How Family Businesses’ Unique Factors can be used when Amplifying their Employer Brand through Social Media

A Qualitative Study of Small – Medium Sized Family Businesses and how a Strong Employer Brand Encourage Job Applicants
Master Thesis in Business Administration

Title: How Family Businesses’ Unique Factors can be used when Amplifying their Employer Brand through Social Media

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Abstract

Background: Family businesses are considered to be more adaptable and the challenge of retaining the right employees affect family businesses like any other business. Family businesses are specified through their strong values and culture. Job applicants today compare their own values with the intendent companies. However, how family businesses can benefit their strong value in recruitment using the PO-fit, still requires more research. Family businesses consider recruiting new employees as challenge. Today’s communication and interaction between businesses and people have been influenced by the digitalization. Small-medium sized businesses are in the early stage of adopting social media channels.

Purpose: The purpose of this thesis is, to understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit. For guidance three research questions were developed in order to gain useful and important insights for this thesis

Method: This thesis will use interpretivism as an approach. As the thesis is, pending between observations in form interviews and theory of PO-fit an abductive approach is suitable as it observes phenomena. Furthermore, the thesis support exploratory design since the thesis aims to understand a research phenomenon. Data will be collected through in-depth interviews using a qualitative approach this in order to get closer and access sensitive information. The in-depth interviews are based on participants form small-medium sized family businesses in the Jönköping region. The data collection will be presented using a codebook, were themes form the interviews arose.

Conclusion: From findings it can be concluded that the family businesses’ values and culture permeate the business. Even though the differencing factor of strong values, few family businesses actively market themselves as a family business. Therefore, the family businesses values should be documented for a consistent social media communication. To get the full advantage of the PO-fit family businesses are suggested to communicate their values, as the findings showed that family businesses do not emphasize the PO-fit. The suggestions based on the findings resulted in the model of influencing factors.
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1. Introduction

The first chapter of the thesis will provide a general introduction of the research topic. This chapter begins with background of the topic and follows by the definition of the problem and a statement why the topic is of significance. In addition, the research questions are presented. Finally, relevant key terms are defined.

1.1 Background

Business giants such as, IKEA, H&M and Tetra Laval, what do they all have in common with Bubs Godis and Habo Rör AB? Well, all of them once started as a family business. When one hears the term family business, one tends to think of small-medium sized enterprises (Leal-Rodríguez, Albort-Morant & Martelo-Landroguez, 2017). However, family business is actually one of the most occurring business forms. Given the wide range of sizes among family businesses, it is clearly not the size that specify a family business, rather the values and culture (Brundin, Johansson, Johannisson, Melin & Nordqvist, 2012). What Bubs Godis and Habo Rör AB might have as an advantage over IKEA and H&M is their smaller size that let them be more flexible and potentially less bureaucratic. Furthermore, small sized family businesses might be more adaptable to entrepreneurship and innovation (Leal-Rodriguez et al., 2017).

Despite that family businesses are considered to be more adaptable, the challenge of retaining employees is affecting family businesses just like any other business. The issue of retaining and attracting skillful employees that share the values of the family business has become the biggest challenge among today’s businesses. More than 80% of family businesses consider themselves holding stronger values and culture compared to other businesses (PwC, 2016).

Marketing in family businesses is yet a fairly unexplored area of research (Blombäck & Ramirez-Pasillas, 2012). Therefore, strategies on how family businesses should communicate their employer brand to external and internal customers are not well studied. Employer brand is of high significance due to the high turnover rates the business world now is facing. The importance of communicating a strong employer brand is more crucial than ever (Taimien &
Karjaluoto, 2015) since new job applicants today are comparing their own beliefs and values with the intended company. This process can be related to the theory of person – organization fit, implies the new job applicant recognizes a fit between their own values and the organization of interest (Hauswald, Hack, Kellermanns & Patzelt, 2016).

There is a gap in the literature on whether how the job applicant recognizes a match between their own values and the family business. Due to lack of research regarding the topic it is difficult for the family business to know if the values should be included in the recruitment or not (Hauswald et al., 2016). The process of evaluating the values of a job applicant and the intended organization is included in the PO-fit (Cable & Judge, 1996).

In 1979, Tom Truscott and Jim Ellis, two students from Duke University, founded Usenet. Usenet is described as a discussion system that let Internet users globally post messages openly to one another. In 1998, when Susan and Bruce Ableson founded “Open Diary”, the Internet page let their users post and share their diaries online. During this time period the word “weblog” was first used and as a joke one blogger transformed that word into “we blog”. Blog, that is a more used term in today’s social media world, is about sharing personal information. Blogs are also representing the oldest form of social media (Kaplan & Haenlein, 2010). Social media has changed the way people interact and communicate with each other, and also provides the possibility to interact and communicate with people around the world (Edosomwan, Prakasan, Kouame, Watson & Seymour, 2011). As technology advanced, the easy access to Internet helped to increase social media’s popularity and networking sites such as “MySpace” and “Facebook” were first established (Kaplan & Haenlein, 2010).

From digitalization, social media has emerged (Taimien & Karjaluoto, 2015), and is able to provide employers an effective way of communicating job-related information. This can also be used to establish an early connection with potential employees (Kissel & Büttgen, 2015). It is no news that social media can help your business to be more successful (Rampton, 2014). Social media is a good approach to attract potential employees and therefore an excellent way to strengthen and develop the business brand. Social media channels such as LinkedIn and Facebook are beneficial hiring sources when attracting and recruiting new employees.
(Edosomwan et al., 2011). However, what seems to be a dilemma among many businesses is that their social media strategies are not detailed nor specified. Social media can help businesses to achieve success when your target audience is engaging and interacting with your business. Only posting pictures and informing you target audience about the business does not equal success on your social media account. Common mistakes companies do is to not highlight the business values enough. Emphasizing the business values on social media will help guide the content on your social media account, and it is also more likely to spread the word about the business and the brand (Rampton, 2014).

According to PwC (2016) 37% of Swedish family businesses consider, the following a challenge; how to recruit new employees within the next 12 months. Furthermore, 65% of Swedish family businesses consider; retaining and attracting the right employees within the next five years as their biggest challenge. In the same study, it shows that 66% of family businesses in Sweden understand the advantage of introducing digitalization into their business strategies.

1.2 Problem Definition

As a result of digitalization, today’s communication and interaction between businesses and people have been affected. The use of social media, which has emerged from digitalization, is an increasing trend that let people spend more time online (Taimien & Karjaluoto, 2015). Social media provides businesses to cost-effectively communicate to their target groups in a more personal and effective way. Social media gives businesses the opportunity to directly communicate what they stand for, how they are perceived as potential employers (Kissel & Büttgen, 2015) and increase their competitive advantage (Taiminen & Karjaluoto, 2015). All organizations strive for sustained competitive advantage in order to attain economic profit to survive in an increasingly global and competitive marketplace (Wright, McMahan & McWilliams, 1994). As human capital and human resources are crucial for competitive advantage, it is of essence to find qualified and high-level competent talents to maintain the competitive advantage (Sivertzen, Nilsen & Olafsen, 2013; Wright et al., 1994). Social media offers job applicants easy and low cost searching opportunities. Social media also provides the
opportunity for job applicants to perceive a more holistic image of their future employers (Kissel & Büttgen, 2015). If an organization attracts and retains qualified employees and combine their talents better than the competitors, they can achieve an advantage (Boxall, 1996).

Person-organization fit suggests that job applicants as they compare future employers are comparing the organization’s brand image to match their own needs, personality and values. Therefore, it is an increased possibility that a job applicant will be more attracted to a firm when the organization’s values are in line with the applicant’s values (Backhaus & Tikoo, 2004). Recruiting employees and their motivation to work have a correlation with the values held by the employer (Koiranen, 2002).

Facebook (2018) and Instagram (2018) are free online communication services, that any company can use and expand their brand awareness through. Hence, this also means that all competitors have equal access and opportunity. As mentioned above, job applicants try to match their own needs and values with the potential employers (Backhaus & Tikoo, 2004). Family businesses compared to other business are distinguished by their unique culture and strong values (Aronoff, 2004). However, the dilemma lies within the fact that family businesses do not seem to use the full potential that social media can provide for the expansion of a business (Taiminen & Karjaluoto, 2015). For family businesses to attract potential employees who emphasize their own values the PO-fit is suggested. However, there is a gap whether how job applicants recognize these values (Hauswald et al., 2016).

### 1.3 Purpose

Due to advances in technology, increased access has made it possible for people to stay updated at any time, resulting in increased opportunities for organizations to improve their businesses. For organizations to ignore the increasing number of social media users would not be beneficial for future opportunities of the business (McCann & Barlow, 2015). However, the ability to adopt social media is related to firm size, meaning that smaller firms tend to adopt slower (Taiminen & Karjaluoto, 2015) and since larger firms are more likely to have other resources available (Blombäck & Brunninge, 2009).
Literature within marketing in general is a well-studied field with numerous perspectives, yet the marketing strategies within family businesses have recently appeared as a specific issue to observe (Blombäck & Brunninge, 2013). Marketing, especially social media marketing, is a limited researched topic which leaves a gap in the literature.

The business values and how strong values kept by the owner-family are permeated through the business and how it is affecting the employer brand will throughout thesis be observed. Furthermore, this thesis will emphasize social media and strong values among family businesses and how they can create a competitive advantage by building a strong employer brand. The authors aim to understand how the family business employer brand can be amplified by using the PO-fit.

Hence, the purpose of this thesis is,

To understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit.

1.4 Research Questions

Based on collected data from small-medium sized family businesses, the three following research questions will through the research act as guidance in order to reach the purpose of this thesis.

i. How do family business values and culture reflect the employer brand?

ii. Why social media is suitable for family businesses and what are the potential challenges?

iii. Why and how should family businesses use social when attracting potential employees?
1.4.1 Perspective statement

Since there is a lack of research; how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit, the perspective of the thesis is studied from employers’ point of view and in this specific case, employers of small-medium sized family businesses.

1.5 Delimitations

The purpose of this study is to understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit. The study will adopt non-probability sample in form of purposive sampling, since there are certain criteria that need to be fulfilled in order for businesses to participate in the thesis interviews. Hence, the result may not be applicable to the entire business climate of small – medium sized family businesses in Sweden.

The social media platforms in this thesis refers to Instagram and Facebook. Consequently, excluding other social media channels the findings might be affected. The empirical data will be based on business managers who preferably are responsible for social media - and employer branding strategies. The authors will throughout the thesis use the theory of PO-fit.

1.6 Definition of Key Terms

The authors are aware of the fact that literature is presenting several aspects and different definitions of the key terms. To eliminate interpretations of key terms, following section will in alphabetic order present the definitions this thesis will refer to.

**Business Values**  In the terms of family business, these desirable business concepts are viewed as family values and the behavior processes of family members within the firm Koiranen (2002). Family businesses values are with high degree overlapping the values of the CEO (Corbetta & Salvato, 2004).
**Culture**
Schein (1983) is stating culture as the assumptions that a group, invents, discovers, develops and learns to deal with the problems of external adoption.

**Employer Attractiveness**
Organizations must offer current and potential employees a unique employer value proposition that the employees regard as valuable and attractive (Sivertzen et al., 2013). Employer attractiveness is the benefits potential employees see in an employment in a specific organization (Berthon et al., 2005; Sivertzen et al., 2013).

**Employer Branding**
Employer branding is defined by Backhaus & Tikoo (2004) as “a targeted, long-term strategy to manage the awareness and perceptions of current employees, potential employees and related stakeholders with regards to a particular firm”.

**Family Business**
The family business is managed by intention to pursue vision of the businesses controlled by members of the same family that is sustained across generations (Chua et al., 1999). Furthermore, the values and culture are defining the family business, rather than the size (Brundin et al., 2012). The sample criteria used in this thesis can be found in 3.5.1 Data Collection.

**PO-Fit**
The person-organization fit is the relation between person values and the value of the intended organization (Chatman, 1991). Implementation of the PO-fit is when job applicants compare values and needs with the organization (Hauswald et al., 2016).

**Small-Medium Sized Businesses**
The authors throughout the thesis will define small-medium businesses using the guidelines from European Commission (2018); “The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million”.

**Social Media**
Social media only exists on the Internet and contains interactive information and user-created content. The idea is to connect people and information (Kluemper, Mitra & Wang, 2016). Social media network sites are excellent tools for direct communicating your brand and strengthening your employer brand (Kissel & Bütgen, 2015). Throughout this thesis social media will be referred to; Instagram and Facebook.
2. Frame of Reference

The second chapter of the thesis will provide the reader a literature review related to the topics of the thesis. The literature review begins with the field of family business, followed by employer branding and social media. In addition, the chapter introduces the concept of PO-fit. Finally, the current stage of the research, gaps and flaws and future research are discussed.

2.1 Family Business

Despite the dilemma of defining family business, the research seems to agree a business, managed and owned by a core family is considered a family business. However, solely present the fact that a family owning a family business, is not the aspect that defines the uniqueness of the family business. The family businesses are rather defined by the ownership patterns and how strategies are formed and implemented in the family business (Chua, Chrisman & Sharma, 1999). The sizes of family businesses may vary, from small local businesses to business giants, it is not the size of the business that distinguishes family businesses from each other (Lansberg, 1983). It is rather the norms and values that are defining the characteristics of a family business and not the size per se (Fletcher, Melin, & Gimeno, 2012; Koiranen, 2002).

In comparison to larger organizations, small-medium sized businesses have the characteristics of being structured in a simpler way and the decision processes are held in a centralized manner, generating an advantage of facilitating tasks and decision within the firm (Blili & Raymond, 1993; Zahra, Hayton & Salvato, 2004). The smaller size of small-medium sized businesses let them be more flexible and potentially less bureaucratic (Leal-Rodríguez et al., 2017). However, there is literature arguing that, family businesses may be related to inflexibility and change resistance (Hauswald et al., 2016). Furthermore, studies showed that family businesses tend to have more cautious and conservative business strategies (Ward, 1988; Donckels & Fröhlich, 1991).

In the provocative economic climate, the strong values and culture the family business possesses can devote a uniqueness. Surprisingly, there is a lack of research regarding the
business culture of family business (Fletcher et al., 2012). Schein (1995) states the organizational culture, as patterns of assumptions invented, discovered or learned by a group. Given the strong and unique values and culture, the family business distinguishes itself from other businesses. Consequently, to this, if the family business solely would be attracted by the financial rewards there will be a limited reason for the family business to sustain (Aronoff, 2004; Donckels & Fröhlich, 1991). When merely focusing on the financial rewards, family businesses tend to forget the advantage their values hold (Aronoff, 2004).

Sharma, Chrisman and Chua (1997) claim that due to the higher involvement of family business the business goals of family businesses are separating from the value growth held by professionally managed non-family firms. The decision-making process is further described as another focus in family businesses compared to non-family business. The owner of the family business is highly involved in many of decisions. The focus of maintain the family business is of higher focus than the focus of economic performance. The values are an important part of the family business, although how the family affects the management of the family businesses still requires further research (Sharma et al., 1997).

Furthermore, professional family business management and family business memberships are not to be separated. The importance of engaged family members is of high importance for an effective management of family firms. Consequently, professional management is not formal qualifications or education, but rather an understanding of both the family and the family business itself (Hall & Nordqvist, 2008).

Zahra et al., (2004) stress the importance of business culture which is of greater significance for family businesses, compared to non-family-businesses. Additionally, the study put great emphasize and evidence on the cultural dimensions and entrepreneurship that are of greater essence than in non-family businesses (Zahra et al., 2004). Various studies of literature point at the relationship between entrepreneurship, innovation and performance. Nevertheless, the study address gaps in the literature of entrepreneurial culture and family business (Leal-Rodriguez et al., 2017).
Strong family culture is created by managers who encourage innovativeness which may enable entrepreneurship at the business level. The importance of innovation and entrepreneurship within family business will generate growth and profitability (Zahra et al., 2004). The communication in family businesses is a unique factor in their way of shaping beliefs, as these are often associated with trust, security and a stable foundation. In family business research, it is argued that employees are more devoted of trusting their managers. Additionally, family businesses are also demonstrating stronger stakeholder engagement (Chrisman, Chua, & Kellermanns, 2009).

