words ‘du’ or ‘you’ (in German ‘du’ is an informal addressing which is usually not used in business language) and (individual-) ‘development’ in the text of the job advertisement. The examination showed that all organizations used a personal addressing with ‘du’ (the German advertisements all used the informal ‘du’) or ‘you’ and that HelloFresh Group and Innocent included the word ‘development’ in their job advertisements.
What is also an interesting point in the analysis is the appearance of the remaining characteristics in the Individuality type, which can be seen in Table 3. The characteristics are abbreviated the same way as in the coding grid, with the numbers 1-9. The ‘individual’ character is not shown in this table. Logically, the ‘collective’ character (7) is represented in a very low intensity with 7, 5 and 6 points because it is the direct competitor of the ‘individual’ character. The ‘indistinguishability of work and life’ character (3) is in total even lower with 8, 4 and 5 points and the ‘cooperative, free and high engagement’ character (4) is represented the highest of the remaining main characteristics with 7, 5 and 7 points. However, a code with the numbering 3, 4, 6, 7 (the evaluation of all four main characteristics) was tried to be answered with only one value, even though it sometimes includes other values too, aside from a few exceptions where it was not possible to choose a single one. It was although tried to always pick the most present value. As expected, the other three main characteristics are not inexistent because, as already mentioned, it is very common that companies don’t choose a clear line of values. Mostly it is a mixture of all four driving forces.

Furthermore, the evaluation of the frequency of the other characteristics which can be seen in Table 3 is interesting for characterizing the Individuality type better and in more detail. The ‘value-driven’ character (8) is present in the Individuality type with 10, 11 and 11 of 17 codes. If you compare the ‘value-driven’ character with the other types and companies, you can see that it is equally distributed upon all job advertisements and companies. This is an important aspect in the empirical examination because the main distinction between the types can be made through the different values and the high appearance proves this deeper focus on them. In the Individuality type, it doesn’t seem to be important to define and provide a stable

Table 3: Evaluation of the remaining characteristics of the Individuality type (source: own display)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>1</th>
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<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
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<tr>
<td>Foodspring</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>7</td>
<td>8</td>
<td>7</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>HelloFresh Group</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>11</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Mymüsli</td>
<td>3</td>
<td>9</td>
<td>5</td>
<td>7</td>
<td>10</td>
<td>6</td>
<td>11</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Points</td>
<td>0-6</td>
<td>0-11</td>
<td>0-15</td>
<td>0-16</td>
<td>0-21</td>
<td>0-16</td>
<td>0-17</td>
<td>0-15</td>
<td></td>
</tr>
</tbody>
</table>


environment (1) because the six evaluated codes were just awarded with 5, 3 and 3 points. Foodspring is an outlier with 5 points and needs to be less respected. Stability of an environment can be characterized as a saved space, a secure workplace, a stable and profitable organization which is able to provide salary, resources and security. There is not a strong focus to provide a clear image of a stable environment of the company by showing the logo of the company, providing much information about the organization, or including an introduction phrase which can contain a lot of interpretable information about the environment. One can argue that stability is not the most important aspect for the two parties in the Individuality relationship. The individual thinking employee of the generation Y usually doesn’t look for a long-term relationship with an organization. This lowers the significance of stability because the employee switches to another company easier and faster anyway if s/he doesn’t feel well. The employer knows that and doesn’t put effort in providing this environment. The ‘identity integration’ character (2) with 11 codes reached 9 points for Foodspring, 9 points for HelloFresh Group and 9 points for Mymüsli. One can see in the job advertisements that it is tried to integrate a clear image of the required identity, described from different perspectives by using different definitions (more than one description of the job title), so that the candidate can identify with its inner personal and individual goals and the company finds the perfect predefined person for the job. It is recognizable that the Individuality type defines itself in job advertisements through the employee. In the case of Foodspring, the company introduces itself and its employees as ‘Fitness Food Pioneers’ and ‘best minds in their respective field’ (see Appendix, 9.1 job ads 5, 6). Also, the existence of a provided description of the position, defined tasks and skill requirements gives a certain identity to the candidate or employee. This although is provided in every job advertisement of every company. The additional definition of the job title in the text of the job ad is another indicator for identity integration (‘Coder by heart’ (see Appendix, 9.1 job ad 6)). It is recognizable that the ‘power shifting’ character (5) with 21 codes is present but not significantly important. It reached 7 points in the job advertisements of HelloFresh Group, 10 points in the job ads of Mymüsli and 8 points for Foodspring (11 was the high score). This means that in general, the power shift is not high but the Mymüsli job advertisements can show clearly one of the highest scores. In the Individuality relationship, it is fundamental, that a power shift is occurring, even though it is just a small one. This is happening through the promotion of a flat hierarchy, the indication of benefits and offers from the employer, the specification of
less than 5 tasks in the description, no compulsion for requirements, the promotion of no control, and the space for salary negotiations. The last characteristic which was analysed was the ‘regulatory’ character (9). The Individuality type shows a relatively high regulation with 10, 11 and 8 points of 15 codes (11 points was the high score). This is the reason why also the ‘identity integration’ character is high. As mentioned before in the theoretical framing, regulation is closely linked to identity and employees are regulated through a desired identity. With the ‘regulation character’ codes, it was tried to integrate the aspects of regulation laid out in the section 3.3.9 ‘Regulatory character’. The definition of the environmental context, the hierarchical location and candidate himself, the identification through others, values and morals, and rules like being responsible are all implications of these aspects, which were considered in the analysis.

To sum up, the Individuality type has as its main characteristic the ‘individual’ character and keeps community values small. Instead of freedom or a certain purpose, the individuality is its driving force. The relationship doesn’t count on providing a stable environment, because in the individual thinking of both parties, this is not necessary. The relationship type is one with a tendency to a power shift from the employer to the employee and the integration and regulation of the identity seems to be very important in the branding process for the employer. These analysed codes and the appearance of the characteristics describe the behaviour and the handling with certain situations within the relationship. Due to the fact, that everyone is concentrated on his/her personal advantages and needs, the relationship is not optimal. The employer has the power to generate and retain the candidate or the employee through individual incentives and benefits. With these tools the employer manipulates the employee by offering individual treatment like personal development, health programs, internal academies and individual career path planning. Like the customer service which experiences an increasing importance, also the employee service needs to be considered. It is fundamental, that the employee feels like something special with all his characteristics, skills, experiences, mistakes and bad traits. At the same time their power can slightly shift to the employees because of all their promised benefits. At some point this individuality and the independence which develops out of this behaviour, can get uncapturable for the employer. But it has to be considered that these job advertisements can only depict the branded employment relationship and that this can be different from reality.
5.2 The Collective type

The second type which was identified, was the Collective type of the employment relationship. The ‘collective’ character has already been one of the characteristics described in the theoretical framing of the new employment relationship and was taken as the main characteristic for identifying this type with the provided codes. In this relationship the focus lies on a collective decision-making process. It was tried to filter the collective or community values in the coding grid to figure out the companies which trend to this relationship branding behaviour. In the coding scheme, 16 codes, the same amount as the individual character codes, were used to differentiate the collective values of a company. The ones marked with the number 7 in the first row of the coding grid analysis (characteristics) counted as ‘collective character’ codes. In the table below can be seen, how much points have been awarded to the different companies, evaluating the job advertisements verifying a collective relationship.

<table>
<thead>
<tr>
<th>COLLECTIVE CHARACTER</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lemonaid</td>
<td>5</td>
</tr>
<tr>
<td>Innocent</td>
<td>5</td>
</tr>
<tr>
<td>Foodspring</td>
<td>7</td>
</tr>
<tr>
<td>Hello Fresh Group</td>
<td>5</td>
</tr>
<tr>
<td>Mymüslil</td>
<td>6</td>
</tr>
<tr>
<td>Shpock</td>
<td>7</td>
</tr>
<tr>
<td>Willhaben</td>
<td>13</td>
</tr>
<tr>
<td>Cropster</td>
<td>6</td>
</tr>
<tr>
<td>Runtastic</td>
<td>10</td>
</tr>
<tr>
<td>Burton</td>
<td>7</td>
</tr>
</tbody>
</table>

*Willhaben and Runtastic are characterized as the Collective type.*

Points from 0-16

Table 4: Ranking of awarded points of the ‘collective’ character (source: own display)

It is shown, that two companies of all 10 stick out the most. First, the company Willhaben could reach 13 of 16 points and second, the company Runtastic was able to collect 10 points. All the other job advertisements of the organizations managed to reach between 5 to 7 points, which is low in comparison to the high scores. It is clear,
that Willhaben and Runtastic were characterized as the Collective type of employment relationship. For the sake of completeness needs to be said that as well the other companies include community values which can be checked in the coding grid in detail. Furthermore, this was again the first classification of the type and it will be completed and discussed more in detail below.

Collectivity or a community can be defined as a group of individuals who act in a common and social manner to support each other in every imaginable way. It is not usual to decide individually or to practice work in an egoistic way. The focus of a community is to concentrate on the common ideas, manners, interests, goals and attitudes. Differences and individuality are less important. In this relationship collective acting is the driving force and the regulator which leads all decisions in the organization. This common behaviour is branded to candidates in job advertisements and has the goal to do the same within the organization with its employees (but this is not examined here). The employer still has the power to decide individually but tries to generate and retain his candidates and employees by creating a community which is convinced of a certain lifestyle. The employer and the employee can practice this lifestyle in a group, where team spirit, team work and family feelings can arise. The community values are not the main focus of Millennials but in a fast-living and changing world every individual is looking for some stability and security. A community which has the same interests and attitudes like a single person can provide a safe space of wellbeing, finding like-minded people sharing experiences, knowledge and fun, and supporting each other like a family. A community can be branded in many ways. The employee is seen and valued as part of the community or business family of the organization who can rely on the employer and the other employees as family members. Employers try to focus on the offer of social values and benefits for the employee. They provide the perfect support to reach common goals for their shared community visions. Organizations serve the same treatment for everyone to support social skills and characteristics.

In a job advertisement a community can be identified especially by considering the introduction phrase, introduction of the employer, core values, pictures, text and benefits. For example, the introduction phrase of a job advertisement of Willhaben states: “Want to play in the dream team” (see Appendix, 9.1 job ads 14, 15). Cropster uses the phrase: “Join the Cropster team as…” (see Appendix, 9.1 job ad 16). These phrases already include and highlight the notion team and the importance of the group.
advertisement. As already analysed in the Individuality type, the Foodspring job advertisements didn’t include a picture and were analysed with the job offer page of their official homepage. On the picture with the fit man carrying a sporty woman on his hips with the slogan “Push your career, shape your future” (https://www.foodspring.at/jobs (8th of november, 2017)) including values of individuality, it also seems to be important to support the common goals and the team spirit. The picture indicates the support of each other and the power of working together. The sense of individuality which is present on the picture can be relativized with another picture presented of the office saying: “Be part of the #foodspringfamily” and the quotation of Henry Ford presented above: “Coming together is a beginning; keeping together is a progress; working together is a success” ((https://www.foodspring.at/jobs (8th of november, 2017)). Even though Foodspring was categorized as the Individuality type, the message of its pictures is a good example for a multiple value transmission. This company was the only one where the code of values presented in the pictures was awarded with a point for the ‘collective’ character and the ‘individual’ character. Willhaben shows on its job advertisements a few illustrations about the product categories provided for the customers. Next to that, if digital excess is provided to the job advertisement, it is possible to click on a video in which they present the company, the employees, the office and the culture the employees live, in a funny and diversified way. The video is depicted presenting a group of employees showing their most used tool of their work, the laptops. Next, the environmental context which is defined in most job advertisements reveals a lot about the collective values. Willhaben, for example, is a good example for it. At the beginning, greetings are expressed to the candidates in a first introduction of the company. Then the focus is on the ‘we’ as important word in the introduction. It is said, that the company is proud of its ‘Willhabinger’ (that is how the employees are called) and that it was awarded with the European price ‘Great place to work’ in Austria 2017 which is the base of the company’s success. In a next section, the product development team of the company was introduced with the headline ‘About us’ which gives even more insights about the team the candidate will work in later. (see Appendix, 9.1 job ads 14,15) Runtastic presents its environment as a ‘fun start-up environment’ with ‘team members from all over the world’ creating ‘exceptional experiences for our worldwide community’ (see Appendix, 9.1 job ads 17, 18, 19). The core values are presented in a collective way in the job advertisements and homepages of Runtastic and Willhaben.
Runtastic stands, next to others, behind these words: “We are stronger together: At Runtastic, everything begins and ends with our team. We consistently put people first, to ensure that we’re optimizing the sum of our collective efforts & talents - and having an incredible time along the way! We work together, sweat together and celebrate together, to guarantee we’re creating exceptional experiences for one another and our entire, worldwide Runtastic community” and “most employees find their work relationships quickly developed into friendships in no time”. They also have core values like ‘we are change makers’, ‘we are always evolving’ and ‘we are confidential unconventional’ which targets young motivated Millennials with every kind of preferred values. (https://www.runtastic.com/en/career/welcome-home (14th of november, 2017)) The community thinking is very present in their job advertisements and on their homepage. Willhaben stands for a “relaxed working climate” where “everyone can rely on each other” and also “small successes of the employees are celebrated big together” (see Appendix, 9.1 job ads 14, 15: introduction video (digital access needed)). Willhaben defines itself through its employees and is proud of its performance. Runtastic does the same in promoting a shared vision and experiences. In the job ad of Burton, it doesn’t get clear through what the company is defining itself (see Appendix, 9.1 job ad 20). For the community values concerning the position which needs to be occupied, Runtastic and Willhaben use phrases like ‘as part of our young, smart and motivated Android team’, ‘collaboration with’, ‘your colleagues’, ‘support our squads’ and ‘together in the team’ (see Appendix, 9.1 job ads 14 ,15, 16 ,17, 18, 19). The word ‘our’ is used very often to highlight that work is seen as common task to accomplish goals together (see Appendix, 9.1 job ads 1-20). Another identifier of community values is the analysis of the personal and social qualities a candidate should bring to the job. If teamwork, teamplay or good communication skills are required, working together as a community seems to be an important factor for the company. Another fundamental focus are social benefits like team events, sports activities which can be practiced together, cooking together in the office kitchen, team breakfasts and company parties. It is also important that a team culture is offered as a benefit for indicating a community. At end, the wording plays a key role in the job advertisements like ‘team’, ‘community’, ‘we’ and ‘together’.
Now, the remaining characteristics will be viewed and analysed. Also in the Collective type, it is essential to give the type a more detailed character. It is obvious, that the individual character (6) needs to be distinctive in a low value. The individual character was able to reach the small values of 2 and 4. That is why a clear line between the main distinction of individuality and community can be drawn. The ‘indistinguishability of work and life’ character (3) is represented with 4 and 8 points. Usually, like in the case of Willhaben, this characteristic should also be in the lower or middle range of the ranking. But in the case of Runtastic, 8 points are the 3rd place of the ‘indistinguishability of work and life’ character in the ranking. It was difficult to decide which type Runtastic should belong to, because of its periodic values of purposefulness in the job advertisements like the introduction phrase ‘Let’s change the world’, the definition of their work as ‘change makers’ with the “vision of making the world a healthier place” and the tasks defined for the future employee headlined with ‘your mission’ (see Appendix, 9.1 job ads 17, 18, 19). Concluding, Runtastic reached more points (10) for the ‘collective’ character and belongs therefore to the Collective type of the employment relationship. The ‘cooperative, free and high engagement’ character (4) is represented with 4 and 2 points of the remaining main characteristics. Freedom is not an important factor at all in this type. The ‘value-driven’ character (8) has reached in the Collective type 8 and 13 points of 17 codes. If you compare the ‘value-driven’ character with the other types and companies, you can see that it is equally distributed upon all job ads and companies. Although the 5 points between 8 and 13 are the biggest gap between the ‘value-driven’ character scores. This gap can be explained through requirements of language skills or not, the existence of requirements of personal skills which transmit values or the use of the English

