Bachelor Thesis, 15 credits, for a Bachelor of Science in Business Administration: International Business and Marketing
Spring 2017

“A great place to work”
A study of how potential employees’ perception of CSR affect the attractiveness of the employer brand

Matilda Fridolfsson and Anna Malmsten
Author
Matilda Fridolfsson and Anna Malmsten

Title
A great place to work – A study of how potential employees’ perception of CSR affect the attractiveness of the employer brand

Supervisor
Heléne Tjärnemo

Co-examiner
Karin Alm

Examiner
Sven-Olof Collin

Abstract
The relation between CSR and the attractiveness of the employer brand has been widely researched, however it has, to the best of our knowledge, not incorporated potential employees’ identification into this relation. This study thus adds further knowledge to this research gap.

The purpose of this study is to explain how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand. A deductive research approach is adopted in combination with a positivistic approach. The study has a cross-sectional perspective and a quantitative method is used in form of a self-completion questionnaire. This self-completion questionnaire was distributed in Swedish universities to students within the field of industrial engineering and management, and business administration.

The findings of this study show that there is a positive relationship between potential employees’ identification and the attractiveness of the employer brand. In addition, the result indicates that the image of a social responsible employer has some connection to the attractiveness of the employer brand.

The limitations are that the study has a small sample, which results in a lack of generalizability outside the context of this study. The implications are that potential employees’ identification is a concept that affects the attractiveness of the employer brand.

The original value of this study is that it includes potential employees’ identification into the research of CSR and the attractiveness of the employer brand.

Keywords
Attractiveness, Brand, Brand management, CSR, Employer branding, Identification, Image, Sustainability
Acknowledgements

Initially, we would like to thank our supervisor, Heléne Tjärnemo, for pushing us to achieve success with our study. Thank you for your expertise, dedication and for being flexible with meetings with short notice. We would also like to thank you for your calmness when we have been stressed, it has been needed for the fulfillment of this thesis.

Secondly, we would like to thank Annika Fjelkner and Pierre Carbonnier for their expertise in linguistics and statistics. Your supervisions have improved this thesis in several ways.

Thirdly, we would like to thank the universities who chose to distribute our survey, and the students that responded the survey, who made this study possible. We sincerely hope that the study can be of interest for you.

Kristianstad 2017-05-26

________________________________________  _________________________________________
Matilda Fridolfsson                          Anna Malmsten
## Table of content

1. Introduction ......................................................................................................................... 1
   1.1 Problematization .............................................................................................................. 2
   1.2 Research question .......................................................................................................... 4
   1.3 Purpose .......................................................................................................................... 4
   1.4 Outline ............................................................................................................................. 5
2. Research method .................................................................................................................. 6
   2.1 Research philosophy, approach, and design .................................................................... 6
   2.2 Choice of methodology .................................................................................................. 6
   2.3 Choice of theory ............................................................................................................. 7
   2.4 Critique of sources ......................................................................................................... 7
   2.5 Summary ......................................................................................................................... 8
3. Theoretical framework ......................................................................................................... 9
   3.1 Employer branding ......................................................................................................... 9
   3.2 Attractiveness of the employer brand .......................................................................... 10
   3.3 Employer brand image .................................................................................................. 11
   3.4 Corporate social responsibility .................................................................................... 12
     3.4.1 Three aspects of CSR ............................................................................................... 12
   3.5 Individuals’ identification with the employer brand ...................................................... 13
     3.5.1 Social Identity Theory .............................................................................................. 14
     3.5.2 Signaling Theory ...................................................................................................... 14
   3.6 Conceptual model for the empirical analysis .................................................................. 15
4. Empirical Method ................................................................................................................ 18
   4.1 Research strategy ........................................................................................................... 18
   4.2 Time horizon .................................................................................................................. 18
   4.3 Data collection method ................................................................................................... 19
   4.4 Population ....................................................................................................................... 19
   4.5 Operationalization ........................................................................................................ 20
     4.5.1 Attractiveness of the employer brand (dependent variable) .................................... 20
     4.5.2 Image of a social responsible employer (independent variable) ............................ 21
     4.5.3 Potential employees’ identification (moderating variable) ..................................... 22
     4.5.4 Control variables ..................................................................................................... 23
   4.6 Data analysis ................................................................................................................... 24
6.5 Societal implications and practical contributions .................................................. 52
6.6 Limitations and future research ............................................................................. 52
List of references ....................................................................................................... 54

Appendix
Appendix 1: Survey questions in Swedish .................................................................. 58
Appendix 2: Survey questions in English ..................................................................... 61
Appendix 3: Cronbach’s alpha .................................................................................... 64
Appendix 4: Multi linear regression with all variables .................................................. 65

List of tables
4.4.1 Manufacturers and revenues .............................................................................. 20
5.1.1 Responses and non-responses ............................................................................ 27
5.1.2 Respondents’ gender ......................................................................................... 28
5.1.3 Respondents’ work experience .......................................................................... 28
5.1.4 Awareness of the three sample organizations .................................................... 28
5.1.5 Importance of environmental concerns .............................................................. 29
5.1.6 Importance of social justice .............................................................................. 29
5.1.7 Respondents’ education alignment .................................................................... 29
5.2.1 Attractiveness of the employer brand, Volvo Cars ............................................ 30
5.2.2 Image of a social responsible employer, Volvo Cars ........................................ 30
5.2.3 Potential employees’ identification, Volvo Cars .................................................. 31
5.2.4 Correlation matrix, Volvo Cars ......................................................................... 32
5.2.5 Regression test of H1, Volvo Cars ..................................................................... 34
5.2.6 Regression test of H3, Volvo Cars ..................................................................... 35
5.2.7 Regression test of H2, Volvo Cars ..................................................................... 35
5.3.1 Attractiveness of the employer brand, SAAB ..................................................... 36
5.3.2 Image of a social responsible employer, SAAB .................................................. 37
5.3.3 Potential employees’ identification, SAAB .......................................................... 38
5.3.4 Correlation matrix, SAAB .................................................................................. 38
5.3.5 Regression test, SAAB .................................................................................... 40
5.4.1 Attractiveness of the employer brand, Ericsson ................................................ 41
5.4.2 Image of a social responsible employer, Ericsson .............................................. 42
5.4.3 Potential employees’ identification, Ericsson  
5.4.4 Correlation matrix, Ericsson  
5.4.5 Regression test, Ericsson  
5.5.1 Supported and non-supported hypotheses

List of figures

3.6.1 The CSR - Employer brand framework
1. Introduction

The world is, and has always been, in constant change. During recent years, the changes have increased and taken place at fast pace due to globalization. According to Greer and Hauptmeier (2016) and Hill (2014) one of the changes that globalization entails in today's business environment is that the market has become more boundary less. In other words, there are less boundaries for both organizations and their workforce, which have created an increased competition of qualified employees. One of the challenges today, of attracting and hiring employees, is that employees tend to change employer more often than before (Long, 2016). This change in the employees’ behavior have affected the recruitment process, and organizations must thereby focus on attracting employees to a greater extent than before. To meet challenges in the employee market, organizations develop strategies to attract potential employees (Chhabra & Sharma, 2014).

Moreover, organizations need to attract and hire employees that are qualified and match the values of the organization (Greer & Hauptmeier, 2016; Hill, 2014). Warmerdam, Lewis and Banks (2015) argue that potential employees that are attracted to an organization will apply for positions in that organization, thereby it becomes important to attract qualified employees. From an employer's perspective, it is thereby important to gain a greater knowledge of what makes an employer attractive, and what makes potential employees apply to the organization (Turban & Greening, 1996). For organizations to be perceived as attractive employers, there are several factors potential employees might take into consideration and find important in potential employers (Chhabra & Sharma, 2014; Berthon, Ewing, & Hah, 2005). These factors are among others: salary, social endorsement, organizational prestige, career opportunity and corporate social activities (Druteikiene, 2015).

There is an increased awareness about organizations impact on the environment and the society, and it is thereby expected that organizations implement strategies that are socially responsible (Greer & Hauptmeier, 2016). These strategies are defined as corporate social responsibilities (CSR). CSR is a wide concept that include several areas with a common objective to contribute to a better social welfare and a sustainable environment (Crane &
Matten, 2010). One way for organizations to attract potential employees could thereby be through implementation of CSR activities (Du, Bhattacharya & Sen, 2015). CSR is an important factor for organizations to consider, as people seem to be attracted to work for organizations that in a larger extent implement social and environmental responsibilities (Aggerholm, Andersen & Thomsen, 2011; Lee, Park & Lee, 2012). Since there is an increased awareness in the society, it has both put pressure on the employers to be social responsible and led to a challenge of attracting potential employees (Greer & Hauptmeier, 2016).

An overall strategy that organizations develop to attract potential employees is employer branding, which originates from marketing. Tanwar and Prasad (2016) argue that likewise organizations use marketing for their products, organizations should use marketing for their employer brand name to attract and retain skilled employees. The term employer brand was first mentioned by Ambler and Barrow (1996) who brought together the two theories of human resource management (HRM) and brand management. An employer can be perceived as a brand, and as customers are affected by the image of the product brand, the potential employees are affected by the image of the employer brand (Ambler & Barrow, 1996). Further employer branding is seen as “a package of functional, economic, and psychological benefits provided by employment and identified with the employing company” (Ambler & Barrow, 1996, p. 187). By mediating organizational values, the employer brand’s image strengthens. The image of the employer brand is consequently affected by the choices an organization makes (Backhaus, Stone & Heiner, 2002). To increase the possibility that potential employees are attracted to the employer brand, Backhaus, Stone and Heiner (2002) argue that organizations should integrate corporate social activities.

1.1 Problematization

The relationship between CSR and employer branding has been widely discussed. In previous research about CSR and employer branding there has been a focus on both external and internal perspective of employer branding (Turban & Greening, 1996; Backhaus et al., 2002; App, Merk & Büttgen, 2012; Lee et al., 2012; Hansson & Johansson 2014; Fares & Palmaer, 2015). There are studies that have explored how CSR affects the employer brand through an internal perspective (Kim, Lee, Lee & Kim, 2010; Lee, et al., 2012; Tanwar &
Prasad, 2016). Within the internal perspective, that focus on the retention of employees, Kim et al. (2010) found that CSR increased employees’ identification with the employer brand. Hence, generating a stronger commitment among the employees to the employer brand. Furthermore, Tanwar and Prasad (2016) argue that CSR as a part of employer branding increases brand loyalty, since employees with a high identification with the employer brand will be more committed. The importance of identification is also argued by Lee et al. (2012) who state that implemented CSR activities will strengthen employee commitment and thereby increase an organization’s performance.

The external part of employer branding, which refers to attract potential employees, has previously been studied in relation to CSR (Turban & Greening, 1996; App et al., 2012; Fares & Palmaer, 2015). Turban and Greening (1996) were early to explore the relationship between CSR activities and how attractive an employer is. Their result shows that organizations that implement corporate social activities in their daily operations can be seen as more attractive employers. App et al. (2012) strengthens the relevance of the link as they argue that CSR is incorporated in sustainable HRM and that sustainable HRM has been shown to attract potential employees. Further Fares and Palmaer (2015) studied how corporate social activities affected the attractiveness of the employer brand, thus having an external perspective. They found that potential employees use available information (e.g. reputation, work environment, and popularity) about an organization to evaluate the attractiveness of an employing organization. Thus, the potential employees evaluate an organization’s image, to decide how attractive an employer is. Moreover, App et al. (2012) argue that an employer brand with a social responsible image could make the organization more attractive as an employer. These studies (Turban & Greening, 1996; App et al., 2012; Fares & Palmaer, 2015) have had an external perspective as they study the attractiveness of the employer brand.

However, previous research that has focused on the relationship between CSR and the attractiveness of the employer brand has, to the best of our knowledge, not incorporated potential employees’ identification with the employer brand into their research. We argue that it is important to investigate how CSR through potential employees’ identification with the organization, affect the attractiveness of the employer brand. The potential employees’ identification is important because if an organization has equal values with a potential
employee, the potential employee can identify with the organization to a larger extent (Backhaus & Tikoo, 2004; Bhattacharya, Korschun & Sen, 2009). Further, organizations can be seen as attractive by having an identity that match an individual’s identity, as individuals want to identify with their potential employing organization (Backhaus & Tikoo, 2004; Kim et al., 2010; Liu, Zhu & Yang, 2010). CSR is one of the values an organization communicate externally, it is therefore important to investigate how CSR through identification can lead to an increased attractiveness of the employer brand. As social responsibilities tend to be valued in today’s society, it is argued by Greer and Hauptmeier (2016) that potential employees might take CSR activities into account when they search for potential employers. Since CSR activities affect potential employees’ identification with the employer brand (Kim et al., 2010), we argue that it is important to consider identification in the research of the link between CSR activities and the attractiveness of the employer brand when it comes to attracting potential employees.

Thus, based on this discussion, we argue that it is ought to be important to include both image of a social responsible employer and potential employees’ identification when explaining the link between CSR and the attractiveness of the employer brand. With this study, we thereby want to provide additional insight into the field of how CSR affects the attractiveness of the employer brand.

1.2 Research question
How does potential employees’ identification, affect the relation between the image of a social responsible employer and the attractiveness of the employer brand?

1.3 Purpose
The purpose of this study is to explain how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand.
1.4 Outline

Chapter 1: Introduction
The introduction starts with a background of the employer brand and CSR, which is followed by a problematization that expose what has been researched before. The chapter ends with the research question and the purpose of this study.

Chapter 2: Research method
In this chapter, we present the research method of this study. First the research philosophy, approach and design are presented. Second, the methodology is presented, concluded with the theories used in this study.

Chapter 3: Theoretical framework
In this chapter, we present a literature review of concepts and theories that relate to employer branding and CSR. The chapter then concludes with a conceptual model.

Chapter 4: Empirical method
In the empirical method the research strategy, time horizon, population, and data collection method are presented. Further the chapter presents the operationalization of the concepts followed by the data analysis. The chapter then concludes with a description of reliability, validity, generalizability, and ethical considerations.