2.1.1 Attractiveness of Family Business

The importance of attracting skilled job applicants is a crucial issue for all human resources (Turban & Cable, 2003). The organizational performance and the attraction of job-applicants are extensive roles in the business survival and brand inherited of the family business (Hauswald et al., 2016). There uncertainty from the human resource department whether to openly communicate the level of the family influence, since that might affect job applicants’ perception of the employer brand and there by the company (Micelotta & Raynard, 2011).

Azoury, Daou and Sleiaty (2013) state the importance of engaged employees and indicate that emotions are a crucial part of business development. Furthermore, they conclude that family businesses have higher engagement and a better business climate than non-family businesses.

2.1.2 Corporate Identity

Micelotta and Raynard (2011) state that family businesses can emphasize their family identity in order to get a competitive advantage over non-family businesses. Although, the researchers are also highlighting the gap within the field of how family business should communicate the corporate identity of the family firm. The corporate identity of the family business present how the external stakeholders are perceiving the communication of the business (Micelotta & Raynard, 2011). Another definition is made by Aaker (1991), where the corporate brand is a set of unique relations such as functional, emotional and self-expressive benefits. Blombäck & Brunninge (2009) highlight the effects of the importance of the corporate history. Since it may
have both internal and external impacts on marketing when businesses are referring to history in their corporate communications. The corporate communication is defined as the integration of the corporate strategy together with the development of the organization, human resources, marketing and not least the public relations (Varey, 1998). The concept of corporate communications is connecting the corporate identity with the brand and the image (Blombäck & Brunninge, 2009). Research emphasizes that family businesses can gain competitive advantage in order to leverage their family-based corporate brand identify (Micelotta & Raynard, 2011).

2.2 Employer Branding

Employer branding is an evolving field (Sivertzen et al., 2013) due to increased awareness of the important role human resources represent. Therefore, it has become a priority to include HR in the business operations (Kissel & Büttgen, 2015). It is proved that companies who have an effective employer branding, consequently have the potential to increase the competitive advantage. Furthermore, effective employer branding contributes to attract potential employees as well as retain current employees (Sivertzen et al., 2013).

There are several ways of defining employer branding. Backhaus and Tiiko (2004) state that “employer branding is defined as a targeted, long-term strategy to manage the awareness and perceptions of employees and potential employees”. Sivertzen et al., (2013) define employer branding as “the process of building employer identity directed at existing and potential employees, in order to differentiate the firm from its competitors”. Edwards (2009) means that “employer branding is an activity where principles of marketing, in particular the “science of branding”, are applied to HR activities in relation to current and potential employees”.

2.2.1 Attractiveness and Recruitment

Employer branding is related to attractiveness and company reputation as it strives to build a positive brand image. Moreover, employer branding will influence potential employees to perceive the organization as an attractive employer (Kissel & Büttgen, 2015; Sivertzen et al., 2013). Employer branding can be used to improve employer attractiveness and the reputation
of the firm. Reputation can be based on the firm’s past actions and its future visions (Sivertzen et al., 2013).

From the field of psychology, there are three factors found that could influence a job applicant’s decision to apply for a job. These factors are namely, reputation, attractiveness and brand image. The main goal for companies when referring to be an attractive employer is to attract competent employees. Depending on how attractive an employer is perceived, the level of attractiveness tends influence the number of applicants who apply for the job vacancy. To increase the employer attractiveness and the reputation, employer branding is often used (Sivertzen et al., 2013). Berthon, Ewing and Hah (2005) state that “employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organization”. Since it is likely that job applicants apply for several job openings to numerous organizations. The companies could use the reputation of an organization as a reference, when finding out the working conditions for the potential companies. Research shows that a positive brand reputation increases the job applicant’s intention to apply for a job (Sivertzen et al., 2013).

Employer branding is particularly connected to employment and as it represents the identity of an organization as an existing and potential employer (Sivertzen et al., 2013). Employer branding is how an organization attracts applicants, this referring to the attractiveness the employer has on job applicants (Kissel & Büttgen, 2015). Employer branding is a way to assure that firms recruit the right employees (Foster, Punjaisri & Cheng, 2010). The employer branding also provides marketing for both the external and the internal audience. The external branding is how the firm represents itself and how it is perceived as an employer (Sivertzen et al., 2013). If a particular company is viewed as a good place to work it also offers an advantage which weaker brands cannot compete with (Kissel & Büttgen, 2015). The internal branding acts on how the employers vision the organization, how the vision is communicated to the rest of the organization and lastly how the employees perceive the organization (Sivertzen et al., 2013).

The difficult choice for job applicants to choose an employer, is linked to the important and unpredictable consequences this choice has on the job applicant’s personal life (Kissel & Büttgen, 2015). Employer branding is an efficient tool for recruiting and attracting potential
applicants. Effective employer branding allows the organization to differentiate itself from their competitors, who also seek for talented workforce (Foster et al., 2010). Studies show that job applicants compare their own personal needs and values to the potential organization’s image (Backhaus & Tikoo, 2004). Employer branding is therefore an effective way to attract applicants who preferably hold similar values to the organization’s values (Foster et al., 2010). Once the job applicant’s needs and values are corresponding with the organization’s image, the organization becomes an attractive employer for the job applicant (Backhaus & Tikoo, 2004).

2.3 Social Media for Businesses

When social media first was introduced within the business world it was received with suspicion. For instance, as an attempt to stop their employees of using social media during working hours, the company responded to block the access to certain social media web sites. Over time, the existence of social media became a reality and was accepted as a new facet of technology with potentially important HR applications (Arjomandy, 2016).

Social media includes a wide variety of online platforms and services, for instance blogs, forums, chat rooms, Websites, podcasts, wikis and social network sites. Social media exists entirely on the Internet. The development of social media has changed the way people are now communicating, interacting and connecting with each other, as well as how people and information are connected. Internet users are not only provided information, they are also allowed to participate in creating the content on different online sites themselves (Kluemper et al., 2016; Kissel & Büttgen, 2015; McCann & Barlow, 2015). Digitalization and social media symbolize a new reality, a part of our daily lives, that organizations must accept, embrace and make a part of the organizational brand (Lin, Swarna & Bruning, 2017; McCann & Barlow, 2015; Taiminen & Karjaluoto, 2015). Considering that social media is easy to use and in most cases free, it can provide companies a reasonably low-cost method to connect and interact with important stakeholders (Sivertzen et al., 2013; McCann & Barlow, 2015).
2.3.1 Social Media and Employer Branding

As the development of social media gives businesses a unique communication channel to spread business-related information (Kissel & Büttgen, 2015), it would be unreasonable for businesses to ignore the increasing number of people who regularly use the online applications (McCann & Barlow, 2015). As businesses, increasingly are using social media, it has been expanding its use not only to marketing but also for employer branding and recruitment purposes (Arjomandy, 2016).

Social media is increasingly used in employer branding and recruitment processes. As the Internet made it possible for both advertising and sharing information, through social media, this has changed the view of how to attract new employees. When advertising job vacancies on the Internet it allows organizations to find, attract and evaluate potential employees at a lower cost than ever before (Sivertzen, et al., 2013).

The high availability, accessibility and all the information provided online regarding individuals, has led to encouragement for businesses to discover the use of social media in their recruitment processes. Including social media in recruitment processes is beneficial for businesses due to low cost options in optimal time (Arjomandy, 2016). The use of social media for employer branding and recruitment processes is constantly increasing (Sivertzen et al., 2013) making the pool of job applicants larger. Since the accessibility also invite less qualified applicants, the recruitment process also results in a more complex situation when it comes to attracting the qualified candidates (Kluemper et al., 2016).

Employers should accept that the trend of social media is now reality and will help increasing the business reputation, since all of the employees have the chance to join online conversations. The control of the business reputation is no longer on the communication departments who can influence, it is a matter the entire workforce can impact and affect. Therefore, each of the stakeholders of an organization become equally important contributors in building and developing the organization’s reputation (Kluemper et al., 2016).
Social media made extensively more information available about organizations and employers at a minimal search cost. Job applicants can gather more detailed and realistic information about potential employers, which will offer them a more holistic image of the intended job and employer (Lin et al., 2017). Social media channels allow the users to create public profiles and become visible to other online users. The use of social media could potentially create business opportunities (McCann & Barlow, 2015), such as assisting employers to find active job applicants (Sivertzen et al., 2013).

What seems to be the major factor of not adopting social media, is that social media might destroy your brand reputation and image. On the other side, if it has the potential of destroying your business’ reputation, it could also have the potential to help building a good reputation for businesses (Sivertzen et al., 2013). When organizations communicate through social media, the targeted group perceive the information as personal, realistic and interactive. Online communication also offers this effective communication approach as cost efficient and wide ranging. (Lin et al., 2017).

2.3.3 Benefits and Challenges for Small-Medium Businesses

It is researched that small-medium sized businesses benefit the most of low-cost and easy-to-use structures that social media provides. As they might not possess the budget or further technical expertise advanced social media activities require (McCann & Barlow, 2015). The use of digital channels is essential for brands and should be a progression that especially small-medium businesses should adapt in order to stay competitive and grow. Many small-medium businesses do not take full advantage of the potential benefits of the digital tools. Research reveals that digitalization has a positive relationship to the growth of small-medium businesses as well as their performance and competitiveness. Digital channels can provide small-medium businesses with reduction in costs and simplify both internal and external communication (Taiminen & Karjaluoto, 2015).

Small-medium sized businesses are in the early stage of adopting online communication channels. However, it has also been researched that there is a positive relationship between small-medium sized businesses and digitalization, in order to reach new target audience and
increase growth and thereof also increased competitive advantage (Taiminen & Karjaluoto, 2015). A survey made by McCann and Barlow (2015) shows one of the top reasons for companies to use social media is to experiment, because their customers use it, and also because their competitors use it.

Challenges regarding social media is that communicating via social media is less controllable than traditional media channels (Lin et al., 2017; Taiminen & Karjaluoto, 2015). In social media channels, users do not desire sales pitches or marketing-related messages, they expect real information created by conversations and authentic stories around the brand (Taiminen & Karjaluoto, 2015).

2.4 Person-Organization Fit

When entering an expected long-lasting employment, match between job applicants and the intended business values is of importance. The person-organization fit is implemented when job applicants compare their values and needs with the characteristics of the organization. Job applicants who emphasize characteristics as self-transcendence and conservativism, might be especially interested of a family business, while applicants with a need of openness and change might be less appealing (Hauswald et al., 2016). The fit between organization and person, as the similarities between patterns of the organizations and the individual values. The content of a person’s values in relation to the value of a certain organization and how these effect on the individual’s behaviors and attitudes, are the focus of the person-organization fit (PO-fit) (Chatman, 1991). Consequently, job applicants prefer organizations with shared values (Cable & Judge, 1996).

The similarity between the values of the organization and the individual, can be compared in a direct and meaningful way. Research suggests there is a positive work outcome of value similarities between organization and employees. Although, there is a gap in the literature concerning the job-applicant’s subjective perceptions of the PO-fit (Cable & Judge, 1996). Research shows organizational values have an impact on the individuals as they are more likely to apply for a job, similar to their own values (Judge, Bretz, & Schmitt, 1992). Rokeach (1973) is defining values as instinct lasting perspectives of what is essentially right or wrong. Applying
this to aspects related to work would consequently generate work values (Judge et al., 1992). Furthermore, work values present the perspective of work settings. This is verified by England (1967) that suggest that the individual direction of values would have an effect on behaviors, since for example managers with strong values tend to act on what they feel is right. In comparison of more pragmatic managers, who base their decision on what they think would be more successful.

2.4.1 Differences Between PO, PE and PJ - fit

Recently literature emphasize the importance of the person-environment fit (PE-fit), mostly since it describes how the PO-fit benefits the firm with the employee attitudes and behavior. The PE-fit is positively referred to career involvement, satisfaction at work and the commitment to the organization. In contrast, the PE-fit have a more negative attitude related to intentions of turn over and behavior. The person job -fit (PJ-fit) on the other hand distinguishes the relation between the abilities a person demand from a job, in contrast to what actually is provided. In comparison, the PO-fit is the relationship of people and organizations, as one of them provides what the other one requires. P-J fit reflects the content of the job in mind, whereas the PO-fit refers to how the person matches with the organization’s missions, goals and values (Lauver and Kristof-Brown, 2001). Research indicates, when values of the individual and organization are matched, there is a greater possibility employees will remain at the organization (Chatman, 1991). Hauswald et al., (2016) suggest by using the PO-fit family businesses may attract job applicants who match the values of the business.

Roulin and Bangerter (2013) imply that the PJ-fit and the information of the employers’ working experience, is most commonly found on social media platforms as LinkedIn. Whereas PO-fit on the other hand, is more personal and commonly related to platforms as Facebook, since Facebook is a more personal platform that will reflecting these characteristics.
2.7 Evaluation of Current Research

As reviewed in the literature, social media is nowadays used as a tool for companies to communicate and strengthen their employer brand both internally and externally. The importance of a strong employer brand is covered by research and additionally the importance of attracting job applicants is emphasized in several articles. Reviewing the literature of family businesses, it reveals that values and culture are unique characteristics of family businesses. It is furthermore reviewed that family businesses are considered holding entrepreneurial beliefs, meanwhile it states that they are also conservative and resistance to change. Literature furthermore state the importance of family business values, which is suitable for the PO-fit.

2.8 Gaps and Flaws in Existing Research

Reviewing the literature of family business, employer branding and social media, these three topics together are relatively of absence. With a broad research of all topics together, it resulted in only one article of relevance. A result of this, could be the relative new aspect of social media as a marking tool for companies combined with the family business. Although, treating the three different topics separate, will provide articles with a wider result but with less relevance to the topic. The current literature reviewed within family business is researched however linked to other topics, rather than employer branding and social media. Referring to this, we are stating that there is no general research of; How Family Businesses’ Unique Factors can be used when Amplifying their Employer Brand through Social Media

The research regarding family businesses’ use of social media in their employer branding strategy is limited, resulting in large gaps and opportunities for future research. Moreover, there are no further research regarding how social media will impact family businesses’ employer branding with the use of PO-fit. The current research does not provide social media strategies, particularly for small-medium sized family businesses.
2.9 Future Research

Based on existing gaps in the literature regarding the topic of this thesis, research questions have been created in order to extend the research and fill the gaps. The research questions, stated in 1.4 Research Questions, are furthermore, based on the literature reviewed:

i. How do family business values and culture reflect the employer brand?
ii. Why social media is suitable for family businesses and what are the potential challenges?
iii. Why and how should family businesses use social when attracting potential employees?

As this topic requires more research these chosen research questions are only covering a certain amount of research, consequently there are more research opportunities to be discovered in the future.
3. Method

The third chapter aims to give the reader insights of the chosen research method. The chapter includes the research philosophy, research approach, research design and research method. Additionally, the chapter states how the data was collected and how the analyzed. At last the chapter describe the ethics and the trustworthiness of the thesis.

3.1 Research Philosophy

Research philosophy, describes the process of knowledge and the nature of that knowledge. The research philosophy consists of assumptions how the researcher views the world. The research philosophy is important as the researcher’s assumptions help to support the research strategy and intended methods. Furthermore, the researcher not only need to understand the topic but also the aspects that are investigated. These aspects will be dependent on the methods chosen from the research strategy. The emphasize of the research philosophy reflects upon different philosophical choices and how well they stand in comparison to the alternatives, rather than the alternative of how the philosophy strategy is informed (Saunders, Lewis & Thornhill, 2009).