Table 5: Evaluation of the remaining characteristics of the Collective type (source: own display)

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<thead>
<tr>
<th>Characteristics</th>
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<th>6</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
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<td>9</td>
</tr>
<tr>
<td>Runtastic</td>
<td>6</td>
<td>10</td>
<td>8</td>
<td>2</td>
<td>6</td>
<td>4</td>
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<tr>
<td>Points</td>
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<td>0-16</td>
<td>0-21</td>
<td>0-16</td>
<td>0-17</td>
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</tr>
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Now, the remaining characteristics will be viewed and analysed. Also in the Collective type, it is essential to give the type a more detailed character. It is obvious, that the individual character (6) needs to be distinctive in a low value. The individual character was able to reach the small values of 2 and 4. That is why a clear line between the main distinction of individuality and community can be drawn. The ‘indistinguishability of work and life’ character (3) is represented with 4 and 8 points. Usually, like in the case of Willhaben, this characteristic should also be in the lower or middle range of the ranking. But in the case of Runtastic, 8 points are the 3rd place of the ‘indistinguishability of work and life’ character in the ranking. It was difficult to decide which type Runtastic should belong to, because of its periodic values of purposefulness in the job advertisements like the introduction phrase ‘Let’s change the world’, the definition of their work as ‘change makers’ with the “vision of making the world a healthier place” and the tasks defined for the future employee headlined with ‘your mission’ (see Appendix, 9.1 job ads 17, 18, 19). Concluding, Runtastic reached more points (10) for the ‘collective’ character and belongs therefore to the Collective type of the employment relationship. The ‘cooperative, free and high engagement’ character (4) is represented with 4 and 2 points of the remaining main characteristics. Freedom is not an important factor at all in this type. The ‘value-driven’ character (8) has reached in the Collective type 8 and 13 points of 17 codes. If you compare the ‘value-driven’ character with the other types and companies, you can see that it is equally distributed upon all job ads and companies. Although the 5 points between 8 and 13 are the biggest gap between the ‘value-driven’ character scores. This gap can be explained through requirements of language skills or not, the existence of requirements of personal skills which transmit values or the use of the English
language for the job advertisements, even though the job is required in a German-speaking office. These aspects also transmit values. It is recognizable that, for example, internationality values play a deciding role in job ads and companies in general. In the Collective type it seems to be very important to concentrate on illustrating a stable and secure environment (1) for the employees and candidates. It is the type with the high score of the ‘illusory, stable’ character with 6 and 6 points of 6 codes. This is noticeable in the job advertisements when an introduction phrase is provided including information about the stable character of the company, the logo of the company presented in an eye-catching way and an introduction of the employer, where personal and economical environments and contexts can be equilibrated in advance. As already mentioned before, Millennials do not have collective acting and thinking as main focus on their mind. But due to a fast-paced world, there is hardly any stability concerning family, relationships, technology and environmental issues. The individual seeks at least a little bit of stability in his/her life. And if he/she can find it through a job in a company, this will lead to an application for the branded employment relationship. Even though there is no evidence in the analysis, the Collective type tends to brand a long-term relationship with its employees. The next remaining character is the ‘identity integration’ character (2) which was awarded with the points 10 and 10 in the Collective type. In this branded employment relationship, the identity integration is very essential to be considered. The two companies managed to reach the high score of all job advertisements. The identity presented and looked for in the company is, in contrast to the Individuality type, filled with community values. Testimonials in form of groups are presented which talk about their lives at the company, like Willhaben does it with the introduction video (http://jobsbei.willhaben.at/ (15th of November, 2017)). The additional definition of the job title in the text of the job advertisement is described with terms like ‘teamplayer’, ‘part of the team’ and ‘Willhabinger’ (see Appendix, 9.1 job ads 14, 15). These terms are community valued identifications which regulate the identity. This leads to the next characteristic of the ‘regulatory character’ (9) in which the two companies managed to achieve 9 and 11 points of 15 codes. Identity integration is highly correlated with the regulatory character and leads to identity regulation. This was already treated from Alvesson & Wilmott (2002) in the theoretical framing. At the end, the ‘power shifting’ character (5) needs to be analysed. This is one of the most interesting characteristics concerning a critical perspective on the employment relationship in brand-based New Age capitalist organizations. In the Collective type of
employment relationships, the power shift seems to be nearly irrelevant, because the job advertisements of Willhaben and Runtastic just reached 7 and 6 points of 21 codes. 6 is the lowest score of all companies. The community thinking of employer and employee which brings the two parties together is a value that develops momentum. For example, there is no separate part headlined with benefits for the employee in the job ads of Willhaben and Runtastic. These companies target on their main value of community and do not need to offer a lot of individual or special benefits, because it is the community which is the main and obvious benefit for the candidates and employees. By having a look on the remaining codes of the ‘power shifting’ character, it is recognizable that the Collective type is not willing to give things out of the hands and has a very regulatory and controlling role in the relationship.

To conclude, the Collective type of the employment relationship has as its main characteristic a ‘collective’ character following community values and seeing work as a common task. Individuality values are kept low and do not have an influence. Instead of freedom or a certain purpose, collective behaviour is its driving force. An exception is the company Runtastic, because it brands, as well, purpose values in their job advertisements. The Collective type is concerned about branding a stable ‘family’ or ‘community’ environment where employees should feel like home and can contribute to teamwork and group projects which can reach out also outside the office doors and hours. The identity is highly integrated in the employment relationship and is packed with community values. It has a big role in branding this relationship. This automatically leads to a high regulation of these identities. The power shift is lower than in the Individuality type, which means that the employer keeps its power for making main decisions, even though a collective decision-making process between the employees is branded. The employee is manipulated in the way that a collective, stable environment where he/she can feel save and home is the main benefit for them. The employer has no need in providing and convincing the employee with a lot of incentives, because they produce the feeling of force to belong to that community. This also works with the customers. With the right branding everyone wants to belong to a certain community, which reflects the personal goals of individuals. The employment relationship is not optimal for the employee and the employer because the power imbalance is still existent. At least the two parties are not only concerned about themselves but also about supporting each other. This can lead to longer relationships,
more satisfaction for the employee and less switching to other companies but this is not analysed in this thesis.

5.3 The Freedom type

The next analysed type is the freedom type of the employment relationship in brand-based organizations in New Age capitalism. The main characteristic considered for this type for the first categorization was the ‘cooperative, free, high engagement’ character. This character has been one of the characteristics described in the theoretical framing of the new employment relationship. In this relationship the focus lies on freedom and high participation of the employee. To filter the freedom and participation values in the coding grid, it was figured out which companies belong to this relationship branding behaviour. In the coding scheme, 16 codes, the same amount as all main characteristics have, were used to differentiate the freedom and participation values of a company. The ones marked with the number 4 in the first row of the coding grid analysis (Characteristics) counted as ‘cooperative, free, high participation character’ codes. In the table below can be seen, how much points have been awarded to the different companies, evaluating the job advertisements verifying freedom.

<table>
<thead>
<tr>
<th>COOPERATIVE, FREE, HIGH ENGAGEMENT CHARACTER</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lemonaid</td>
<td>4</td>
</tr>
<tr>
<td>Innocent</td>
<td>8</td>
</tr>
<tr>
<td>Foodspring</td>
<td>7</td>
</tr>
<tr>
<td>Hello Fresh Group</td>
<td>5</td>
</tr>
<tr>
<td>Mymüsli</td>
<td>7</td>
</tr>
<tr>
<td>Shpock</td>
<td>12</td>
</tr>
<tr>
<td>Willhaben</td>
<td>4</td>
</tr>
<tr>
<td>Cropster</td>
<td>5</td>
</tr>
<tr>
<td>Runtastic</td>
<td>2</td>
</tr>
<tr>
<td>Burton</td>
<td>5</td>
</tr>
</tbody>
</table>

Innocent and Shpock are characterized as the Freedom type.

Table 6: Ranking of awarded points of the ‘cooperative, free, high engagement’ character (source: own display)
Two companies were chosen for the Freedom type. The first company which was able to count 12 of 16 points was Shpock. This score is far higher than from all the other companies. The second company which was selected was Innocent. The company, indeed, just reached 8 points, but it was the organization with the highest score after Shpock. Furthermore, Innocent managed to get the high score in the ‘cooperative, free, high participation’ character compared to the other main characteristics. That is why it was characterized, together with Shpock, as the freedom type of employment relationship. Of course, the other companies include freedom and participation values as well, which can be checked in the coding grid in the appendix. Furthermore, this was again the first classification of the type and it will be completed and discussed more in detail below.

Freedom can be defined as the possibility of the employee to act freely and without a structured concept of rules within an organization. It means to be less controlled and have more flexibility in decision-making within the workplace and beyond. Furthermore, participation is supported because the employee is invited to contribute to the big decisions the employer usually takes. The focus of a freedom and participation relationship is to concentrate on the active involvement of the employee and the communication of the support of room for individual fulfilment and the development of free acting and working outside a rigid and controlled apparatus. The employer is branded to doesn’t appear as the boss, instead he presents itself as a colleague who tells you in which direction you should go but not more. It is not individuality, a community or any certain purpose which is leading the decisions, it is the driving force of freedom which determines work and here especially the branding of the job advertisements. This type is very interesting and appealing for the generation Y, because they strive to freedom, taking all possibilities in life and feeling valued, heard of their head and free within the employment relationship. This free acting and participating behaviour is branded to candidates in job advertisements in the way that the employer offers the employee to have the power in participating in decisions, flexible working hours, free time activities and so on. It also has the goal to do the same within the organization with its employees (but this is not examined here). The employer still has the power to decide individually but at some level he needs to give up on some of his power to make this branded freedom a reality.

In job advertisements freedom can be identified especially by considering the introduction phrase, pictures, wording and benefits. The introduction phrase of the job
advertisement for a Frontend Developer at Shpock is a good example for giving the candidate freedom and choice: “Javascript, HTML and CSS are your favourite languages? With your professional experience in frontend development Shpock will be a success also in the browser!” (see Appendix, 9.1 job ad 12). The introduction phrase formulated as a question gives the candidate the feeling of having a choice to tell their opinion and to be integrated into the decision-making process. Innocent also starts one of its job advertisements with a question: “Are you our new Key Accountant Manager for Austria and Switzerland?” (see Appendix, 9.1 job ad 3). The picture presented on the job advertisement of Shpock is also an expression of freedom and a casual way of working. Three men are depicted sitting in a relaxed mode on a couch in the office working together on a project with the laptop of one employee which is fully pasted with stickers. Behind them you can see a nerdy poster which you usually don’t find in an office but in a private apartment. They are not placed on a normal working spot like a table or conference room. They have the freedom to relax, eat, work and hang out somewhere in the office and do their work. Furthermore, they wear their private casual clothes at work and do not have to be dressed in business clothes or any other uniform. The company seems to show acceptance for every kind of interests, demands, morals and moods of the employee. (see Appendix, 9.1 job ads 12, 13) The Freedom type promotes flat hierarchies to show a short decision-making channel with space for liberty. In the case of Shpock, it is interesting that they do not introduce themselves to the readers of the job advertisements. They do not try to define Shpock in a certain direction, because they want to avoid any limitations of the idea of Shpock for their future employees to keep the full freedom. The environmental context or core values are also not defined in the introduction phrase. The catchiest part of the job ad which states best the loose and easy environment is still the picture. (see Appendix, 9.1 job ads 12, 13) Concerning the position both, Innocent and Shpock, transmit freedom values. The headline of the job description of Innocent states: “Why you will not be bored at our office” (see Appendix, 9.1 job ads 3, 4). In a classical job advertisement, the headline mostly is a phrase like ‘Your functions’, ‘Your tasks’, ‘About the position’ which already transfers responsibility to the candidate. The phrase of Innocent keeps the responsibility low and brands work as a task that is exciting and free to choose. Shpock makes clear in the job description that the employee “cooperates in the testing of new features” and that he/she “has the possibility to bring in own ideas and so helps to shape and create Shpock” which gives the candidate the feeling to have a lot of
scope of action (see Appendix, 9.1 job ads 12, 13). Work is presented in the Shpock job advertisement like a task which needs to be done, but it is up to the employee how he/she wants to implement it. Innocent invites its candidates to “write them if they feel like to advance Innocent every day a little bit further” (see Appendix, 9.1 job ads 3, 4). It is a sign for branded freedom if employee participation is promoted from the employer. Another indicator for freedom is the description of less than five tasks in the job description, which automatically doesn’t overload the candidate with responsibilities. This can be seen in the job advertisements of Lemonaid, Innocent (just one of the 2 analysed job advertisements), Foodspring, HelloFresh Group, Willhaben, Cropster and Runtastic. The next part which was analysed in terms of freedom values were the offers and benefits of the employer. Further, this part can include employee participation as a benefit which is branded from the organization. In the job ads of Foodspring, HelloFresh Group, Mymüsli and Runtastic this is the case. Foodspring offers ‘a high degree of creative freedom’ for the employee “to develop own skills – flat hierarchies and short decision-making channels, a great deal of freedom in your work” (see Appendix, 9.1 job ads 5, 6). Next, the requirements of the candidate can tell a lot about transmitted values. The headline of the job advertisements of Shpock for the job requirements reveals: “Is that you?” (see Appendix, 9.1 job ad 12, 13) Afterwards bullet points of the required qualities and skills the candidate should bring to the job follow. Innocent headlines the job requirements with: “Write us, if you are…” (see Appendix, 9.1 job ads 3, 4). These headlines give the candidate the choice to identify with the job and do not transmit a necessity. Some job requirements are especially marked to ‘possibly’ exist, to be ‘not compulsory’ or to be a ‘plus’ if they are existent (see Appendix, 9.1 job ads 12, 13, 16, 17, 18, 19). In the case of Innocent, it is important to be ambitious with bringing in own ideas. Lemonaid uses for its branded willingness to freedom the phrase ‘if you feel like’ (see Appendix, 9.1 job ads 1, 2). Furthermore, a symbol for branded freedom is required cooperation and if free acting and if no control promoted. This is never mentioned in exactly these words, but with terms like ‘independent’, ‘self-reliant’, ‘self-starter’, ‘cooperative’ and ‘hands-on mentality’, this can be equalized (see Appendix, 9.1 job ads 1-20).
The remaining main characteristics were also analysed in the Freedom relationship and are existent as follows. The ‘individual’ character (6) is present with the scores 6 for Innocent and 2 for Shpock. This is comparable with the scores of the Collective type which were quite low. In this case, the total score of 8 (6+2) is 2 points higher than in the Collective type. The ‘collective’ character is also relatively low with 5 and 7 points and assimilable with the Individuality type. The last main characteristic was the ‘indistinguishability with work and life’ character. Innocent managed to get 7 points which is in the low to middle range. This can be explained by the social change attitude and environmental awareness Innocent communicates in its core values. The company Shpock just reached 3 of 16 points in this character category. This is a very low score and supports even more the freedom values it brands. It proves again that the main characteristics are the main distinctions between the types and can only be strong in one type. They need to be low in the other types. Next, the remaining characteristics will give the Freedom type a more detailed character and make clear the distinction to the other types. An ‘illusory, stable’ environment (1) doesn’t seem to be very important in the Freedom type. Innocent managed to get 4 of 6 and Shpock reached 2 points. Freedom doesn’t need to embody a stable environment, because the candidate and the employee should have as much space for interpretation and scope of action as possible within the employment relationship. That is the reason why the Freedom type relinquishes a detailed introduction of the organization.