Chapter 5: Analysis
This chapter presents the results from the quantitative data and the three analyses of the sample organizations. The chapter begins with the descriptive statistics and the results of the control variables. Further, the chapter presents the results of Volvo Cars, SAAB and Ericsson where the hypotheses are evaluated. The chapter then concludes with a summary of the supported and non-supported hypotheses.

Chapter 6: Thesis conclusion and discussion
In this chapter, a summary of the study and its findings is presented. After the summary, the chapter continues with a reflection of the findings and non-findings, followed by the contributions of this thesis. The chapter then concludes with a presentation of the limitations and implications for future research.
2. Research method

This chapter starts with a description of the research philosophy, approach and design. It is then followed by choice of methodology, choice of theory, and critique of sources. The chapter is concluded with a summary of the research method.

2.1 Research philosophy, approach, and design

Personal beliefs differ among individuals and thereby epistemology becomes an important issue to consider. Epistemology regards the concern of what is considered to be adequate knowledge within a practice. Further, it raises the question of whether or not one can study the social world with the same conditions as the studies of the natural world (Bryman & Bell, 2011). There are two philosophies within epistemology; hermeneutics and positivism. The purpose of this study is to explain the relation between CSR and the attractiveness of the employer brand. Hence, a positivistic philosophy is adopted as it explains relationships in a neutral and objective way (Bryman & Bell, 2011).

There are three different approaches that explain where the researcher starts its research; these approaches are deductive, inductive and abductive (Bryman & Bell, 2011). This study practices a positivistic philosophy and a deductive approach will be used to explain the relation between CSR and the attractiveness of the employer brand. Both CSR and employer brand are fields that are widely researched, thus there are several theories and concepts developed within these fields which make the deductive approach relevant. Since our research field is widely researched, it is possible to conduct hypotheses based on existing theories. By using a deductive approach the possibility to generalize the findings increases within the studied population, which is consistent with the positivistic philosophy (Bryman & Bell, 2011).

2.2 Choice of methodology

When collecting empirical data there are two different methods to use, these are qualitative and quantitative (Bryman & Bell, 2011). As CSR and employer brand are widely researched concepts and this study has a purpose to explain how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand, a quantitative method is useful to measure this relation. The quantitative method
allows the researcher to see major differences in characteristics and clear variations, which make it possible to distinguish different groups. Measurements within the quantitative research provide more precise results of how certain aspects relate to other aspects and it is important that the measures used in a quantitative research are consistent in both time and with other researchers. Moreover, in a quantitative research there is a need of clear concepts and theories which make it possible to generalize the results in a larger extent. Therefore, a cross-sectional research design will be used, as the data in a cross-sectional research design is collected at one single point in time and on more than one case. This research design makes it possible to detect patterns of associations. Further a survey, in form of a self-completion questionnaire, is used to collect quantitative data for this study. As a quantitative method contributes with the possibility to find explanations and relations between different indicators (Bryman & Bell, 2011), this study seeks to find explanations of how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand.

2.3 Choice of theory

As the purpose of this study is to explain how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand, a framework is conducted by using several concepts within employer branding and CSR. Furthermore, the Social identity theory and Signaling theory are chosen as these theories explain individual behaviors. To develop and increase the validity of the theoretical framework, articles are used to provide knowledge about important concepts as CSR, employer brand, employer image, and identification.

2.4 Critique of sources

This study is mainly based on peer-reviewed articles derived from Summon@HKR. Additionally, academic literature is used to provide further knowledge. The peer-reviewed articles used in this study are commonly cited within the field of CSR and HRM, which increase the validity of this study. We therefore argue that the concepts and theories underlying our conceptual model can be considered as reliable, since the research has been continuously developed by researchers and that they are published in well-known journals.
2.5 Summary

This study is based on a positivistic philosophy with a deductive approach as our purpose of this study is to explain the relation between CSR and the attractiveness of the employer brand. The study has a quantitative method and a cross-sectional research design, as we use the results of a survey to make possible generalizations and explanations of the topic. Further the theoretical framework is based on concepts and theories within employer branding and CSR.
3. Theoretical framework

The purpose of this study is to explain how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand, therefore this chapter provides a theoretical framework where Social identity theory and Signaling theory are explained together with concepts within employer branding and CSR. These theories and concepts constitute important factors to gain knowledge of how to attract potential employees. Further the theories and concepts are commonly used within studies of attractiveness of the employer brand, and are thereby relevant for this study. In the end of this chapter a conceptual model is presented which will be used throughout this study to test the hypotheses described in the end of this chapter.

3.1 Employer branding

Similarly, to a product brand, employer brand signals the different characteristics of an employer that differentiate them from other competing employers. The employer brand is developed to mediate the firm-specific attributes that distinguish the employment offers from other organizations’ offers (Backhaus & Tikoo, 2004). The term employer brand has been defined by Ambler and Barrow (1996) as a set of benefits that the employer offer to distinguish the employing organization. Moreover, employer brand functions to settle the identity of an employer which includes the organizational values, attributes and actions, such as CSR (Backhaus & Tikoo, 2004). More specific, the process of building an employer brand is defined as the development of a distinguished identity of the employer brand that differentiate it from its competitors (Backhaus & Tikoo, 2004).

The process of building an employer brand consists of three steps. In the first step, organizations create propositions that reflect their values, which are described as employer value propositions (EVP). The EVP constitutes the core in employer branding and consists of different characteristics and attributes that reflect the value a potential employee can expect from the organizations’ offer (Tanwar & Prasad, 2016). In the second step, organizations mediate this EVP to potential employees. Primarily these propositions are visualized to attract potential employees that match an organization’s needs. EVP thereby becomes important for potential employees when considering a potential employer. However, these propositions also function as a support to strengthen the employer brand
(Tanwar & Prasad, 2016). In the third and last step, the employer brand is marketed internally to all existing employees to integrate the organizational values into the daily operations (Tanwar & Prasad, 2016). Furthermore, for the employer brand to be successful and reliable, employer branding must be consistent with corporate branding- as well as product branding strategies of the organization (Backhaus & Tikoo, 2004). With a successful employer brand an organization can position itself as an employer of choice. By position itself as an employer of choice, an organization can attract qualified employees and thus improve its possibility to hire employees that match the organization’s need (Berthon et al., 2005; Backhaus & Tikoo, 2004).

### 3.2 Attractiveness of the employer brand

An organization's attractiveness to potential employees is described as the predicted benefits an individual see in the employer brand (Chhabra & Sharma, 2014). This attractiveness of an employer brand is influenced by the perceived image of the brand and the activities made by the organization (Chhabra & Sharma, 2014; Berthon et al., 2005). Moreover, Backhaus and Tikoo (2004) state that individuals want to identify themselves with a hiring organization if the identity of an organization is attractive or unique. To attract potential employees, organizations can use EVP as a tool, and this tool constitutes a promise of a distinguished value that will be delivered to potential employees (Chhabra & Sharma, 2014). Further, EVP consists of two aspects, a potential employee’s perceived value from an organization and a current employee’s experience which reflects the actual value delivered from an organization (Tanwar & Prasad, 2016). Organizations can induce value through both tangible and intangible benefits to attract potential employees, and these organizational benefits create value for individuals’ in their personal and social world (Backhaus & Tikoo, 2004). An organization that is seen as a great place to work strengthens the attractiveness of the employer brand, which is important for organizations in order to increase profits and attract qualified employees (Bakanauskiené, Bendaraviciené, Krikstolaitis & Lydeka, 2011). With a high attractiveness, organizations can be provided with a larger amount of potential employees, that leads to a higher possibility to find qualified employees (Turban & Greening, 1996).
Furthermore, a concept that can induce an increased attractiveness towards an organization is brand advocacy. Brand advocacy is a concept within the field of employer branding, and it is described by Tanwar and Prasad (2016) as employees positive spread of information about an organization. Brand advocacy is affected by employees’ perceptions of the employer brand, and employees with positive perceptions enable employees to share positive word of mouth of their employer, thus they become brand advocates. By the spread of positive words, the image of the employer brand strengthens (Tanwar & Prasad, 2016). Thus, existing employees that spread positive words can induce an increased attraction to an organization among potential employees, as the potential employees are provided with positive information to evaluate a potential employer (Lee et al., 2012).

3.3 Employer brand image

According to Druteikiene (2015), the image of an organization is not only important in the consumer market, it is also important in the employment market. Just as a good image of an organization can attract new consumers, a good image of the employer brand can attract potential employees. This view is also argued by Berthon et al. (2005) who state that the image of an organization is an important predictor for potential employees when evaluating employers. Employer brand image is a concept that consists of two dimensions, general associations toward the employer brand and impressions of the job attributes (Berthon et al., 2005). Employer brand associations refer to the first thoughts individuals have about the employer brand. These associations that potential employees have, consist of both concrete thoughts and abstract feelings (Backhaus & Tikoo, 2004). More specifically, the associations consist of specific benefits that potential employees think a potential employer can provide. These benefits can for instance be salary, social endorsement and organizational prestige that potential employees will be rewarded with if they accede to the organization. These benefits, among others, affect how potential employees perceive the potential employer (Backhaus & Tikoo, 2004). Consequently, it is these benefits that organizations can use to differentiate themselves from other competing employers (Druteikiene, 2015). Since brand associations are the thoughts and feelings an individual has about an organization, the associations will affect the brand image (Backhaus & Tikoo, 2004). Furthermore, the image of the employer brand is perceived different among individuals, and it is therefore important for organizations to make sure that the image they communicate will match potential employees’ identity (Druteikiene, 2015).
3.4 Corporate social responsibility

Corporate social responsibility (CSR) is an umbrella term that includes several aspects that refer to organizations’ responsibilities toward the society. The actions that these responsibilities provoke, create outcomes that go beyond economic profitability (Carroll, 1991; Carroll, 1979). CSR is defined as unrestricted business operations and allowance of organizational resources, and it aims to contribute to well-being in the society (Valiente, Ayerbe & Figueras, 2012). Further, CSR is a concept that has a purpose to influence organizations to act in a responsible way for both the own organizational development and the society's future. Today, CSR plays a central role in the organizational strategies as the society has become more aware of the impact organizations have on the society (Crane & Matten 2010). The concept differs among both countries and organizations around the world as the concept consists of policies and practices which make room for interpretations (Matten & Moon, 2008). According to Valiente et al. (2012) an organization should be responsible both economically, socially and environmentally to bring value to its stakeholders.

3.4.1 Three aspects of CSR

The environmental aspect of CSR refers to how organizations can manage their operations to minimize harm on the environment and at the same time save resources for the future. Consequently, this perspective focuses on inhibiting the use of non-renewable resources to limit pollution and environmental damage (Crane & Matten, 2010). Organizations that implement the environmental aspect of CSR internally have a focus on direct consumption of physical resources in their workplace. On the contrary, externally implemented environmental aspects of CSR refer to how organizations’ indirect operations, as investments and procurements, affect the environment (Smith, 2011).

The social aspect of CSR refers to how organizations work with social concerns and work for a sustainable future. The main issue that social responsibility aims for is social justice. In other words, an important topic that should be considered is inequalities among all areas of an organization. Examples of inequalities that are widely discussed are monetary differences, cultural diversities, gender equalities and the rights to education and health (Crane & Matten, 2010).
The economic aspect of CSR refers to the importance of a sustainable strategy with a long-term orientation. Economic sustainability in the own organization refers to how organizations manage their own production in order to have long-term sustainable economic growth. A broader perspective of economic sustainability is an organization’s external impact on the world economy. This broader perspective refers to how an organization should take distance from bribes and corruption as these types of actions lead to an unsustainable market (Crane & Matten, 2010).

### 3.5 Individuals’ identification with the employer brand

The employer brand has a strong relation to the organizational identity (Abratt & Kleyn, 2012). The organizational identity reflects the main values of an organization and is important in the process of building a brand, as it functions as a beacon for organizations to follow (Urde, 2003). Brand identity is highly valued for job seekers that evaluate potential employers, and it is therefore important for organizations to have an insight on what identity their employer brand reflects (Fares & Palmaer, 2015). This evaluation will affect how a potential employee can identify themselves with an organization. Moreover, Liu et al. (2010) argue that the potential employees’ identification with the employer brand plays an important role for both organizations and individuals. A high individual identification with an employer brand influence the potential employee to apply for positions within an organization. If potential employees have a higher intention to apply for positions within an organization, it leads to new competencies within the organization. For a potential employee, a high identification could induce attractiveness to the employer brand, and thereby facilitate the choice of potential employers (Liu et al., 2010). Further, Kim et al. (2010) state that there is a relationship between individual identification and CSR initiatives. These initiatives consist of two parts, CSR associations which are similar to organizational commitment, and CSR participation that is usually seen through volunteer programs. Associations are relevant for organizations, as potential employee’s associations will affect how the potential employees can identify with the employer brand identity (Kim et al., 2010).
3.5.1 Social Identity Theory

Social identity theory is a theory that explains how individuals identify themselves with an organization. This theory further describes that individuals with strong identification with an organization have a need to distinguish themselves from other similar groups (Bhattacharya et al., 2009). It is important for organizations to have values that attract potential employees, because it will strengthen potential employees’ identification to the employer brand. If an organization has CSR values that match potential employees’ values, the potential employees will be satisfied with the employer and thus be driven to belong to that organization (Bhattacharya et al., 2009). If an organization has admirable traits that are reflected in potential employees’ beliefs, the potential employees will associate the organization with their own image (Kim et al., 2010). Similarly, Backhaus et al., (2002) argue that potential employees will gain from a positive image of the employer brand, since they will experience a satisfaction when they apply for a position. However, they will also be affected by a negative image of the employer brand, as it would decrease their self-image if they apply for positions within an organization with a negative image. This strengthens the importance that an organization mediate a positive image, as it in turn affects the identity of the organization. Social identity theory thus supports that job seekers value organizations that care about the environment, society and concerns related to an organization’s products (Backhaus et al., 2002). Thereby, Social identity theory can be used to gain knowledge of how to attract potential employees.