The most common debates among philosophers is the topic regarding the matters of ontology and epistemology. Ontology is the nature of reality and existence and epistemology is the theory of knowledge. Epistemology supports to understand the best way of enquiring into the nature of the world and there are two contrasting views how a social science research would be managed, positivism and social constructionism. Positivism refers to the social world exists externally where the properties can be measured through objective methods, instead of subjective through sensation or intuition. Social constructionism refers to that many aspects of social reality are established by people rather than objective factors (Easterby-Smith, Thorpe & Jackson, 2015). De Massis & Kotlar (2014), state that the majority of case studies done in the field of family business are conducted through a positivistic view. This study will however use interpretivism as an approach. The interpretivism understand the differences of humans in their roles of social actors (Saunders et al., 2009).
Easterby-Smith et al., (2015) state that, there are several reasons why it is beneficial to understand the philosophical issues. In order to have a clear sense of the researcher’s reflexive role in research methods, they are obligated to understand the basic issues of epistemology. Understanding the research philosophy is useful when defining the research design. This involves evidence that is essential and how these will be collected and interpreted, as well as providing good answers to the questions that are being investigated in the research. Understanding the knowledge of the philosophy could help the researcher to distinguish which design will work. Lastly, to understand philosophical issues, it can assist the researcher to determine and perhaps create, designs the researchers did not have previous experiences from (Easterby-Smith et al., 2015).

3.2 Research Approach

Research approach is the adoption of a theory, referring to an implementation of either deductive, inductive or abductive approach. Depending on the implementation, the choice of the research philosophy and strategy will reflect how the research strategy is designed (Saunders, et al. 2009). The deductive approach is presenting the commonest aspects of nature and the relationship between theory and social research. The inductive theory on the other hand is based on the theoretical outcome from the research (Bryman, 2012). Abductive approach is a third approach that could be used. Abduction is the procedure of reasoning through how we observe phenomenon in relation to other observations either in the way of a cause or in the sense of creating new general descriptions. Furthermore, abduction is the most conjectural method since it seeks the fit of a situation by observing fact and rules (Timmermans & Tavory, 2012). This thesis will take an abductive approach, as the research process will be pending between observations in the form of interviews and the theory of PO-fit.

3.3 Research Design

Research design serves the benefits of providing framework for the collection and the analysis of the data (Bryman, 2012). The research design organizes the research activities and the collection of the data, in order to solve the research objectives. The characteristics of research design is making choices of what will be observed and how. The research design is commonly
written before the data is collected, in order to determine what, how and from where the data will be gathered. It also serves the purpose of how the data will be analyzed and how the collected data will be used to provide answers for the research questions (Easterby-Smith et al., 2015). Research design is regarded as a framework or a plan for conducting the research project. It specifies the procedures necessary for obtaining the important information, in order to structure or solve the stated research problems. A well-formed research design will assure that the research project is managed in an effective and efficient way. There are two classifications of research design; exploratory and conclusive. The exploratory research design aims to provide insights and understanding of marketing phenomena, that are problematic to measure or where a topic cannot be measured using a quantitative approach. Conclusive research design aims to describe specific phenomena, test hypotheses and examine specific relationships. Conclusive research requires more specific and clear information and tends to be more formal and structured than exploratory research (Malhotra, Birks & Wills, 2012).

This thesis aims to understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit, as it is yet an unexplored area of research. Since the authors’ ambition is to provide a deeper understanding the strategy will be consisting of an exploratory research design. The research will furthermore try to understand the aspects of managers using social media into the business strategy. The exploratory approach is applicable on areas that are lacking knowledge and yet not fully explored. This type of research design is useful for this thesis since it aims to explore and understand phenomena and does not demand a structured or defined information of the problem (Malhotra et al., 2012). As the purpose of this thesis is to gain insights of phenomena from new perspectives the exploratory research design with qualitative exploration, will give the authors incentives to use it as it will answer “how” and “why” questions (Baxter & Jack, 2008).
3.4 Research Strategy

Depending on the applied research strategy, the strategy has a significant impact on what is understood as well as what the researchers are investigating. The choice of research strategy will be directed by the research questions, the range of existing research and other resources available. It is important to see that no research strategy is more or less important than other strategies, nevertheless what is of importance is that the particular strategy will allow the research questions to be answered and fulfil the objectives (Saunders et al., 2009).

Data in raw forms is referred as quantitative data, which needs to be interpreted and analyzed in order to be visible to the researchers. A quantitative research would not fulfill the purpose of this thesis, since this thesis is not requiring numerical data and therefore, a qualitative approach would be more applicable (Saunders et al., 2009). In qualitative research strategy, it is more important to find quality of the participants, rather than numbers of participants (Malhotra et al., 2012). The qualitative data must be summarized and categorizes to get meaningful content out of the data. The qualitative data should be analyzed through a conceptual framework. The process of analyzing the data will be time consuming (Malhotra et al., 2007). However, the interpretation process of the data occurs simultaneous as the data is being collected (Saunders et al., 2009).

3.5 Research Method

Since the research questions of the thesis requires a qualitative research method, the authors have considered in-depth interviews to get valuable insights and understandings in order to answerer the research questions (Malhotra et al., 2012). There are numerous of reasons why qualitative approach would be useful over quantitative in this particular thesis. When dealing with sensitive information participants may not be willing to answer questions truthfully, as the questions might intrude their privacy or potentially embarrass them. In business research, questions related to business performance and future plans could be viewed as commercially sensitive topics. Therefore, a qualitative approach could be regarded as suitable for these kinds of issues, since qualitative research approach allows the researchers to get closer to the participants and get access to sensitive information. A qualitative research approach also allows
to get the holistic dimensions and complete a picture of a whole context in the phenomena. The topic of interest exists in a multi-layered context and could require several different methods to verify that the researcher include all the angles (Malhotra et al., 2012). As this thesis aims to understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit, the authors considered a qualitative research method to be the most appropriate one to use.

3.5.1 Data Collection

This thesis will approach a non-probability sample in form of purposive sampling. This is due to the probability of the population to be chosen is not equal. The selection of the companies need to fulfil certain criteria in order to participate in the interview (Easterby-Smith, et al., 2015). The criteria for the interviewed family businesses are as follows;

i. Possess the characteristics of being a family business, i.e. the business have existed for at least two generations.

ii. The business is a small-medium sized company, i.e. consisting of less than 250 employees, annual turnover does not exceed EUR 50 million, and/or an annual balance sheet does not exceed EUR 43 million (European Commission, 2018)

iii. The business is based in the Jönköping region.

3.5.2 Interview Method

The empirical data will be based on semi-structured in-depth interviews. In-depth interviews will discover main motivations, beliefs, attitudes and feelings regarding a specific topic. Conducting an exploratory research, in-depth interviews can be of advantage when searching for new insights (Saunders, et al. 2009). The interviewer asks questions and listens to the answers from the interviewee. (Malhotra, et al., 2012). Interviews are conversations about a specific topic and separated from every day conversations. (Easterby-Smith et al., 2012). The purpose of interviews is to make interpretations from the conversation with the participant and
not essentially focus on the facts that derive from the interview. The focus should instead be to understand the experiences of the participants (Malhotra, et al., 2012). Gathering the best insight for the research topic of this thesis, the participant is free to talk about their perceptions about social media and their employer brand (Saunders, et al. 2009).

In-depth interviews may last 30 minutes or longer, they may be once or several times to gain a deeper understanding. The interview should start off by giving an explanation of the purpose of the interview, what it will gain the participant and the process of the interview and then ask an introductory question. In-depth interviews can be beneficial to gain access to managers, in order to talk to them. It is common that interviews take place at the manager’s office since that is convenient for them. This also gives an opportunity to explore the environment of the company. For example; the manager’s use of technology, the tidiness of the company, how different awards are displayed, photographs and how new products are displayed. Depending on the research, these types of observations could be valuable for the purpose of the study. Furthermore, the environment of the office could add value for the researcher (Malhotra, et al., 2012).

There are several parts the researcher should consider; develop an empathy with the interviewee, assure the interviewee is comfortable, the researcher should be personal and motivate the interviewee, notice if there is a particular issue that interest the interviewee and develop the question around those interest, do not accept “yes” and “no” answers. An important part to discover hidden issues in order to provide significant responses refers to probing. Probing is achieved through asking general question such as “why did you say that?”, “would you like to add something?” (Malhotra, et al., 2012).

Training to ask question is highly suggested as it eliminates the risk for potential bias. The researcher should understand the participate from its perspective. It is the researcher who appoint the language of the interview as the research is leading the participant through the questionnaire. When recording the answers from the participant it is important that all interviewers use the same format when recording the interviews. The common way for recording the interview is to document the answers exactly how they are answered, use the
interviewees exact words, include all comments and do not summarize the interviewees’ responses (Malhotra, et al., 2012).

It is essential to not close the interview before all the information is collected. As all the impulsive statements provided after all the planned questions have been asked should be documented. It is important that the interviewees leave the interview with a good feeling, therefore make sure to thank the participants for contributing to the research (Malhotra, et al., 2012).

There are also challenges with using in-depth interviews such as the difficulty to analyze and interpret the obtained data. The difficulties lay within the hidden messages and interpretation in how the participant express themselves, which could be hard for the interviewer to observe (Malhotra, et al., 2012).

3.5.3 Topic Guide

To prepare our semi-structured interviews a topic guide was used as a guidance. The topic guide provided an informal list of questions that were asked in no specific order. To conduct the topic guide, the research questions have been used as a guidance for the interview questions, this in order to cover the research questions and purpose of the thesis as well as to conduct valuable questions for insights. The topic guide also put emphasize how the questions were asked, this in order to ask the questions in a good way so the interviewee is comfortable answering. Furthermore, the questions should be open-ended and invite the interviewee to reflect. Although, the topic guide is flexible, the questions should be organized, with opening questions, question around key topics and closing questions (Easterby-Smith et al., 2012). The questions that arose from the topic guide, see Appendix 4, were asked the interviewees. However, the appendix does not present all of the questions, many of the questions resulted in follow up questions and further discussions.
3.5.4 Pre-test

To ensure the survey is operative, a pre-test was conducted. In order to address and eliminate problems beforehand, problems that otherwise could arise during the interviews (Bryman, 2012; Malhotra, et al. 2012). Additionally, Malhotra et al., (2012) suggest that for the most accurate pre-tests all parts of the questionnaire should be tested. The participants of the pre-test should be selected from the same population as the intended interviewees (Malhotra et al., 2012). In this thesis, a manager from a company that fulfilled the criteria from 3.5.1 Data Collection, conducted the pre-test. The pre-test was completed by a manager of a family business through a telephone interview and the critical questions were afterwards restated and in some cases completely removed.

3.5.5 Interviewees Selection

To answer the research questions of this thesis, the empirical findings consists of interviews from participants of contacted family businesses in the Jönköping region. The interviews were held with participants of different positions, for instance CEOs, social media managers, owners etc. 8 out of the 11 interviews were held with a person from the owner-family. All of the interviews fulfilled the criteria from 3.5.1 Data Collection. In total 11 family businesses were interviewed. However, a number of companies were contacted via emails and phone calls, but due to lack of time or interest companies declined to participate.

3.5.6 Interview Conduction

11 interviews were completed, with a total time of 9 hours and 20 minutes. Due to lack of time for the companies, 4 out of the 11 interviews were held through telephone. These telephone interviews tended to be shorter than the face to face interviews, see Table 1. During the interviews, the authors divided the positions, one was asking questions and the other one observing, taking notes and interpreting the conversation. The interviews lasted approximately 45 minutes each and only one time, due to the limited time frame. Before the interviews started the participant was given an explanation about the purpose of the research and the process of the interview which can be read in Appendix 1. In Appendix 2 can the formalities in Swedish
be read as this was the language which was presented to the participants. The formalities were written down beforehand, based on the 3.5.2 Interview Method and 3.5.3 Interview Conduction. The formalities were read together with the interviewees before each interview in order for the authors not to forget any important information and to provide the exact same information to all the participants. After the formalities, an introductory question was asked.

The interviews were held in the offices at the companies, which also provided insights about the environment of the different companies. The interviews were held in Swedish since it is the native language of all the participants. The authors chose to use the native language of both the participants and the authors, to assure valuable comments and answers would not be excluded in the interviews. It was assured that the interviews were held in an appropriate language and attitude, in order to gain credibility. The interviews were also audio recorded, to assure the authors did not miss any information provided by the interviewees. The fact that the interviews were audio recorded was informed to the participants before the interview started. The authors were the only ones with access to the recordings and the participants were also informed that the recordings were to be deleted after it is no longer useful for the thesis. Furthermore, the participants were informed that the interview will be completely anonymous and that their names or the company names will not be mentioned in the final thesis. It was also made clear that they are free to withdraw their participation during all times. The participants were informed they were free to ask any questions or mention any concerns before the interview started. In the end, it was mentioned that the purpose of the information is only for this particular thesis. In order to make the participants feel comfortable and pleased after the interviews, it was made sure to show appreciation towards the participant for contributing to the research. The authors did not close the interviews before all the information, from all the interviews were collected.

3.5.7 Secondary Data

The secondary data, is data that has been collected for other purposes than your research. Furthermore, the secondary data include data from organizations and online resources. Therefore, the secondary data are quick resources of background information. Hence, secondary
data should be used with consciousness since the gathering has been of other kind than fulfilling the purpose of your particular research topic (Malhotra, et al., 2012).

The secondary data of this thesis has been of significance in order to find information about the interviewed companies and relevant literature. The secondary data has been collected from books, websites and articles from academic journals. The data has primarily been gathered from Primo, the database of Jönköping University library, using the search words; *Family Business, Social Media, Employer Branding, Small-Medium Enterprises, Employer Attractiveness and PO-fit*. For articles that have not been provided by Primo, Google Scholar has been used as a complement. Furthermore, snowballing approach has been adopted in order to find relevant articles within the field of the research.

### 3.6 Data Analysis

This thesis has an epistemological position and uses the approach of interpretivism since the purpose of this thesis is to understand the different actions of the social roles of humans. The focus of interpretivist lies in conducting research of people rather than objects (Saunders, et al. 2009). The interpretive approach does not test a hypothesis but rather explore a marketing phenomenon. The interpretive approach is supported of more detained small cases, in the case of this thesis the in-depth interviews with managers from family business (Malhotra & Birks, 2007). In order to understand the different actions, the thesis have used open coding. The technique of gathering data through open coding refers to dividing subjects and labels them into sub-categories. (Saunders, et al. 2009).

### 3.6.1 Data Assembly

Data assembly refers to the process of gathering information from data from various sources such as notes, observations written down during or after the interview and reflections of the researchers or the observer. Furthermore, gathering theoretical support of secondary data, recordings and transcripts from those recordings will contribute to the process of data assembly (Malhotra & Birks, 2007). During the process of interviewing the selected companies, the authors kept notes of observations and reflections from the interviews. The researcher, when
conducting a qualitative investigation also goes through a learning process, since the researcher might see different things as the interviews go on. Keeping notes helps the researcher for the data analysis as it categorizes and interprets the collected data. This in turn will help to get a deeper and more general understanding. It is therefore suggested that the researchers maintain four sets of notes to structure the process and thereof improve their reliability. The four sets are; brief notes written down during the interview, detailed notes written down right after the interviews, comments about problems that arose during the interviews, and a draft of running documentation of analysis and interpretation (Malhotra & Birks, 2007).

Transcripts are hard copies that contain the questions and answers from the interviewees. Transcripts are an essential part and for many studies the primary data source, and much focus should be considered. When producing the transcripts, it is better to work through the recordings and then assemble together the components using the labels. This process is very time consuming. After the interviews were transcribed, and the labels were structured the authors selected which data was relevant and which was not. (Malhotra & Birks, 2007).

All the interviews were being recorded, in order to guarantee all the information of the interviews was captured. The idea of recording all the interviews also served the purpose as the authors later on transcribed each and every interview word by word. As the interviews were all held in Swedish, the gathered data was cautiously transcribed to assure that information from the interviewees was interpreted in a precise way. The transcripts from the audio recordings and the notes taken during the interviews were a groundwork for further analysis of the collected data.