The ‘identity integration’ character (2) has, compared to the other types, the lowest scores with 7 and 8 of 11 points. There is no focus on the presentation of testimonials presented in the job ads or the homepage to present a clear image of the perfect fitting employee for the company. A free interpretation and acceptance of the self should be guaranteed. Less prefabricated identifications are presented in the job

<table>
<thead>
<tr>
<th>FREEDOM TYPE</th>
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<tbody>
<tr>
<td>Characteristics</td>
</tr>
<tr>
<td>Innocent</td>
</tr>
<tr>
<td>Shpock</td>
</tr>
<tr>
<td>Points</td>
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</tbody>
</table>

*Table 7: Evaluation of the remaining characteristics of the Freedom type (source: own display)*
There is also no additional definition of the job title included in the job advertisements. The main parts of the job advertisement (introduction, job description, job requirements, benefits) are less represented and therefore less identity is integrated. As already mentioned in the other types, the ‘value-driven’ character (8) is present in every type with comparable values. The only difference are the distinct values which are important in every type. In the Freedom type, the ‘value-driven’ character managed to get 10 points (Innocent) and 12 points (Shpock). This type is very concerned about internationality. Language skills and the willingness to travel is fundamental for a Freedom type of employment relationship. The ‘regulatory’ character (9) is kept in the low to middle range in branding the relationship to the employee. With 8 and 6 points the Freedom type tries to reduce regulation of employee identities. Due to the fact, that the ‘regulatory’ character is closely related to the identity integration, it was not surprising after the analysis of the ‘identity integration’ character, that it is represented in low values. The job advertisements of Shpock are also one of the only ones which do not require discipline or a sense of challenge from the candidate (see Appendix, 9.1 job ads 12, 13). Innocent, for example, mentions a minimum salary for the required job, but doesn’t mention a collective bargaining agreement. This gives more space for overpayments and the chance to earn more according to skills and experience (see Appendix, 9.1 job ads 3, 4). The last remaining characteristic is the ‘power shifting’ character (5). In this type the power shift is the most recognizable in the analysis. Innocent reached 11 points and Shpock was able to get 8 of 21 points. These scores lie in the middle range but are the best results compared to the other types. This means that a slide power shift is happening in the Freedom type of employment relationship. But this is the maximum shift which can be observed in the examination. Through the transmission of freedom within the relationship, the company has a lot of power to generate employees and manipulate them, but at the same time its power also shifts more to the employees because of all the exchanged benefits. At some point freedom gets uncapturable for the employer.

To sum the Freedom type up, it has as its main characteristic the ‘cooperative, free, high engagement’ character and sees work as a free, participating task where the employee is heard from the employer, has the freedom to live and practice own characteristics in the organization and does work in alternative ways and not in a rigid, structured and given form. Individuality, community and purpose values are kept low and do not have big influence. Nevertheless, freedom and participation are the driving
forces of this type of relationship. Shpock is the perfect example for the Freedom type, because of its high scores in the analysis. Innocent can be seen as an imperfect example for this type, because it has 8 points for the ‘cooperative, free, high engagement’ character and 7 points for the ‘indistinguishability of work and life’ character. The organization brands as well values of social change which promotes a higher purpose for doing this job. The Freedom type of employment relationship is anxious about branding a free and participating working climate and wants to give candidates the chance to be who they are and lets them be part of something important where they can contribute to a high degree. At the same time, they have the chance to act and decide freely. A stable environment is not important for this type, because the relationship should be kept as flexible as possible. Identity integration is also not fundamental for this employment, because also the identity should be chosen freely. Due to the fact, that identity integration is kept low, the regulatory character is also present in a low value. The relationship is highly value-driven, as every type of the employment relationship in brand-based New Age capitalism. The Freedom type has the highest potential to shift power from the employer to the employee. This comes closest to the neo-pluralist approach of the employment relationship and can be seen as one of the fairest and most equal relationships between the two parties.

5.4 The Purpose type

The last examined type is the purpose type of the employment relationship. The main characteristic considered for this type for the first categorization was the ‘indistinguishability of work and life’ character. This character was explained in theoretical framing as one of the characteristics of the new employment relationship. The relationship is concerned about giving the employee a higher purpose which is close to private ethical or social change goals of the employee.
The coding scheme includes 16 codes for this main character to find out the purpose values of a company. The codes identified with the number 3 (this can be seen in the first row called ‘characteristics’) in the coding grid analysis counted as ‘indistinguishability of work and life character’ codes. In the table below can be seen, how much points have been awarded to the different companies, evaluating the job advertisements. This is the first classification of the type. Afterwards, the chosen organizations will be characterized in more detail.

<table>
<thead>
<tr>
<th>INDISTINGUISHABILITY OF WORK AND LIFE</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lemonaid</td>
<td>11</td>
</tr>
<tr>
<td>Innocent</td>
<td>7</td>
</tr>
<tr>
<td>Foodspring</td>
<td>7</td>
</tr>
<tr>
<td>Hello Fresh Group</td>
<td>4</td>
</tr>
<tr>
<td>Mymüsi</td>
<td>5</td>
</tr>
<tr>
<td>Shpock</td>
<td>3</td>
</tr>
<tr>
<td>Willhaben</td>
<td>5</td>
</tr>
<tr>
<td>Cropster</td>
<td>9</td>
</tr>
<tr>
<td>Runtastic</td>
<td>7</td>
</tr>
<tr>
<td>Burton</td>
<td>8</td>
</tr>
</tbody>
</table>

Lemonaid, Cropster and Burton are characterized as the Purpose type.

Table 8: Ranking of awarded points of the ‘indistinguishability of work and life’ character (source: own display)

There are three companies which were characterized as the Purpose type. The company with the high score was Lemonaid with 11 of 16 points. Next, the organization Cropster could convince with 9 points and Burton was the last organization which was finally categorised as the Purpose type with 8 points. Clearly, the other companies include purpose values as well. To have a more detailed look on that, the coding grid in the appendix can be adducted.

This main characteristic needs more explanation to get to the purpose thinking, which is important for this type. The idea is to let work and life blur together, so that it doesn’t feel like work anymore. To achieve this thinking from a candidate or employee a purpose needs to be created which is important for the employer as business concept and for the employee as private way of life which is considerable to achieve. This
purpose needs to be closest to the inner and most important values of an employee. The job task needs to become the personal mission for the employee. The purpose doesn’t have to be individuality, a community or freedom. Values of social change, doing the job for a higher reason, creating change, environmental awareness, ethics, sports, fashion or any other lifestyle are important purposes for this type. Actually, everything can be branded to have a higher purpose of doing it. The driving force of the Purpose type is not only to combine private interests with your job. It is about making your hobby, the real goals and deepest wishes of an individual to your job, to give something back, to have a special mission, to change the world or just to conglomerate with a lifestyle. This relationship is paired with the ‘indistinguishability of work and life’ character, because it can be seen as the most authentic relationship in which the employee works for a purpose which helps him to achieve his private goals. Therefore, work can be equalized most with free time, because within this relationship work feels at least like work. Instead it inspires real fun and passion.

The decision-making process is directed by a certain purpose in the organization. The employer and the employee pull together to achieve their real and common interest or goal. For the generation Y this employment relationship is very desirable because they are much more concerned about living the New Age thought than other generations. It is important to have awareness for yourself, the environment and the people around you. Work-life balance, conscious living, self-fulfilment and the choice of working what you can identify with is much more in the foreground. This relationship is branded in job advertisements with the declaration of a higher goal which the organization wants to achieve. These goals are branded to be independent from normal surplus value and profit creation. The difference to the other values like individuality, a community and freedom is that in this case the value needs to be at least to some extant a real interest of the candidate already before he/she reads the job advertisement.

In job advertisements the Purpose type can be identified with the single parts analysed in the coding grid. Especially in the pictures, environmental context and requirements the Purpose type is recognizable. In the case of Lemonaid, there are no pictures provided in the job advertisements. On the homepage in the section ‘About us’, are a lot of pictures presented showing employees helping in social projects all over the world. On the pictures a slogan is presented which states: “Changing the world while drinking” (their beverages) (http://lemon-aid.de/uber-uns/ 6th of december,
The purpose here is to support special social projects mostly in third world countries with their money and physical help. This is a higher purpose which the company wants to achieve or at least brands and which is the reason for the existence of the company. If a person is not really interested in this kind of work he/she will not apply for it, because a high engagement and high commitment is required from employees to do this job. For people who are convinced and interested in this purpose, work feels less like work, because it is their mission in life which they can accomplish through the brand and the organization. Burton, for example, presents the snowboarding and nature loving lifestyle on its pictures on the job advertisement. People are having fun doing this sport or camping in the nature. This is not appealing to the mass of people. Instead it catches the attention of people who love to do the same things and have exactly these hobbies or attitudes. (see Appendix, 9.1 job ad 20) Another indicator for the ‘indistinguishability of work and life’ character is the layout and especially a fluent text in a job advertisement and the introduction of the employer. The usual job advertisement uses bullet points for a short description of the important information but in the case of Innocent, for example, the whole job advertisement is written in a fluent text which is much more personal and closer to the candidate. The reader feels personally addressed which brings the organization closer to the candidate. This makes it easier to sell work as something personal which is not seen as normal work but something private and purposeful. (see Appendix, 9.1 job ads 3, 4) The introduction of the employer makes it possible for candidates to compare the organization’s goals and purposes with their own ones. The environmental context in the Purpose type of employment relationship is concerned about a lifestyle or social change. Cropster supports the fair cultivation and trade of coffee with IT tools. The company states in its job advertisements that it works ‘with farmers, exporter, importers and roasters in over 80 countries around the world on a daily basis to help them deliver a better cup of coffee to their customers’ with ‘high quality foods’ which ‘benefit the producers and consumers equally’ (see Appendix, 9.1 job ad 16). Lemonaid presents its environmental context as ‘social business’ from Hamburg which produces ‘beverages with social conscience’ (see Appendix, 9.1 job ads 1, 2). This means that they are produced biologically, traded fairly and that every bottle supports the producer regions. All of them brand a purposeful environment which is more than just work. There are even more job advertisements which brand a purposeful environmental context. This can be checked in the coding grid.
Innocent’s core values are the natural handling with their production and with their people, the responsible thinking about society and environment and to be generous to people which need resources much more than they do (https://www.innocentdrinks.at/ueber-uns/jobs) (6th of December, 2017). Lemonaid has one big core value which is supporting the fair trade of its greige (see Appendix, 9.1 job ads 1, 2). Foodspring wants to ‘change the lifestyle of an entire generation’ with ‘developing the most revolutionary foods of our time’ (see Appendix, 9.1 job ads 5, 6). All organizations of the Purpose type define themselves through their special lifestyle or attitude and have mentioned a higher purpose for doing this job. Work is presented in the Lemonaid job advertisements as a way of living and working which they emphasise with the question: “You feel like advancing this liquid revolution?” Further, the company wants its people to ‘identify with the philosophy and to change society through work’. (see Appendix, 9.1 job ads 1, 2) Cropster gives bonus points for candidates who ‘love a good cup of coffee’ as a personal quality (see Appendix, 9.1 job ad 16). Burton requires passion for the job (see Appendix, 9.1 job ad 20).

If a company requires a health care system, this is also an intervention into the private life and let work appear more as something personal. Unfortunately, none of the organizations mentioned a health care system as a benefit. Runtastic and HelloFresh Group are the only two organizations which integrate the word ‘experience’ into their job advertisements (see Appendix, 9.1 job ads 7, 17, 18, 19). Experience, in this case, means work as an experience and not a required amount of years of work experience. At the end, another important factor for ‘indistinguishability of work and life’ is the informal and unconventional formulation of the text in the job advertisement. Again, this brings the organization and its work closer to the employee and breaks the distant business language.
The remaining main characteristics were also analysed in the Purpose type of relationship and are represented as follows. The ‘individual’ character (6) scored with 4 points for Lemonaid, 4 points for Cropster and 2 points for Burton. This very low score again was expected for the Purpose type. The same as the ‘collective’ character (7) which is represented with 5, 6 and 7 points for the organizations in the same row. It is a little bit higher than the ‘individual’ character because a purpose is connective and builds, as well, groups or communities. Next, the ‘cooperative, free, high engagement’ character (4) is represented with 4, 5 and 5 points of 16 codes. This is in the middle range between the Collective type (lowest score in this character) and the Individuality type (high score disregarding the Freedom type).

The same as in the Collective type it seems to be very important to concentrate on illustrating a stable and secure environment (1) for the employees and candidates. The three organizations managed to achieve 5, 6 and 2 points for the ‘illusory, stable’ character (1). In the job advertisements this can be seen when an introduction phrase is provided including information about the stable character of the company, the logo of the company is presented and an introduction of the employer is existent, where private and business goals and attitudes can be equilibrated in advance. As already analysed in the Collective type, the Millennials seek stability and fulfilment in a fast-paced world. If they can find this stability in a lifestyle through a job in an organization, this will lead to an application for the branded employment relationship, because it brings them the highest satisfaction to fulfil their lives combining their hobbies, wishes and attitudes with a job.

Next, the ‘identity integration’ character (2) is highly present in the Purpose type with 8, 10 and 9 of 11 points. This relationship emphasises on identity integration in

<table>
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<tr>
<th>Characteristics</th>
<th>1</th>
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<th>3</th>
<th>4</th>
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Table 9: Evaluation of the remaining characteristics of the Purpose type (source: own display)
the branding process. The identity presented and looked for in the company is, in contrast to the Individuality, Collective type, and Freedom type filled with lifestyle and purpose values. The positions and work in general are presented in form of having a mission to complete to fulfil life, helping poor societies or living a hobby. The Purpose type talks about the life at the company as if it was private life. The main point is that employers want the candidates to fully support their reason of working and to identify with their whole selves. The ‘value-driven’ character (8) is represented in the middle to high range with 11, 12 and 13 points. As already mentioned, values are the most important factor and characteristic in every type of employment relationship. They are the driving forces which lead all decisions. Purpose driven relationships keep their power (5) because the purpose regulates the employees anyway. Benefits and freedom develops automatically because within this relationship work feels at least like work. Instead fun and passion is spread. The last character which needs to be analysed is the ‘regulatory’ character (9). Looking at the three companies being characterized as the Purpose type, they managed to reach 8, 11 and 6 points. If the average is calculated, the Purpose type of relationship is more regulatory than the Freedom type in job advertisements but less regulatory than the Individuality or the Collective type. This can be explained by the fact that a purpose by itself is a regulator. The same as the community in the Collective type, the purpose needs to be branded and communicated in the employment relationship. Employees are regulated by the branded values, but after a while, the community or the purpose develops a momentum in regulation. The organization is not capable of full control and regulation anymore. Foucault would say that the employees develop self-regulation. In this case the ‘regulatory’ character is in the middle range which means that regulation is at least to some extant taken over by the purpose itself and slightly slips out of the hand of the employer. This is, in comparison to the other types, acceptable for employers because the purpose has the same importance than goal to produce surplus value.