3.5.2 Signaling Theory

Signaling theory refers to that there is an asymmetry in the hold of information between two parties, which means that there is a different amount of information between the two parties (Kindvall & Nilsson, 2016). The theory further suggest that the asymmetry of information could be reduced through that one of the parties signaling information to the other part. When the receiving part is provided with information, a positive reputation can occur for the part that sends out the signals if the information is truthfully (Kindvall & Nilsson, 2016) This theory further explains that potential employees seek for signals about how the work environment is in an organization. Potential employees seek for signals because they want to gain an accurate picture of the workplace to make a rational decision that match their needs (Backhaus et al., 2002). However, potential employees rarely have full insight in an organization, and must thereby collect pieces of information from several
different touchpoints to create an overall picture of the work conditions (Backhaus et al., 2002). If an organization on their own accord provides information they avoid that potential employees search for information elsewhere and in this way the organization shows that they have nothing to hide (Kindvall & Nilsson, 2016). Turban and Greening (1996) state that Signaling theory describes how characteristics of an organization can contribute to signals which give potential employees information about how it would be to be a part of that organization. Moreover, Backhaus et al., (2002) state that CSR activities can facilitate potential employees’ decision-making as they seek to apply for a position. Hence, CSR activities work as signals to potential employees. Signaling theory consequently suggests that organizational characteristics such as CSR activities, salaries and rewards are used by potential employees as predictors of the working place.

3.6 Conceptual model for the empirical analysis

Based on the concepts and theories discussed, we developed a conceptual model that explains the relation between CSR values and actions within employer branding and the attractiveness of the employer brand. This conceptual model seeks to provide additional understanding of how potential employees’ identification affects the relation between CSR and the attractiveness of the employer brand. The model follows in figure 3.6.1.

![Figure 3.6.1 The CSR - Employer brand framework](image)

CSR values and actions within employer branding are linked to an image of a social responsible employer, since an organization’s CSR values and actions affect potential employees’ associations of the organization. CSR affects potential employees’ associations since CSR values can be seen as a part of the benefits an employer can provide a potential employee. An organization that communicate that they engage in CSR activities reflects an
image as a social responsible employer. To measure CSR values and actions within employer branding it is necessary to collect data from organizations. However, this link will not be measured as this study focuses on individuals’ perception of a potential employer, and as this study focuses on the perceived image instead of the actual CSR performance of organizations.

As shown in the model illustrated in figure 3.6.1, image of a social responsible employer has a positive relation to the attractiveness of the employer brand. The image of a social responsible employer is affected by the associations potential employees have about an organization, since these associations constitute a view of the organization as an employer. Thus, image of a social responsible employer affects the attractiveness of the employer brand. Employers that implement CSR activities encourage to positive associations of the organization which improve the perceived image of the employer brand. In turn, this improvement of an employer brand’s image leads to an increased attractiveness of the employer brand among potential employees. This leads to the following hypothesis:

H1. Organizations with an image as a social responsible employer will be perceived as a more attractive employer.

Potential employees’ identification with an organization through social identity and signals of the employer brand, will moderate how strong the link is between image of a social responsible employer and the attractiveness of the employer brand. Brand advocacy influence potential employees’ attraction to an organization, as brand advocates that spread positive words about an organization will increase the attraction. Through brand advocates, potential employees are provided with information that simplifies the evaluation of an employer brand. Further, Social identity theory explains that potential employees will compare their own values with potential employers’ values to develop a degree of identification. Potential employees’ identification is further influenced by the signals an employer sends out. These signals are received and evaluated by potential employees to create a picture of how it would be to work in that organization. As shown in the model identification moderate the link between image of a social responsible employer and the attractiveness of the employer brand. Hence, potential employees that can identify with an
organization’s image will perceive that employer brand more attractive. Thus, the following hypothesis is created:

\[ H_2. \text{ Potential employees’ identification with the employer brand affects the strength of the link between the image of a social responsible employer and the attractiveness of the employer brand.} \]

Further, the model suggests that potential employees’ identification with the employer brand also has a direct impact on the attractiveness of the employer brand. The cause of this direct impact is, that potential employees base their evaluations of how attractive the employer brand is on their degree of identification with the organization. In other words, a higher identification leads to a higher attractiveness of the employer brand. Thus, the following hypothesis is created:

\[ H_3. \text{ Potential employees’ identification with the employer brand strengthens the attractiveness of the employer brand.} \]
4. Empirical Method

In this chapter, a presentation of the empirical method is displayed, which describes how this study is structured. The study has a quantitative method and the data was collected through a self-completion questionnaire distributed to students in Swedish universities. Moreover, the chapter follows with a presentation of how the operationalization is made and then it concludes with the reliability, validity and ethical considerations of this study.

4.1 Research strategy

Research strategy refers to how the research is organized, and the research strategy can be divided into two different areas: quantitative and qualitative research (Bryman & Bell, 2011). This study has a quantitative strategy and the following section will present the research process.

The research process started with a search for literature on the key topics of employer branding and CSR. The articles were derived from Kristianstad University’s search engine Summon@HKR, which is based on several databases. In the search for articles the key topics were used combined with additional terms such as employer brand, HRM, environment, attractiveness, sustainability, and recruitment. This search was done to find what was researched about the topic. The articles found in the search provided an essential foundation of the topics and further knowledge to develop the research question. Majority of the articles chosen are peer-reviewed and are published in well-known journals. To the best of our ability, the articles were evaluated so that they were relevant and trustworthy for this study.

4.2 Time horizon

There are two time perspectives to consider when conducting a research study. These perspectives are cross-sectional studies and longitudinal studies (Bryman & Bell, 2011). In this study, a cross-sectional perspective was used since the purpose is to, in one point of time, detect how variations in image of a social responsible employer and potential employees’ identification affect the attractiveness of the employer brand. The cross-sectional perspective thus enabled us to detect possible variations in the variables.
Furthermore, the time for this research is limited to 15 weeks and it is thereby not appropriate to have a longitudinal perspective that focuses on changes over time.

### 4.3 Data collection method

To detect variations in the variables, we have collected primary data through self-completion questionnaires. Six test persons were asked to complete the questionnaire to provide us with constructive critique, which allowed us to further develop the questionnaire before it was distributed. The questionnaire was distributed in two different ways, through a web-survey which was distributed online, and through a printed version of the survey which was handed out in person. The web-survey was distributed by e-mail to 310 students of two Swedish universities, and it was also distributed to a third university at the platform Itslearning where 144 students had access to the web-survey. Web-based distribution as a data collection method facilitates to reach respondents on different geographical areas. However, the limitations of using web-based questionnaires are that potential respondents could consider the email as spam or irrelevant (Bryman & Bell, 2011). The printed version of the survey was distributed in one class to 30 students within the field of business administration. Furthermore, the questionnaire was developed through SurveyMonkey which made it easier for us to follow up the answers and statistics. As our research takes place in Sweden the questionnaires were sent out in Swedish (see appendix 1) and then the questionnaires were translated from Swedish to English (see appendix 2) to fulfill the requirements of this study.

### 4.4 Population

The study was conducted of answers from master students within industrial engineering and management in two Swedish universities, and bachelor students within the field of business administration in a third Swedish university. The reason for this choice was that there is a need for qualified employees and as these students are qualified and have high knowledge they are attractive for organizations to hire. Further these students will, in the following years, seek for employers that match their knowledge. As the master students study industrial engineering and management they are most likely to apply for positions within the manufacturing industry. However, the manufacturing industry is also relevant for the bachelor students within the field of business administration, as this industry
contains large competitive organizations which could provide career opportunities for the students. Further, the manufacturing industry is an industry that has a high impact on the environment as it consumes raw materials in a large extent, and has a high energy-consumption. Moreover, this industry also has a high impact on the social welfare since it has a labor demanding environment and has high employee turnovers. The manufacturing industry often constitutes a large part of a country’s economy and it is thereby also relevant for the economic welfare.

To make the questions in the survey more concrete, three large industrial manufacturers were chosen to serve as sample organizations in the survey. These manufacturers are: Volvo Cars, SAAB and Ericsson, which can be seen in table 4.4.1. These manufacturers were chosen as they were in line with the choice of population.

Table 4.4.1 Manufacturers and revenues

<table>
<thead>
<tr>
<th>Manufacturer</th>
<th>Revenue (SEK billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volvo Cars</td>
<td>164.0</td>
</tr>
<tr>
<td>SAAB</td>
<td>27.2</td>
</tr>
<tr>
<td>Ericsson</td>
<td>246.9</td>
</tr>
</tbody>
</table>

(Based on: CMPartner AB, The largest companies by turnover in Sweden, p.1, 2017)

4.5 Operationalization

Operationalization is a process where concepts used in a research are translated into measures (Bryman & Bell, 2011). To be able to develop measures, indicators of the concepts need to be chosen. In this study, a self-completion questionnaire was conducted, where the questions served as indicators, which are presented in the following sections.

4.5.1 Attractiveness of the employer brand (dependent variable)

The dependent variables are the outcome of the study. In this study, we have the dependent variable the attractiveness of the employer brand. The attractiveness of the employer brand refers to how potential employees experience an organization as a potential employer they would like to work for. If an organization is seen as an attractive employer it will have a higher possibility to employ qualified employees. In order to measure the attractiveness of the employer brand, three questions connected to the attraction of an employer were provided. These questions were developed for this study, as we argue that they seek to measure how attractive an employer is. The first question measured their intention to apply
to an organization as we asked if the respondents wanted to work for the sample organizations. The second question measured the view of an attractive employer as we asked the respondents to rate the sample organizations’ attractiveness. The third and last question measured the attractiveness of the employer brand, as it is more likely that one will recommend organizations that are perceived as attractive. The respondents were asked to score on a seven-point Likert scale to measure if they agree or disagree with the statements about the sample organizations.

The questions asked for measuring the attractiveness of the employer brand are:

- The organization is an organization I would like to work for
- The organization is an attractive employer
- The organization is an employer I would recommend to others

4.5.2 Image of a social responsible employer (independent variable)

The independent variable in this study is image of a social responsible employer and it refers to the view one has about an organization as an employer. In this study image of a social responsible employer is measured through a fusion of two measurement scales.

As the image of a social responsible employer is influenced by CSR, the three perspectives of CSR were chosen to be measured. The three perspectives regard environmental, social, and economic concerns. These three perspectives have been transformed into measures by the organization Global responsibility initiative (GRI) (Global reporting initiatives, 2006). From the GRI measures, we have chosen one statement on each perspective as a foundation to measure the image of a social responsible employer. We chose one statement within each perspective to shorten the length of the survey and to facilitate for the respondents, which increased the possibility that the respondents answered the survey. The statements were chosen unsystematically within each perspective to cover the different perspectives. The respondents were asked to mark, on a seven-point Likert scale, how they think that each organization values the given statements. To cover the environmental perspective, a question regarding environmental savings is brought up as it constitutes a major issue within this perspective. The level of social responsibility will be determined by an evaluation of the respondent’s perception of the importance of a statement regarding
diversity. To evaluate the economic perspective, we asked the respondents about the importance of organizations’ investments that go beyond the organization's own interest. The following statements were provided to the respondents:

- Is an organization with initiatives to reduce emissions of pollutants
- Is an organization with diversity in its workplace
- Is an organization that is investing in infrastructure and services that benefit society

The image of an employer brand refers to what view a potential employee has about an organization. The image of the employer brand thus affects the attractiveness of the employer brand. This variable also has statements derived from Feldman, Bahamonde and Bellido (2013) as they provide a scale to measure the strength of an organization’s image. The measurement scale consists of seven statements which were all used in this study. On each statement, the respondents were asked to mark on a seven-point Likert scale to which extent they agree that the statements reflect the image of the three sample organizations. The following statements were provided:

- Is a socially responsible organization
- Is an organization that has good products/services
- Is an organization that relates well with consumers
- Is an organization that generate positive feelings in people
- Is an organization with excellent leadership and innovation
- Is an organization with a good workplace environment
- Is an ethical organization

4.5.3 Potential employees’ identification (moderating variable)

A moderating variable is a variable that change or redirect the link between the independent variable and the dependent variable. The moderating variable thus changes the way the independent variable affects the dependent variable (Malhotra, Hall, Shaw & Oppenheim, 2002). In this study, the moderating variable is potential employees’ identification. Potential employees’ identification refers to which extent a potential employee can identify with an organization. Further, potential employees’ identification is a moderating variable as it affects the strength of the link between the image of a social responsible employer and
the attractiveness of the employer brand. To measure this moderating variable, a scale developed by Mayhew, Gardner, and Ashkanasy (2010) were used. The scale is called need for identification (nID) and it seeks to measure individual differences and the willingness to identify with groups of other people. This scale has eleven statements and based on these we developed three statements where the respondents were asked to mark on a seven point Likert scale to which extent they agree with the statements. These three statements were chosen as they have an external perspective and can be linked to an organization. The following statements were provided to the respondents:

- I can see myself as a representative for the organization
- When I think about the future, I see myself as a part of the organization
- The organization’s values match my own values

4.5.4 Control variables

In this study five control variables were used. These variables were chosen since they could have an impact on the link between the independent variable image of a social responsible employer and the dependent variable attractiveness of the employer brand. Since this study measure the image of a social responsible employer we chose to include control variables from two aspects of CSR. However, the economic aspect is not included as a control variable, as we argue that this aspect is complex to capture and thereby hard for the respondents to grade on a scale. The following questions were used as control variables:

- To what extent are you aware of the organization
- How important is environmental concerns for you
- How important is social justice for you
- How many years of work experience do you have after your graduation from upper secondary school
- Gender

1 The eight statements that were not used in this study are: 1. I have a lot in common with other members of my groups 2. I enjoy being part of my groups 3. I would rather say “we” than “they” when talking about the groups I am part of 4. I am comfortable with other people knowing about my group memberships 5. Being a member of groups provides me with a strong sense of who I am 6. Being a part of groups provides me with an identity 7. My understanding of who I am comes from the groups I am part of 8. without the groups I am part of, I would feel incomplete.
4.6 Data analysis

To analyze and calculate the data provided by the survey the statistical computer program SPSS version 23 was used. First, a Cronbach’s alpha test was done to evaluate the internal consistency among the statements within each measurement scale. Second, a Pearson correlation matrix was calculated and used to detect significant relationships between the variables. Third and last, to test the hypotheses of this study multiple linear regressions were used. The hypotheses were tested toward a significant level of 5 percent; hence the hypotheses were considered to be supported if \( p < .05 \).