3.6.2 Reduction of Data

After assembling the data through transcription, the next processes were to structure the empirical data gathered from the interviews. This process implies to reduce less relevant information from the collected qualitative data (Malhotra & Birks, 2007). In order to collect the most significant data and reduce the transcripts the authors code the data. Coding the data helps the authors to link responses from the different respondents, the authors created labels and categories of similar ideas, concepts and themes (Malhotra & Birks, 2007).
To draw empirical findings from the interviews, different groups and categories were labelled in a spreadsheet. This in order to achieve a good structure and overview of all the information within the different categories (Malhotra & Birks, 2007). This in order to answer our research question and in order to find a relation between, family business, employer branding, social media and PO-fit. The coding process was first conducted with a set-up of a wide range of coding categories descended the previous stated labels. When the labels and categories were complete the data were thoroughly analyzed and categorized within these different labels. Malhotra and Birks (2007) state that one sentence could have several categories since the interview might “talk about different tracks.” Therefore, sentences could have many different categories. During the coding process new codes occurred due to new insights gained during the interviews. The coding allowed to find differences or similarities within the family businesses. The coding continued as long as new and valuable insights were received and a discussion from this could be made (Malhotra & Birks, 2007).

### 3.6.3 Data Display

Once the data was reduced, the data display summarized and structured the information that have been collected through the qualitative research. The data display gave the reader an overview of how the data is related to the empirical findings and how it is coded (Malhotra, et al., 2012). The connections of the data should be made in a clear way. The conception and the use of displays are not the end output of the analysis, instead it is an essential part of the analysis process (Malhotra & Birks, 2007). Displaying the codes is further referred as thematic analysis (Bryman, 2012). The summarized data was displayed in from of an electronic spreadsheet. The spreadsheet consists of different columns and rows for each interviewed company. The columns gave details about each of the interviews and are summed up in the final column were notes are made of each issue. The rows explicit the different issues discussed during the interviews this different issue will be guided by our topic guide and will help us to relate and identify issues (Malhotra, et al., 2012). The gain from this approach is to be able visualize the data and to move around the data and the different opinions and connections. This is of especial advantage when there is more than one research who is doing the analysis of the data. The disadvantage of
moving around the data and re-categorizing the data can however become very disordered process (Malhotra & Birks, 2007).

This thesis used thematic analysis by displaying an electronic spreadsheet in form of a codebook, see Appendix 3. For the first phase of the codebook, key words from the interview transcriptions created different themes and categories. These key words resulted in several different topics that summarized the interviews. Furthermore, the key words were categorized and linked to each other, resulting in more specified categories. The following phase structuring the data, the concept of data structure by Corley and Gioia (2004) was used.

The codebook of this thesis Appendix 3, resulted in 33, 1st order concept, 10, 2nd order themes, and 3 aggregated dimensions; Family Business Management; Employer Branding; Personal and Organizational Values. Furthermore, the number of instates of the 1st order concepts explicit how many times the area of concept has been discussed. Moreover, the number of instances gave the authors a suggestion of the themes significance. The codebook includes a column for citations, where relevant citations for each 1st order concept are presented. Some of these citations will be mentioned in the empirical findings in order to give the reader a more extended insight of the interviews.

3.7 Research Ethics

The data collection within the research includes contact with people, consequently, there is a potential to abuse the research by taking advantage of these participants. If the participants feel they are being mistreated or misrepresented, the consequence could lead to participants not wanting to participate in studies in the future or perhaps not be honesty if they agree to participate in future studies. Therefore, mishandling of the research could result in an unethical research which could affect the quality of the research and cause serious damage to the researchers. During the research design, there are concerns about the participants’ rights that needs to be respected. This stage also makes decisions and assurance about hidden video-or-audio recorders. The research must be designed so that the participants’ right, safety and privacy are protected. The anonymity must also be guaranteed for the participants (Malhotra, et al., 2012). To assure the anonymity in the thesis the participants of the interviewees was informed
about the audio-recording and also that we can assure their anonymity as the authors will be the only one with access to the data, which can be read in the formalities Appendix 2.

3.8 Research Trustworthiness

When ensuring the quality of the research, it should cover two main criteria, trustworthiness and authenticity. Trustworthiness is consisting of four criteria; credibility, transferability, dependability and confirmability. Credibility parallels with the internal validity and represents the reliability and the level of truth in the findings (Bryman, 2012). Furthermore, transferability assures the findings have applicability in other contexts. Using a qualitative research also impose that the sample group will be smaller and the possibility of the participants sharing the same characteristics is higher (Bryman, 2012).

Lincoln and Guba (1985) state it is an empirical issue when findings in one context, or perhaps same context appear at some other time. It is therefore of importance to provide for others that the database will be possible for transfer of the findings to other contexts. Dependability is adopting the auditing approach of the conducted research, indicating that records are kept during all phases of the research. This in order to make it possible for any other researcher to make the study possible. This thesis emphasize this in the chapter of Method. Additionally, confirmability is assuring that the authors are not being biased, acting in good faith and not indorse personal values or distinctly trying to point the research findings (Bryman, 2012).

A method used for ensuring trustworthiness is triangulation. Triangulation is a method of using more than one method or source of data. The perspectives of the data analysis are from several researchers and therefore the credibility can be assured. This thesis will be supported by triangulation since the research is led by two authors, and by this assuring two different perspectives of the thesis (Bryman, 2012). Using different academic articles of the relevant literature for this thesis emphasize, the different perspectives and implications of the topics will through triangulation assure the credibility.

The other main criterion is authenticity, which raise the broader aspect of the political influence of the research. Authenticity includes the five criteria fairness, ontological authenticity,
educative authenticity, catalytic authenticity, tactical authenticity. The mentioned criteria will help to ensure that the research is understood by members and that they are empowered and furthermore feel engaged to take actions based on the research (Lincoln & Guba, 1985).
4. Empirical Findings

The fourth chapter of the thesis will present findings from the interviewed family businesses. The chapter is divided in three main sections that followed from the coding process. The chapter starts by presenting the family business management, in order to gain insight of how the complex family business is functioning. Further, findings of the companies’ employer branding strategies are presented. Employer branding is discussed and findings of how the interviewed family businesses are presented. Lastly personal and organizational values and how the family businesses are integrating these in their business strategy is presented. Furthermore, the empirical findings are the foundation for forthcoming analysis.

4.1 Interview Information

Table 1 is presenting the reader short information of the interviews. The order of the companies in Table 1 is randomly stated, arranging from 1 – 11. The column, “No. of employees” is giving the reader an indication of the company size. All interviews held the ambition to be conducted face-to-face, but due to lack of time and inconvenience for the interviewees, telephone interviews were also conducted. As noted in the “Duration” column, the telephone interviews did not last as long as the face to face interviews. For further information see 3.5.3 Interview Conduction.

<table>
<thead>
<tr>
<th>Company</th>
<th>No of employees</th>
<th>Interview type</th>
<th>Duration (min)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company 1</td>
<td>&lt;200</td>
<td>Telephone</td>
<td>35:00</td>
</tr>
<tr>
<td>Company 2</td>
<td>&lt;100</td>
<td>Face - to - Face</td>
<td>53:00</td>
</tr>
<tr>
<td>Company 3</td>
<td>&lt;50</td>
<td>Telephone</td>
<td>37:00</td>
</tr>
<tr>
<td>Company 4</td>
<td>&lt;25</td>
<td>Face - to - Face</td>
<td>51:00</td>
</tr>
<tr>
<td>Company 5</td>
<td>&lt;50</td>
<td>Face - to - Face</td>
<td>47:00</td>
</tr>
<tr>
<td>Company 6</td>
<td>&lt;50</td>
<td>Face - to - Face</td>
<td>72:00</td>
</tr>
<tr>
<td>Company 7</td>
<td>&lt;50</td>
<td>Face - to - Face</td>
<td>65:00</td>
</tr>
<tr>
<td>Company 8</td>
<td>&lt;25</td>
<td>Face - to - Face</td>
<td>56:00</td>
</tr>
<tr>
<td>Company 9</td>
<td>&lt;250</td>
<td>Telephone</td>
<td>27:00</td>
</tr>
<tr>
<td>Company 10</td>
<td>&lt;25</td>
<td>Face - to - Face</td>
<td>51:00</td>
</tr>
<tr>
<td>Company 11</td>
<td>&lt;250</td>
<td>Telephone</td>
<td>49:00</td>
</tr>
</tbody>
</table>

Table 1: Interview information
4.2 Introduction to Aggregated Dimensions

The purpose of this thesis is to understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit. Creating a codebook lastly resulted in three aggregated dimensions; Family Business Management; Employer Branding; Personal and Organizational Values, see Appendix 3.

4.3 Family Business Management

The aggregated dimension of Family Business Management includes how the family businesses are managed and how decisions are made. The second order themes within Family Business Management, gave the authors knowledge on how family businesses are managed. This in order to gain valuable insights, background and information on how possible actions are reflecting family businesses’ work with employer brand through social media and the implementation of the PO-fit. The most outstanding themes reflecting family businesses are how the companies are managed and the leader characteristics of managers, how the decisions are made and in what extend managers are willing to adapt change. Following the aggregated dimensions resulted in three 2nd order themes; Leader Characteristics of Family Business, Decision Making and Change Management.

4.3.1 Leader Characteristics of Family Business

Most of the interviewed companies were managed by the second generation family members, in some cases even the third. During the interviews many of the companies saw themselves as highly committed and passionate workers. Some of the companies argued the commitment to the family business is stronger compared to non-family businesses. Together with stronger commitment the interviewees mentioned that the family businesses are managed by feelings. In fact, the 1st order concept, “Managed by feelings” is mentioned 19 times. Furthermore, some of the interviewees felt that their own values are reflecting in the company.
"You think in another way when you have a family business, it's possible that you are more rational in a non-family business, because they do not have the emotions that we of family businesses have " - Company 2

Moreover, all of the companies agreed that they have more similarities with other family businesses compared to small medium sized non-family businesses. This mostly due to the personal responsibility and all the extra time and effort you give the family business. The commitment to your business and the feeling of “being your business” is by the interviewees always said to be positive. One company was stating this as a positive aspect and advantage, since they always are available even after official office hours are over. One example from one interviewee was that they are always reachable on their mobile phones. The interviewee continued describing this as a characteristic of a family business and not something that would be related to their business size. Referring to that all the work effort is not paid and that the ambition, passion and responsibility you have for the family business make you do things any way. The ambitions of working hard would later unintentionally reflect and passes over to the employees. This was described as for better and for worse. The interviewee, because of the high commitment, felt that they also unintentionally demand too much from their employees. The hard work, is a life style you need to have, in the same way you need to have respect to others that has not chosen this lifestyle. Furthermore, the interviewee was referring this to be the difference between family businesses and non-family businesses. The company continues that find the balance between work and life style can be hard sometimes.

"You are so compassionate of the family business, in a way you cannot be as an employed CEO, you are prepared to make a lot of sacrifices" – Company 4

On the questions whether the companies saw more similarities with other family businesses or other small businesses in the same industries, the majority of the companies agreed on they resemble themselves with other family businesses, independent size of the businesses. The similarities relates to the strong values and the significant leadership of family businesses.
“I think that we have more similarities with other family businesses, because the businesses are managed in similar ways. They tend to be managed in the same way independent of size, as long as the family is responsible for the business” – Company 6

“I would say we have more in common with other family businesses, I think it has to do with that we both have strong values and manage the business in similar ways” – Company 9

Company 8, also see more similarities with other family businesses but stress the importance of meeting companies form the same industries and size for other inputs and exchange of different experiences.

“I think that we have more similarities with family businesses, but since we are working with e-commerce, we also need inputs from businesses within the same industry and size” – Company 8

Company 7, said that family businesses are founded because the owners are dedicated or have a big passion for something. Company 6 is marketing themselves by their grandfather and the story about his entrepreneurship. Although Company 6, stated the importance of marketing your business from other aspects than history from the past and being a family business. Company 5 on the other hand argued that the entrepreneurial spirit is more superior in family business.

One company mentioned family businesses tend to be less professionally managed due to the lack of external directors. A reason for this could be, that there is often two or more-family members in charge of the corporate management, which leaves out any external inputs for decisions making.

“Since we are family, we have the same lines of thoughts meaning we agree in most decisions” – Company 5.

Another company described that family businesses operate in a different way than listed companies. Since family businesses have another way of managing the business and since the family is in charge, the effect might be the management will be less professional.
4.3.2 Decision Making

The decision-making process of family businesses were in most cases found to be fast. Some responses related this to the firm size, or the fact that they are in charge and do not need to wait for approval from external stakeholders. The reason for faster decisions is argued by many companies due to their close work with not only managers but also staff and customers. The fast decision processes are by two companies also said to rather help them be flexible in their decision processes.

“I do not need to ask for someone’s permission” – Company 4.

"An advantage of being a family business, is that decisions can be made faster. The decision paths are shorter, if you want to communicate something you can do it within 5 minutes" – Company 3

Managers of family business are also seemed to claim a high control over decisions within the business, not least in the decision of recruiting new employees. More companies agreed, the decision is of extra importance since you in one way are recruiting to your family. Furthermore, they stated that the behavior of the manager is important, since employees are as their children and children adapts behaviors. Company 2 was even referring to that they take it personal if an employee resigns, because they see their employees as their family.

4.3.3 Change Management

To summarize family businesses’ approach to change, they were not afraid but cautious of changes. Five number of instances indicated that the companies are not afraid of change but a major of ten times companies mentioned they were cautions of change. Company 5 stated during the interview they are cautions to changes and could also agree on being more conservative.

"I think family businesses are more entrepreneurial but cautions to changes” – Company 5

“Family businesses tend to be more conservative” – Company 5
"Of course, we are not afraid of change, but it's not that we're looking for them" – Company 2

During the interviews, it is mentioned eight times decisions in family businesses are made with more long-term factors. Companies mentioned that a family business is managed for survival and not for financial purposes. Companies were also seeing the aspect of not being run for financial purposes as a factor why family businesses can be more flexible. This since they do not need to show good financial results to stakeholders or boards of directors. Several companies hope to be perceived with a family feeling and that the financial results are not as important as the end results. The companies argued they want to be accessible, that it should not be any difficulties to reach the business. The accessibility should be shown not at least towards the employees.

"I think family businesses differ in their way of long term thinking. If the company has been family-owned for three generations, it would be a desire to continue that way, also resulting in long-term investments" – Company 8

Some companies referred the caution thinking as a way of a long-term perspective. Company 2, for example, said that investing in inventories and pay them straight away could either be seen as conservative or as a way of thinking in long-term perspectives. Company 9 indicated their development during the past year is a result of them not being conservative and being open to change. The development process starts with the manager having an open mind and with a combination of a strong work force and good market prospects.

“The development of the business would not be as successful, if it were not for us being open to change” -Company 9

The interviewed companies were linking initiative of change to a aspect of generation. Several of the companies discussed about questions of differences in generations, the coming generation are often of knowledge and the willingness to be open minded toward change. Another reason for change resistance mentioned by a company could be that in family business the change of generation happens too late and would prevent innovation.
“Family businesses that are owned by the younger generation are run in a different way” – Company 8

Company 8 said, that the younger generation is more open to change and development, than the current generation in charge. Company 10 who belongs to the younger generation and are intended to inherit the family business, said it is acceptable waiting for changes, because you know that your time will come, were you can make changes. Moreover, it is also mentioned that when the present generation once inherited the business they made changes to satisfy their current needs and requests.

“When my dad took over the business he made some changes and improvements after his requests, soon it will be my turn” – Company 10

“I have been more open for changes and more inclined to changes than my dad” – Company 8

Companies mentioned generation shifts by saying that; “Maybe it is the third generation that is needed” – Company 5. This argument is concerning the digital improvements that might be needed to keep up both with the development and the competitors and their digital changes. When talking with interviewees from the younger generations they said “I think change is fun” – Company 8. Furthermore, “As far as I been involved in the company there have been a lot of changes” – Company 8

4.4 Employer Branding

Based on the findings from the interviews of Employer Branding this section resulted in four 2nd order themes, namely; Internal Marketing, Marketing of Family Business, Externa vision of Family Businesses and Social Media.