To conclude, the Purpose type of relationship wants to visualise the sense in life, especially for the generation Y. This generation is attracted to leave something important from themselves behind or at least to make the world a better place. In the Purpose type a demarcation needs to be made. The real Purpose type is an organization which really has a higher purpose why it exists. This purpose is next to the goal of gaining surplus value and profit another main goal. They support a certain lifestyle, social or environmental projects or a way of living and try to define work like
free time to generate whole identification with it. It is clear, that the organizations are also concerned about profit and viability but their main reason of existing let them pay higher prices for logistics, equipment, fair trade, greige and development because they believe in more than profit. The false purpose type are organizations which have as their main goal profit maximization and cost minimization. By pretending to have a higher purpose like ‘let’s change the world’, or ‘let’s make the world a healthier place’ (see Appendix, 9.1 job ads 17, 18, 19) they try to sell their work as very important for the whole world, even though they brand other values in a much more extended way and sell a product or service which detects them. So, if an organization, which is unknown for the reader, doesn’t introduce itself in a job advertisement to provide information about what they do, the candidate cannot separate between a real purpose or just a fake purpose. Information on homepages can help to get clearness about this issue. The elected organizations in the analysis are all real purpose types, but as can be seen in the job advertisement of nearly every other organization, these purposes which are presented in the introduction phrases, the descriptions of the position, the pictures or somewhere else in the job advertisement are only supporting their economical goal to pretend a higher purpose. The Purpose type of the employment relationship is further characterized by low values of individuality, community and freedom. Moreover, a stable environment is branded to provide Millennials a safe haven in a fast-changing world and high satisfaction in finding a job where they can live their true interests. The identity is highly integrated to fully equilibrate the identities of the employees with the employer so that it is possible that the employees fully indulge to work. Because of giving the employees or candidates the feeling that work is nearly the same as their free time, the organization keeps its power, because the purpose is the regulator. Even though the employer keeps its power the ‘regulatory’ character is moderate high, because at some point the employer doesn’t need to regulate the identity anymore. It develops momentum and regulates itself.

5.5 Codes without characteristics

Now, some of the codes which were not characterized (marked with 0) should be analysed briefly.

All job advertisements where published in September 2017 which is a good base to compare them. The nationality of the companies doesn’t tell anything about
categorization. The types are not comparable with the sectors or the industries of the organizations. This means that companies from the same sector doesn't have to belong to the same type, even though they produce a similar product or offer a similar service. Looking on the age of the organizations, there is a difference in the branding behaviour. Merely, Burton was chosen as only older company which already exists since 1977. This job advertisement is doubtless the one which provided at least information and was therefore very hard to characterize. It remembers of a classical job advertisement which doesn’t really use branding processes through job advertisements. Anyway, it was important to include this company to the analysis to better compare the factor of age in the branding process. If the type of employment (full-time or part-time) was part-time, it was recognizable that the description of the job advertisement was not so detailed as full-time job advertisements. For the further examination of job advertisements, it is better to choose full-time job advertisements.
6. Discussion

After the examination of the theory and the empirical analysis of the new employment relationship, the four different types should be related to the theoretical, inductive elaborated New Age characteristics which have been applied in the empirical, qualitative analysis. Furthermore, general remarks follow to mention interpretations and implications of a critically viewed employment relationship in contemporary capitalism and to equilibrate the theory with the qualitative research. Moreover, limitations of the examination are discussed. At the end, prospects and further research thoughts are expressed to complete the discussion.

6.1 The four employment relationship types in relation to New Age characteristics

In the literature review, the branding processes were classified as central feature for organizing the employment relationship. The closer examination and definition of the changing employment relationship bore among other things that its employers now regulate their employment relationships in a more social and ethical way (Ackers, 2002). In the here treated employment relationship, employers do that through branding. The central aspect of this employment relationship is the regulation of employees’ identities through the branding of values like individuality, community, freedom and a purpose, a power shift, the indistinguishability of work and life, and an illusory, stable environment. (Ackers, 2010; Blyton & Turnbull, 2004; Kornberger, 2010; Mumby, 2016) That is why the foundations of the employment relationship were extended to New Age characteristics in the analysis through an inductive research method. The characteristics are interdependent and may not include every aspect but the most important ones that contribute to the empirical examination of the thesis. With the following outline, the characteristics should be related to the four New Age employment relationship types.

The first characteristic is the ‘illusory, stable’ character. There are a lot of discrepancies between the pluralists and the radical-pluralists (Edwards, 1995; Ackers, 2014; Kaufman, 2011), but they also had things in common, but not admitted openly, when it concerned a new thinking of the labour process, namely the ‘indeterminacy of
the labour contract’ (Edwards, 1995). The contract between employer and employees is seen as a daily new bargain over order and effort, and is uncertain, continuous and balances co-operation and conflict. (Edwards, 1995) The tasks and the effort of the employee cannot be defined exactly and the employer has to convince or motivate the employee to achieve the desired goals of the organization. (Blyton & Turnbull, 2004; Holtrup & Mehlis, 2004) It is clear, that such a gap of justice for employees needs regulation. But law regulations are declining in favour of flexibility and as well for the state it is hard to regulate and fill this gap. (Holtrup & Mehlis, 2004) What organizations do to organize the employment relationship new is to construct through branding a stable and reliable, although just temporary, identity and environment of their company to create an illusion of a protected and saved space in times of tenuous employment relationships with little regulatory influence of the state or regulatory external institutions. Therefore, brands are the indeterminacy of sense and meaning, as Mumby (2016) says ‘the hegemonic struggle’ of control and can create a secure and trustworthy environment where employees feel to be free and uncontrolled, like Mumby called it the ‘regulated freedom’ (Mumby, 2016) “The brand, in this sense, is a flexible system of capture that is constantly adjusting to shifting meanings, identities, and affects. While symbolic identity is increasingly fragile and uncertain in the societies of control, brands provide a ‘point of purchase’ (pun intended), a frame of reference that—however temporary and imaginary—provides meaning and value for the neoliberal, entrepreneurial self. (Mumby, 2016:892) Through the branding process, the employee is manipulated by an unreal temporary stable identity of, and environment within the company, diminishing the uncertainty in the labour process. Mumby (2016) explained Dean’s (2014) assumption, that it is not possible for an employee anymore to trust in any meaning, because of its changing character, “people seek imaginary identities that can take the place of the eroded symbolic identities” (Mumby, 2016:891). Thus, in an employment relationship the employer exchanges an illusory, temporary and stable social environment for employees and manipulates their minds to control their behaviour. (Mumby, 2016) This characteristic turned out to be essential but not the most important one. For a critical research it is although worthy to be considered. A stable environment has different importance in the four types. The least importance is recognizable in the egoistic Individuality type and the Freedom type, where non of the parties focuses on stability.
The next character with high impact on the employment relationship is the 'identity integration' character. Taylor and Land (2010) characterize the employment relationship as 'creating exchange value through the co-production of meaning and the 'signifying complex' of the brand' by 'employees' leisure activities' (Land & Taylor, 2010:408; also see Arvidsson, 2006). The integration of employees' lifestyles into the brand helps to establish the 'economic value' for the company, 'situating their 'lives' as a form of productive labour or ‘work'” (Land & Taylor, 2010:408). The employees' identities are thus the central part within the employment relationship because only with communicating their lives and lifestyles to the outside and strengthen employees on the inside, the companies can reach economic value, authenticity and integrity. Indeed, it is important to distinguish between internal branding processes and external branding processes. Internal branding processes concentrate on the employees' identities and have an 'internal disciplinary dimension'. Land & Taylor (2010:408) argue that “this internal branding functions as a form of identity management that extends beyond the workplace to govern the performance of labour – understood as value productive activity – in work and life”. The use of individual's identities to generate economic value is a pure exploitation through communicating values and behaviours to live the spirit of the company. It is not labour anymore which is abused, it is the employees’ identity and communication itself, as already ‘communicative capitalism’ explained (Dean, 2012, 2014; Mumby, 2016). In the employment relationship, the employee exchanges unconsciously her/his communicated identity as a self-narrative and producing immaterial labour additionally to the usual labour. The employer exploits these communicated identities to generate economic value. (Alvesson & Willmott, 2002; Land & Taylor, 2010; Dean, 2012, 2014; Mumby, 2016). This characteristic is fundamental for the branding processes in every type except the Freedom type, which counts on identities that should able to act and behave freely within the organisation.

The next characteristic is the 'Indistinguishability of work and life' character and is one of the main characteristics concerning the New Age employment relationship. Intrinsic values like a higher purpose, which can manifest itself in personal satisfaction, pleasure, the consciousness of living and enjoying, community feeling, ethical acting and leisure, make immaterial labour different from usual work and let employees work beyond the workplace. The term ‘work’ and its activities need further extension and include and transform values of ‘life’ into ‘productive labour’ due to their connection with the value production. “Activities previously coded as ‘life’ become work through
their connection to the brand” (Land & Taylor, 2010:40). Work needs to be understood as liquidation which flows out between the gaps of the office doors. It can’t be packed within the organizations walls and spills over into private life.

Internal branding transforms into an external branding process which focuses on costumers and potential employees and includes ‘immaterial labour’ (Lazzarato, 1997) or recreational labour (Ransome, 2007) and self-narratives, like described before in the section ‘Brand-based organizations in New Age capitalism’, what work is like in the analysed organization of Land & Taylor (2010). Employees act as self-narratives to post images and reports on blogs and social media platforms connecting lifestyle to labour and describing their well-being, purposeful acting and fun at work. This immaterial labour produces the surplus value of the company. (Kornberger, 2010; Land & Taylor, 2010) Kornberger argues that “the brand experience of consumers is dependent on the way they are treated by organizational members. Hence, so the story goes, the brand equals the behaviour of staff” (Kornberger, 2010: 115). The employment relationship is the exchange of capital - a fair salary but not more - (Blyton & Turnbull, 2004) and labour - labour plus immaterial labour which is not paid (Kornberger, 2010; Land & Taylor, 2010; Mumby, 2016). This characteristic is the origin of the Purpose type and thus has indispensable importance for the analysis. In the other types this characteristic manifests a lower value because it is one of the main distinctions in the examination.

Another main characteristic is the ‘Cooperative, free, high engagement’ character. Employers have the task to build up their employment relationship in a way most aligning and adjuvant to achieve certain goals which can be ‘attaining higher productivity’, ‘lower unit costs’ and ‘improved profitability’ (Blyton & Turnbull, 2004). The management has to deal with ‘securing workers’ co-operation’ and producing surplus value (Nolan, 1983). Blyton and Turnbull (2004:40) argue, that “the required level of co-operation needs to go beyond mere compliance with rules if work is to be performed efficiently”. The solely obeying of rules is too less because mostly the employee has to play the role of the committed worker who is convinced of the product and the organization. Moreover, if an employee would only do the things which are regulated by rules, many informal rules would be left out. Employers want their employees to have the same attitude and enthusiasm for the organization as they have. Thus, they cannot trust in solely coercion to reach their goals. Employers have to secure ‘active employee consent, co-operation’ and freedom (Blyton & Turnbull,
The employment relationship is more complex than just ‘management control’ and ‘worker resistance’. It is the art of the employers to bring their employees in and to make them accomplish their goals. (Blyton & Turnbull, 2004) This process is achieved through the use of management control of branding. Within branding it is not the rules, which make people behave in a particular way. It is the communicated values, the production of a safe space of wellbeing, fun, satisfaction and most important regulated freedom. (Mumby, 2016) This doesn’t change the main goal of employers to generate surplus value but two other ones get very important – to achieve ‘social welfare’ for the employees and ‘social control’ for them. (Blyton & Turnbull, 2004) This does not mean that there is no potential for conflict anymore. Employees who read the face of employers’ behaviour, can show resistance in producing counter meanings. With the use of regulated freedom cooperation and high engagement follow. (Ackers, 2014; Mumby, 2016) This characteristic is the origin of the Freedom type. This explains its high significance. The same as the other main characteristics, it manifests a lower value in the other types because it is one of the main distinctions in the examination.

In the new employment relationship, power (‘power shifting’ character) also plays an indispensable role. (Ackers, 2014; Blyton & Turnbull, 2004) The tension between the employer and the employee let arise the constraint for employers to use managerial control which turns out to be ‘varieties of control strategies’ (Blyton & Turnbull, 2004). The control strategy in the considered and examined employment relationship in New Age capitalism is the branding process as a new form of organizing an organization and a decline of tensions between these two parties. (Blyton & Turnbull, 2004; Kornberger, 2010; Mumby, 2016) The employee should forget about the interest in abusing their labour in terms of labour productivity or efficiency (Blyton & Turnbull, 2004). The employment relationship was always seen as a power imbalance in favour of the employer. (Kaufman, 2004; Blyton & Turnbull, 2004; Bhud & Bhave, 2010) This is still the case, but the extent of branding, is even for the employer not completely capturable. In fact, ‘regulated freedom’ is not an internalization like Foucault would argue, but it is regulated until it is capturable for the employer. Then this freedom can develop a momentum. (Mumby, 2016) Employees can reach autonomy through ‘regulated freedom’ they get from the employer, because “without that autonomy, the values at the heart of the brand proposition ring hollow and authenticity is compromised” claim Land & Taylor (2010:409). Furthermore, the employer uses the identities of employees to create economic value, which makes him dependent on their attitudes,
values and tastes. (Alvesson & Willmott, 2002) In general, another aspect is, that employees are not so capital-dependent than in earlier times. ‘Pension entitlements’, associated share holdings, and ‘house ownership’ (Ackers, 2014) is capital, which brings the employee in a better financial position. These arguments lead to a shift of power in favour of the employee. Even though the power will never be equal or shift completely to the employee, the gap of injustice has the chance to at least close a little bit. (Ackers, 2014) The characteristic has high impact on a critical analysis of this topic and needs to be treated with respect because a power shift is truly possible but not really taken seriously in the Critical Management Perspective.

The ‘individual’ character and the ‘collective’ character turned out to be the two last main characteristics within the new employment relationship. In the case of the ‘individual’ character, the communication in a brand-based organization in New Age capitalism focuses more on individualistic values. (Land & Taylor, 2010) (Parment, 2013) To counteract to this not-committed generation, which is open for change and alternating employers, employees have to be caught by individual interests to be able to retain them. Later, in the internal branding, it leads employees to feel free in acting and to work as, the already discussed, self-narratives in producing immaterial labour. (Land & Taylor, 2010; Kornberger, 2010; Mumby, 2016) Employers exchange important individual development for the employee to further integrate and tie them to the organization (Goodier & Eisenberg, 2006; Land & Taylor, 2010) and the employees therefore exchange a longer lasting relationship with the employer. (Ackers, 2014) The ‘collective’ character is the direct and strongest differentiation from the ‘individual’ character. Due to the fact, that Dean (2012, 2014) explained, trusting in any meaning it is not possible for an employee anymore, because of its changing character, s/he flees into ‘imaginary identities’ which can appear in communities. Fincham (2008) claims in his work ‘Balance is everything – Bicycle Messengers, Work and Leisure’ that ‘shared experience of working’ connects individuals in an organization, which is the starting point of community formation. In the case of New Age organizations, it is the working for a certain purpose, a lifestyle, the belief to save the world, a sport or any other purposeful reason. The communicative distribution (branding) of this glue keeps employees together. (Fincham, 2008; Land & Taylor, 2010) The goal for employers is to construct a social identity which can also be geographically separated but nevertheless have the same beliefs. (Fincham, 2008) Moreover, Ackers (2014:2621) argues that the new employment relationship has “some tendency to collective
behaviour”. The two characteristics are the origins of the Individuality type and the Collective type. In the other types these characteristics clearly show a lower value.

In fact, the New Age environment has values (value-focused character) of a spiritual workplace, honesty, community feeling, sustainable living, fairness, ethics, fun at work, internationality etc. For example, wholeness forms an important value, focussing on the relationships between the individuals, and their actions and the whole world. (Goodier & Eisenberg, 2006) The generation Y sets store by aligning values with their employer (Parment, 2013). The branding of these values manipulates the identification with and the commitment to the company in marketizing lifestyle goals, especially of the generation Y. The goal of the employers is to align the complex interests with the company goals to avoid further conflict. Values can also be transmitted through the use of appropriate language (Goodier & Eisenberg, 2006) Mumby argues that “value, then, is derived not just from the symbolic creation and consumption of particular meanings and experiences but from the communicative construction of authentic brand identities that merge production and consumption, work and life. […] Part of this process involves the communicative labor of articulating the values of everyday life (for both employees and consumers) with the values of the brand” (Mumby, 2016:897). What happens then is that values are going to be “partly autonomously co-determined by members of the organization” (Land & Taylor, 2010:407). This characteristic turned out to be the umbrella characteristic of the four main characteristics. Moreover, other values need to be included as well.