4.7 Reliability

Reliability refers to the ability to repeat a result of a research. To be able to conduct a research high in reliability the measures used must be consistent and not dependent on the researcher’s participation. The term reliability consists of three different meanings: stability, internal reliability and inter-observer consistency (Bryman & Bell, 2011). Stability refers to if the measures used in a research are permanent over time, and stability is measured through the correlation. In other words, for a study to have a high degree of stability it must be independent in time, meaning that the results will not be varied if the research was made at a different point in time (Bryman & Bell, 2011). In this study, a re-test will not be made to measure the stability as the answers in a second test could be affected by the impressions of the first test. The internal reliability refers to if the different indicators measured are dependent on each other or not, and the internal reliability is measured through the coherence. In other words, a respondents’ answer on one indicator could be affected by the respondents’ answer on an earlier indicator (Bryman & Bell, 2011). To further test this coherence, it is common to use a test called Cronbach’s alpha. This test will provide a coefficient between 1 and 0, where 1 indicates a perfect internal reliability, whereas 0 indicates no internal reliability. Inter-observer consistency relates to that inconsistency can arise if the results are to be categorized or content analyzed, since it requires interpretations of the researcher. Hence, the inter-observer consistency can vary depending on the researcher's individual perceptions (Bryman & Bell, 2011). As this study is based on a quantitative survey there is no room for interpretations. Thereby, we will avoid inter-observer consistency, as our opinions will not influence the result.
4.8 Validity

Validity refers to if the measurement in a research actually measures the concepts that are studied. There are five types of validity that can be evaluated. The first type is face validity which refers to that a measure should reflect the content of the concepts. Face validity can be reached through asking professionals within the field for their counseling (Bryman & Bell, 2011). In this study guidance from our supervisor was provided, as we asked for advice after the measures of the variables were developed. The second type is concurrent validity, which refers to if the addition of one more measure to the study have a correlation and if the measure is valid to the study (Bryman & Bell, 2011). The third type is predictive validity which refers to the application of a future criterion (Bryman & Bell, 2011). The fourth type of validity is construct validity. This type of validity refers to the creation of hypotheses based on the theory connected to the concepts (Bryman & Bell, 2011). The fifth and last type of validity is convergent validity which refers to the comparison of the measures in two different methods (Bryman & Bell, 2011). To implement convergent validity would increase the validity of this study, however the construct validity requires more time for the research.

4.9 Generalizability

The result of this study has limited generalizability, as the generalizability is restrained to the population of this study (Bryman & Bell, 2011). The generalizability is thereby limited to higher degree students within the field of industrial engineering and management, and business administration as they constitute the population of this study.

4.10 Ethical considerations

The self-completion questionnaire was distributed online to easily reach preferable respondents although there was a large geographical distance. This way of collecting data might be seen as direct since the survey was sent out without the recipients’ permission. However, the recipients were provided with information that it was optional to participate in the survey. The recipients were also provided with our contact information as e-mail and phone number to facilitate for the recipient as the survey was distributed without their prior knowledge. The self-completion questionnaire was also distributed personally in class, which can make the respondents feel enforced to answer. However, we stated that it was
optional to participate and we were available for questions during the time the respondents answered the survey. To make the respondents comfortable in giving truthfully answers it was stated in the survey that the answers were to be handled confidentially.
5. Analysis

In this chapter, we present the outcome of the survey drawn from a statistical data analysis. First, we present the descriptive statistics that explain the characteristics of the respondents, and then the chapter continues to present the results of the control variables. Second, the results of the answers and analyses of each of the three sample organizations are presented. The analyses of the three organizations starts with an analysis of Volvo Cars, followed by the results of the analyses about SAAB and Ericsson. Third and last, the chapter concludes in a summary and comparison of the results.

5.1 Descriptive statistics and control variables

In this section, a descriptive overview of the empirical findings of all three sample organizations are presented. First, the responses and non-responses of the survey are displayed, followed by gender and work experience. These respondents’ characteristics are displayed to provide an insight in the total responses and the response rates.

5.1.1 Respondents

As mentioned in chapter 4.3, the identified sample of this study was 484 students from three Swedish universities in different geographical areas. 13 universities were asked to respond to the survey and 3 of them agreed to distribute the survey to their students. Of the 10 universities who chose to not participate in the study, 3 universities answered and declined the request. In table 5.1.1 the response rates for the total number of responses and the number of valid surveys are presented.

<table>
<thead>
<tr>
<th>Response frequency</th>
<th>Numbers</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>484</td>
<td>100</td>
</tr>
<tr>
<td>Non-responses</td>
<td>401</td>
<td>82.9</td>
</tr>
<tr>
<td>Number of responses</td>
<td>83</td>
<td>17.1</td>
</tr>
</tbody>
</table>

The total number of recipients was 484, where 401 were non-responses which gave the total response rate of 17.1 percent. Since our survey was distributed in three different phases the survey was open for different time periods. The web-survey distributed by email and through Itslearning was open for one week, whereas the printed version of the survey was
distributed in class during one occasion. The printed version distributed in class had a response rate of 100 percent, whereas the online version had a response rate of 11.7 percent.

The respondents gender is presented in table 5.1.2. The respondents are predominately females (59 %). Further, table 5.1.3 shows that the respondents have an average work experience of three and a half years\(^2\). However, the interval of years of work experience is broad as it goes from 0 to 38 years.

Table 5.1.2 Respondents’ gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>49</td>
<td>59.0</td>
</tr>
<tr>
<td>Male</td>
<td>33</td>
<td>39.8</td>
</tr>
<tr>
<td>No answer</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5.1.3 Respondents’ work experience

<table>
<thead>
<tr>
<th>Work experience</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>38</td>
<td>3.59</td>
<td>3</td>
</tr>
</tbody>
</table>

5.1.2 Control variables

The remaining control variables\(^3\) are presented in table 5.1.4. This table displays the result of the respondents’ answers of their awareness about the three sample organizations. The table, shows that the respondents seem to have highest awareness of Volvo Cars, as the mean value is high\(^4\). However, SAAB and Ericsson have average mean values, which indicates that the respondents’ awareness of these two organizations are lower.

Table 5.1.4 Awareness of the three sample organizations

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of Volvo Cars (Q17_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>5.20</td>
<td>1.569</td>
</tr>
<tr>
<td>Awareness of SAAB (Q17_2)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.14</td>
<td>1.547</td>
</tr>
<tr>
<td>Awareness of Ericsson (Q17_3)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>4.35</td>
<td>1.551</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>81</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^2\) In the answers that regard work experience there are two extreme values, 22 and 38. However, these values are not excluded in this study as they constitute raw data and it showed no significance with nor without these extreme values.

\(^3\) The control variables respondents’ gender and work experience are presented in table 5.1.2 and in table 5.1.3, as it is descriptive statistics that refer to the respondents’ characteristics.

\(^4\) In this analysis, when we refer to low mean values we refer to values below 3.5. For mean values between 3.5 and 4.5 we refer to average mean values, and for mean values above 4.5 we refer to high mean values.
Table 5.1.5 displays the result of the respondents’ answers of their opinion about the importance of environmental concerns. The table shows that the respondents tend to care about environmental concerns as the mean value is high (5.24) on the 1 to 7 scale.

Table 5.1.5 Importance of environmental concerns

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental concerns (Q18)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>5.24</td>
<td>1.504</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.1.6 displays the result of the respondents’ answers of their opinion about the importance of social justice. This table shows that social justice seems to be important for the respondents as the mean value is high (5.56) on the 1 to 7 scale.

Table 5.1.6 Importance of social justice

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social justice (Q19)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>5.56</td>
<td>1.556</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.1.7 displays the result of the respondents’ educational alignment. This table shows that 23 of the respondents are students within the field of industrial engineering and management, and that 60 of the respondents are students within the field of business administration. In other words, approximately three quarters of the students are within the field of business administration.

Table 5.1.7 Respondents’ education alignment

<table>
<thead>
<tr>
<th>Alignment</th>
<th>Number of respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers</td>
<td>23</td>
<td>27.7</td>
</tr>
<tr>
<td>Business administrators</td>
<td>60</td>
<td>72.3</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>

5.2 Analysis of Volvo Cars

In this section, an analysis of the sample organization Volvo Cars is presented. First the analysis starts with a presentation of the result of the variables: attractiveness of the employer brand, image of a social responsible employer, and potential employees’ identification. Second, analyses of the correlation and regression tests are presented.
5.2.1 Attractiveness of the employer brand, Volvo Cars

The dependent variable, attractiveness of the employer brand, is presented in table 5.2.1 that shows the respondents’ opinions about the attractiveness of Volvo Cars. A Cronbach’s alpha test is done to control that the items within the measurement scale of the attractiveness of the employer brand measure the same concept (Pallant, 2013). The Cronbach’s alpha test showed a value of 0.878 (see appendix 3, exhibit 1), which is above the acceptable value of 0.7 for this test (Pallant, 2013). Since the Cronbach’s alpha value is accepted it indicates that the items within the scale measure the same concept. Table 5.2.1 shows that each of the questions that regard the attractiveness of Volvo Cars has a high mean value, which indicates that Volvo Cars is perceived as an attractive employer. Further, the sum of the questions that regard the scale of the attractiveness of the employer brand is presented as total attractiveness in table 5.2.1.

Table 5.2.1 Attractiveness of the employer brand, Volvo Cars

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An org. I would like to work for (Q1_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>5.51</td>
<td>1.618</td>
</tr>
<tr>
<td>Employer I would recommend (Q3_1)</td>
<td>82</td>
<td>2</td>
<td>7</td>
<td>5.05</td>
<td>1.586</td>
</tr>
<tr>
<td>An attractive employer (Q6_1)</td>
<td>83</td>
<td>2</td>
<td>7</td>
<td>5.64</td>
<td>1.428</td>
</tr>
<tr>
<td>Total attractiveness, Volvo Cars</td>
<td>82</td>
<td>5</td>
<td>21</td>
<td>16.16</td>
<td>4.162</td>
</tr>
</tbody>
</table>

Valid N (listwise) 82

5.2.2 Image of a social responsible employer, Volvo Cars

The independent variable in this study is image of a social responsible employer. The result of the respondents’ answers of the image of Volvo Cars as a social responsible employer is presented in table 5.2.2. The Cronbach’s alpha test on image of a social responsible employer showed a value of 0.908 (see appendix 3, exhibit 1), which indicates that the items of the scale measure the same concept (Pallant, 2013).

Table 5.2.2 Image of a social responsible employer, Volvo Cars

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity in workplace(Q7_1)</td>
<td>81</td>
<td>2</td>
<td>7</td>
<td>5.05</td>
<td>1.293</td>
</tr>
<tr>
<td>Reduce emissions &amp; pollutants (Q8_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>5.19</td>
<td>1.388</td>
</tr>
<tr>
<td>Investing in infrastructure (Q9_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>5.05</td>
<td>1.474</td>
</tr>
<tr>
<td>Social responsible employer (Q10_1)</td>
<td>80</td>
<td>2</td>
<td>7</td>
<td>5.14</td>
<td>1.348</td>
</tr>
<tr>
<td>Has good products/services (Q11_1)</td>
<td>81</td>
<td>3</td>
<td>7</td>
<td>6.07</td>
<td>1.093</td>
</tr>
<tr>
<td>Relates well with consumers Q12_1</td>
<td>81</td>
<td>3</td>
<td>7</td>
<td>5.64</td>
<td>1.288</td>
</tr>
<tr>
<td>Generate positive feelings (Q13_1)</td>
<td>80</td>
<td>2</td>
<td>7</td>
<td>5.99</td>
<td>1.131</td>
</tr>
<tr>
<td>Excellent leadership (Q14_1)</td>
<td>81</td>
<td>2</td>
<td>7</td>
<td>5.48</td>
<td>1.370</td>
</tr>
<tr>
<td>Good workplace environment (Q15_1)</td>
<td>80</td>
<td>2</td>
<td>7</td>
<td>4.95</td>
<td>1.311</td>
</tr>
<tr>
<td>Is an ethical organization (Q16_1)</td>
<td>80</td>
<td>2</td>
<td>7</td>
<td>4.95</td>
<td>1.231</td>
</tr>
<tr>
<td>Total image, Volvo Cars</td>
<td>79</td>
<td>25</td>
<td>70</td>
<td>53.59</td>
<td>9.639</td>
</tr>
</tbody>
</table>

Valid N (listwise) 79
In table 5.2.2 the result of the respondents’ answers of the ten items that measure the image of a social responsible employer is presented. The table shows that each question has a high mean value, which indicates that the respondents have an image of Volvo Cars as a social responsible employer. Furthermore, the sum of the questions that regard the image of Volvo Cars as a social responsible employer is presented as total image in table 5.2.2.