4.4.1 Internal Marketing

The findings from the interviews showed employer branding as a concept is something the majority of the companies were not familiar with and needed an explanation of the term. However, when explanation was given the importance of the concept was understood by all the
companies. Many companies explained they have thought about employer branding even more these days as it is of higher importance than ever before as for example skillful employees in general are a limited resource.

"I believe employer branding is equally important for all companies, family or non-family business. I think it will become more important in the future for all employers." -Company 1

Most of the interviewees said that employer branding is not particularly important for family businesses per se. They argued all companies need a good employer brand, especially in the future. However, a few companies believed family businesses are better at employer branding than non-family businesses. They argued the reason is they work with more values and feelings during decision processes and the financial aspect is not the primary incentive for the family businesses.

Nevertheless, some of the companies considered employer branding to be especially important for family businesses. As the family business is often a legacy passed on from family members, they also feel they are the face of the company outside the office as well. Another aspect is that if employees do not respect the business and do not represent the company in a suitable way the owner would be the one who is responsible for the employees’ actions. One interviewee explained it feels like the owner is the company personalized and any bad reputation will reflect the owner as a person.

Several companies interviewed also argue that a good employer brand is made up by having employees talking well about the family business. If the employees are satisfied that is a positive factor for the business and will contribute to the business image, it will give the message that the company cares for their employees.

“If you have 50-60 employees and all of them are talking the company in good terms with their friends and family, is a true PR dream” - Company 6.

Several companies discussed the importance of their employees feeling proud over their jobs at the company, since that will result in a better meeting with the customers. Also, it is important
to lead by example, as the owners’ attitudes reflect the employees that are ambassadors for the business. The findings show that the family businesses interviewed, expect their employees to be ambassadors of the company.

"It is very important that my employees feel proud over their jobs, that pride will in turn show when they meet customers" - Company 2

4.4.2 Marketing of Family Business

A number of the companies said they purposely market themselves as family businesses as both employees and customers perceive it as something positive. When working close to the customers, one interviewee also mentioned that the family business concept probably is relating to trust and security. Company 2 believed it gives a positive influence for the business as the owners have recognizable faces and that people have a chance to actually see the owner. Many interviewed family businesses also have a story behind their brand they want to highlight in their marketing. Most of the companies however, did not think it is of disadvantage to emphasize they are a family business.

Only one of the companies responded they highlight to a broad extent that they are a family business. In their social media strategy, they would plan their posts, and think them through very well and try to connect the family business name. For example, they would have posts of the business owners, and in that way give the company a face and a heart.

“*The fact that we are a family business I think gives a stable and longstanding image in all we do*”- Company 3

Some companies responded they do not market so much that they are a family business. They do not feel the need as so many people know they are a family business already. The situations when they are marketing they are a family business is in situations of business presentations or during special events. Some also have it stated on their websites and believe people associate family businesses as being more personal, which will give the customer better service.
A few companies said they do not market at all that they are a family business. Their main argument for that was that many people already know their existents and their background. They are well-established, and that word of mouth helps to market them to attract new customers. One company responded if one is not comfortable to market it as a family business then it is not a good idea to do so, one needs to always stand up for what you do.

Many companies mentioned it will probably be more important to market themselves as a family business as the company expands. Partly due to the fear that the family business sense will disappear as it expands, since the family businesses would like to be perceived as more personal and run the business based on emotions. The background of the family business could be something to lean against and focus on the history of the family business. Company 8 also respond once the company expands thr pressure from media could be bigger and the position of the family business name could be more important.

“I think it is even more important to keep the core values the bigger the business grows. It is a fear of mine that the values will disappear as the business expands” - Company 6

Several of the companies interviewed mentioned IKEA, and that they do see them as a role model in the field of family business. IKEA are not controlled by quarterly reports and can instead be focusing on the development their company, which is something that several of the companies mentioned is of importance for them.

“Last year we had great financial results, but this year we are aware of it will not end up with such great results. I know this since we have invested in new equipment and trained some of our staff” - Company 2

“Spontaneously I think Ingvar Kamprad have meant so much for family enterprises, as he has shown that family business is not something to be ashamed of.” - Company 7
4.4.3 External Vision of Family Businesses

Many family businesses mentioned it feels like a more personal business as criticism often is harder to ignore and taken more personally by the owners. Both when it comes to dissatisfied customers as well when employees for different reasons want to quit.

“If someone is not pleased with our service, or dissatisfied, I tend to take that personally. If I had worked for another company I do not think I would have had been as hard on myself” - Company 10

“If I hire someone that later wants to quit, I do take it personally. Since it is my company and they are sort of my family” - Company 2

One of the most occurring arguments during the interviews was that family businesses see themselves as being more personal than non-family businesses. Furthermore, they mentioned they want to be perceived by both customers and employees as more personal. Several companies interviewed provide services that require them to be in private homes. Company 2 argued it feels more genuine to have a family business name, compared to if Company X AB were to come to a customer’s private home. Many companies mentioned that one of their advantages over non-family businesses is that they are more personal.

“We are all about our customers and employees in all we do. It is something very important for us as owners and I do believe that this focus characterizes the rest of the business and our way to work” - Company 3

Many companies said they become very close to their customers and therefore, it is of importance to make sure that customers have about the same extern vision as the family business. Depending on the age of each family business that were interviewed, the older businesses responded they know their customers very well, as they see customers return to their business. One company that was interviewed mentioned that they do not have any form of marketing, they have been around for such a long time people know where they are and what
they stand for. This company also mentioned, they feel they have a close relationship to many of their customers.

Quality and to make sure it is well done is of high importance, since the owner stands behind the brand. The majority of all the companies, responded they strive to achieve quality and good service. A few companies mentioned think they are perceived as being expensive, but they also have a better service mind. Many companies also responded they want to be perceived as being honest and that customers can trust the company and want to offer them good products and services.

“I do tell customers who ask, that there might be cheaper places to buy these products, but we offer a personal service. For example, we pack their carts so they can just drive off when it’s done” - Company 10

A few companies argued their long-term approach impacts them to have a closer relationship with customers, distributors and employees. One company was asked a follow up question, if they measure how they are perceived as having a long-term approach and sustainable for their customers and employees.

“It is nothing that we measure, we just know and feel that” - Company 9

“We are all about our customers and employees in all we do. That is something very important for us as owners and I do believe that characterizes the rest of the business and our way to work” - Company 3

Many companies responded that besides giving their customers the best quality and service, the focus on their own employees is very important as they in a way also are their customers. That the employees are treated well and to be a worthy employer is of essence. Many companies mentioned they care for the employees and strive to make them feel appreciated. One company said they want to be seen as an employer who lets their employees grow and develop as a person.
4.4.4 Social Media

Of the interviewed companies, 9 of 11 responded they use some sort of social media to different extents. Most of the interviewed companies who currently use any social media channel, said they spend on average 15-60 minutes per week on social media preparations. However, three companies responded they spend at least one hour per day. The specific times stated in minutes for each company can be find in Table 2 below. Furthermore, Table 3 shows information about the social media use of the 11 interviewed companies. Social media is referred to Facebook and Instagram.

<table>
<thead>
<tr>
<th>Company</th>
<th>Time Spent on Social Media per Week (min)</th>
</tr>
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<tbody>
<tr>
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<td>0:00</td>
</tr>
<tr>
<td>Company 2</td>
<td>15:00</td>
</tr>
<tr>
<td>Company 3</td>
<td>15:00</td>
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</tr>
<tr>
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<td>60:00</td>
</tr>
<tr>
<td>Company 10</td>
<td>0:00</td>
</tr>
<tr>
<td>Company 11</td>
<td>2400:00</td>
</tr>
</tbody>
</table>

Table 2: Average time spent on social media per week

<table>
<thead>
<tr>
<th>Company</th>
<th>Does Use Social Media</th>
<th>Does not use Social Media</th>
<th>Have a well-structured Social Media strategy</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>Company 2</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company 3</td>
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<td></td>
</tr>
<tr>
<td>Company 4</td>
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</tr>
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</tr>
<tr>
<td>Company 11</td>
<td>X</td>
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</tr>
</tbody>
</table>

Table 3: Use of social media
Many companies who use any social media do not use the statistics that social media can provide. A few companies responded they check the statistics provided, but do not work in accordance to it. However, Company 6 said they actively check the statistics and what each posts result in.

Not many companies claimed they use a well-planned social media strategy. Although, a few companies admit they do consider carefully what they post on their social media accounts. They want to inspire people who visits their social media platforms and therefore mean it is important to think about what images of their products that will make it on their platforms. Company 11 stated that they have a well-planned social media strategy and are aware of what they post on every separate social media channel. They also have a plan on how many posts per week that will be uploaded on their platforms. Their main purposes of using social media are to be able to reach their existing network and to increase the awareness among potential customers. Company 8 said the purpose for using social media is to bring awareness to the business and their products. Company 8 had different strategies for different social media channels, Instagram for example should be used to inspire their customers, rather than trying to sell and market the products in an obvious way.

Even though companies who responded they do not have a well-planned social media strategy use social media to show if they have purchased some new equipment or new products. A few companies responded they post activities that have been done together with the employees and when celebrating the businesses for special occasions.

Many companies, including the companies who do not use social media that much, responded one of the main reasons for using social media is recruitment and advertisement of open vacancies. However, some are not sure that it is useful as they do not observe the statistics of social media. Recruiting via social media is considered by Company 6 to be very beneficial, since it provides a wide distribution and at the same time markets your company. When posting job possibilities, it could get shared and reach thousands of social media users. Some companies said they use social media for recruiting new employees. Company 6 needs employees only for
certain occasions agreed it is beneficial to use social media when hiring, since you forward information fast and with a wide spread and reach thousands of social media users.

Company 7 said they had success using social media for recruiting as they were able to make the ad for the position very creative and in that way attract suitable applicants for their position. Even though this ad attracted many applicants the quality of the candidates was very high. The reason why so many qualified applicants applied Company 7 argued is that the company first showed a fun side and therefore encourage applicants to do the same and open up and laugh at your own expenses.

“We are an authentic company that delivers the best we can. But I do not think it is a disadvantage to show that your company can be fun and laugh at your own expenses”- Company 7

Company 6 and 11 said they use social media to a very large extent. These companies also have employees that are hired for the purpose of only working with social media channels. The social media responsible at Company 11 stated they are expected to make sure to show their values in their posts. Company 11 have developed four leading words in order to display their values. These words are presented in each post they upload to communicate their values. Furthermore, Company 8 has employees, with limited time, that work with their social media accounts. These employees also handle requests from influencers who are interested in collaborations. Company 8 responded they use Facebook and Instagram as it is suitable for their business and their products. They also have accounts outside of Sweden, they have chosen to divide the accounts, since the different markets require different content. Moreover, they said it is a challenge since they do not have a set social media strategy. The company’s ambitions is to hire a person fully dedicated to only deal with social media and which influencers to do collaborations with.

2 of 11 companies from the interviews stated they do not use any social media in any area of their business. The main argument for Company 1 was they have seen the social media channels of the competitors and open criticism is something they are afraid to deal with. When asking follow up questions, about their future vision regarding social media channels Company 1 said they are thinking about creating an Instagram account, but definitely not Facebook. As they are
redoing their webpage an Instagram account would probably increase the traffic to their webpage, Company 1 said.

"We have seen so many bad complaints on Facebook of our competitors, which is not a nice reading. That is the main reason why we do know have a Facebook page for our company" – Company 1

Company 10 responded they do not use any form of social media channels, they do not even have a website yet. But when asked what they think about the future, they said it would be interesting to start to use Facebook and Instagram for their business. The biggest challenges Company 10 predicted related to social media channels would be to take pictures with good quality and create valuable content.

A few companies said they do not spend the amount of time of their social media as they wish to. The lack of time prevents the companies to develop their social media channels. One common challenge some companies mentioned, is the lack of knowledge when it comes to social media strategies. As the development of technology has increased dramatically during the last decade many said they miss the competences they predict social media requires. A few companies also said this results in that they lose interest in social media platforms. Three companies mentioned the development of their social media platforms probably will require the next generation and their competences to direct the strategy of the family business. Company 8 that also have international customers finds it hard to know how to deal with different social media accounts that are customized for different countries. At the moment they perceive themselves capable of operating their different accounts, but in the near future it will require someone with higher qualifications to plan suitable social media strategies.

“The technological growth is too fast for me and since I personally do not use social media, it challenges me a bit. I think it also depends on my generation” - Company 4
A few companies said they think it is a challenge how to deal with criticism that appears on their social media channels. These companies are dealing with services of some kind, and during the interviews some companies said it is hard deal with the fact that customers have an easy access to write their dissatisfaction on the company’s social media platforms.

Company 5 and Company 6 mentioned one big challenge is to see how they are reaching out to current customers and potential customers. The challenge to measure to which extend they are visible on their customers’ Facebook pages is also something they struggle to measure. Company 8 is a company facing challenges on how to measure the level of profitability. Company 11 said actively measure statistics but recognizes themselves in the challenges of evaluating the return on investment.

Company 7 admitted they do not have the resources social media requires and are aware of that fact that social media could be interesting for the outside world. However, Company 7 have the knowledge about social media content, therefore, would not be interesting to post pictures from the coffee room that does not contain any valuable content.

The majority of the family businesses interviewed responded they do not think family businesses have any advantages over non-family businesses regarding social media. However, two companies responded one advantage family businesses have is the decision process does not have to be as long. If you want to post something, it could technically be done in less than 5 minutes. A family business is not only managed from seven in the morning to five in the afternoon, but rather all day, one company mentioned. This gives the family business an advantage to be available and accessible for everyone at any time. Another advantage argued by Company 11 is that family businesses can be more personal, they have a face and a heart that can be shown on their social media channels, which non-family businesses do not have in the same way. Furthermore, company 11 is emphasizing that social media is a two-way communication. Due to the more personal appearance of the family businesses social media would be an effective platform for communication.
A few companies said the reason they have created for example a Facebook page is because their competitors use it, that it is the norm amongst companies today to have social media channels. Company 5 said they do not have social media only because of their competitors, but rather that social media is something everyone has and therefore Company 5 uses it. Company 8 partly agreed that many businesses probably have social media accounts because their competitors have it, that businesses get influenced of the trends that your competitors have adopted from the social media world.

4.5 Personal and Organizational Values

Our findings displayed family businesses are to a large extent specified by their way of managing the business by feelings, but also specified by the strong values held by the owners that permeates the business. Questions regarding personal and organizational values were asked to find out how family businesses are visualizing their values through the recruitment process. Questions about the organizational values were sectioned in three sub headings; Employees, Recruitment and Values of Family Business.

4.5.1 Employees

A number of companies discussed the pride of working at a family business should not just be something experienced by the family members but also by the employees. Despite many employees from the business are not family members, they are seen as an important part of the employer brand. The companies spoke about their employees acting as employer ambassadors and advertising the family business booth as a business but not least them as employers. Company 6 referred their employees as important customers to their own business as an effective advertisement.

Company 11 continued with the challenge and the importance of communicating the values of the company to the employees. The reason for satisfied employees working as employer ambassadors also is the reason why it is so important to inform the employees of the business values.
"If I'm enthusiastic about my job, I want my friends to start working here as well and then I will be an effective advertisement for my company brand” – Company 11

Company 2 mentioned the importance of displaying a well-managed appearance of the company this not only concerning their products but also the employees. Since the appearance of the employees will become the customers’ perceived image of the company. Companies highlighted the importance of appropriate employees when meeting customers.

"It's really important that employees feel proud of their jobs, because they reflect proudness when meeting the customers” – Company 2

Company 6 agreed the most important for them is that the employees are well-being and they are proud over the products and services, and not least the company they are working for. Company 8 argued family businesses put more effort in working for the very best of each employee, even more than other non-family businesses are able to do. However, the company continued reasoning it can be a factor connected with the size of the company. Smaller businesses have bigger opportunities to individualize work duties that suit the individual employee, in a way bigger companies cannot.