The last and very important character is the ‘regulatory’ character. Since regulation of the employment relationship is the instrument for employers to generate their surplus value, it is the regulated employee identities of which the new organization of work institutions consists. (Land & Taylor, 2010; Alvesson & Willmott, 2002) It is possible to shape and characterize the employment relationship through the regulation of the identity of employees. (Alvesson & Willmott, 2002) Alvesson and Willmott argue in their work ‘Identity Regulation as Organizational Control: Producing the appropriate Individual’ (2002:620) that “we are here concerned primarily with how organizational control is accomplished through the self-positioning of employees within managerially inspired discourses about work and organization with which they may become more or less identified and committed”. From a post-modern perspective, employers target self-regulating employees which internalize the values and communication of an organization (Haunschild, 2003), but other than Foucault’s assumption the regulation
is characterized as ‘regulated freedom’, which controls the employees unconsciously and gives them the impression to co-decide and to balance the control between employer and employee. (Alvesson & Willmott, 2002; Mumby, 2016) An important factor for identifying the branded employment relationship is to know how to control the employee’s identity. Therefore, the nine aspects of how identity regulation is influenced from Alvesson & Willmott are mentioned below. (Alvesson & Willmott, 2002)

Firstly, the identity of employees can be controlled by ‘defining the person’ through a certain job description, e.g. manager, CEO, assistant, etc. If an employee is called ‘manager’, s/he already associates certain values and behaviours with it and acts in that way. Secondly, a person can be defined through the characteristics of others. In other words, defining another person completely different to the identity which should be defined. Thirdly, a controlling aspect is reached, as Alvesson & Willmott argue “through a particular vocabulary of motives, including archetypes and stories, a set of reference points about what is important and natural for a person to do becomes established” (Alvesson & Willmott, 2002:629; also see Mills, 1940) Certain motives can be stressed like fun at work, teamwork, honest communication, etc. Not extrinsic motivation but intrinsic values should goad employees. Next, it is regulating to outline the morals and values of a company. It contributes to the identity formation of an employee. Due to the fact, that everyone is aware of the brightly presented values and interests, the individual is less likely to misbehave. Another regulatory factor is the definition of knowledge and skills of a person to define who he is and what he is able of contributing to the company. (Alvesson & Willmott, 2002) The sixth aspect is a ‘group categorization and affiliation’. Alvesson & Willmott (2002) are referring to Ashforth and Mael (1989) and Turner (1982, 1984) by claiming that “The dividing up of the social world into ‘us’ and, by implication although more or less clearly pronounced, ‘them’ creates or sustains social distinctions and boundaries” (Alvesson & Willmott, 2002:630).

There can also be made a difference in addressing someone formally or informally. This enacts as sense of community and to belong to an entity. By defining a community and communicating team feeling and membership, the individualism infused by the generation Yers backs down. An employee who is part of something bigger, starts to define himself over this community. Social events and team building through shared interests and feelings contribute to group categorization which doesn’t have to consist of certain values. The next factor is the ‘hierarchical location’ of employees. Considering that many organizations today grace themselves with flat hierarchies, this
needs to have explanatory power. A person or identity can also be defined through the hierarchical positions. The eighth factor is ‘establishing and clarifying a distinct set of rules of the game’. This should lead to a ‘naturalization’ of rules, which means that a particular way of acting is implemented but not a clear definition of what is the right way or not. Alvesson & Wilmott claim that “they are rather a network of meanings and guidelines for ‘getting by’ in ambiguous, politically charged social settings. They offer guidance on what is natural or necessary for corporate work to function” (Alvesson & Willmott, 2002: 631). The last factor is the ‘defining of the context’, which should frame the whole identity with a communicated environment. Identity can be shaped and regulated through the pronouncing of conditions in which work is happening. The characteristic is essential because the real regulators in New Age employment are transmitted values.

The four analysed types of the new employment relationship are the main differentiation which can be examined within New Age capitalism. The four main values have been identified with the help of several codes in the coding grid. The characteristics are all existent in the empirical examination with middle to high range scores. This proves that the characteristics of the new employment relationship were defined correctly. It is although recognizable that the four values can be applied together in one job advertisement. It needs to be said, that the types will never appear in this clear and differentiated form like they were described in the particular sections of the findings. In practice, the job advertisements are mixtures of the identified values. Companies try to include as much values which are attracting for the generation Y as possible. Nevertheless, in every job advertisement a clear tendency can be seen to categorize it to one of the four types.

6.2 General remarks

What can be construed from the analysis is that employment relationships can be deviated from job advertisements. This was proven in the empirical examination with the conduction of several codes and the construction of the four types. It confirms the assumptions of Mumby (2016) that every act of communication is brandable and organizing an organization more and more happens through the branding processes. Furthermore, the examination was successful in analysing types of jobs which are not
directly linked and in touch with the branding process. It was possible to find a communicated employment relationship in IT, accounting and controlling jobs. Branding of the employment relationship was not a usual thing to do a decade or two before when employer branding was the precursor of the use of branding processes to convince employees to work in a certain organization. The artefact analysis was a valuable assistance in identifying fragments which helped to filter out the most important aspects of the new employment relationship to answer the research question.

The war for talents forces employers to respond to employee’s requirements in working conditions and to offer the most important values for the generation Y. The branded values let them get confused about the usual notion of work. Work and the branding of work tries more and more to fill gaps in the life of the individuals, to let them forget that it is actually work and not free time in what they reside at the moment. To make clear, the main distinction between the types are the different values which are transmitted in the job ads. These values are important and desirable for the generation Y, because they are the future employees of society. The development of this kind of branding, in other words, the branding of the employment relationship instead of the original employer branding was kicked off from the society and is just the answer of all the brand-based organizations in New Age capitalism.

Even though the values ('value-focused' character) play a key role in the examination, the Critical Management Perspective lies more focus on the distribution of power and control and has the opinion that if identity is integrated also power and control strategies rise. It was expected that in the new employment relationship a power shift makes the main difference to the usual and well-known employment relationship. But after analysing the job advertisements with the artefact analysis, was identified that this is not really happening. In the case of the Purpose type, one can see that identity integration is a very important factor and that the 'regulatory' character (9) reached only a middle range score. This can be interpreted as the fact that the organization originated to introduce high regulation through the branding of a certain purpose of doing work, but exactly this value branding develops a momentum where it is not possible anymore for the employer to fully capture and control this enthusiasm and the behaviour of employees. This lower degree of regulation is though not precarious for a power shift. Even though this would be the highest goal of critics to equalize the employment relationship and strengthen the power of the employees, this lower degree of regulation turned out to only be slightly true in the analysis. The
Freedom type is the one which is closest to the neo-pluralist thinking considering that the other types are also driven from a neo-pluralist thought. It gives up most regulation in the branding process by not making a high effort in integrating the identity. This leads to, as already Ackers (2014), Blyton and Turnbull (2004) said, to a lower control of the behaviour and the identities of the employees. The branding of the freedom values gives employees the chance to unfold their identities and to have more liberty in the way they do their work. All the freedom related benefits, offers and practices within the company let the employees form their own identities although in a restricted form. The theory however told us that regulation comes from identity formation. Therefore, the work with employees' identities decides over the control of the employer.

In general, needs to be said, that there is no remarkable power shift which is recognizable in this frame of examination and employers will keep going on with forming the identities of their employees to generate immaterial labour and finally surplus value. That is why, all four types of the employment relationship are not optimal for an equilibrium of the employer and the employee. These results were already expected and remain true to critical management thinking. Furthermore, the theory of the Critical Management Perspective promised individuals to find a way to resist. But in fact, employers are dressed like the sense of life which individuals were always looking for which makes it hard to show any resistance at all and flee from the manipulative branding processes.

Limitations of the analysis are that job advertisements do not contain the same extensive information about the employment relationship than the associated homepages. Even though the job advertisements contain a lot of communication of the common relationship, it was necessary to complement certain codes with the help of the homepage of the affected organization. The employment relationship is described better and more detailed on the homepage of the companies. Organizations seem to forget to focus the transmission of the employment relationship through job advertisements, but it is recognizable that they already try to bring in more than a solely job description of the vacancy. If one would repeat this analysis in five to ten years, this would be an interesting comparison how the description of the employment relationships in job advertisements has developed. This is at the same time a good mirror of the development of the society and its values. Further research could also be a comparison of European job advertisements with the pioneers in America and see what companies in Europe have missed in doing progress in this topic.
To sum up, the relationship between an employer and employee is branded or presented as fairer, more familial and with inclusion of the employee's voice and values. More participation is exchanged from the employer and self-fulfilling values play a big role in the working life of New Age capitalist firms. The outcome of these branding processes is a total change in organizing an organization. It is the branding process which is the regulator of the behaviour of employees. Even though employers pretend to give up on their power and show their gentle and kind side, this is more a penalty which is tolerated from the employers to get to their main and much more important goal of generating surplus value for more profit and better rates, ignoring the psychological freedom of humans.

In all probability, the new employment relationship will find its way into the brand-based organizations in New Age capitalism in Austria and Germany. This can already be observed in the United States especially in the Silicon Valley. Big companies in different segments like IT, living and travelling lifestyle and environmental help show what it means to take the branding of employment relationships to extremes. The conclusion is, that if this trend keeps holding on and develops even further in companies like Google, Airb’n’b, Facebook and Co, the prospects for middle Europe will not be different. Work will take over life, without even noticing it.
7. Conclusion

What was examined in this thesis was the shift from original employer branding, how it was used to do for many years now to attract candidates to apply for a job in a company, to the now practiced branding of a whole employment relationship. The planting of brands in people’s minds (here especially of employees) has changed and this happened because the generation now is not satisfied with standard work in standard organizations anymore. The generation Y needs more persuasion than other generations before. Work is comparable with and brandable like any other lifestyle product on the market and because of the war for talents and profit, companies need to brand work like they brand their products. The generation Y requires more than just a life which is filled with work. Work is attracting a generation Yer if it matches with private goals in life and let these two notions blur together.

A closer look on the assumptions of Mumby (2016) and Land and Taylor (2010) brought up the interest of a deeper examination of branding processes represented in brand-based organizations in New Age capitalism. After a critical analysis of the literature about branding a new employment relationship, it was tried to define what was already there before and what is new about it. The new employment relationship was characterized from a critical management perspective. Different approaches like the original IR approach, the classical pluralist approach and the radical pluralist approach brought the research of the thesis finally to the neo-pluralist approach which tends to form the employment relationship in a more social and ethical way. This approach reached further than the classical or radical approach which is supported from Mumby (2016).

In the empirical examination of Austrian or German job advertisements of brand-based organizations in New Age capitalism came out that 4 different types of the new employment relationship need to be distinguished. First, the Individuality type was characterized which focuses on values like individual decision-making, differences of a person within a group to reach special and individual treatment, self-fulfilment, self-development and cultural diversity. Next, the Collective type was analysed and described as supporting groups of individuals with common ideas, manners and goals. The candidate or employee is seen and valued as part of the community or business family of the organization and is convinced of a certain lifestyle where values like team spirit, sharing experiences and supporting each other like a family are important. The
third type is the Freedom type, which can be characterized as the opportunity to be actively involved in the participation of decision-making, where every employee can live its identity and has the freedom the design work practices as they want. The last and the best option of the new employment relationship is the purpose relationship. The creation of a higher purpose of doing this work is the key of the relationship. The job should become a life mission for an employee and has the goal to blur work with life. Creating social or environmental change is desirable. The employer and the employee pull together to achieve their real and common interest or goal.

The potential of reading out the new employment relationship of job advertisements and differentiation of four types proves that every act of communication is brandable and that companies can influence the organization of employees and their behaviour. This is aligning with the assumptions of Mumby that branding the employment relationship is used ‘as a central, constitutive feature of organizing in contemporary capitalism’ (Mumby, 2016: Abstract) and went even deeper into the different types of employment relationship which developed by time. Organization’s branded employment relationships usually can be characterized as one of these four types but never appear in a clear form. Mostly, companies in New Age capitalism use more than one value or even all of them to perfectly attract the candidate to apply for this job.

The fact that every defined characteristic managed to reach a middle to high score in the coding grid analysis shows that the theory and the practical examination conform with each other even though some of them turned out to be less present than expected. During the examination got clearer that the values and the communication of them (with the right formation of a job advertisement) are very important for the distinction of the four types, and that there is just a pretended and no remarkable power shift happening, as it was estimated after concentrating on the more neo-pluralist theory. This underlines the critical attitude towards this field of research and let this thesis come to the conclusion, that the neo-pluralist approach of seeing the employment relationship is definitely developing, but that the classical to radical approaches will always be a strong thought in the back of the mind.

Concluding, can be said, that these branding tactics are already more present than expected in Europe and will develop even further, under consideration of the pioneers and their development in the US. There is no doubt that these techniques are manipulative and that the new employment relationship is still
unequal but by pretending to give up power, organizations at least have to pay this small penalty of doing so. Maybe this development once will bring organizations further than pretending – to an equal employment relationship.
8. Bibliography

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9. Appendix

9.1 Job advertisements

1.

**LEMONAID BEVERAGES SUCHT**

WER WIR SIND.

WORUM ES GEHT.
+ Als Teil unseres Controlling-Teams erstellst du Absatz Analysen, monatliche Reportings und Ad-hoc-Analysen für die deutsche und internationale Geschäfts- und Vertriebsleitung
+ Du unterstützt unser Team bei der Budgetplanung und der Erstellung von Forecasts, sowie bei der Weiterentwicklung bestehender Berichtssysteme
+ Du schaffst Strukturen und Prozesse, um unser Controlling effizienter zu gestalten

WEN WIR SUCHEN.
+ Du identifizierst dich mit unserer Philosophie und wirst durch deine Arbeit die Gesellschaft positiv verändern.
+ Du studierst Betriebswirtschaft mit Schwerpunkt Controlling oder Corporate Finance in einem höheren Semester.
+ Du hast sehr gute Anwenderkenntnisse im Umgang mit dem Office Paket, insbesondere Excel.
+ Du hast Spaß an der Auswertung von Zahlen, denkst analytisch und arbeitest sorgfältig und genau.

WAS WIR ANBieten.

WAS NUN?
Wenn Du Lust hast, mit uns die flüssige Revolution weiter voranzutreiben, schicke deine aussagekräftige Bewerbung (Anschreiben und Lebenslauf) inklusive möglichem Starttermin an Jule Steffens über: JOBS@LEMONAID.DE. Bitte nenne die Stelle im Betreff deiner E-Mail und schicke uns die Unterlagen im PDF-Format (bis max. 5 MB). Da wir die Stelle so bald wie möglich besetzen möchten, freuen wir uns über deine zeitnahe Bewerbung.
LEMONAID BEVERAGES SUCHT...
JUNIOR-CONTROLLER M/W IN HAMBURG, IN VOLLZIEHT, AB SOFORT UND UNBEFRISTET.

WER WIR SIND.

WORUM ES GEHT.
+ Als Teil unseres Controlling-Teams erstellst du Analysen und Berichte für die deutsche und internationale Geschäft- und Vertriebsleitung.
+ Du unterstützt unser Team bei der Budgetplanung und -überwachung auf Kostenstellenebene.
+ Du arbeitest an der Weiterentwicklung bestehender Berichtssysteme.
+ Du unterstützt uns bei der Erstellung von Forecasts und monatlichen Reportings, dabei kommunizierst Du eigenständig mit den Bereichsleitern.
+ Du schaffst Strukturen und Prozesse, um unser Controlling noch effizienter zu gestalten.