5.2.3 Potential employees’ identification, Volvo Cars

The moderating variable, potential employees’ identification, is presented in table 5.2.3 that shows the result of the respondents’ answers that regard their identification to Volvo Cars. The Cronbach’s alpha value on the measurement scale of potential employees’ identification is 0.905 (see appendix 3, exhibit 1), which supports that the measurement scale is relevant (Pallant, 2013). Table 5.2.3 shows that the respondents have a high identification to Volvo Cars, as the mean values are above 4.5. In this table, total identification is presented as the sum of the questions that regard potential employees’ identification to Volvo Cars.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>See myself as a representative of org. (Q2_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>5.31</td>
<td>1.630</td>
</tr>
<tr>
<td>See myself as a future part of org. (Q4_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>4.95</td>
<td>1.873</td>
</tr>
<tr>
<td>Org. values match my values (Q5_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>4.87</td>
<td>1.758</td>
</tr>
<tr>
<td>Total identification, Volvo Cars</td>
<td>83</td>
<td>4</td>
<td>21</td>
<td>15.13</td>
<td>4.833</td>
</tr>
</tbody>
</table>

5.2.4 Pearson correlation matrix, Volvo Cars

To explore the relationship between the independent, dependent, moderating and control variables, a Pearson correlation matrix is used to measure the correlation coefficients. The result provided in a Pearson correlation matrix indicates if the relationship between the variables is positive or negative and it also shows how strong the relationship is. If the correlation has a value between 0.10 and 0.29 the correlation is considered as small, a value between 0.30 and 0.49 is considered as a medium correlation, and a value between 0.50 and 1.0 is considered as a large correlation (Pallant, 2013). In table 5.2.4 the correlation coefficients between the variables are displayed. In the variables 1-3, it is the total sum-variables that are used. In this study, to find indicators of relationships, the significance level 5 percent is used.
The correlation matrix of Volvo Cars, presented in table 5.2.4, shows that the attractiveness of Volvo Cars has a significant positive large correlation with image of Volvo Cars as a social responsible employer (0.682), identification to Volvo Cars (0.877), and awareness of Volvo Cars (0.527). Further the attractiveness of Volvo Cars has a significant positive medium correlation with environmental concerns (0.310). However, potential employees’ identification to Volvo Cars is the variable that has the largest correlation with the attractiveness of Volvo Cars. This large correlation indicates that the respondents that can identify with Volvo Cars, perceive Volvo Cars as a more attractive employer. Furthermore, there is a significant negative small correlation between the attractiveness of Volvo Cars and education alignment (-0.243). In this study, students within the field of industrial engineering and management are coded as 1 and students within the field of business administration are coded as 2. The table 5.2.4 thereby shows that the students within the field of industrial engineering and management perceive Volvo Cars as more attractive than the students within the field of business administration do.

The matrix also shows that there is a significant positive large correlation between the image of Volvo Cars as a social responsible employer and identification to Volvo Cars (0.653). Moreover, image of Volvo Cars has a significant positive medium correlation with awareness of Volvo Cars (0.402). Further, there is a significant positive small correlation

---

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Total attraction</td>
<td>16.16</td>
<td>4.162</td>
<td>.882**</td>
<td>.653**</td>
<td>.682**</td>
<td>.877**</td>
<td>.527**</td>
<td>.402**</td>
<td>.442**</td>
<td>.063</td>
</tr>
<tr>
<td>2 Total image</td>
<td>53.59</td>
<td>9.639</td>
<td>.682**</td>
<td>.877**</td>
<td>.527**</td>
<td>.402**</td>
<td>.442**</td>
<td>.063</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Total identification</td>
<td>15.13</td>
<td>4.833</td>
<td>.877**</td>
<td>.653**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Awareness</td>
<td>5.20</td>
<td>1.569</td>
<td>.527**</td>
<td>.402**</td>
<td>.442**</td>
<td>.063</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Environmental concerns</td>
<td>5.24</td>
<td>1.504</td>
<td>.310**</td>
<td>.188</td>
<td>.334**</td>
<td>.063</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Social justice</td>
<td>5.56</td>
<td>1.556</td>
<td>.073</td>
<td>.026</td>
<td>.127</td>
<td>.040</td>
<td>.722**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Work experience</td>
<td>5.59</td>
<td>5.116</td>
<td>-.148</td>
<td>.024</td>
<td>-.138</td>
<td>-.281*</td>
<td>-.146</td>
<td>-.172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Gender</td>
<td>.217</td>
<td>.261*</td>
<td>.236*</td>
<td>.153</td>
<td>-.184</td>
<td>-.378**</td>
<td>-.075</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Education Alignment</td>
<td>-.243*</td>
<td>.110</td>
<td>-.173</td>
<td>0.012</td>
<td>.062</td>
<td>.237*</td>
<td>.118</td>
<td>-.345**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:
*p < 0.05
**p < 0.01
***p < 0.001
between the image of Volvo Cars and gender (0.261). This correlation indicates that males perceive Volvo Cars as a socially responsible employer to a larger extent than females do, as females are coded as 1 and males are coded as 2. Moreover, the respondents’ identification to Volvo Cars has a significant positive medium correlation to the awareness of Volvo Cars (0.442), and environmental concerns (0.334). Further, there is a significant positive small correlation between the respondents’ identification to Volvo Cars and gender (0.236). Hence, males seem to identify with Volvo Cars more than females do.

5.2.5 Multiple linear regression, Volvo Cars

In this study, a multiple linear regression is used to test how each variable contributes to the conceptual model and through this regression information about the whole model is provided (Pallant, 2013). Multiple linear regression is based on correlation and it is used to explore the relationship between the dependent, independent, moderating and control variables. Hence, the multiple linear regression has the advantage to describe how variables can predict an outcome (Pallant, 2013). In this study, a multiple linear regression is developed where the tested variables are applied in the regression. The variables that showed no significance were excluded from the regression, and are not presented further in this case. To see the first regression with all variables, see appendix 4, exhibit 4. To test the hypotheses, the control variables environmental concerns, social justice, work experience, and gender were excluded from the regression as they showed no significance in the first regression. The remaining control variables are awareness and education alignment.

To test the hypotheses based on a regression, it is important to check for multi-collinearity. Multi-collinearity is when there is a high correlation between the tested variables. In this study, multi-collinearity is checked through an evaluation of the tolerance values and the highest VIF value (Pallant, 2013). The tolerance values are between 0.523 and 0.965. These values show no tendency for multi-collinearity as they are above 0.1 which is the higher limit for multi-collinearity (Pallant, 2013). Another test for multi-collinearity was done by controlling the highest VIF value, which was 1.911. The highest VIF value indicates that there is no multi-collinearity as it is below 10, which is the lower limit for multi-collinearity (Pallant, 2013). Hence, these two tests indicate that there is no multi-collinearity in the regression model.
The tested hypotheses are:

- **H1.** Organizations with an image as a social responsible employer will be perceived as a more attractive employer.
- **H2.** Potential employees’ identification with the employer brand affects the strength of the link between image of a social responsible employer and the attractiveness of the employer brand.
- **H3.** Potential employees’ identification with the employer brand strengthens the attractiveness of the employer brand.

In the regression seen in table 5.2.5, hypothesis 1 is tested. In this regression, the independent variable is image of a social responsible employer. To be able to compare the different variables, regardless of scale, the standardized beta value is used (Pallant, 2013).

![Table 5.2.5 Regression test of H1, Volvo Cars](image)

The regression seen in table 5.2.5 shows an adjusted $R^2$ of 0.556, which means that 55.6 percent of the variance in the attractiveness of the employer brand is explained by image of a social responsible employer, awareness, and education alignment. In this model, all variables are of statistically scientific contribution as all variables are significant at the 5 percent level. Since each of the variables are significant and contribute to the model, hypothesis 1 is supported. Further the model itself is significant at $p < 0.05$, and even at the $p < 0.001$ which can be seen in the regression as the sig-value for the model is 0.000.

To test hypothesis 3, a regression is developed with potential employees’ identification as an independent variable, together with the significant control variables awareness and education alignment. The result of the regression is presented in table 5.2.6.
Table 5.2.6 Regression test of H3, Volvo Cars

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>5.198***</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Identification</td>
<td>.779***</td>
<td>.000</td>
<td>.776</td>
</tr>
<tr>
<td>Awareness</td>
<td>.181**</td>
<td>.002</td>
<td>.800</td>
</tr>
<tr>
<td>Education alignment</td>
<td>-.106*</td>
<td>.044</td>
<td>.965</td>
</tr>
</tbody>
</table>

Adjusted $R^2 = .797$
VIF value, highest = 1.289
F-value = 104.219
Sig. = .000
*p < .05
**p < .01
***p < .001

The regression seen in table 5.2.6 shows an adjusted R square value of 0.797, which means that 79.7 percent of the variance in attractiveness of the employer brand is explained by the potential employees’ identification, awareness and education alignment. In this model, all variables are of statistically scientific contribution, as all variables are significant at the 5 percent level. Since each of the variables are significant and contribute to the model hypothesis 3 is supported. Further the model itself is significant at p < 0.05.

To test hypothesis 2, a regression is developed with image of a social responsible employer as an independent variable, potential employees’ identification as a moderating variable, and the control variables awareness and education alignment. The regression is presented in table 5.2.7. The table shows that the product of image and identification, which test the moderating effect of potential employees’ identification, is not significant at the 5 percent level. Since the product of image and identification is not significant, hypothesis 2 is not supported in the case of Volvo Cars.

Table 5.2.7 Regression test of H2, Volvo Cars

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.998*</td>
<td>.050</td>
<td></td>
</tr>
<tr>
<td>Image</td>
<td>.168*</td>
<td>.014</td>
<td>.553</td>
</tr>
<tr>
<td>Identification</td>
<td>.671***</td>
<td>.000</td>
<td>.509</td>
</tr>
<tr>
<td>X-Image$^3$</td>
<td>-.059</td>
<td>.254</td>
<td>.953</td>
</tr>
<tr>
<td>Awareness</td>
<td>.168**</td>
<td>.004</td>
<td>.759</td>
</tr>
<tr>
<td>Education alignment</td>
<td>-.102*</td>
<td>.047</td>
<td>.963</td>
</tr>
</tbody>
</table>

Adjusted $R^2 = .810$
VIF value, highest = 1.966
F-value = 66.571
Sig. = .000
*p < .05
**p < .01
***p < .001

$^3$ X-image is the product of image and identification, and is used to test the moderating effect of identification.
5.2.6 Conclusion of the analysis, Volvo Cars

The analysis of Volvo Cars showed that the respondents seem to think that Volvo Cars is an attractive employer, with an image as a social responsible organization. Further the result of the respondents’ answers regarding their identification to Volvo Cars showed that the respondents sense a high identification towards Volvo Cars. Furthermore, the analysis of the correlation showed that the largest correlation in the case of Volvo Cars, is between the attractiveness of Volvo Cars and potential employees’ identification to Volvo Cars. The regression strengthens that there is a relationship between attractiveness of Volvo Cars and potential employees’ identification to Volvo Cars as hypothesis 3 is supported. Moreover, the regression of Volvo Cars showed that hypothesis 1 is supported since image of a social responsible employer showed a significance at the 5 percent level. However, hypothesis 2 is not supported in the case of Volvo Cars, as potential employees’ identification showed no moderating effect on the relation between image of a social responsible employer and the attractiveness of the employer brand.

5.3 Analysis of SAAB

In this section, an analysis of the sample organization SAAB is presented. First, the analysis starts with a presentation of the result of the variables: attractiveness of the employer brand, image of a social responsible employer, and potential employees’ identification. Second, analyses of the correlation and regression tests are presented.

5.3.1 Attractiveness of the employer brand, SAAB

The dependent variable, attractiveness of the employer brand, is presented in table 5.3.1 that shows the respondents’ opinions about the attractiveness of SAAB. A Cronbach’s alpha test is done to control that the items within the measurement scale of the attractiveness of the employer brand measure the same concept (Pallant, 2013). The Cronbach’s alpha test showed a value of 0.904 (see appendix 3, exhibit 2), which is an acceptable value (Pallant, 2013).

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An org. I would like to work for (Q1_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>4.14</td>
<td>1.914</td>
</tr>
<tr>
<td>Employer I would recommend (Q3_1)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>3.93</td>
<td>1.727</td>
</tr>
<tr>
<td>An attractive employer (Q6_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>4.06</td>
<td>1.830</td>
</tr>
<tr>
<td>Total attractiveness SAAB</td>
<td>82</td>
<td>3</td>
<td>21</td>
<td>12.06</td>
<td>4.985</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 5.3.1 shows that the mean value of each question that regards the attractiveness of SAAB is approximately 4. These average mean values indicate that SAAB is considered as a mediocre attractive employer. Further, the sum of the questions that regard the scale of the attractiveness of the employer brand is presented as total attractiveness in table 5.3.1.

5.3.2 Image of a social responsible employer, SAAB

The result of the respondents’ answers of the image of SAAB as a social responsible employer is presented in table 5.3.2. The scale that measure the image of a social responsible employer has a Cronbach’s alpha value of 0.903 (see appendix 3, exhibit 2), which is above the accepted value (Pallant, 2013). In table 5.3.2 the result of the respondents’ answers of the ten items that measure the image of a social responsible employer is presented. The table shows that the questions have mean values between 3.92 and 4.76, which indicates that the respondents have a mediocre image of SAAB as a social responsible employer. However, the questions: is an organization that has good products/services and is an organization that relates well with consumers differentiate from the other questions as they have high mean values. Furthermore, the sum of the questions that regard the image of SAAB as a social responsible employer is presented as total image in table 5.3.2.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity in workplace</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.48</td>
<td>1.266</td>
</tr>
<tr>
<td>Reduce emissions &amp; pollu</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.14</td>
<td>1.232</td>
</tr>
<tr>
<td>Investing in infrastructure</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.21</td>
<td>1.571</td>
</tr>
<tr>
<td>Social responsible employer</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.29</td>
<td>1.324</td>
</tr>
<tr>
<td>Has good products/services</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>4.76</td>
<td>1.768</td>
</tr>
<tr>
<td>Relates well with consumers</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.67</td>
<td>1.500</td>
</tr>
<tr>
<td>Generate positive feelings</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>3.92</td>
<td>1.565</td>
</tr>
<tr>
<td>Excellent leadership</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.32</td>
<td>1.504</td>
</tr>
<tr>
<td>Good workplace environment</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.38</td>
<td>1.296</td>
</tr>
<tr>
<td>Is an ethical organization</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.15</td>
<td>1.313</td>
</tr>
<tr>
<td>Total image SAAB</td>
<td>79</td>
<td>16</td>
<td>68</td>
<td>43.15</td>
<td>10.555</td>
</tr>
</tbody>
</table>

Valid N (listwise) 79

5.3.3 Potential employees’ identification, SAAB

The result of the respondents’ answers of their identification to SAAB is presented in table 5.3.3. The Cronbach’s alpha value for the measurement scale that regard potential employees’ identification is 0.845 (see appendix 3, exhibit 2), which is within the accepted limits (Pallant, 2013). Table 5.3.3 shows that the respondents have a mediocre
identification to SAAB, as the mean values are within the interval of an average mean value. In this table, total identification is presented as the sum of the questions that regard potential employees’ identification to SAAB.