4.5.2 Recruitment

During the interviews one company emphasized the important of the recruitment processes and point out they cannot afford a recruitment that turns out to be wrong. Affording both concerning the financial aspect, but also afford not having hard working employees, or employees with values that does not match your business. The recruiting process of family businesses tend to be rather informal. Companies mentioned the importance of meeting in person to feel the personal chemistry. Therefore, the attendance of the manger during the interview is indicated as a crucial part. Since mentioned by one company, the employees are the face of the company and they are reflecting the values. The company is furthermore stating that therefore, the decision of the employees being right is of high importance.
Although, some of the companies stated the reason for a family member being present at not only for the decision but also through the whole interview process is a coincident. The findings show all of the companies have at least one family member present during the interviews and they are in control over the final decision. The recruitment processes among the interviewed companies were held under quite informal circumstances.

“We are not using any personality tests, we keep our recruitment processes quite simple” – Company 8

“It is important to have the right person at the right place, it is me or my wife handling all the recruiting” – Company 7

Furthermore, more simple recruitment processes are supported by several of the companies. There are just a few companies working or have worked with recruitment agencies. Among our interviewed companies, the larger companies were the ones who use or have used recruitment agencies when hiring new employees. However, all of those companies only used the agencies when recruiting higher positions within the company.

Company 7, one of the smaller companies used to hire recruitment agencies, but after a while using their service, they came to the conclusion the service was not useful for them. Furthermore, they realized they by themselves could find better employees. The candidates Company 7 founded were also a better match with the values of the family business. Company 7 finished the statement by arguing that investing time and effort in the recruitment process, will pay off fast, even though a lot of resources were invested. Moreover, many of the companies stated they are recruiting employees from contacts, networking and from tips of current employees. By recruiting from contacts, several of family businesses stated, they already early in the process can assure the person of interest is holding about the same values as the family business.

The findings showed close to all of the companies are posting on their social media that they are recruiting. Two of the companies have solely managed their recruitment processes on social media. Company 6 only saw possibilities of recruitment using social media. According to them
it is hard to accomplish the same reach capacity, somewhere else than what social media platforms provide. Company 7 did a targeted ad regarding a position vacancy. They got really good responses, and the advertisement resulted in a successful recruitment. Company 7 added they preferably ask their current employees for tips for new employees.

A repeating pattern of the recruitment process among the interviewed companies was that the recruitment process seems to differ depending on the position. In general family businesses are using a quite informal recruitment process especially for positions that do not require higher educations. For example, a number of the companies were not using personality tests, except when recruiting administration or management positions.

“We have only been using personality tests on positions for administration, not for the other positions” – Company 2

The importance of assuring the recruitment process was altogether mentioned 19 times. Although emphasizing the importance, close to all of the companies did not possess a method or process for assuring that the employee has similar values as the family business. A few companies talked about the importance of asking for references, but all the companies agreed on personal chemistry is the most important, you just feel if it is right or not. Company 2 think that it from time to time can be very hard to assure the recruitment just by the interview process. It is after the interview that you really have the time to see the values of the employees. Company 2 highlighted the importance to take feedback from customers especially when recruiting. Company 8 agreed on the importance of matching values but even more they emphasized the importance of the employees being transparent and adaptive.

"We take care of the recruitments ourselves, because it's important to feel the personal chemistry. When you're a small company, it's extra important that you are able to work together"

” - Company 3

“It is more important that the employee is adaptive, than that they in the beginning should have the same values as the company” – Company 8
Several of the interviewees stated that except for shorter employments as summer internship, all have exclusively worked at family business this concerning both family members and non-family members. This was more natural to some of the interviewees since they inherited the business from family members. Nonetheless, several of the interviewees have actively choose to work for family businesses. One employee that not is a part of the family owner states the choice of working at family business as;

“I like working for family businesses, since you carry their legacy and have values to communicate” – Company 10

4.5.3 Values of Family Business

All of the companies agreed on that values of the family business are a significant part of the family business. Furthermore, all agreed on that the corporate culture is stronger in family businesses. Some mentioned family businesses have more distinct values than non-family businesses. Company 8 agreed on the stronger corporate culture of family businesses, although they emphasized the size of the company may be a significant factor. Nevertheless, Company 8 said family businesses to a greater extent strives to keep the feeling of familiarity.

"I think the business culture is stronger in family businesses. You are closer to each other, but it may depend on how big the company is " – Company 8

“The corporate culture and our values are the most important, otherwise we will fade and loose the soul and purpose of the company” – Company 11

Furthermore, Company 3 argued the values of the owner family are permeated in the family business, which according to Company 3 is both good and bad. Company 6 further described they think it is important it is the family’s values that are explicit throughout the family business. Additionally, one company described the importance for the owner to be open towards new ideas and inputs from the employees, because otherwise there would be limited development of the company.
Some companies also mentioned for bigger companies it is more important to openly communicate your business values. Company 6 explained it as the fear of losing your business values when the company develops and expands. All companies agreed of the importance of strong values, but they also agreed on the challenge of communicating them. The bigger companies have also experienced it more difficult to communicate the business values the more they expand.

"I think that the more our business grows, the more media pressure we will get. And it will be more important to focus on values and show that we are a family business" – Company 6

Concerning communicating the values when recruiting, some of the companies stated that they are communicating the values as early as in the job application. Whereas others mentioned the values during the interviews. Regarding communication of values to current employees, almost all companies responded they work with direct communication. Most companies declared there is no specific documentation or a method on how communication values should be done. Company 3 mentioned the importance for them having engaged and visible managers, that the managers through the way of action shows the employees were the business values are. Company 11 argued, that as they have expanded the communication of values to their 200 employees is challenging. Company 11 is also one of the largest companies interviewed.

“Since we are a family business the values are a natural part of the business” - Company 5

According to the findings, communicating the family business values is something the smaller companies are not emphasizing in their social media. Most companies agreed on all companies have advantages of communicating their values through social media and family business per se do not have any specific advantages over non-family businesses. However, some of the bigger companies can although see great advantages of being a family business when communicating their values through social media. The fact that social media is a two-way communication channel and given that family businesses might be more personal in their management.
“Social media is a two-way communication and of that reason it becomes more personal and close. Therefore, social media is a really good platform for family businesses” – Company 11

During the interviews the importance of the employees’ values were mentioned seven times. Overlooking the findings, the discussion of employees’ values is important for all of the companies interviewed, although the number of instances is not frequent. Since family businesses are known for their strong business culture the question were asked if they were afraid values of the employees could reflect the company negatively.

All 11 companies agreed none of them had any previous problems with employees’ values reflecting negatively on their business. Neither were any of the companies afraid of the issue in the near future. Nevertheless, they agreed of the importance that the employees express good values and morale during working hours, since they get in contact with customers of the business.

"It is very important the employees are in line with our values. But as we work so close, their values will eventually be formed after our business values” – Company 5

“'The employees who meet with our customers, those employees we are cautious they treat the customers the way we want them to be treated” – Company 3

Some companies would see severe values as a problem if they knew they existed and knew they harmed the company. However, the companies are so sure of their employees that they know what kind of values the employees are processing or expressing.

“I would probably feel worried if I felt that someone had extreme values and opinions, but that have never been a problem." – Company 5

The interviewed family business in general did not express it is more important for family business to work with their values compared to other business, but it rather would be more natural for the family businesses. One company followed up by saying values are equally important for all companies independent if it is family owned or not, but if its family owned it is managed by heart and feeling and not managed only for the financial best. One company
described the values directing a company are those set by the management regardless if it is a family business or not. However, the companies agree values are a huge part of the business and are in all cases reflections of the owner’s values.

The employees might not be familiar with the precise values of the family businesses, but several of the businesses claimed the employees would still describe the family businesses in words associated with the family business values. Company 8 was referring that the values is something that just exist and permits the entire business.

“If you would ask the employees about our values, they would perhaps not state them. But they would probably describe the business by similar words in line with our business values” – Company 8

On the questions whether the companies saw more similarities with other family businesses or other small businesses in the same industries, the majority of the companies agreed on they resemble themselves with other family businesses, independent size of the businesses. The similarities relates to the strong values and the significant leadership of family businesses.

“I think that we have more similarities with other family businesses, because the businesses are managed in similar ways. They tend to me managed in the same way independent of size, as long as the family is responsible for the business” -Company 6

“I would say we have more in common with other family businesses, I think it has to do with that we both have strong values and manage the business in similar ways” – Company 9

Company 8, also see more similarities with other family businesses but stress the importance of meeting companies form the same industries and size for other inputs and exchange of different experiences.

“I think that we have more similarities with family businesses, but since we are working with e-commerce, we also need inputs from businesses within the same industry and size” – Company 8
5. Analysis

The fifth chapter of the thesis will provide the reader the empirical findings and its relation to the frame of reference. The analysis follows the same structure as the empirical findings presenting the analysis in three themes of Family Business Management, Employer Branding and Personal and Organizational values. Lastly, the model of influencing factors is introduced and a summary of the analysis is presented as guidance towards answering the research questions.

5.1 Family Business Management

Conducting the empirical findings, companies discussed about strong values both possessed by the business but also by the family business owner. Literature states the owner values are overlapping with the family business (Corbetta & Salvato, 2004). Literature furthermore, claim that family businesses are not identified by being managed by a family, but rather how the management are formed in family businesses (Chaua et al., 1999). The interviewed family businesses argued they are possessing strong values. Additionally, literature is stating that values and norms of family businesses, are the differentiating characteristics from non-family businesses (Fletcher et al., 2012; Koiranen, 2002; Schein 1995). However, the empirical findings displayed the family businesses did not think values are more important for them compared to non-family businesses, but that it might be more natural for them. Values are something that is permeated in the business, rather than something the family business actively communicate.

“I do not think values are more important for family businesses, but I think values are a more natural part in the work of a family business” – Company 1

“I think that in family businesses the values are deeply rooted, and the values are not necessarily documented” - Company 3

The empirical findings displayed family businesses resemble themselves with other family businesses rather than other businesses of their own size and industry. Literature by Lansberg
(1983) state it is not the size that distinguish family businesses from each other. Moreover, the empirical findings also presented the interviewed companies saw more similarities with a family business like IKEA, than other small-medium sized non-family businesses in the same industry. This indicates that values and culture play a bigger part of family businesses and are factors that are differentiating family businesses from non-family businesses (Schein, 1995).

"I see more similarities with other family businesses, since we care about the business in another way compared to non-family businesses do” – Company 4

The entrepreneurial climate in family businesses is emphasized by Zarah et al., (2004). Something that during the interviews the family businesses were not expressing in detail. None of the companies were directly speaking of themselves in the terms of being entrepreneurs. The companies were resembling themselves to manage a family business rather than see themselves being entrepreneurial. However, Leal-Rodríguez et al., (2017) state the existing gaps in literature regarding entrepreneurial culture and family business. This could consequently be the reason way the subject was not widely discussed during the interviews. Furthermore, Zahra et al., (2004) state that strong family culture is created by innovative and entrepreneurial business managers. The empirical findings are not supporting that a stronger innovation is made through family businesses with a stronger entrepreneurial management. Although, consider innovation many companies saw the issue of digital innovation and social media as an inquiry of a younger generation.

“My dad was a bit resistance to social media, e-commerce and digitalization. You have to promote those changes a bit more, but I think it is a question of generation rather than innovation” – Company 9

5.1.1 Managerial Values and Decision Making

Hall and Nordqvist (2008) state the importance of committed business managers and owners. Furthermore, in accordance to previous research, employees hold higher trust and devotions to managers of family businesses (Chrisman et al., 2009). Moreover, the companies saw their values as a part of the owner values. Following the individual value orientation effect the
behaviors and how the manager is acting in decisions (England 1967). The empirical findings showed the family business in a big extend is managed by feelings and of what feels right, which is furthermore supported by (England 1967). The result from the empirical findings presented the importance of present managers not least for interview purposes. All of the interviewed companies stressed the importance of devoted managers and several of the companies are also emphasizing a visible management. Additionally, companies point the characteristic of visible management as a differentiating aspect from non-family businesses.

“I think that values are personalized in the family business due to the strong owner engagement” – Company 11

"We do not manage our business from documents or written plans. The owner family are instead very committed and hard working in the business every day. I think that way of working the owners shows the employees how the business should be managed” – Company 3

Small -medium sized companies compared to larger businesses are said to have a more simple and centralized decision process (Blili & Raymond, 1993; Zahra et al., 2004). The interviewed companies talked about their ability of fast decision processes which also helped them being more flexible in their decision-making processes. Additionally, interviewed family businesses related their more centralized decision processes to their smaller firm size and not as a characteristic of being a family business. A statement that also goes in line with the previous research with in the field of family businesses (Blili & Raymond, 1993; Zahra et al., 2004).

“We are a small business and few people in charge, it allows me to take fast decisions, that’s a really good advantage” – Company 4

“I believe we are sometimes too quick with our decision making. Some of our most important decisions have been decided in the car on our way to work”- Company 6

Fast decision processes are argued by some companies as a way for them to be more flexible. Family business are inflexible (Hauswald et al., 2016), something the companies did not agree with. Although the companies did not see themselves as inflexible. However, Leal-Rodriguez
et al., (2017) state the smaller size of small-medium sized businesses allows them to be more flexible. The empirical findings displayed that the interviewed family businesses are not afraid but are cautious for changes. Discussing the approach of changes with the interviewed family businesses caused a variation of responses, some companies did not agree being resistant to change. Company 6, could not at all relate being change resistant. Other companies would not mention the word conservative but could agree to a more cautious view of change. A few interviewed family businesses were very change resistant in their business strategies. Family business are change resistance and use rather conservative business strategies (Hauswald et al., 2016; Ward, 1988; Donckels & Fröhlich, 1991).

Arguing the fast decision processes and the family businesses approach to change, numerous of the companies related this aspect with the advantages that small–medium sized companies have no requires working with external boards. Companies are also referring to that external boards would interfere in decisions and prolong the process of decision making. Company 6 argued it allowed them to be more flexible and effective in their way of working. Company 6 also argued not being a listed company is resulting in a greater flexibility and faster decision processes since there is no need for awaiting a decision processes from an external board. This goes in line with the literature (Leal-Rodriguez et al., 2017).

"We are rather way too fast, maybe because we have no external board of directors to defend our decisions against" – Company 6

Company 2 argued if they worked with an external board they would feel pressure that every quarter report need to show good financial reports and would limit them of making long term decisions. Even though the discussion about long-term perspective of family business, there is no literature supporting this in the frame of reference.

Company 2 referred to that they can make investment one year for generating a good result in long-term, but the result for that quarter would not be satisfying. The argument further supports the literature by Aronoff (2004) who state if family business only attraction would be finical rewards and only focusing on financial rewards, family business would forget their reason to
sustain and thereby also the importance of their values. Not having finical result as focus is something companies are mentioning several times.

"I think finical rewards are secondary focus in many family businesses” – Company 6

Furthermore, Company 2 was discussing the importance of having a long-term approach of the business and supporting this by taking decisions that also will facilitate for the business in the future. Literature describes the family business performance considering other focus than economy performance (Sharma et al., 1997). One company compared themselves with non-family businesses and discussed their different way of considering financial assets.

“Non-family businesses can borrow financial assets to show a good result, but we as a family business consider financial aspects differently” – Company 2

Despite all the advantages for family businesses not being controlled by an external board. A few companies related this to that family businesses might be less professional managed. For an effective management of family businesses, a high engagement from family members is required (Hall & Nordqvist, 2008). Following many of the companies stated the importance of a close management and visible family-owners.

“A family business can be less professional managed, since its only family members deciding” – Company 8

“I think visible and engaged ownership is what differs family businesses from non-family businesses” – Company 9

The aspect of higher engagement of owners in family businesses is also supported by literature (Sharma et al., 1997). The aspect of less professional management of family businesses was mentioned by a few of the interviewed family businesses and those were only speculating when discussing. The less professional management were only speculations from the interviewees. Further the literature state, how the family management is affecting the management still are required more research (Sharma et al., 1997). Hence, literature by Hall & Nordqvist (2008)
highlight being professional does not only imply education or other formalities but important understanding of the family business.