WIE WIR SUCHEN.
+ Du hast ein betriebswirtschaftliches Studium mit Schwerpunkt „Corporate Finance“ oder „Controlling“ überdurchschnittlich erfolgreich abgeschlossen.
+ Du hast erste Berufserfahrung in der Finance Beratung oder im Finanz-Controlling gesammelt.
+ Du sprichst und schreibst Englisch fließend und beherrschst das fachspezifische Vokabular.
+ Du hast sehr gute Anwenderkenntnisse im Umgang mit MS Office, insbesondere Excel.
+ Du hast Spaß am Umgang mit Zahlen, dabei arbeitest Du strukturiert, sorgfältig und präzise.
+ Du bist ehrgeizig und hast Lust, mit Verantwortungsbereitschaft und Hartnäckigkeit neue Strukturen zu schaffen und durchzusetzen.

WAS WIR ANBIETEN.
Bei uns ist und bleibt es spannend: Dicht erwartet ein anspruchsvoller und gleichermaßen abwechslungsreicher Job in einem dynamischen, stark wachsenden Start-up-Umfeld.
Wir sind ein familiäres Team aus hochmotivierten Menschen. Wir arbeiten freundschaftlich und professionell zusammen und reisen regelmäßig im Team zu unseren Produzenten, z. B. nach Sri Lanka, Paraguay, Mexiko und Südafrika.

WAS NUN?
Wenn Du Lust hast, mit uns die flüssige Revolution weiter voranzutreiben, schicke Deine aussagekräftige Bewerbung (Anschreiben, Lebenslauf, Zeugnisse) inklusive Gehaltserklärung und möglichem Starttermin an Jule und Tina über: JOBS@LEMONAID.DE. Bitte nenne die Stelle im Betreff Deiner E-Mail und schicke uns die Unterlagen im PDF-Format (bis max. 5 MB). Da wir die Stelle so bald wie möglich besetzen möchten, freuen wir uns über Deine zeitnahe Bewerbung.
Hallo,


Warum Dir bei uns nicht langweilig wird:


Was wir Dir noch sagen wollten:


Bitte schick Deine Bewerbung per E-Mail an unsere Beraterin Monika Pleschinger. Sie wird sich bei Dir melden und alles Weitere mit Dir besprechen.

MP Personalmanagement
Monika Pleschinger, A-5205 Schleodorf 48, Tel: +43 (0) 664 4260700,
office@mpleschinger.at, www.mplieschinger.at

Alles Liebe
innocent
Hallo,

wir sind innocent und machen kleine, feine Smoothies und Säfte aus purem Obst. Wir verstecken keine Zusätze im Kleingedruckten und sind fair zu unseren Farmern, Partnern und Konsumenten.

Das hat uns in der DACH-Region zum Marktführer bei Smoothies und Säften gemacht. Weil wir gerade ordentlich wachsen, brauchen wir die besten Mitarbeiter, die wir uns vorstellen können — vielleicht gerade Dich. Aus diesem Grund suchen wir für unser Büro in Salzburg eine

Verstärkung unseres Supply Chain Teams (m/w) mit Schwerpunkt Demand Planning, Logistik und Operations. Bitte melde Dich bei uns, wenn Du Lust hast, innocent jeden Tag ein Stückchen weiter voranzubringen und Dich täglich neuen Herausforderungen zu stellen, damit wir gemeinsam unsere ambitionierten Ziele erreichen.

Warum Dir bei uns nicht langweilig wird


Wenn Du gerne für eine großartige Marke arbeiten möchtest, dann freuen wir uns auf Deine Bewerbung. Es erwartet Dich spannende Aufgaben mit sehr guten Entwicklungsmöglichkeiten in einem schnell wachsenden internationalen Unternehmen, tolle Trainings, ein nettes Team und so viele Smoothies, wie Du trinken kannst. Dein Jahresbruttogehalt liegt bei mindestens 30,000 Euro, mit der Bereitschaft zur Überzahlung abhängig von Deinem Profil.

Bitte schick Deine Bewerbung per E-Mail an unsere Beraterin Monika Pleschingar. Sie wird sich bei Dir melden und alles Weitere mit Dir besprechen.

MP Personalmanagement
Monika Pleschingar, A-5205 Schlossdorf 48, Tel: +43 (0) 664 4260700,
office@mpleschingar.at, www.mpleschingar.at

Alles Liebe
innocent

Fähigkeiten
Schreib uns, wenn Du...

- ein Studium mit Schwerpunkt Logistik oder Supply Chain Management abgeschlossen und erste einschlägige Berufserfahrung oder Praktika gesammelt hast oder
- eine kaufmännische Ausbildung und zumindest drei Jahre in einem Bereich der Supply Chain gearbeitet hast,
- sehr gut Englisch sprichst und sehr gute IT-Skills, vor allem in Excel und PowerPoint, eventuell sogar mit einem ERP-System, aufweisen kannst,
- gut mit Zahlen jonglieren kannst und Freude daran hast, Rückschlüsse aus Deinen Analysen zu ziehen,
- gerne Herausforderungen annimst, eigene Ideen einbringst und Deine Vorhaben und Ziele konsequent in die Tat umsetzt,
- kommunikativ und ein ruhiger Pol in stressigen Zeiten bist sowie Spaß an Deinem Job hast.
Foodspring - Part of the Good Life Companies - Goodminton AG

Stellenanzeige
Assistant - Finanzbuchhaltung (m/w)
Controlling / Accounting – Berlin, Mitte


Einstieg ab November / Dezember 2017 möglich

Deine Rolle

- Du erfasst und verbuchst die laufenden Geschäftsvorfälle in der Finanzbuchhaltung
- Du übernimmst die Prüfung, Bearbeitung und Verbuchung der Eingangs-/Ausgangsrechnungen in enger Abstimmung von Sachkonten, Kreditoren und Debitoren
- Du übernimmst eigenverantwortlich die Komplettbuchhaltung einer Tochterfirma
- Du unterstützt das Team bei Jahresabschlussarbeiten sowie bei den Umsatzsteuervoranmeldungen

Dein Profil

- Abgeschlossene Ausbildung als Finanzbuchhalter/-in oder eine vergleichbare Qualifikation
- Erfahrung in einer vergleichbaren Position, idealerweise im E-Commerce-Umfeld und du kannst dich mit PayPal sowie Kreditkartenabrechnungen aus
- Verständnis des DATEV-Kontenrahmens SKR 03 sowie sicherer Umgang mit MS Office, insbesondere Excel
- Unternehmerisches Denken prägt deine Arbeitsweise – Erfolge und Misserfolge motivieren dich, alles zu geben

Deine Chance

- Eine herausfordernde Position in Teilzeit (20 bis 30 Std./Woche)
- Unsere Marken durch eigene Ideen vorne zu bringen und International zu etablieren
- Du profitierst von einem Höchstmaß an Gestaltungsspielraum, um dich weiterzuentwickeln – flache Hierarchien und kurze Entscheidungswege mit klarer Aufgabenverteilung
- Ein professionelles und hoch motiviertes Team sowie ein inspirierendes Umfeld, um gemeinsam Top-Performance zu zeigen
- Du erlebst, wie es ist, hochgesteckte Ziele zu erreichen und diese gemeinsam zu feiern

Make an Impact

Bewirb dich mit deinen vollständigen Bewerbungsunterlagen (Motivationsschreiben, CV und relevante Zeugnisse). Bei Fragen schreib uns eine E-Mail an giovanni.difelice@foodspring.com. Bei Fragen steht dir Giovanni jederzeit zur Verfügung.
(Magento) Backend Developer (m/f)
IT – Berlin, Mitte

How do we plan to continue developing the most revolutionary foods of our time at foodspring? With your help! As fitness food pioneers, our mission starts afresh with each new product. This approach requires great ideas. Pure passion. The best minds in their respective fields. Want to contribute to a dynamic company culture? Want to help change the lifestyle of an entire generation? Then you're in the right place!

Your role
- You are in charge of the further development of our Magento-based online shops
- Conception and implementation of new backend modules
- Constant optimisation and debugging of the existing ones
- You will play a key role in the development and realisation of new projects

Your profile
- You are a coder by heart! - regardless, whether self-taught or coming from university studies, you are able to convince us with your excellent skills and your passion for Clean Code
- Relevant experience in backend coding in the field of e-commerce
- Extensive experience in Magento extensions, as well as the necessary PHP knowledge
- Good command of version control systems, ideally GIT

Your opportunity
- You will benefit from the coaching of experienced founders and a professional and highly motivated team – exciting fast-paced work environment with a steep learning curve
- A high degree of creative freedom for you to develop your own skills – flat hierarchies and short decision-making channels, a great deal of freedom in your work
- You will experience what it is to achieve ambitious goals and to celebrate those achievements as part of a team
- Your future starts now – Position available immediately

Make an impact
Apply here with your complete application (cover letter, CV and relevant references and certificates). If you have any questions, please email Myrto at myrto.tzani@foodspring.com. For more information about us as an employer have a look at our career page: https://www.foodspring.de/en/jobs.
Junior Group Accountant (m/f)

Berlin

We are the leading global company in the expanding online recipe kit delivery market. This is a unique opportunity to gain valuable and challenging experience at a rapidly growing startup. Responsibility is given from day one to use your initiative and creativity to help us grow our business. We are fast paced and love the food world.

Join us in creating a state-of-the-art accounting and reporting department that keeps up with the group’s growth and provides relevant information to its investors and other stakeholders. With your analytics and financial savvy, you are an integral part of the Group accounting and Finance team and liaise between the international finance teams and headquarter functions. You are responsible for reviewing monthly country reporting submissions, ensure proper recognition of group adjustments and elimination entries and to support the preparation of quarterly and annual financial statements.

You have the analytical rigor and intellectual drive to analyze data and understand processes with the goal of advancing our finance operations. Collaborating with people who possess a diverse set of talents is natural to you and you have excellent communication skills. Your work results reflect your work ethics, diligence and dedication to details.

About the job

- Coordinate with the finance teams of our international subsidiaries and ensure consistent application of IFRS group accounting policies
- Ensure proper recognition of group adjustments and elimination entries
- Support the preparation of monthly, quarterly and annual management accounts / IFRS financial statements
- Support the Global Finance team in developing, implementing and improving finance and reporting processes

Who we’re looking for

- A university degree in Accounting or similar discipline with excellent scores
- IFRS and consolidation knowledge
- Hands-on mentality, an analytical and structured way of working, and logical thinking skills
- Excellent English skills and very good command of German

What we offer

- A unique and very challenging position in one of the top 3 European startups
- Active involvement in all global accounting and finance projects
- Become an essential part of an international first class finance team with plenty of space for career development
- Great international exposure and team atmosphere
- Work in a modern, spacious office in the heart of Berlin with excellent transport links and employee perks

Are you up for a challenge?

Please submit your complete application below including your earliest starting date. Unfortunately, we are not sponsoring any work visas/permits for this position for non EU applicants.

Bist Du bereit für eine fresh Herausforderung?

Bewirb Dich
Junior Kreditorenbuchhalter(m/w)
Berlin


Deine Aufgabe

- Leitende Kreditorenbuchhaltung (Prüfung und Verbuchung)
- Buchung von Ratekosten
- Kontenklarstellung und -abstimmung
- Vorbereitende Arbeiten zum Zahlungsverkehr
- Erstellung von betriebswirtschaftlichen Auswertungen, Abweichungsanalysen und Unterstützung bei ad-hoc Anfragen

Dein Profil

- Du hast ausgezeichnete Deutsch-Sprachkenntnisse
- Du arbeitest genau, organisiert und stehst für das Ergebnis der Arbeit
- Erste Erfahrungen in der Buchhaltung wünschenswert
- Gute Excel-Kenntnisse und ein ausgeprägtes analytisches Verständnis
- Flexibilität

Das bieten wir dir

- Eine sehr anspruchsvolle Position in einem der Top-3-europäischen Start-ups
- Aktive Beteiligung an vielen wichtigen Projekten von HelloFresh
- Wettbewerbsfähige Vergütung und viel Platz für die persönliche Entwicklung
- Große internationale Präsenz und offene Atmosphäre im Team

Ist das deine Challenge?

Bitte sende uns deine vollständigen Bewerbungsunterlagen inklusive aller relevanten Zertifikate, deiner Gehaltsvorstellung sowie deines frühestmöglichen Eintretendatums.

Bist Du bereit für eine frische Herausforderung?

BEWERB DICH

Weitere Infos über HelloFresh
Werkstudent Group Accounting (m/w)
Berlin

Zur Unterstützung im Global Accounting Team suchen wir zum nächstmöglichen Eintrittstermin Dich als Werkstudent Group Accounting (m/w).

HelloFresh ist ein weltweit führendes E-Commerce Unternehmen im Bereich Online-Lebensmittel. Wir gestalten mit unseren Kochboxen einen enorm wachsenden Markt wegweisend mit. Mit leckeren und raffinierten Rezepten liefern wir die passenden Frischen Zutaten – in bester Qualität und direkt vor die Haustüre.

Unser junges, hochmotiviertes Team ist die Grundlage unserer extrem schnellen Expansion in neue Märkte. Besonders die internationale Zusammensetzung macht uns zu einem spannenden Arbeitsplatz, an dem jeder Ideen einbringen und umsetzen kann.

Deine Aufgabe

Als schnellwachsendes, internationales Unternehmen mit unterschiedlichen Stakeholdern, die sich auf unsere finanziellen Daten verlassen, sind wir auf effiziente und verlässliche Accounting und Reporting Prozesse angewiesen.

Du wirst uns als Teil des erfahrenen Group Accounting Teams bei den folgenden Aufgaben unterstützen:

- Umsetzung strategischer Entscheidungen in Bezug auf unsere Berichts- und Informationssysteme im Rahmen von Projekten
- Review des Monatsreportings der internationalen Tochtergesellschaften
- Erstellung der konsolidierten Monats- Quartals- Jahresabschlüsse nach IFRS
- Mitwirkung an der Bearbeitung von Bilanzierungsfragen

Das solltest Du mitbringen

- Mindestens drei erfolgreiche abgeschlossene Semester eines betriebswirtschaftlichen Studiums
- Accounting Know-How (insbes. IFRS)
- Erste Projektmanagement-Erfahrungen
- Sehr gute Englischkenntnisse
- Sicherer Umgang mit MS Office-Anwendungen
- Kommunikationsstärke und eigenverantwortliche Arbeitsweise
- Du lernst schnell und findest Dich leicht in eine neue Umgebung ein
- Du bist strukturiert und sehr lösungsorientiert in Deiner Arbeitsweise

Das bieten wir Dir

- Du überrasst vom ersten Tag an Verantwortung
- Spannende Einstiegsmöglichkeiten für die Zeit nach Deinem Studium
- Du arbeitest selbstständig in einem hochmotivierten, jungen, internationalen Team
- Flexible Arbeitszeiten
- Du kannst Dich und Deine Ideen einbringen und die Entwicklung eines respektvoll wachsenden E-Commerce Unternehmens mitgestalten
- Du arbeitest in einem modernen Büro mitten in Berlin
- Selbstverständlich erhältst Du bei uns eine faire Vergütung

Bist Du bereit für eine froshe Herausforderung?

Bewirb Dich

Erfahre mehr über HelloFresh
Web Developer (m/w) PHP & MySQL

Unser IT-Team wünscht sich tatkräftige Unterstützung. Wir suchen einen Web Developer (m/w), der unser Core Development tatkräftig unterstützt.

DEIN AUFGABENGEBIET

- Die Umsetzung von Entwicklungsanforderungen für die mymuesli Web-Plattform.
- Durchführung von Code-Reviews.
- Weiterentwicklung der internen und externen mymuesli API sowie Anbindung externer APIs an unser System im Team und abteilungsübergreifend mit agilen Methoden (Scrum, Kanban).
- Ausbau unseres automatisierten Releaseprozesses (Continuous Integration) und der Qualitätssicherung (Unit Testing).
- Mitarbeit im Developer IT Helpdesk für die Gewährleistung von Support und Bugfixes zu unseren entwickelten Systemen.