Table 5.3.3 Potential employees’ identification, SAAB

<table>
<thead>
<tr>
<th>Identification</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>See myself as a representative of org. (Q2_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.87</td>
<td>1.911</td>
</tr>
<tr>
<td>See myself as a future part of org. (Q4_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.60</td>
<td>1.874</td>
</tr>
<tr>
<td>Org. values match my values (Q5_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.76</td>
<td>1.462</td>
</tr>
<tr>
<td>Total identification SAAB</td>
<td>83</td>
<td>3</td>
<td>21</td>
<td>11.23</td>
<td>4.615</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>83</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.3.4 Pearson correlation matrix, SAAB

As mentioned in 5.2.4 a Pearson correlation matrix is used to explore the relationship between the independent, dependent, moderating, and control variables. In the variables 1-3, it is the total sum-variables that are used. In this study, to find indicators of relationships, the significance level 5 percent is used.

Table 5.3.4 Correlation matrix, SAAB

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Total attraction</td>
<td>12.06</td>
<td>4.985</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Total image</td>
<td>43.15</td>
<td>10.555</td>
<td>.626**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Total identification</td>
<td>11.23</td>
<td>4.615</td>
<td>.900**</td>
<td>.647**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Awareness</td>
<td>4.14</td>
<td>1.547</td>
<td>.465**</td>
<td>.306**</td>
<td>.489**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Environmental concerns</td>
<td>5.24</td>
<td>1.504</td>
<td>.222*</td>
<td>.098</td>
<td>.178</td>
<td>-0.31</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Social justice</td>
<td>5.56</td>
<td>1.556</td>
<td>.005</td>
<td>.034</td>
<td>.032</td>
<td>-0.093</td>
<td>.722**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Work experience</td>
<td>3.59</td>
<td>5.116</td>
<td>-0.038</td>
<td>.074</td>
<td>-0.033</td>
<td>-0.267*</td>
<td>-0.146</td>
<td>-0.172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Gender</td>
<td>.280*</td>
<td>.184</td>
<td>.260*</td>
<td>.172</td>
<td>-0.184</td>
<td>-0.378**</td>
<td>-0.075</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Education Alignment</td>
<td>-.176</td>
<td>-.150</td>
<td>-.192</td>
<td>-.199</td>
<td>.062</td>
<td>.237*</td>
<td>.118</td>
<td>-.345**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:
*p < 0.05
**p < 0.01
***p < 0.001

The correlation matrix of SAAB, presented in table 5.3.4, shows that the attractiveness of SAAB has a significant positive large correlation between image of SAAB as a social responsible employer (0.626) and identification to SAAB (0.900). Further, there is a significant positive medium correlation between the attractiveness of SAAB and awareness
Furthermore, the attractiveness of SAAB has a significant positive small correlation with environmental concerns (0.222) and gender (0.280). In this study females are coded as 1 and males are coded as 2. The correlation between attractiveness of SAAB and gender thus indicates that males tend to perceive SAAB as more attractive than females do. However, of these correlations with the attractiveness of SAAB, potential employees’ identification to SAAB has the largest correlation. This large correlation indicates that the respondents that can identify with SAAB perceive SAAB as a more attractive employer. The matrix also shows that image of SAAB as a social responsible employer has a significant positive large correlation with potential employees’ identification to SAAB (0.647). The image of SAAB as a social responsible employer further has a significant positive medium correlation with awareness (0.306). Furthermore, the respondents’ identification to SAAB has a significant positive medium correlation to the awareness of SAAB (0.489), and a significant positive small correlation to gender (0.260). Hence, males seem to identify with SAAB more than females do.

5.3.5 Multiple linear regression, SAAB

As mentioned in 5.2.5, a multiple linear regression is developed to test the model. In the regression, the tolerance values are between 0.455 and 0.949. These values show no tendency for multi-collinearity as they are above 0.1 which is the higher limit for multi-collinearity. Another test for multi-collinearity was done by controlling the highest VIF value, which was 1.197. This highest VIF value indicates that there is no multi-collinearity as it is below 10, which is the lower limit for multi-collinearity (Pallant, 2013). Hence, these two tests indicate that there is no multi-collinearity in the regression model. Further, variables with no significance were excluded from the regression, and will not be presented in the case of SAAB. To see the first regression with all variables, see appendix 4, exhibit 5. To test the hypotheses, the control variables awareness, work experience, gender and education alignment were excluded from the regression as they showed no significance in the first regression. The remaining control variables are environmental concerns and social justice.
The tested hypotheses are:

- **H1.** Organizations with an image as a social responsible employer will be perceived as a more attractive employer.
- **H2.** Potential employees’ identification with the employer brand affects the strength of the link between image of a social responsible employer and the attractiveness of the employer brand.
- **H3.** Potential employees’ identification with the employer brand strengthens the attractiveness of the employer brand.

In table 5.3.5 a regression of the dependent variable attractiveness of SAAB is presented. In this regression, potential employees’ identification is used as an independent variable as the image of SAAB as a social responsible employer did not show any significance in the first regression test (see appendix 3, exhibit 5). The image of SAAB as a social responsible employer was thereby excluded from the model as it did not contribute to the model in this case. The regression seen in table 5.3.5 shows an adjusted R square of 0.817, which means that 81.7 percent of the variance in the attractiveness of the employer brand is explained by potential employees’ identification, environmental concerns, and social justice. In this model, all variables are of statistically scientific contribution as all variables are significant at the 5 percent level. This model shows that the potential employees’ identification to SAAB is significant and contributes to the model, which indicates that potential employees’ identification affects the attractiveness of the employer brand. Thus, implicating that there is support for hypothesis 3. However, since the independent variable image of SAAB as a social responsible employer was excluded from the model, hypotheses 1 and 2 are not supported. Further, the model itself is significant at p < 0.05, and even at the p < 0.001 which can be seen in the regression as the sig-value for the model is 0.000.

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>1.094</td>
<td>.006</td>
<td>.949</td>
</tr>
<tr>
<td>Identification</td>
<td>.874***</td>
<td>.000</td>
<td>.949</td>
</tr>
<tr>
<td>Environmental concerns</td>
<td>.172*</td>
<td>.018</td>
<td>.455</td>
</tr>
<tr>
<td>Social justice</td>
<td>-.147*</td>
<td>.038</td>
<td>.470</td>
</tr>
</tbody>
</table>

Adjusted R² = .817
VIF value, highest = 1.197
F-value = 119.681
Sig. = .000
*p < .05
**p < .01
***p < .001
5.3.6 Conclusion of the analysis, SAAB

The analysis of SAAB showed that the respondents seem to think that SAAB is a mediocre attractive employer, with a mediocre image as a social responsible employer. Further the result of the respondents’ answers of their identification to SAAB showed that the respondents sense a mediocre identification towards SAAB. Furthermore, the analysis of the correlation showed that the largest correlation in the case of SAAB is between the attractiveness of SAAB and potential employees’ identification to SAAB. The regression strengthens that there is a relationship between attractiveness of SAAB and potential employees’ identification to SAAB as hypothesis 3 is supported. However, hypotheses 1 and 2 are not supported in the case of SAAB as image of social responsible employer showed no significance in the first regression.

5.4 Analysis of Ericsson

In this section, an analysis of the sample organization Ericsson is presented. First, the analysis starts with a presentation of the result of the variables: attractiveness of the employer brand, image of a social responsible employer, and potential employees’ identification. Second, analyses of the correlation and regression tests are presented.

5.4.1 Attractiveness of the employer brand, Ericsson

The dependent variable, attractiveness of the employer brand, is presented in table 5.4.1 that shows the result of the respondents’ opinions about the attractiveness of Ericsson. A Cronbach’s alpha test is done to control that the items within the measurement scale of the attractiveness of the employer brand measure the same concept (Pallant, 2013). The Cronbach’s alpha test showed a value of 0.916 (see appendix 3, exhibit 3), which is an accepted value (Pallant, 2013).

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An org. I would like to work for (Q1_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.80</td>
<td>1.859</td>
</tr>
<tr>
<td>Employer I would recommend (Q3_1)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>3.54</td>
<td>1.664</td>
</tr>
<tr>
<td>An attractive employer (Q6_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.84</td>
<td>1.678</td>
</tr>
<tr>
<td>Total attractiveness, Ericsson</td>
<td>82</td>
<td>3</td>
<td>21</td>
<td>11.15</td>
<td>4.831</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 5.4.1 shows that the mean value of each question that regards the attractiveness of Ericsson is within the interval of an average mean value. These average mean values indicate that Ericsson is considered as a mediocre attractive employer. Further, the sum of the questions that regard the scale of the attractiveness of the employer brand is presented as total attractiveness in table 5.4.1.

5.4.2 Image of a social responsible employer, Ericsson

The result of the respondents’ answers of their image of Ericsson as a social responsible employer is presented in table 5.4.2. The measurement scale of image of a social responsible employer has a Cronbach’s alpha value on 0.910 (see appendix 3, exhibit 3), which is an accepted value (Pallant, 2013). Table 5.4.2 presents the result of the respondents’ answers of the ten items that measure image of a social responsible employer. The table shows that the questions have mean values between 3.65 and 4.59, which indicate that the respondents have a mediocre image of Ericsson as a social responsible employer. However, the questions: is an organization with diversity in the workplace and is an organization with good products/services differentiate from the other questions as they have high mean values. Furthermore, the sum of the questions that regard the image of Ericsson as a social responsible employer is presented as total image in table 5.4.2.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity in workplace (Q7_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.57</td>
<td>1.341</td>
</tr>
<tr>
<td>Reduce emissions &amp; pollutants (Q8_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.01</td>
<td>1.328</td>
</tr>
<tr>
<td>Investing in infrastructure (Q9_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.11</td>
<td>1.597</td>
</tr>
<tr>
<td>Social responsible employer (Q10_1)</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.15</td>
<td>1.323</td>
</tr>
<tr>
<td>Has good products/services (Q11_1)</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.59</td>
<td>1.490</td>
</tr>
<tr>
<td>Relates well with consumers (Q12_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>4.44</td>
<td>1.423</td>
</tr>
<tr>
<td>Generate positive feelings (Q13_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>3.65</td>
<td>1.559</td>
</tr>
<tr>
<td>Excellent leadership (Q14_1)</td>
<td>81</td>
<td>1</td>
<td>7</td>
<td>3.91</td>
<td>1.492</td>
</tr>
<tr>
<td>Good workplace environment (Q15_1)</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.01</td>
<td>1.463</td>
</tr>
<tr>
<td>Is an ethical organization (Q16_1)</td>
<td>80</td>
<td>1</td>
<td>7</td>
<td>4.33</td>
<td>1.300</td>
</tr>
<tr>
<td>Total image, Ericsson</td>
<td>79</td>
<td>15</td>
<td>67</td>
<td>41.70</td>
<td>10.748</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.4.3 Potential employees’ identification, Ericsson

The result of the respondents’ answers of their identification to Ericsson is presented in table 5.4.3. The Cronbach’s alpha test of the scale that measure potential employees’ identification has a value on 0.873 (see appendix 3, exhibit 3), which is within the accepted limit (Pallant, 2013). Table 5.4.3 shows that on the two questions: I can see myself as a
representative of the organization and the organization's values match my own values the
mean values are average. However, on the question when I think about the future, I can see
myself as part of the organization the mean value is low. These mean values indicate that
the respondents have a mediocre identification to Ericsson. In this table, total identification
is presented as the sum of the questions that regard potential employees’ identification to
Ericsson.

Table 5.4.3 Potential employees’ identification, Ericsson

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>See myself as a representative of org. (Q2_1)</td>
<td>82</td>
<td>1</td>
<td>7</td>
<td>3.89</td>
<td>1.846</td>
</tr>
<tr>
<td>See myself as a future part of org. (Q4_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.34</td>
<td>1.706</td>
</tr>
<tr>
<td>Org. values match my values (Q5_1)</td>
<td>83</td>
<td>1</td>
<td>7</td>
<td>3.71</td>
<td>1.579</td>
</tr>
<tr>
<td>Total identification Ericsson</td>
<td>82</td>
<td>3</td>
<td>21</td>
<td>10.98</td>
<td>4.605</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.4.4 Pearson correlation matrix, Ericsson

As mentioned in 5.2.4, a Pearson correlation matrix is used to explore the relationship
between the independent, dependent, moderating, and control variables. In the variables 1-3,
it is the total sum-variables that are used. In this study, to find indicators of relationships,
the significance level 5 percent is used.

Table 5.4.4 Correlation matrix, Ericsson

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Total attraction</td>
<td>11.15</td>
<td>4.831</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Total image</td>
<td>41.70</td>
<td>10.748</td>
<td>.670**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Total identification</td>
<td>10.98</td>
<td>4.605</td>
<td>.905**</td>
<td>.704**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Awareness</td>
<td>4.35</td>
<td>1.551</td>
<td>.052</td>
<td>0.04</td>
<td>0.109</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Environmental concerns</td>
<td>5.24</td>
<td>1.504</td>
<td>.345**</td>
<td>.197</td>
<td>.332**</td>
<td>-.090</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Social justice</td>
<td>5.56</td>
<td>1.556</td>
<td>.312**</td>
<td>.035</td>
<td>.205</td>
<td>-.242*</td>
<td>.722**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Work experience</td>
<td>3.59</td>
<td>5.116</td>
<td>-.124</td>
<td>.003</td>
<td>-.131</td>
<td>-.213</td>
<td>-.146</td>
<td>-.172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Gender</td>
<td>-.010</td>
<td>.084</td>
<td>.122</td>
<td>.328**</td>
<td>-.184</td>
<td>-.378**</td>
<td>-.075</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Education Alignment</td>
<td>-.171</td>
<td>-.249*</td>
<td>-.220*</td>
<td>-.147</td>
<td>.062</td>
<td>.237*</td>
<td>.118</td>
<td>-.345**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:
*p < 0.05
**p < 0.01
***p < 0.001
The correlation matrix of Ericsson, presented in table 5.4.4, shows that the attractiveness of Ericsson has a significant positive large correlation with image of Ericsson as a social responsible employer (0.670) and identification to Ericsson (0.905). Further, the attractiveness of Ericsson has a significant positive medium correlation with environmental concerns (0.345), and social justice (0.312). However, of these correlations with the attractiveness of Ericsson, potential employees’ identification to Ericsson has the largest correlation. This large correlation indicates that the respondents that can identify with Ericsson perceive Ericsson as a more attractive employer. The matrix also shows that there is a significant positive large correlation between the image of Ericsson as a social responsible employer and potential employees’ identification to Ericsson (0.704). However, there is a significant negative small correlation between the image of Ericsson as a social responsible employer and education alignment (-0.249). This negative correlation shows that the students within the field of industrial engineering and management sees Ericsson as a more social responsible employer than the students within the field of business administration do. Furthermore, the respondents’ identification to Ericsson has a significant positive medium correlation with environmental concerns (0.332). The table also shows that it is a significant negative small correlation between identification to Ericsson and education alignment (-0.220). This negative correlation indicates that the students within the field of industrial engineering and management tend to identify with Ericsson in a larger extent than the students within the field of business administration do.