"A listed company is required to show quarterly reports and constantly show results. Regarding family businesses the family is in control and the decision process is not controlled externally, therefore it might become less strict." – Company 8

5.2 Employer Branding

There are mixed opinions among the interviewed companies whether they should and how much they should market they are a family business. When marketing a family business, many companies had experienced a positivity perceived form customers and employees. One company argued it gave a more personal touch to market the firm as a family business, while another company argued many people already know they are a family business. As mentioned in the frame of reference, there are an uncertainty among human resource departments weather to openly communicate the level of the family influence (Micelotta & Raynard, 2011).

Previous research stressed the importance of corporate history (Blombäck & Brunninge, 2009). Although only a number of the companies said they actively market themselves as a family business, this referring to the larger interviewed companies. Those family businesses also implied the more they develop, the more important that kind of marketing strategy will be.

“I think that keeping your business values is more important the more you develop, you are more concern they will disappear with the pace of development” – Company 6

Those family businesses that did not market themselves as a family business, stated their customer already knew they were a family business and they saw this as a competitive advantage, since the customers related family businesses to trust. Communicating your family business will generate a unique factor as it is related to trust (Chrisman et al., 2009). Family businesses have competitive advantage of marketing themselves as family-based brand (Micelotta & Rayanard, 2011). The findings support this literature since none of the businesses,
think it would be a disadvantage to openly market the family business. Although, few of the companies actively marketed themselves as family businesses.

5.2.1 Employer Branding in Social Media

Social media and digitalization have become a reality many businesses have accepted (Arjomandy, 2016; Lin et al., 2017; McCann & Narlow, 2015; Tainminen & Karjaluoto, 2015) which was clear as 9 of the 11 interviewed companies use at least one social media channel for their business. However, the majority of those 9 companies do not have a well-planned social media strategy and do not take the full advantage social media services provide. For instance, the majority do not check and follow the weekly statistics that are offered. The majority of the companies said they do not use the statistics in any way. However, what many companies thought was one of the biggest challenges regarding social media, was how they can see who and if they are reaching out to current and potential customers. This is supported by the literature as it states many small-medium sized businesses do not take the full advantage of the benefits social media tools offer (Tainminen & Karjaluoto, 2015).

The companies that do not have a well-planned social media strategy did respond one major reason for why they use social media is because of their competitors. They have been influenced of the trends in the digital world their competitors have adopted. Literature by McCann and Barlow (2015) support this and showed in a survey one of the top reasons for small-medium sized businesses to adopt social media is because their competitors have it.

Businesses should accept the trend of social media as it will contribute to the business (Lin et al., 2017; Kluemper et al., 2016; McCann & Barlow, 2013). However, 2 of the 11 interviewed companies do not use any social media channels. One of the two companies claimed the reason why they do not use social media is due to the risk it might ruin the reputation of their family business more than it gains your business. This is mentioned in the literature as it states it is the main argument why businesses do not adopt social media (Sivertzen, et al., 2013). The second company does not really have a reason for not having any social media channels. However, after further discussion they would not mind starting an Instagram account in the future. Kluemper et al., (2016) continue to argue social media will contribute to increase your business
reputation as the rest of the employees of the business will have a chance to join the online conversation about the company. It would be unreasonable for businesses to ignore the constant increasing number of online users (McCann & Barlow, 2015).

In the empirical findings, most of the companies that use social media use it mainly for recruiting and advertising open job vacancies. It was argued by the companies to be very beneficial, for its low costs but also that it offers a convenient way of market the business. One company said recruiting through social media offers a more creative recruitment process. Social media is increasingly used in employer branding and has changed the way of how to attract potential employees (Sivertzen et al., 2013). Furthermore, social media allows businesses to find and attract applicants at a low cost and in optimal time (Sivertzen et al., 2013; Arjomandy, 2016), which is something that is not mentioned once during any of the interviews. What recruitment through social media also contributes with is the increased pool of applicants (Kluemper et al., 2016) something that Company 7 had experienced.

“As we used a Facebook ad for an open position, we attracted many more applicants than ever before. Even though, we attracted so many, the quality of the best ones was really high” - Company 7.

Taiminen and Karjaluoto (2015) argue small-medium sized businesses are in the early stage of adopting social media into their business strategy. Small-medium sized businesses are also the ones who have many benefits, such as increased growth and competitive advantage. Many of the companies mentioned they do not think they as a family business have more advantages over non-family businesses regarding using social media. However, two companies believed the faster decision-making process is an important factor that could be count as an advantage compared to non-family businesses. One company also mentioned the more personal part of being a family business is something they can take advantage over when using social media. Lin et al., (2017), argue that information communicated via social media is often perceived to be more personal and realistic.

Many of the companies interviewed responded they saw several challenges concerning social media. Many companies agreed they do not spend as much time on their social media channels,
due to lack of time and knowledge. Three companies also mentioned they rely on the coming generation to possess the competences the development of the social media channels will require. The expected knowledge of the next generation and social media cannot be assumed if it is due to features of family businesses or of small-medium sized businesses in general.

A challenge that were brought up during some of the interviews was how do deal with dissatisfied customers writing their angry comments on their social media channels. As all the customers including potential customers have access to both write own comments and read others comments. This is explained by the fact that communication via social media is much less controllable by the companies (Lin et al., 2017; Taimen & Karjaluoto, 2015).

5.3 Personal and Organizational Values

The interviews demonstrated several of the companies understood the importance of the employees feeling pride when working at the family firms. Some of the companies talked about the importance of having satisfied employees talking in good terms of the family business as good employer. Research is saying that employer branding is perception of current and potential employees (Backhaus and Tiiko, 2004; Sivertzen et al., 2013) Furthermore, potential employees should find the family business as an attractive employer (Kissle & Büttgen, 2015; Sivertzen et al., 2013). In long lasting employment the match between potential employee and intended business is significant (Hauswald et al., 2016).

Company 2 emphasized a well-manage appearance of the employee since they will become the customers’ perceived image of the business. Silvertzen et al., (2013) furthermore state the employer brand as a process of building an identity for both potential but also existing employees.

Research shows employer branding as a field, is evolving and its importance to businesses is well known. An effective employer brand has several benefits, such as attracting new employees and retaining the current ones (Kissel & Büttgen, 2015; Sivertzen et al., 2013). Even though, the importance of employer branding, is no news when mentioning employer branding not many interviewed companies were familiar with the term and could not exactly explain its
meaning. When explanation was given all the companies agreed about the importance of employer branding and mentioned this is more important than ever before. Many companies interviewed linked an effective employer brand to positive effects on attracting new employees.

Employer branding is also related to the level of attractiveness and reputation of a company, which will influence potential employees to perceive the organization as an attractive employer (Kissel & Büttgen, 2015; Sivertzen et al., 2013). Following, employees would find an attractive business when values are shared (Cable & Judge, 1996). This can be find in the empirical findings when the companies discussed the importance of your employees talking well about the business they work for. Furthermore, will give the external audience a view that the company cares for its employees.

“If you are happy with your work, and speak well about your employer, I believe that is extremely important for the reputation and the development of the business.” - Company 8

Employer branding is efficient when dealing with both internal and external marketing (Sivertzen et al., 2013). The companies interviewed mentioned it is very important their employees are proud of their jobs as it will result in many good outcomes, for instance better meetings with the customers and helping improve the awareness of the company. Together with this, many companies mentioned their leaders should lead by example so this will reflect on the employees as they are brand ambassadors of the family business. Several of the interviewed companies mentioned they expect their employees to be responsible brand ambassadors.

Several interviewed companies said they purposely market themselves as a family business, as those companies believed is connected to something positive. The main argument the majority of the companies mentioned was the fact that family businesses are more personal than non-family businesses. Many companies said they want both employees and customers to see them as very personal businesses. One company believed being a family business could give the impression of being more “real” with a face and a heart, especially when succeeding in communicating your business values. Many companies stated their personal side is an advantage over other businesses as well. Literature support this by saying that employer branding is an efficient way for recruiting and attracting new employees, as this allows
businesses to differentiate themselves from their competitors. Employer branding could also be beneficial to attract applicants who hold similar values to the business’s own values (Foster et al., 2010).

5.3.1 Ensure the Right Employee

Small-medium sized businesses have a characteristic of being organized in a simpler way (Bilili & Raymond, 1993; Zahra et al., 2004). During the interviews it showed that the majority of the companies agreed to have quite informal recruitment processes and they are in many cases recruiting from contacts, network and tips from current employees. One company mentioned it is an effective way to use contacts when hiring new employees, since you are trusting your contact to recommend good people. Only a few of the companies have hired recruitment agencies and those were the largest companies of the 11 interviewed family businesses. The literature states an effective employer branding is a beneficial way to attract talented applicants who hold comparable values to the organization’s values (Foster et al., 2010).

During the interviews it was mentioned 19 times, that assuring the right employees are hired is of importance. However, almost all the companies do not have a set system for assuring the right employees are hired. Therefore, it is again argued that having ongoing development of the employer brand will support the processes of recruiting and attracting talented applicants (Foster et al., 2010; Punjaisri & Cheng, 2010). The empirical findings demonstrated several companies said they cannot afford recruitment processes turning out wrong.

“If I hire someone that later on wants to quit, I do take it personally. Since it is my company and they are sort of my family” - Company 2

The interviewees also discussed the importance of finding the right employees. Company 6 mentioned that the engagement from the family members reflects on the employees. Research by Azoury et al., (2013) state engaged employees are an essential part of business development. Family business in general holds a higher engagement than non-family businesses. The
interviewed companies emphasized finding the right employees because it will result in longer commitment to the businesses. Entering long lasting employment the values of the employee and match of the intended business is of importance (Hauswald et al., 2016).

The interviewed companies who use social media, all reported to have used social media for recruitment purposes and one company they do not see any negative aspect of using social media when searching for new employees. The predominant social media channel used for recruiting by the companies was Facebook. Roulin & Bangerter (2013) suggest it is more suitable for PO- fit to use Facebook for recruitments over social media, as it provide a more personal touch, which is something the interviewed companies do mention is distinctive about family businesses whereas LinkedIn is more appropriate for PJ-fit.

### 5.3.2 Match Between Family Business and Employee

Research by Hauswald et al., (2016) suggest job-applicants are comparing their values with the proposed business before entering an employment. Furthermore, Hauswald et al., (2016) refers that job applicants who emphasizes conservativism would request applying for family businesses. Several of the interviewed who were non-family members, stated they have most or exclusively of their working life been employed at different family businesses.

“My previous job was also at a family business, and actually the job before that was also at a family business, so this is my third time working for a family business. I think that is very nice, as it is has a nice value to pass on” – Company 11

However, regarding the citation and additional findings from the interview, the findings do not explicit whether the employee from company 11 would be conservative or not. Since the interviewee continue to describe the pride of communicating the family brand. The result might support that job applicants prefer businesses with shared values (Cable & Judge 1996; Judge et al., 1992).

All the interviewed family businesses valued the importance of finding applicants that shared values with the family business. These statements relate to research by Cable and Judge (1996)
and Hauswald et al., (2016) state employees compare their values to the organizations of interest and that they prefer businesses with mutual values. The companies are not familiar with the PO-fit itself. Although, the companies are aware of the important of agreement of patterns between the businesses and the employees’ values. An argument that by Chatman (1996) is defining the PO-fit.

Furthermore, the findings explicated the values of the family business in an extensive way are permitted from the family owner itself and following that emotions are a big part of how the company is managed. The research implies there is a higher chance for job applicants to apply for jobs matching their own values (Judge et al., 1992).

The fit between job applicants and the organization are described as patterns between the businesses and the job applicants’ values (Chatman, 1989). The findings showed that the businesses emphasized the employees’ values but also that the employees’ values are after a while formed after the family business values. Moreover, this specifies the focus of the person-organization fit, the employees ‘values in relation to the organizations’ values and how these are affecting the individual employee (Chatman, 1991).

Furthermore, the finding explicit all 11 interviewed family businesses are not afraid of be negatively affected of the employee values. But the family business do not measure the values between the employee and their organization in a direct and meaningful way (Cable & Judge, 1991) the managers of the family businesses, state it is something they just feel.

5.4 Model of Influencing Factors

To better understand how family businesses can deal with employer branding through social media and attract employees with shared values implementing the PO-fit, a model of influencing factors for family businesses are developed and is displayed below in 5.4.1 Influencing Factors of the PO-fit. This section will provide a written explanation of the model and underlying concepts. Moreover, the following headlines are based on the research questions and will act as summaries of the analysis. Hence, several of the findings satisfied more than one research questions.
Figure 1: Model of influencing factors

5.4.1 Influencing Factors of the PO-fit

Employer branding is the central part in the model of influencing factors since all family business strategies will affect the employer brand, which ultimately impact the PO-fit. The model is based on family businesses, their strong characteristics and what influence the PO-fit. Family businesses with their strong values, culture and business management permeate the entire model of influencing factors and directly affect the PO-fit. Furthermore, a well-functioning PO-fit will generate a match between values of employee and organization and will contribute to a better preforming family business.

Findings conclude, values are a vital part of family businesses and therefore the values are a significant part of this model. Values are directly connected to the family business and influence the employer brand. The values of the family business will influence the employees, and the employees’ values will influence the family business, which in turn reflect the employer brand. In this model employees refers to both current and potential employees. An effective employer branding will affect the current employees’ perception about their employer. Satisfied employees will through their values impact the whole family business.
From the findings, there is no disadvantage for family businesses to show their values in social media. In fact, presenting values and being more personal would be beneficial for the competitive advantage of family businesses. As the technique advances and digitalization constantly increases social media channels also have the potential to influence the employer brand of family businesses. When family businesses plan a useful social media strategy, the employer brand will be more visible for both customers and employees of the organization. Furthermore, employer branding will influence social media by affect followers and content. However, values of the family business have greater impact on social media than employer branding and therefore the connection from employer brand to social media is not emphasized.

Social media and employees are factors from the findings that will influence the PO-fit. From social media potential employees will gather information about the company and thereby also comparing values. How the PO-fit is affecting social media is not emphasized in this thesis, since the purpose was to understand how the PO-fit is influenced. Important influences from employees can be founded to impact the PO-fit. In the findings the family businesses stated the importance of employees working as employer ambassadors. Furthermore, the employees with matching values of the family businesses will eventually be a result of the PO-fit.

5.4.2 Family Values a Differentiating Factor of the Employer Brand

Family businesses are in literature differentiating themselves through their strong values and culture (Fletcher et al., 2012; Koiranen, 2002; Schein 1995). The interviewed businesses agreed. However, the interviewed companies did not think the values were more important to family businesses compared to non-family businesses. The values and culture were such a natural part the family businesses did not thought of the values in their daily business management.

Moreover, the family businesses resemble themselves with other family businesses independent of size or industries which was surprising at first. But was furthermore something that was related to the strong values and culture the family businesses hold. Consequently, mentioned by several interviewed companies the strong values and culture are consequences of high commitment and devotion of the family business managers. Following, the employees of family businesses possess higher trust and devotion to their managers. This allows the employees a
more trustworthy way of communicating values. Assumption could be made that the employees feel more trusted, which gives them more opportunities of communicating their own values at their work surroundings.

There were a few interviewed companies who actively market they are a family business. Literature states there is still an uncertainty on whether the level of family influences should be communicated or not (Micelotta & Raynard, 2011). However, none of the family businesses had experienced marketing themselves as a family business as a disadvantage. The companies agreed values as being more personal-related company will be beneficial as they could be perceived as more real and having a heart and a visible face to both customers but also to their employees. In accordance to findings from the interviews, the personal side is what differentiate family businesses and what literature states is showing the personal side is useful when using social media channels as it gives the online users a more personal and interactive perception of the business.

Some of the companies already market themselves as a family business. However, several of the companies interviewed did not mention to broadly in their marketing that they are a family business despite that none of the companies had experienced the influences reflecting the employer brand in a negative way. Although, it might be discussed there is a question of lack of time and knowledge for the family businesses not marketing themselves as a family business. The question still remains why not more companies actively market themselves as family business since most of the companies agree that there are no specific disadvantages.