WEN WIR SUCHEN

- An allererster Stelle suchen wir jemanden mit einem enorm hohen Qualitätsbewusstsein, der Lust hat, eigenverantwortlich Herausforderungen anzunehmen und sie zu lösen, natürlich im Team.
- Idealerweise bringst Du zwei Jahre Berufserfahrung als Entwickler mit und hast sehr gute Kenntnisse und Erfahrung in der Entwicklung von APIs (REST, RPC) und in PHP und MySQL.
- Davor hast Du eine Ausbildung zum Fachinformatiker absolviert oder (Wirtschafts-) Informatik studiert.
- Du besitzt sehr gute analytische und konzeptionelle Fähigkeiten sowie eine ausgeprägte Hands-on-Mentalität und hast eine hohe Leidenschaft für die Entwicklung nachhaltiger und robuster IT-Systeme.
- Wir freuen uns sehr, wenn Du zusätzlich auch noch erste Erfahrung mit PHP-Frameworks, wie Symfony und Laravel mitbringst.
WAS WIR BIETEN

Wir haben viel vor und wollen immer besser werden. Unser großartiges Team setzt auf Motivation, Ambition und Umsetzungsstärke. Wir lieben, was wir tun und wollen mit Dir zusammen das beste Ergebnis erreichen. Du bist ein vollwertiger Teil unserer Teams und bekommst Verantwortung und echte Zielvorgaben. Dich erwarten eine steile Lernkurve und abwechslungsreiche Aufgaben.


Bitte vergiss dabei nicht, uns mitzuteilen, ab wann Du starten kannst und wie viel Du verdienen möchtest.

<< ZURÜCK ZUR JOBLISTE  HIER BEWERBEN  DRUCKEN
Strategischer Einkäufer (m/w)


Dann wir unsere Müslifreunde zu jeder Zeit mit Müsli versorgen können, suchen wir einen Strategischen Einkäufer in Passau. Du sorgst also dafür, dass der externe Materialbedarf zu marktgerechten Preisen immer sichergestellt ist, und sicherlich gibt es das ein oder andere Abenteuer für Dich!

DEIN AUFGABENGEBIET

- Du verantwortest den Bereich Einkauf Food and Non-Food eigenständig, mit einer proaktiven, aber 100-%-qualitätssensiblen Einkaufsstrategie.
- Du pflegst bestehende Lieferantenbeziehungen und recherchiert geeignete Bezugsquellen für bestehende und geplante Materialien.
- Du verhandelst mit eigenen Lieferanten (in regelmäßigen Abständen nach) und schließt mit ihnen eigenständig Verträge ab.
- Du bist regelmäßig bei Lieferanten vor Ort, um Dich über deren Qualität und Lieferfähigkeit zu informieren.
- Im Zusammenarbeiten mit der Produktentwicklung und dem Produktmanagement, sowie der Produktionsplanung, testest Du Deine Lieferanten für eine optimale und gesicherte mymuesli-Produktionsversorgung aus.
- Du analysierst bestehende und neue Prozesse fortlaufend und hast Spaß daran, diese kontinuierlich zu verbessern.
- Nach der Einarbeitung in Dein Aufgabengebiet übernimmt Du nach Absprache mit Deinem Vorgesetzten die Verantwortung und Motivation für das 2-köpfige Team des operativen Einkaufs.

WEN WIR SUCHEN

- Deine kaufmännische Ausbildung mit weiterführender Qualifikation oder Studium hast Du erfolgreich abgeschlossen und konntest erste Erfahrungen im Bereich Einkauf in einem industriellen Umfeld sammeln.
- Logistische Abläufe eines produzierenden Unternehmens sind Dir nicht fremd.
- Du bringst ERP-Kenntnisse und einen sicheren Umgang mit Microsoft Office mit.
- Du arbeitest systematisch und analytisch.
- Aufgrund Deiner Erfahrungen bist Du bereits verhandlungssicher und führst einen Konsens mit Unterstützung unseres Legal-Teams, bis zum Abschluss.
- Du solltest eine große Portion Motivation, Offenheit, Teamgeist und Kollegialität mitbringen.
- Ein großes Plus wären folgende, fachliche Kenntnisse:
  - Google-G Suite
  - Lebensmittel- und Bio-Zertifizierungsrecht
  - Lebensmittel-Beschaffungsmärkte
  - Internationales Denken und Fremdsprachen

Region: Bayern
Stellenkategorie: Vertrag
Arbeitszeit: Vollzeit
Dienstzeiten: Tag
Startdatum: ab sofort
Standort: Passau

Ansprechpartner: René Langrock
Tel.: +43 (0)651 204 26 69 117
Homepage: http://www.mymuesli.com/viebe-uns/jobs

Diesen Job teilen:
WAS WIR BIETEN

Wir haben viel vor und wollen immer besser werden. Unser großartiges Team setzt auf Motivation, Ambition und Umsetzungsfähigkeit. Wir lieben, was wir tun und wollen mit Dir zusammen das beste Ergebnis erreichen. Du bist ein vollwertiger Teil unserer Teams und bekommst Verantwortung und echte Zielvorgaben. Dich erwarten eine steile Lernkurve und abwechslungsreiche Aufgaben.

Du fühlst Dich angesprochen? Großartig! Dann bewirb Dich jetzt! Bitte denk daran, dass Anhänge nur bis max. 2MB möglich sind!

Wir freuen uns auf Deine Bewerbung!
Frontend Developer (m/w)

Wien (Vollzeit)

Javascript, HTML und CSS sind deine Lieblingssprachen? Mit Hilfe deiner professionellen Erfahrung in der Frontend-Entwicklung wird Shpock auch im Browser ein Erfolg!

Deine Aufgaben

- Du entwickelst unsere modernen und benutzerfreundlichen Websites (die Shpock-Webseite sowie Unterseiten)
- Du testest und evaluiert regelmäßig neue Technologien um schneller neue Features zu implementieren.
- Gemeinsam mit deinem Team schreibst du Code, der von Millionen Usern verwendet wird
- Du beherrschst Bugs und verbessert die Performance unserer Web Anwendungen
- Bei jeder Aufgabe hast du die Möglichkeit deine eigenen Ideen einzubringen und so Shpock mitzugestalten

Bist das du?

- Du hast mindestens 2 Jahre Berufserfahrung im Front-End Development
- Erfahrung mit neuen Javascript Frameworks (React oder Angular), Build-Tools (wie Gulp) und Webpack Module Bündler sind ein Plus
- Du bist Experte in Javascript & HTML
- Gute Kenntnisse in CSS/SASS
- Du hast Erfahrung mit Version Control wie Git
- Erfahrung mit real-time Webseiten ist ein Plus
- Du hast gute Kenntnisse in PHP/POO
- Kenntnisse von Node.js und Erfahrung mit REST APIs sind ein Plus
- Du hast Arbeitserfahrung mit stark besuchten Webseiten
- Du hast ein allgemeines Verständnis von Web & Mobilien Anwendungen und aktuellen Trends
- Du bist hungrig neue Dinge zu lernen und auszuprobieren
- Du findest schnell Lösungen für neue Anforderungen
- Du bist ein Teambesitzer mit guten Englischkenntnissen

Deine Ansprechpartnerin: Britta Niederodfer

Das österreichische Gesetz schreibt uns die Angabe eines Mindestgehältes vor. Das ist € 36.400,- brutto pro Jahr. Wir bieten ein marktkonformes Gehalt, das sich nach deinen Qualifikationen und Erfahrungen richtet. Wir behandeln deine Bewerbung streng vertraulich.

Bewirb dich jetzt
Full Stack Developer (m/w)

Wien (Vollzeit)


Deine Aufgaben

- Du entwickelst unsere modernen und benutzerfreundlichen Webseiten (die Shpock-Website sowie Unteirseiten).
- Du testest und evaluiert regelmäßig neue Technologien um schneller neue Features zu implementieren.
- Gemeinsam mit deinem Team schreibst du Code, der von Millionen Nutzern verwendet wird.
- Du beherrschst Bugs und verbessern die Performance unserer Web Anwendungen.
- Du wirkt mit beim Entwickeln und Testen der neuen Features und hast die Möglichkeit deine eigenen Ideen einzubringen und so Shpock mitzugestalten.

Bist das du?

- Du hast mindestens 2 Jahre Berufserfahrung im Web Development
- Erfahrung mit neuen Javascript Frameworks (React oder Angular), Build-Tools (wie Gulp) und Webpack Module Bundler sind ein Plus
- Du bist Experte in Javascript & HTML
- Gute Kenntnisse in CSS/SCSS sind ein Plus
- Du hast Erfahrung mit Version Control wie Git
- Erfahrung mit real-time Webseiten ist ein Plus
- Du hast gute Kenntnisse in PHP/OOP
- Kenntnisse von Node.js und Erfahrung mit REST APIs sind ein Plus
- Ein großes Plus ist Erfahrung mit der Performance Optimierung von stark besuchten Webseiten
- Du hast ein allgemeines Verständnis von Web & Mobile Anwendungen und aktuellen Trends
- Du bist unendlich neugierig und beständig in der Sache und auszuprobieren
- Du findest schnell Lösungen für neue Anforderungen
- Du arbeitest gern in einem internationalen Team
- Du bist ein Teamplayer mit sehr guten Englischkenntnissen

Deine Ansprechpartnerin: Britta Niederlondorf

Das österreichische Gesetz schreibt uns die Angabe eines Mindestgehalts vor, welches bei € 36.400,- brutto pro Jahr liegt. Selbstverständlich besteht die Bereitschaft zur Überbezahlung, die sich nach deinen Qualifikationen und Erfahrungen richtet. Wir behalten uns die Bewerbung spritzen vor.
Java Software Developer (Junior) (m/w)

Willhaben


Java Software Developer (Junior) (m/w)
Product Development

Über uns:

Diese Aufgaben begeistern dich?
- Du bist Softwareentwickler mit Leib und Seele und arbeitest dich gerne in neue Frameworks, Tools und Programmiersprachen ein.
- Du implementierst unsere hochperformanten Server-Applikationen sowie unsere mobilen und web-basierten Applikationen gemeinsam im Team weiter.

Das beschreibt dich?
- Du besitzt Kenntnisse in Java und Spring.
- Du verfügst über erste Erfahrungen mit Webtechnologien (JavaScript, HTML5, CSS3).
- Du arbeitest gerne in einem agilen Team an technisch hochwertigen Produkten.
- Du hast schon mit einigen dieser Technologien gearbeitet: Maven, SOLR, Tomcat, jQuery, AngularJS, React, webpack, Gulp, LESS, ActiveMQ oder kannst dich schnell in diese einarbeiten.
Falls dich folgende Punkte ebenso motivieren wie uns, bist du hier genau richtig!

- Wir arbeiten zusammen in einem jungen und hochmotivierten Team, das für die tollen Erfolge von Österreichs größter Marktplatz-App (Einzelangebote, ÖWA PLUS 2017-I) verantwortlich ist.
- Wir leben ein offenes Miteinander in dem jeder seine Stärken optimal einbringen kann.
- Wir sind ein dynamisches, innovatives und erfolgreiches Unternehmen in einer wachstums- und zukunftsorientierten Branche.
- Wir Willhabinger sind Teamplayer, begegnen uns auf Augenhöhe, haben Spaß an der Arbeit und feiern gemeinsam unsere Erfolge.

Wir sind verpflichtet darauf hinzuweisen, dass das kollektivvertragliche Mindestgehalt für diese Position bei € 2.332,- brutto/Monat liegt. Unsere attraktiven Gehaltspakete liegen jedoch je nach Berufserfahrung über dem angegebenen Mindestgehalt.

Du willst auch im Dreamteam spielen? Dann bewirb dich noch heute bei uns! Dein Ansprechpartner Matthias Kausl freut sich auf deine aussagekräftige Bewerbung inkl. Motivationsschreiben.

Jetzt bewerben

Du willst mehr über willhaben erfahren? Dann besuche “willhaben als Arbeitgeber” und erhasche einen Blick hinter die Kulissen und besuche unseren Tech Blog.
Mobile Developer Android (Junior) (m/w)

Product Development

Über uns:
Das Product Development Team setzt die gemeinsam mit dem Product Management spezifizierten Aufgaben um. Wir schaffen damit täglich Mehrwert für unsere User und unser Unternehmen.

Diese Aufgaben begeistern dich?
- Du beobachtest neue Trends, um deinen Ideen eine der größten österreichischen Apps zu gestalten.
- Du vertiefst in einem erfahrenen Team deine Kenntnisse als Mobile Developer.

Das beschreibt dich?
- Du lernst schnell den Umgang mit neuen Technologien.
- Du strebst eine genaue Arbeitsweise an und bist motiviert, Sachverhalte und Konzepte von Grund auf zu verstehen.
- Du hast bereits professionell oder in deiner Freizeit native Android Apps entwickelt.
- Du hast Erfahrung in der Entwicklung mit dem Android SDK in Java oder Kotlin.
- Du verfügst über ein abgeschlossenes Studium der Informatik oder eine vergleichbare Ausbildung.
Falls dich folgende Punkte ebenso motivieren wie uns, bist du hier genau richtig!

- Wir arbeiten zusammen in einem jungen und hochmotivierten Team, das für die tollen Erfolge von Österreichs größter Marktplatz-App (Einzelangebote, ÖWA PLUS 2017-) verantwortlich ist.
- Wir leben ein offenes Miteinander in dem jeder seine Stärken optimal einbringen kann.
- Wir sind ein dynamisches, innovatives und erfolgreiches Unternehmen in einer wachstums- und zukunftsorientierten Branche.
- Wir Willhabinger sind Teampartner, begegnen uns auf Augenhöhe, haben Spaß an der Arbeit und feiern gemeinsam unsere Erfolge.


Du willst auch im Dreamteam spielen? Dann bewirb dich noch heute bei uns! Dein Ansprechpartner Thorsten Schillo freut sich auf deine aussagekräftige Bewerbung inkl. Motivationsschreiben.

Jetzt bewerben

Du willst mehr über willhaben erfahren? Dann besuche "willhaben als Arbeitgeber" und erhase einen Blick hinter die Kulissen und besuche unseren Tech Blog!
Join the Cropster team as...

Back-end Developer (AUSTRIA)

Apply now

Back to overview

Location: Innsbruck, the capital of the Alps, Austria

Cropster is the market leader in software for the speciality coffee industry. We work with farmers, exporters, importers and roasters in over 80 countries around the world on a daily basis to help them deliver a better cup of coffee to their customers. We are passionate techies who love and share the philosophy that producing high quality foods benefits producers and consumers equally.

As a Software Developer at Cropster, you’ll work on the core platform and infrastructure that power the coffee industry.

About the position

Main tasks

- Owning major parts of our products functionality and improving them to accommodate our growth
- Working on project teams to support the latest features and products that we have in development
- Contributing your insights across the team to help us re-architect existing systems for scale, reliability and extensibility

Requirements

- Experience maintaining a software application at scale
- Excited about building applications using technologies in our stack like Java, Spring, Hibernate, and MySQL
- Comfortable deploying and monitoring the systems that you've built
- Excellent command of written and spoken English

Bonus points for

- Loving a good cup of coffee
- Appreciating the Coen Brothers

How to apply

Send us your current CV in HTML, Plain Text, or PDF format at jobs@cropster.com. In the body of the email please explain why you would be a good fit for this job. If you have a website, Git-hub page, or any other online portfolio that showcases your work, send us the URL.

Salary

Due to legal reasons, we advise that the collectively agreed base monthly salary for this position is at least € 2,332 gross. Our actual salaries are market competitive, and take individual qualifications and experience into consideration.
You’ll work on interesting problems with passionate people.