5.4.5 Multiple linear regression, Ericsson

As mentioned in 5.2.5, a multiple linear regression is developed to test the model. In the regression, the tolerance value is 0.958. This value shows no tendency for multi-collinearity as it is above 0.1, which is the higher limit for multi-collinearity. Another test for multi-collinearity was done by controlling the highest VIF value which was 1.044. The highest VIF value indicates that there is no multi-collinearity as it is below 10, which is the lower limit for multi-collinearity (Pallant, 2013). Hence, these two tests indicate that there is no multi-collinearity in the regression model. Further, variables with no significance were excluded from the regression, and will not be presented in the case of Ericsson. To see the first regression with all variables, see appendix 4, exhibit 6. To test the hypotheses, the control variables awareness, environmental concerns, work experience, gender and
education alignment were excluded from the regression as they showed no significance. The remaining control variable is social justice.

The tested hypotheses are:

- **H1.** Organizations with an image as a social responsible employer will be perceived as a more attractive employer.
- **H2.** Potential employees’ identification with the employer brand affects the strength of the link between image of a social responsible employer and the attractiveness of the employer brand.
- **H3.** Potential employees’ identification with the employer brand strengthens the attractiveness of the employer brand.

In table 5.4.5 a regression of the dependent variable attractiveness of Ericsson is presented. In this regression, potential employees’ identification is used as an independent variable as the image of Ericsson as a social responsible employer did not show any significance in the first regression test (see appendix 3, exhibit 6). The image of Ericsson as a social responsible employer was thereby excluded from the model as it did not contribute to the model in this case.

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-1.237</td>
<td>.175</td>
<td></td>
</tr>
<tr>
<td>Identification</td>
<td>.878***</td>
<td>.000</td>
<td>.958</td>
</tr>
<tr>
<td>Social justice</td>
<td>.132**</td>
<td>.006</td>
<td>.958</td>
</tr>
</tbody>
</table>

Adjusted $R^2 = .831$

VIF value, highest = 1.044

F-value = 198.130

Sig. .000

*p < .05

**p < .01

***p < .001

The regression seen in table 5.4.5 shows an adjusted R square of 0.831, which means that 83.1 percent of the variance in the attractiveness of the employer brand is explained by potential employees’ identification and social justice. In this model, all variables are of statistically scientific contribution as all variables are significant at the 5 percent level. This model shows that the potential employees’ identification to Ericsson is significant and contributes to the model, which indicates that potential employees’ identification affects the attractiveness of the employer brand. Thus, implicating that there is support for
hypothesis 3. However, since the independent variable image of Ericsson as a social responsible employer was excluded from the model, there is no support for hypotheses 1 and 2. Further, the model itself is significant at $p < 0.05$, and even at the $p < 0.001$ which can be seen in the regression as the sig-value for the model is 0.000.

5.4.6 Conclusion of the analysis, Ericsson

The analysis of Ericsson showed that the respondents seem to think that Ericsson is a mediocre attractive employer with a mediocre image as a social responsible employer. Further, the result of the respondents’ answers of their identification to Ericsson showed that the respondents sense a mediocre identification towards Ericsson. Furthermore, the analysis of the correlation showed that the largest correlation in the case of Ericsson is between the attractiveness of Ericsson and potential employees’ identification to Ericsson. The regression strengthens that there is a relationship between attractiveness of Ericsson and potential employees’ identification to Ericsson as hypothesis 3 is supported. However, hypotheses 1 and 2 are not supported in the case of Ericsson as image of a social responsible employer showed no significance in the first regression.

5.5 Summary of the three analyses

In this study, multiple linear regression tests were made on each of the three sample organizations to compare the results of the survey. The reason for choosing multiple linear regression was that our model consists of more than one variable that needed to be tested. In table 5.5.1 a summary of the supported and non-supported hypotheses is presented. Hypothesis 3 is supported in all three cases. However, hypotheses 1 is only supported in the case of Volvo Cars and hypothesis 2 is not supported in any of the cases.

Table 5.5.1 Supported and non-supported hypotheses

<table>
<thead>
<tr>
<th></th>
<th>Hypothesis 1</th>
<th>Hypothesis 2</th>
<th>Hypothesis 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volvo Cars</td>
<td>Supported</td>
<td>Not Supported</td>
<td>Supported</td>
</tr>
<tr>
<td>SAAB</td>
<td>Not Supported</td>
<td>Not supported</td>
<td>Supported</td>
</tr>
<tr>
<td>Ericsson</td>
<td>Not Supported</td>
<td>Not supported</td>
<td>Supported</td>
</tr>
</tbody>
</table>

H1. Organizations with an image as a social responsible employer will be perceived as a more attractive employer.
H2. Potential employees’ identification with the employer brand affects the strength of the link between image of a social responsible employer and the attractiveness of the employer brand.
H3. Potential employees’ identification with the employer brand strengthens the attractiveness of the employer brand.
6 Thesis conclusion and discussion

In this final chapter, a summary of the thesis and its findings is first presented. Second, the chapter continues with our reflections of the findings and non-findings. Third, the theoretical and methodological contributions are presented. Fourth, the chapter continues with the societal implications and practical contributions of this study. The chapter then concludes with the limitations and future research.

6.1 Summary of the thesis and its findings

The purpose of this study was to explain how potential employees’ identification affects the relation between corporate social responsibility (CSR) and the attractiveness of the employer brand. The study was based on two theories, Social identity theory and Signaling theory, and on several concepts within employer branding and CSR. The study had a quantitative method, which was based on a self-completion questionnaire. The questionnaire was sent out to three Swedish universities, more specifically to students within the two fields of industrial engineering and management, and business administration. In this study, three sample organizations are used, these are: Volvo Cars, SAAB and Ericsson. Of these three organizations, the respondents answered that they had highest awareness of Volvo Cars.

In previous research about the relationship between CSR and employer branding, several concepts are commonly used. These are among others: image, identification and attractiveness. Based on the concepts image, identification and attractiveness a conceptual model and three hypotheses were developed. These three hypotheses were tested in the regression tests of each case, where only hypothesis 3 was supported in all three cases. The result of our quantitative survey, showed that there is a relation between potential employees’ identification and the attractiveness of the employer brand, as identification in relation to attractiveness was significant in all three cases. Further the result shows that in the case of Volvo Cars, there is a relationship between image of a social responsible employer and the attractiveness of the employer brand.
The result from the survey showed that it is important that potential employees can identify with an organization to perceive that employer brand attractive. This importance of potential employees’ identification is argued as identification is significant in the regression tests of all three cases. Thereby, the more the respondents can identify with an organization the more attractive they perceive that employer brand. Further, in all three cases potential employees’ identification is more significant than image of a social responsible employer, which indicates that identification has a greater impact in the model. The importance of potential employees’ identification is also seen as it, in all three cases, is a large correlation between the attractiveness of the employer brand and potential employees’ identification. This large correlation indicates that for the respondents to perceive an employer brand attractive, it is more important that they, as potential employees, can identify with an organization than that they perceive an organization as social responsible.

The image of a social responsible employer showed no significance in the regression tests of SAAB and Ericsson, which resulted in that hypotheses 1 and 2 were not supported. However, the image of a social responsible employer had a large correlation with the attractiveness of the employer brand in all three cases. This large correlation indicates that an organizations’ image has an impact on the attractiveness of the employer brand. Thus, image seem to be a concept that is relevant when investigating the attractiveness of the employer brand. However, in our model image of a social responsible employer becomes less important since potential employees’ identification exceed in significance. Further, the study shows that environmental concerns had a large correlation to attractiveness of the employer brand in all three cases. This indicates that respondents with environmental concerns are mainly the respondents that perceived the sample organizations as attractive.

6.2 Reflection of the findings and non-findings

The inspiration for this study came from articles about employer branding (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2016), which are commonly cited articles within studies of employer branding. We also found inspiration for this study from articles about CSR, which investigate CSR in an employer brand context (Turban & Greening, 1997; Backhaus et al., 2002).
One finding of this study, is that the respondents had higher awareness of Volvo Cars than of the two other sample organizations. Volvo Cars, in contradiction to SAAB and Ericsson, is an organization that has both a business to consumer strategy and a business to business strategy (Volvo Car Corporation, 2017; SAAB AB, 2017; Ericsson AB, 2017). As Volvo Cars target individuals as one of their consumers, we argue that this could be one reason for the respondents’ high awareness about Volvo Cars. Further, Volvo Cars has been increasing their marketing activities during the recent years, which also can affect the respondents’ awareness about the organization (Volvo Car Group, 2014; Centaur Communication LTD, 2016). An example of Volvo Cars’ increased marketing activities is their marketing campaign where the famous Swedish football player Zlatan Ibrahimović had a front role (Volvo Car Group, 2016). As Zlatan Ibrahimović is a celebrity that is popular in Sweden, his presence in Volvo Cars’ marketing campaign might has led to the high awareness of Volvo Cars. Further, we argue that potential employees’ awareness of organizations is influenced by how commonly an organization is exposed in media, as marketing activities create top-of-mind awareness in individuals. Moreover, as SAAB and Ericsson have a business to business strategy they are not marketing their products to individuals in the same extent as Volvo Cars (SAAB AB, 2017; Ericsson AB, 2017). Both SAAB and Ericsson have previously had individuals as their target consumers. However, as the respondents of this study are students we assume that the respondents have not been exposed to SAAB and Ericsson’s marketing activities in a large extent. That SAAB and Ericsson today has a business to business strategy and that this study has students as respondents, it might explain why the respondents’ awareness is lower in these two cases.

Another finding of this study, is that the attractiveness of the employer brand had a more significant relationship with potential employees’ identification than with image of a social responsible employer. In other words, individuals seem to value that they can identify with their future employing organization more than they seem to value that their future employing organization has a social responsible image. This indicates that potential employees want to feel that they belong to their employing organization regardless if the employer has a social responsible image. The significant relationship between the attractiveness of the employer brand and potential employees’ identification, indicates that potential employees’ identification is a relevant factor to integrate into studies of the attractiveness of the employer brand.
However, in the case of Volvo Cars the regression showed a significant relationship between the attractiveness of the employer brand and image of a social responsible employer. This significant relationship occurs in the organization that the respondents are most aware of and perceive as the most attractive employer. The respondents’ answers could thereby be affected by their own awareness of the organizations. Thus, the two concepts image of a social responsible employer and potential employees’ identification, seem to be more relevant for the attractiveness of the employer brand in organizations that the respondents are aware of. Potential employees’ awareness about a potential employer can thus explain why this study provides different results in the three cases. Another interesting aspect about the image of a social responsible employer, is that the image becomes irrelevant for the attractiveness of the employer brand when potential employees’ identification takes into consideration. A reason for this result, that image is not significant, can be that the respondents were asked about their image of a social responsible organization, and not their image of a social responsible employer. This can result in that the respondents answered as consumers and not as job-seekers on the questions that regard the organizations’ image.

Another interesting finding of this study, is that it is a significant correlation between the respondents’ environmental concerns and the attractiveness of each sample organization. As mentioned in chapter 6.1, the respondents seem to care about environmental concerns and they see the three sample organizations as attractive employers. However, in the cases of SAAB and Ericsson the respondents answered that they do not see these two organizations as social responsible employers. The significant correlation between environmental concerns and the attractiveness of the employer brand is thus interesting as image of a social responsible employer showed no significance in the regression tests of SAAB and Ericsson. This correlation and the exclusion of image as a social responsible employer, indicate that the respondents do not see the organizations as attractive because of their engagement in environmental concerns. Instead the respondents seem to evaluate the organizations based on other factors.
6.3 Theoretical contributions

This study contributes to the field of employer branding, as it incorporates potential employees’ identification into the relation between CSR and the external perspective of employer branding, which is attractiveness of the employer brand. Previous research about the relation between CSR and the employer brand has included identification in the studies of employee retention, thus having an internal perspective (Kim et al., 2010; Lee et al., 2012; Tanwar & Prasad, 2016). However, this study investigates if potential employees’ identification directly affects the attractiveness of the employer brand. As the result of this study shows that potential employees’ identification is significant and contributes to the attractiveness of the employer brand, this study provides additional knowledge to the field of employer branding. That potential employees’ identification is included in the external perspective of employer branding thus contributes with a broader area of use for the concept identification.