The interviewed family businesses were not familiar with the terms concerning employer brand. However, they all understood the meaning of employer brand. A few companies believed family businesses were better at communicating a strong employer brand than non-family businesses. This due to the strong values of family business, combined with a business management lead by more feelings than in non-family businesses. However, the question still remains why the family businesses, as they said are better communicating a strong employer brand, do not use this advantage and market themselves as a family business.
Even though, the stronger values of family businesses, none of the family businesses were afraid the values of the employees would reflect their employer brand negatively. They had no way of assuring the employee values. Still all companies agreed that the employees are important for their employer brand, since the employees are representing the business when meeting customers and work as employer ambassadors when meeting friends and potential employees.

Observing the findings, there is no doubt the values and culture reflect the employer brand, something the model of influencing factors demonstrate. Furthermore, the business values and culture are further reflections from the business owners. It can be discussed that the values of the family businesses are equally much reflecting the businesses despite the business size. Although, the extent the employer brand is communicated could be a question regarding the company size. Moreover, the value and culture are such a natural part of the family businesses, the values and culture are permeated throughout the whole business and so also to the employer brand.

It cannot be overlooked most of the interviews were members of the owner family and those who were not worked close to the family business owners. Therefore, the question whether the rest of the employees feel the business values are permeated throughout the business still remains since the purpose of thesis report did not focus on the employees’ perception of the family business.

5.4.3 Attracting Employees through Social Media

The results from this study and literature show small-medium sized businesses tend to be organized in a less structured way. The interviews gave example, when discussing the informal recruitment processes and not many of the interviewed companies have used or currently use recruitment agencies. However, among the interviewed family businesses who use social media, recruiting was a common purpose for many of the businesses. Together with the findings many companies have family members involved at some point along the recruitment process, a matter of control rather than convenience was clear among the responses. Recruiting through social media also provides the family business owner the degree of control over who will be hired, as it is up to the business to be responsible over the entire recruitment if they prefer.
Social media have benefit for small-medium sized family businesses such as it is easy to use and to a low cost and does not require extensive pre-knowledge. However, these benefits are something that is not mentioned at all during any of the interviews with the family businesses. What is shown in many responses is that they do not have the knowledge they assume social media requires.

Throughout the thesis, the person-organization fit has been considered to observe its potential benefits for small-medium sized family businesses when recruiting through social media. PO-fit suggests that job applicants compare their values to the organization’s values before considering entering an employment with the potential business (Backhaus & Tikoo, 2004; Cable & Judge, 1996; Chatman, 1991). To gather information and compare an organization’s values are not difficult tasks due to the increasing digitalization and usage of social media channels. Social media platforms provide online users with great amount of information about organizations, which let job applicants to gather a lot of information about the potential employer and facilitate the job applicant’s search time about an employer. However, several companies mentioned is it important for them to meet potential employees to feel if they are suitable for their company. Which is in accordance with found literature states mangers with strong values tend to work in a way they feel is right. Why PO-fit was chosen to be an appropriate approach for small-medium sized family businesses is based on it benefits to match the businesses with the attitudes and behavior of employees. PO-fit strives to match employees with the goals and values of an organization, as research suggests it is a greater chance for employees to remain at the business. A major concern is that there is a research gap weather how the job applicant recognizes a match (Hauswald et al., 2016). Furthermore, the appropriateness of PE-fit was discussed as it is positively linked to career involvement, satisfaction at work and the degree of commitment to the organization, which would be highly relevant for small-medium sized family businesses. Although its benefits, PE-fit does not have a positive relation to the intentions of turn over and behavior.

5.4.4 Possibilities and Challenges for Family Businesses in Social Media
Digital platforms and social media are fast moving. Previous research presented family businesses might use more conservative business strategies or be resistant to change (Ward, 1988; Donckels & Fröhlich, 1991). The interviewed businesses would not use the word conservative, the causes of that might be discussed. Assumptions could be made that conservative is nothing the family businesses or any companies would like to be associated with. Therefore, many companies instead used terms of being cautious of changes. However, the companies did not agree they would be inflexible which contradicts the literature (Hauswald et al., 2016). The companies argued they had fast decision processes and it allowed them to be more flexible. A fast decision process and flexible management would be a reason for family businesses to use social media, since social media is fast moving. Hence, family businesses in general claim high control, a reason for them not using social media would be due to the lack of control (Lin et al., 2017; Taiminen & Karjaluoto, 2015).

Furthermore, one company actively market their business as a family business. They saw advantages of being a family business when communicating, marketing and recruiting through social media. The company argued social media as a two-way communication and that it would give them as a family business an advantage due to their more personal way of communicating. Furthermore, several of the family businesses relate their more personal communication of the business being suitable for social media platforms. Hence, several of the interviewed businesses could during the interview not state a specific reason why family business per se would be suitable for social media. Analyzing the findings, the questions would be difficult for several of the businesses to answer since few of them actively used social media or felt they hold the required knowledge and therefore also were limited to see the opportunities of social media.

Literature demonstrate digitalization and social media are the new reality businesses must accept and embrace (Lin., 2017; McCann & Barlow, 2015; Taiminen & Karjaluoto, 2015). It is also stated that small-medium sized businesses do not take the full advantage what digital tools can provide (MacCann & Barlow, 2015; Taiminen & Karjaluoto, 2015). However, our findings indicated that embracing this fact is tougher for some interviewed companies. Some companies have a difficult time to embrace it due to lack of knowledge and in some cases lack
of interest they argued is required for use of social media. Two of the companies had not yet accepted the trend and are reluctant to include social media into their business strategy.

The findings showed almost all companies are present somewhere during the recruitment process. Recruiting through social media is beneficial, as it is relatively easy to use and do not necessary need an external part to help. However, a challenge with social media is that the communication is less controllable, as it is a two-way communication, which can be critical for family businesses. One company said it is the biggest reason their company does not use social media at all. It is difficult as they are not in control of what is being said about their business.

Literature suggests social media can provide businesses methods that are low in cost, some cases free, and that it is easy to use, to connect with important stakeholders (McCann & Barlow, 2015; Sivertzen et al., 2013; Taiminen & Karajaluoto, 2015). However, during the interviews the companies that saw potential challenges with social media did not mentioned they liked Facebook and Instagram due to its easy-to-use structure or its low-cost. Furthermore, the companies with the biggest challenges did not even mentioned it would be beneficial for them to take a course in proper social media use or hire a professional to look over their social media strategies. Connect with the literature many interviewed companies do not seem to comprehend the importance and benefits that social media marketing can provide to their business, since adoption of social media can provide competitive advantage and business (Taiminen & Karajaluoto, 2015).

To increase the employer brand of family businesses, social media could also help to attract the right applicants. The model of influencing factors is describing the relation between social media and employees which is linked through employer branding. The findings show that many of the interviewed companies have used social media when recruiting new employees and all the companies have had a good experience using it. As social media have made any kind of information available for all online users, potential job applicants will easily find, for them valuable and interesting, information about the company they are considering applying to.
6. Discussion and Conclusion

The sixth and final chapter of the thesis answers the three research questions and the purpose of the thesis. Furthermore, the conclusion is followed by implication and relevance of the study. Finally, further researched and limitation are suggested in order for continued discussion within the topic.

6.1 Research Questions

Although, the field of family business research is a well-studied subject, the field still lacks research and several areas require more research (Fletcher et al., 2012) Furthermore there is a lack in the literature weather potential employees identifies their values and compare them with the intendent family business (Hauswald, et al., 2016) Moreover, the aim of the thesis is to understand how small-medium sized family businesses should deal with employer branding through social media and how they consider values matching when recruiting through the PO-fit.

Hence, the purpose of this thesis is,

To understand how small-medium sized family businesses can improve their employer brand through social media in order to amplify the role of PO-fit.

The three research questions regarding small-medium sized family business are answered below.

How do business values and culture reflect the employer brand?
Family values and culture influence the employer brand, as they permeate the whole business organization. Furthermore, the findings suggest no further effort is made to communicate the family business values, the values are rather unconsciously transmitted through the family business organization. Due to this the values should be written accessible statements instead of abstract norms. All family businesses agreed that to attract the right employees the values and culture are significant parts of the business. It would also be suggested to adopt a more
conscious strategy of including values and culture in the employer branding strategies of family businesses. For more conscious strategy the model of influencing factors, see Figure 1, could be implemented in order to attract potential employees with shared values. Therefore, family businesses should communicate their values, to reach the full advantage of the PO-fit.

**Why social media is suitable for family businesses and what are the potential challenges?**
Challenges family businesses potentially could face are related to the findings that family businesses are more personal and therefore tend to take negative criticism personally. This could result in that they do not use social media in the extent they should, out of fear to disgrace the family name. During the interviews, one of the main discussions regarding social media use, was the lack of knowledge that prevented many family businesses to properly develop their social media channels. What family businesses however should consider is the easy structure most of social media channels provide. As family businesses do not have any external directions, this allows them together with their fast decision-making process to take advantage of the easy-to-use structure social media have, to effectively communicate the desired information. Additionally, social media provides suitable platforms for family businesses to communicate their strong business values.

**Why and how should family businesses use values in social media when attracting potential employees?**
Values and culture are a central part of the family business. However, many times both culture and values are absent in social media. Social media is known for its potential of reaching out, emphasizing the family business values in social media would contribute to a better match of values since the applicants can compare values before applying. Therefore, there is a great advantage of displaying the family business name and the values in social media. As the findings explicit, attracting the right employees is important. For a consistent social media communication, the values should be documented generating a complete picture of the values for all the employees instead assuming the values are being permeated. The model of influencing factors defined the influence social media has on PO-fit, see Figure 1. Implementing PO-fit with strategic use of social media and together with strong values and culture of family businesses.
businesses it will result in a competitive advantage that could attract potential employees. The model of influencing factors is suggested since family businesses do not fully practise the idea of the PO-fit.

6.2 Relevance of Study and Implications

The past years the importance and possibilities of social media has been realized by many businesses (Sivertzen et al., 2013). Family businesses possess strong values and culture, yet literature still debates to what level the family business management should be presented (Micelotta & Raynard, 2011). Additionally, the importance of recruiting the right employees increase. This thesis gathered valuable insights to be able to draw conclusions weather the PO-fit is a suitable theory for family businesses. Furthermore, the employer brand together with the PO-fit and social media could be used in order to attract employees. Family businesses are suggested using PO-fit to attract potential employees with similar values (Chatman, 1991; Hauswald et al., 2016). Although, family businesses are a widely studied subject, there is still a lack of research on family businesses use of social media and how values are used in their strategy of employer branding. All companies have an increased importance of communicating a strong employer brand. Given the unique factor of the family businesses values they can gain a competitive advantage that could be used and in order to attract employees using PO-fit (Micelotta & Raynard, 2011).

Combing the factors of social media and employer branding within family businesses a new model is displayed in Figure 1, in order to emphasize the role of PO-fit. The model suggests influencing factors could contribute to a stronger employer branding following the PO-fit will have a more significant role of the family business. The model of influencing factors will contribute to the PO-fit of the family business. Family businesses do not ideally emphasize the idea of PO-fit, therefore the model of influencing factors explicit values as significant.

The suggestion for family businesses is to communicate their values, in order for get the full advantage of the PO-fit. Hence, for family businesses implementing the model of influencing factors some considerations should be taken in to account. The values should be written
statements and accessible instead of being abstract norms. Furthermore, the values should be more accessible and emphasized and permeate the social media channels.

6.3 Limitation and Further research

As the purpose of the thesis is a relatively unexplored research area, limitations have been realized. A limitation is the lack of research within family businesses and the PO-fit, especially research concerning all areas of; family business, employer branding, social media and PO-fit. Further limitation was not being able to observe their use of their business values and culture in their social media. For further research, it would be of interest to explore their specific social media strategies and the daily family business management.

The thesis was conducted on small-medium sized companies in the Jönköping region. The authors contacted several family businesses who declined to participate in the thesis. A larger sample size would give a more extensive result. Furthermore, conducting sample exclusively from the Jönköping region would be a limitation in order to gain a result applicable to Sweden in general. Therefore, research of companies from different geographical areas should be considered. Following, the research only focused on small-medium sized family businesses. In order to identify if the results are related to firm size or company form, a research including a variation of non-family businesses and family businesses should be considered. Further research of differences in business strategies among different sizes of family businesses should be taken into consideration.

During this thesis two main factors were found, namely family business being less professionally managed and not driven by financial rewards. These factors family businesses mentioned several times and were not expected from the authors. Therefore, further research of how these factors would affect the implementation of the PO-fit should be considered.

In order to understand how the values permeate the family business a study on current employees should be conducted. Furthermore, research concerning how potential employees are perceiving the employer brand of family business is required. This in order to study how
the employer brand of the family business is perceived by current employees and how the family businesses can develop strategies in order to communicate their values more effective.

Research on companies that in a cautious way communicates their values and culture, using the PO-fit could be investigated further. Moreover, the differences between the PO-fit and PE-fit could also be discussed in order to find the best match of theory for the best implication for family businesses.
7. Reference List


Appendix

Appendix 1: Interview Formalities

First, thank you for wanting to participate in this interview.

The purpose of this thesis is to investigate how family businesses can deal with their employer branding through social media. This interview will provide us with information in order to gain insights from family businesses. The purpose is also to offer the results to you and your company. The idea is that the results will give the family businesses insights for the future, regarding social media related to employer branding.

This interview will last approximately 45 minutes and only this one time, meaning that you do not sign up for any further commitments. The interview will consist of approximately 25 questions, which you are free to not answer without any specific reason. Matilda will ask questions, and Julia will write down the answers on the computer. The interview will be audio recorded and it is the just Matilda and Julia who will have access to the recordings. The recordings will be completely deleted after the use of it. The reason for the audio recording is for us not to miss any important information during this interview. The interview is completely anonymous and name or company name will not appear in the final thesis. You as an interviewee is free to withdraw your participation during all times. The intentions with this information, is nothing else than this particular thesis.

During this interview, there are several topics that will be discussed. They are; employer branding, social media, business culture, and business values.

If there are any questions, comments or concerns regarding any of this, there are time to ask them now.

Again, we will thank you for participating in this interview and research!
Appendix 2: Interview Formalities is Swedish

Först och främst, tack för att du/ni ville ställa upp i vår undersökning gällande familjeföretag.

Syftet med den här uppsatsen är att utforska hur familjeföretag hanterar employer branding genom sociala medier. Tanken är att denna information kommer att ge oss insikter om familjeföretag som värdefullt kommer att bidra till vår uppsatsen. Vårt andra syfte med uppsatsen är självklart att delge dig och ditt företag resultat. Tanken är följande att resultaten ska ge familjeföretag insikter för framtiden, gällande sociala medier relaterat till employer branding.


Under intervjun kommer frågorna att relatera olika ämnen. Dessa ämnen är; employer branding (alltså arbetsgivarens varumärke), sociala medier, affärskultur och affärsvärderingar.

Är det några frågor och kommentarer kring någonting går det bra att ställa frågor nu.

Vi vill igen, säga stort tack för att du valt att ställa upp på denna intervju och undersökning!
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Appendix 3: Codebook
Appendix 4: Interview Questions

Family Businesses:

How long have the company been a family business?

Describe the corporate culture of your family business

What are your business values?

How will the values of the employees impact the company?

How are you communicating your values?

How does the business find the values of the potential employees?

Social Media:

Which social media channels do your business use?

What is your purpose of using social media?

Describe the challenges you are facing when using social media

What benefits do you think family businesses have of using social media?

How do you show the family business values in social media?

How much and in what way, do you market the business as a family business?

Employer Branding:

What does employer branding mean for your business?

How do you see the relation between family businesses and employer branding?

How do you want people to associate your business brand?

Describe your recruitment processes

Do you consider personality tests relevant for recruitment processes? Why?

Describe how family businesses can emphasize their family business name in the best way