We're always looking to move the coffee industry forward. With that comes a slew of fun, frustrating, and ultimately rewarding problems to solve. You’ll always be covering new ground and surprising yourself with what you accomplish. Your work will influence the future of an entire industry.

We love our products and are dedicated to seeing them flourish. Along with a group of smart, passionate, and productive makers, your voice will be valued and you’ll have a major say in the development of our products.

Cropster supports workplace diversity.

Cropster does not discriminate in employment matters on the basis of race, color, religion, gender identity or expression, national origin, age, sexual orientation, marital status, disability, or any other protected class.
Frontend Web Developer

Runtastic develops a continuously evolving portfolio of apps and online services to track fitness and health data. Together with adidas, we create exceptional experiences for our worldwide community. We work in a fun start-up environment and have team members from all over the world. As change makers, we share a passion for cutting-edge technology and the vision of making the world a healthier place.

YOUR MISSION

Working as part of an agile team, you boost Runtastic.com as home of our health and fitness portfolio. You will be responsible for:

- Responsive frontend development of our fitness site Runtastic.com with JavaScript, HTML and CSS
- Improving the visibility of our community and statistics by developing new features
- Collaborating with engineers, designers and product managers to create an engaging experience for millions of active users
- Developing with cutting-edge technology and contributing to the further technical development of your colleagues

YOUR PROFILE

- Excellent skills in JavaScript, HTML and CSS, as well as solid know-how in JavaScript frameworks
- Experience in frontend development, including responsive/mobile websites
- Preferably, a degree in Computer Engineering or a related field (university or higher technical institute)
- Very good German and good English skills OR very good English skills (written and spoken)
- Willingness to work in a dynamic, fast-paced environment in beautiful Austria

APPLY TODAY

Runtastic.com/career

And here's the fine print: The minimum salary is EUR 32,650 gross per year. But that is certainly the very least we can do for you. Your actual offer depends on your skill set and experience.
Welcome Home.
Let's change the world.

Mobile Developer Android (Junior)

Runtastic develops a continuously evolving portfolio of apps and online services to track fitness and health data. Together with adidas, we create exceptional experiences for our worldwide community. We work in a fun start-up environment and have team members from all over the world. As change makers, we share a passion for cutting-edge technology and the vision of making the world a healthier place.

YOUR MISSION
As part of our young, smart and motivated Android team you will write code used by millions of users worldwide. Your work will consist of:

* Conception and implementation of mobile apps
* Collaboration with designers, engineers as well as product managers to design and ship new features
* Development on the cutting edge of Android frameworks

There will be plenty of opportunities to bring in your own ideas and to learn from experienced Senior Developers. Furthermore, you can benefit from the company’s contacts to Google and Facebook.

YOUR PROFILE

* First practical experience with Android development and knowledge of Java and Android frameworks
* Enthusiasm for Kotlin (first practical experience is a plus)
* Excellent skills in writing clean and maintainable code as well as outstanding problem solving skills
* Preferably, a degree in (Mobile) Computing, Information Technology, Computer Science or a related field (higher technical institute or university)
* Very good German and good English skills (written and spoken)
* Self-starter, fast learner and motivated team player willing to work in beautiful Austria

APPLY TODAY
Runtastic.com/career

And here’s the fine print: The minimum salary is EUR 32,650 gross per year. But that is certainly the very least we can do for you. Your actual offer depends on your skill set and experience.
DevOps Engineer

Runtastic develops a continuously evolving portfolio of apps and online services to track fitness and health data. Together with adidas, we create exceptional experiences for our worldwide community. We work in a fun start-up environment and have team members from all over the world. As change makers, we share a passion for cutting-edge technology and the vision of making the world a healthier place.

YOUR MISSION

Being a developer at heart with operations blood running through your veins, you will be part of our highly skilled and motivated Infrastructure team. You will be responsible for:

- Automating our infrastructure (e.g. Chef, Terraform)
- Creating concepts for the automation of infrastructure components and for the configuration of highly available solutions
- Building tools in order to support our squads, e.g. optimize and expand our CI/CD pipeline

YOUR PROFILE

- Passion for development and operations
- Mindset to take responsibility for everything you build and enthusiasm for every flavor of Linux
- Expertise with development (i.e. Ruby, Java), ideally knowledge of script languages
- Preferably, a degree in Information Technology, Software Engineering or a related field (higher technical institute or university)
- Experience with Chef or Terraform is a plus
- Willingness to try out new technologies and approaches
- Ideally, basic knowledge of network technology

APPLY TODAY
Runtastic.com/career

And here's the fine print: The minimum salary is EUR 32,650 gross per year. But that is certainly the very least we can do for you. Your actual offer depends on your skill set and experience.
For the European headquarters in Innsbruck, Austria we are looking for an enthusiastic

Credit Accountant
(m/w, starting in December 2016)

As part of a highly motivated and effective team, you will perform the following tasks under the supervision of the Credit Manager:

- Monitor credit limits and negotiate payment arrangements
- Perform daily general ledger journal entries for customers
- Collect outstanding payments by letter, phone and email
- Handle account reconciliations in close cooperation with our customers and sales department
- Prepare and liaise accounting reports to management
- Other ad hoc administrative duties

Essentials for this role are:

- School/university education in the field of accounting or finance (HAK, Bachelor, etc.)
- Passion and natural affinity for working with numbers
- Fluent in English, additional language skills (Spanish, French or Italian) are a plus
- Well organized, detail-oriented with good communication and negotiation skills
- Work experience in accounting and knowledge of SAP is an added advantage
- Advanced MS Office skills (in particular Excel)

Our offering:

- Interesting and challenging position in a young and dynamic team
- International environment
- Competitive, rewarding compensation package
- The remuneration for this position will be on a competitive level, depending on your qualifications and experience (min. € 26,000 p.a.)

We are looking forward to receiving your CV and cover letter. Email: jobs@burton.at
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**Which? (Text or Diagram)**

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<td>3</td>
<td>0</td>
</tr>
<tr>
<td>How we continue developing the most revolutionary foods of our time at Foodspring?</td>
<td>2, 3</td>
<td>1</td>
<td>1, 2</td>
<td>0</td>
</tr>
<tr>
<td>Receive continuous developing the most revolutionary foods of our time at Foodspring?</td>
<td>2, 3</td>
<td>1</td>
<td>1, 2</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>2</td>
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<td></td>
</tr>
<tr>
<td>Phrase which introduces who they are looking for</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Phrase which introduces who they are looking for</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Azure, HTML and CSS; are your favourite languages? With your professional help</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Phrase which introduces who they are looking for and tasks</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Want to play in the dreamteam</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Want to play in the dreamteam</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Join the dreamteam</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Welcome home. Let's change the world</td>
<td>1, 3</td>
<td>1</td>
<td>2, 3</td>
<td>1</td>
</tr>
<tr>
<td>Welcome home. Let's change the world</td>
<td>1, 3</td>
<td>1</td>
<td>2, 3</td>
<td>1</td>
</tr>
<tr>
<td>Welcome home. Let's change the world</td>
<td>1, 3</td>
<td>1</td>
<td>2, 3</td>
<td>1</td>
</tr>
<tr>
<td>Phrase which introduces who they are looking for</td>
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<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Layout7</td>
<td>Layout8</td>
<td>Layout9</td>
<td>Layout10</td>
<td>Layout11</td>
</tr>
<tr>
<td>---------</td>
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<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>

Differences in the construction of job ad^1 (Nino, 1=yes)

Differences in construction? (Text or Images)

Differences: Are the tasks, job qualifications and requirements written in a fluent text or bullet points? (Fluent text, 1=bullet points, 2=not)

Differences: Is there an own section for benefits from the company^7 (Nino, 1=yes)

Is there a testimonial or a self-introductory in the job ad^1 (Nino, 1=yes)

Name of employer mentioned (Nino, 1=yes)

---

1. Tasks are presented in introduction and in task section
2. Tasks are presented in introduction and task section

1. No introduction of the employer, no benefits
2. No introduction of the employer, no benefits

1. Parent place to work award is depicted, video is linked which shows the employees at work; link to website with siblings at work
2. Parent place to work award is depicted, video is linked which shows the employees at work, link to website with siblings at work

1. Own section for flow, apply and salary
2. Own section for flow, apply and salary

1. No benefits
2. No benefits

1. No benefits
2. No benefits

1. No introduction of the employer
2. No introduction of the employer
<table>
<thead>
<tr>
<th>Employer2</th>
<th>Employer3</th>
<th>Employer4</th>
<th>Employer5</th>
<th>Employer6</th>
<th>Employer7</th>
<th>Employer8</th>
<th>Employer9</th>
<th>Employer10</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>3 (offering the company closer to the applicant, personal and economical goals and missions can be equilibrated in advance)</td>
<td>1</td>
</tr>
</tbody>
</table>

**Sector of the org.**
- (1)Product, (2)Service
- (1)IT, (2)Bio, (3)Pharma

**Industry of the org.**
- (1)Manufacturing, (2)Retail, (3)Finance
- (1)Consulting, (2)Software, (3)Healthcare

**International organization?**
- (1)Yes, (2)No

**Since when does the organization exist?**
- (1)0-3 years, (2)4-10 years, (3)11-20 years, (4)More than 20 years

**Flat hierarchy?**
- (1)Yes, (2)No

**Is there an introduction of the employer?**
- (1)Yes, (2)No

**Is the environmental context defined?**
- (1)Yes, (2)No

**Does the environmental context define a stable environment?**
- (1)Yes, (2)No

**Environmental context defined in terms of values**
- (1)Community environment, (2)individual environment, (3)social change environment, (4)higher purpose, (5)freedom environment
<table>
<thead>
<tr>
<th>Employer1</th>
<th>Employer2</th>
<th>Employer3</th>
<th>Position1</th>
<th>Position2</th>
<th>Positions</th>
<th>Positions</th>
<th>Positions</th>
<th>Positions</th>
<th>Positions</th>
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<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

Core values described
1 = Community values, 2 = Individual values, 3 = environmental or social values, 4 = freedom values[if they are not described in the job ad, information from the homepage was considered]

Does the employer define himself through the 1 = employee, 2 = team, 3 = purpose, lifestyle, freedom (if the permission can not be found in the job ad, additional information from the homepage was considered) if it is, it also counts for identity integration (2)

Additional declaration includes concerning equal possibilities for people of every race, age, gender? (0=no, 1=yes)

Identification through others? (0=no, 1=yes)

Identification through values? (0=no, 1=yes)

Values concerning the position
1 = not described, 2 = Community values, 3 = Individual values, 4 = environmental or social values, 5 = freedom values[higher purpose], 6 = freedom values

Additional definition of role in text? (0=no, 1=yes) Every company with extra mission gets a point
<table>
<thead>
<tr>
<th>Position7</th>
<th>Position8</th>
<th>Position9</th>
<th>Position10</th>
<th>Position11</th>
<th>Position12</th>
<th>Position13</th>
<th>Position14</th>
<th>Position15</th>
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</thead>
<tbody>
<tr>
<td>6</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

Additional definition (Extra text everywhere with extra definition gets 1 point)

Hierarchical location defined (High or provided, 1 provided)

Is there higher purpose mentioned concerning the position? (Yes, 1=Yes can also be written in 0

Type of employment (must provided, 1=Part-time, 2=Part-time, 3=Full-time, 4=Full-time)

Work is presented as 1 = Individual, 2 = Community, 3 = Lifestyle with purpose 4 = Freedom

Can also be written in another part than the description of the position

Are there any hints for a desired long-term relationship? (Yes, 1=Yes)

Are tasks defined? (Yes, 1=Yes)

Are tasks defined in reference to success? (Yes, 1=Yes)

Are tasks defined in reference to outcome? (Yes, 1=Yes)
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<td>5</td>
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<td>3</td>
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<td>6</td>
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</tbody>
</table>

- Are tasks defined in combination with employee participation? (Y/N, 1=yes)
- Are there 3 tasks defined? (Y/N, 1=yes)
- Offer: employer included? (Y/N, 1=yes)
- Offer includes health programmes? (Y/N, 1=yes)
- Offer includes team events? (Y/N, 1=yes)
- Offer includes trainings, courses and self-development? (Y/N, 1=yes)
- Offer includes employee participation? (Y/N, 1=yes)
- Are job requirements provided? (Y/N, 1=yes)
- Are formal skill requirements given? (Y/N, 1=yes)
- Are personal qualities required? (Y/N, 1=yes)
<table>
<thead>
<tr>
<th>Candidates</th>
<th>Candidates</th>
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</thead>
<tbody>
<tr>
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<td>4</td>
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<td>7</td>
<td>8</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

- **Which personal qualities? (Own, 1=required, 2=optional, 3=not required) Identification with philosophy/nature, fun at work, 4=cooperation/Freedom**
- **Are social qualities required? (Own, 1=required, 2=optional, 3=not required)**
- **Are there requirements or qualifications which are not compulsory? (Own, 1=yes, 2=no)**
- **Are language skills required? (Own, 1=yes, 2=no)**
- **Is responsibility required? (Own, 1=yes, 2=no)**
- **Is there a laid-back attitude towards work? (Own, 1=yes, 2=no)**
- **Is fun or passion required from the candidate? (Own, 1=yes, 2=no)**
- **Is discipline or sense of challenge required from the candidate? (Own, 1=yes, 2=no)**
- **Is cooperation required? (Own, 1=yes, 2=no)**

**Notes:**
- 1: Yes
- 0: No
<table>
<thead>
<tr>
<th>Candidate</th>
<th>Formalities1</th>
<th>Formalities2</th>
<th>Formalities3</th>
<th>Formalities4</th>
<th>Formalities5</th>
<th>Formalities6</th>
<th>Formalities7</th>
<th>Formalities8</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5</td>
<td>9</td>
<td>5</td>
<td>9</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

- **Is the acting no control promoted?** (Yes/no, 1/yes)
- **Are formalities provided?** (Yes/no, 1/yes)
- **Salary declaration included?** (Yes/no, 1/yes)
- **Is there a collective bargaining agreement mentioned?** (Yes/no, 1/yes)
- **Is there the chance to get overpayment for experience?** (Yes/no, 1/yes)
- **Is there the chance to get overpayment for higher qualifications?** (Yes/no, 1/yes)
- **Is there a variable part of remuneration?** (Yes/no, 1/yes)
- **Is declared that the salary has to be negotiated?** (Yes/no, 1/yes)
- **Offer includes capital participation in any form?** (Yes/no, 1/yes)
<table>
<thead>
<tr>
<th>Formalities</th>
<th>Formalities10</th>
<th>Formalities11</th>
<th>Formalities12</th>
<th>Formalities13</th>
<th>Test1</th>
<th>Test12</th>
<th>Test13</th>
<th>Test14</th>
<th>Test15</th>
<th>Test16</th>
<th>Test17</th>
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<th>Test21</th>
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<td>7</td>
</tr>
<tr>
<td>Are there any material benefits mentioned? (Own, 1=yes)</td>
<td>Are there any social benefits mentioned? (Own, 1=yes)</td>
<td>Are there any personal/individual benefits mentioned? (Own, 1=yes)</td>
<td>Is employee participation a benefit which is mentioned? (Own, 1=yes)</td>
<td>Is a team culture a benefit which is mentioned? (Own, 1=yes)</td>
<td>Appearance of the word „community“ or „culture“ (Own, 1=yes)</td>
<td>Appearance of the word „ethic“ (Own, 1=yes)</td>
<td>Appearance of the word „team“ (Own, 1=yes)</td>
<td>Appearance of the word „team“ (Own, 1=yes)</td>
<td>Appearance of the word „sustainable“ (Own, 1=yes)</td>
<td>Appearance of the word „ethical“ (Own, 1=yes)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>