6.4 Methodological contributions

The measurement tools of this study are mainly based on previous developed and tested scales. The concept image of a social responsible employer was based on two measurement scales, one scale developed by Feldman et al. (2013) which measured image, and one scale developed by Global reporting initiatives (2006) which measured CSR. The scale that measures image of a social responsible employer was conducted through a fusion of these two scales. Further, potential employees’ identification was based on the measurement scale developed by Mayhew et al. (2010). The measurement scale of identification was originally adopted to fit groups of individuals, and three items of the scale were thereby reformed to fit the organizational context. The eight items that were removed from the scale were not suitable for the organizational context. However, the scale that measure the attractiveness of the employer brand was developed for this study and has not been tested before. The Cronbach’s alpha tests for all the measurement scales used in this study showed an accepted alpha value on all three sample organizations. We thereby argue that the measurement scales of image of a social responsible employer, potential employees’ identification, and the attractiveness of the employer brand can be regarded as a methodological contribution of this study.
6.5 Societal implications and practical contributions

This study discusses both CSR and attractiveness of an organization as an employer, which are two important concepts for organizations to consider for attracting potential employees. In return for an employer to have qualified employees, the employees expect the employing organization to take on an increased social responsibility. In this study, we have focused on how the image of a social responsible employer affects the attractiveness of the employer brand, moderated by potential employees’ identification. Further, this study has also focused on how potential employees’ identification affects the attractiveness of the employer brand. The result shows that there is a relation between potential employees’ identification and the attractiveness of the employer brand. This relation indicates that potential employees want to identify with its employing organization. Thereby, the organizations need to provide potential employees with a sufficiently amount of information about the organization to facilitate the potential employees’ identification with that organization.

The result also shows that image of a social responsible employer is a concept to consider for an employer, as this concept has a large correlation to the attractiveness of the employer brand. This indicates that potential employees perceive organizations’ work with CSR as important, which will most likely result in an increased willingness among the organizations to be social responsible. If organizations implement CSR in a larger extent, it will lead to a more sustainable future for the society.

6.6 Limitations and future research

This thesis is conducted on a small sample, which contributes with a lack of generalizability outside the context of this study. This small sample thereby constitutes a limitation for the study. Important to note here is that emails with a request to distribute the survey were sent to several universities in Sweden. However, the request was denied from a majority of the requested universities. The fact that the survey was completed by 23 students within the field of industrial engineering and management, and by 60 students within the field of business administration, contributes with a difficulty to generalize the result to one of the fields of education. Since the chosen population for this study was students within the fields of industrial engineering and management, and business administration, our result might
had been different if the population was chosen differentially. For future research, it would therefore be of interest to conduct the study on other populations, for example jobseekers outside universities, to see if the result changes or if it remains the same. Moreover, a comparison of different study fields could also be of interest for future research.

Another limitation of this study is that three sample organizations are used and these organizations might have affected the result. As this study measure specific information about the sample organizations, it is difficult to generalize the findings to other industries. If other organizations were used, another result could have occurred. Furthermore, as this study is conducted on potential employees it would be of interest to conduct the survey on potential employers. By additional research on the employers’ perceptions, it would give attention to both sides of employer attractiveness. This could be done to see if both potential employees and employers have the same perception of what constitutes an attractive employer.

This study brought up how CSR has a relation to the attractiveness of the employer brand, and how the image of a social responsible employer and potential employees’ identification affect this relation. This study adds, to the already existing research, that potential employees’ identification could be a concept to include into the external perspective of employer branding. Hence, potential employees’ identification seems to have an impact on the attractiveness of the employer brand. We, as authors, hope that this study will inspire further studies in the complex fields of CSR and employer branding.
List of references


Appendix 1: Survey questions in Swedish


De företag som används i enkäten utgör endast exempel för vår undersökning.

Svaren är anonyma och kommer användas som underlag till vår rapport.

Uppskattad svarstid: ca 5 minuter

Tack på förhand,

Anna Malmsten & Matilda Fridolfsson

Vid frågor:
0768-688976
matilda.anna.kandidatuppsats@gmail.com

Del 1
Nedan följer 6 påståenden som behandlar dina åsikter och vad du som jobbsökande tror om påståendet. Påståendena behandlar de tre exempel-företagen Volvo Cars, SAAB och Ericsson. Vänligen markera det alternativ som stämmer bäst med dina åsikter, skalan går från instämmer inte alls till instämmer helt.

1. Är ett företag jag skulle vilja arbeta hos
   Volvo Cars
   SAAB
   Ericsson

2. Jag kan se mig själv som en representant för företaget
   Volvo Cars
   SAAB
   Ericsson

3. Företaget är en arbetsgivare jag skulle rekommendera till andra jobbsökande
   Volvo Cars
   SAAB
   Ericsson

4. När jag tänker på framtiden, kan jag se mig själv som en del av företaget
   Volvo Cars
   SAAB
   Ericsson
5. Företagets värderingar matchar mina värderingar
   Volvo Cars
   SAAB
   Ericsson

6. Företaget är en attraktiv arbetsgivare
   Volvo Cars
   SAAB
   Ericsson

Del 2
Nedan följer 10 påståenden där vi ber dig att fylla i din uppfattning om våra exempel-
företag Volvo Cars, SAAB och Ericsson. Vänligen markera det alternativ som stämmer
bäst med dina åsikter, skalan går från instämmer inte alls till instämmer helt.

7. Är ett företag med mångfald på arbetsplatsen
   Volvo Cars
   SAAB
   Ericsson

8. Är ett företag som arbetar för minskade utsläpp av föroreningar
   Volvo Cars
   SAAB
   Ericsson

9. Är ett företag som gör investeringar som gynnar samhället
   Volvo Cars
   SAAB
   Ericsson

10. Är ett socialt ansvarsfullt företag
    Volvo Cars
    SAAB
    Ericsson

11. Är ett företag med bra produkter och tjänster
    Volvo Cars
    SAAB
    Ericsson

12. Är ett företag som har bra relation med sina kunder
    Volvo Cars
    SAAB
    Ericsson

13. Är ett företag som skapar positiva känslor hos människor
    Volvo Cars
    SAAB
    Ericsson
14. Är ett företag med utmärkt ledarskap och innovation
   Volvo Cars
   SAAB
   Ericsson

15. Är ett företag med bra arbetsmiljö
   Volvo Cars
   SAAB
   Ericsson

16. Är ett etiskt företag
   Volvo Cars
   SAAB
   Ericsson

Del 3
Allmänna bakgrundsfrågor

17. I vilken utsträckning känner du till företaget?
   Volvo Cars
   SAAB
   Ericsson

18. Hur viktiga är miljöfrågor för dig?
   Volvo Cars
   SAAB
   Ericsson

19. Hur viktigt är social rättvisa för dig?
   Volvo Cars
   SAAB
   Ericsson

20. Hur många års arbetslivserfarenhet har du efter gymnasiet?

21. Känd
   Kvinna
   Man

Tack för att du tog dig tid att svara på denna enkät, det betyder mycket för oss.
Appendix 2: Survey questions in English

We are two students studying business administration with a major within international business and marketing at Kristianstad University. During spring 2017, we write our bachelor thesis that focuses on what makes an employer attractive. We would appreciate if you take time to answer this survey.

The organizations that are used in the survey constitute as sample organizations for our study.

The answers will be kept anonymous and will be used as a foundation for our thesis.

Estimated response time: approximately 5 minutes

Thank you in advance,

Anna Malmsten & Matilda Fridolfsson

If you have any questions, please contact us:
0768-688976
matilda.anna.kandidatuppsats@gmail.com

Part 1
Below follow 6 statements that treat your opinions and what you as a job-seeker think about the statements. The statements treat three sample organizations Volvo Cars, SAAB and Ericsson. Please mark the alternative which best suits your opinions, the scale goes from “do not agree at all” to “fully agree”.

1. Is an organization I would like to work for
   Volvo Cars
   SAAB
   Ericsson

2. I can see myself as a representative of the organization
   Volvo Cars
   SAAB
   Ericsson

3. The organization is an employer I would recommend to other job-seekers
   Volvo Cars
   SAAB
   Ericsson

4. When I think about the future, I can see myself as part of the organization
   Volvo Cars
   SAAB
   Ericsson
5. The organization’s values match my own values
   Volvo Cars
   SAAB
   Ericsson

6. The organization is an attractive employer
   Volvo Cars
   SAAB
   Ericsson

Part 2
Below follow 10 statements, were we ask you to mark your opinion about our sample organizations, Volvo Cars, SAAB and Ericsson. Please mark the alternative that best suits your opinions, the scale goes from “do not agree at all” to “fully agree”.

7. Is an organization with diversity in their workplace
   Volvo Cars
   SAAB
   Ericsson

8. Is an organization with initiatives to reduce emissions of pollutants
   Volvo Cars
   SAAB
   Ericsson

9. Is an organization that is investing in infrastructure and services that benefit society
   Volvo Cars
   SAAB
   Ericsson

10. Is a socially responsible organization
    Volvo Cars
    SAAB
    Ericsson

11. Is an organization that has good products/services
    Volvo Cars
    SAAB
    Ericsson

12. Is an organization that relates well with consumers
    Volvo Cars
    SAAB
    Ericsson
13. Is an organization that generate positive feelings in people
   Volvo Cars
   SAAB
   Ericsson

14. Is an organization with excellent leadership and innovation
   Volvo Cars
   SAAB
   Ericsson

15. Is an organization with a good workplace environment
   Volvo Cars
   SAAB
   Ericsson

16. Is an ethical organization
   Volvo Cars
   SAAB
   Ericsson

Part 3
General background questions

17. To what extent are you aware of the organization
   Volvo Cars
   SAAB
   Ericsson

18. How important is environmental concerns for you?

19. How important is social justice for you?

20. How many years of work experience do you have after your graduation from
    upper secondary school?

21. Gender
    Female
    Male

Thank you for time and participation in this survey, it means a lot to us.
**Appendix 3: Cronbach’s alpha**

Exhibit 1: Cronbach’s alpha test, Volvo Cars

<table>
<thead>
<tr>
<th>Measurement scale</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractiveness</td>
<td>.878</td>
</tr>
<tr>
<td>Image</td>
<td>.908</td>
</tr>
<tr>
<td>Identification</td>
<td>.905</td>
</tr>
</tbody>
</table>

Exhibit 2: Cronbach’s alpha test, SAAB

<table>
<thead>
<tr>
<th>Measurement scale</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractiveness</td>
<td>.904</td>
</tr>
<tr>
<td>Image</td>
<td>.903</td>
</tr>
<tr>
<td>Identification</td>
<td>.845</td>
</tr>
</tbody>
</table>

Exhibit 3: Cronbach’s alpha test, Ericsson

<table>
<thead>
<tr>
<th>Measurement scale</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractiveness</td>
<td>.916</td>
</tr>
<tr>
<td>Image</td>
<td>.910</td>
</tr>
<tr>
<td>Identification</td>
<td>.873</td>
</tr>
</tbody>
</table>
Appendix 4: Multi linear regression with all variables

Exhibit 4: Multi linear regression with all variables, Volvo Cars

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>3.599</td>
<td>.060</td>
<td>.522</td>
</tr>
<tr>
<td>Image</td>
<td>.170**</td>
<td>.017</td>
<td>.464</td>
</tr>
<tr>
<td>Identification</td>
<td>.667***</td>
<td>.000</td>
<td>.688</td>
</tr>
<tr>
<td>Awareness</td>
<td>.161**</td>
<td>.010</td>
<td>.415</td>
</tr>
<tr>
<td>Environmental concerns</td>
<td>.092</td>
<td>.242</td>
<td>.366</td>
</tr>
<tr>
<td>Social justice</td>
<td>-.072</td>
<td>.377</td>
<td>.814</td>
</tr>
<tr>
<td>Work experience</td>
<td>-.005</td>
<td>.933</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>-.059</td>
<td>.324</td>
<td>.709</td>
</tr>
<tr>
<td>Education alignment</td>
<td>-.115*</td>
<td>.043</td>
<td>.813</td>
</tr>
</tbody>
</table>

Adjusted R = .805
VIF value, highest = 2.593
F value = 40.678
Sig. = .000

Exhibit 5: Multi linear regression with all variables, SAAB

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-71.697</td>
<td>.448</td>
<td>.566</td>
</tr>
<tr>
<td>Image</td>
<td>.086</td>
<td>.197</td>
<td>.447</td>
</tr>
<tr>
<td>Identification</td>
<td>.791***</td>
<td>.000</td>
<td>.665</td>
</tr>
<tr>
<td>Awareness</td>
<td>.042</td>
<td>.490</td>
<td></td>
</tr>
<tr>
<td>Environmental concerns</td>
<td>.183*</td>
<td>.017</td>
<td>.442</td>
</tr>
<tr>
<td>Social justice</td>
<td>-.145</td>
<td>.073</td>
<td>.822</td>
</tr>
<tr>
<td>Work experience</td>
<td>-.006</td>
<td>.918</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>.042</td>
<td>.474</td>
<td>.723</td>
</tr>
<tr>
<td>Education alignment</td>
<td>.036</td>
<td>.518</td>
<td>.821</td>
</tr>
</tbody>
</table>

Adjusted R = .811
VIF value, highest = 2.582
F value = 42.304
Sig. = .000

Exhibit 6: Multi linear regression with all variables, Ericsson

<table>
<thead>
<tr>
<th>Attractiveness</th>
<th>Standardized Beta</th>
<th>Sig. value</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-.529</td>
<td>.809</td>
<td>.464</td>
</tr>
<tr>
<td>Image</td>
<td>.096</td>
<td>.167</td>
<td></td>
</tr>
<tr>
<td>Identification</td>
<td>.833***</td>
<td>.000</td>
<td>.798</td>
</tr>
<tr>
<td>Awareness</td>
<td>.023</td>
<td>.665</td>
<td></td>
</tr>
<tr>
<td>Environmental concerns</td>
<td>-.099</td>
<td>.170</td>
<td>.432</td>
</tr>
<tr>
<td>Social justice</td>
<td>.191*</td>
<td>.016</td>
<td>.365</td>
</tr>
<tr>
<td>Work experience</td>
<td>.005</td>
<td>.919</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>-.083</td>
<td>.137</td>
<td></td>
</tr>
<tr>
<td>Education alignment</td>
<td>-.029</td>
<td>.585</td>
<td>.791</td>
</tr>
</tbody>
</table>

Adjusted R = .832
VIF value, highest = 2.739
F value = 48.772
Sig. = .000

Note: *p < .05, **p < .01, ***p < .001