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in Marketing and International Business**

Assessing the strength of an employer brand
Developing an employer brand measurement tool

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February 2023

SCHOOL OF BUSINESS

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Thesis towards an MSc degree in Marketing and International Business

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The research is a 30 ECTS final thesis towards a MSc degree in Marketing and International Business from the School of Business in the School of Social Sciences at the University of Iceland.

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Preface

This thesis is a 30 ECTS research paper for a Master of Science degree in Marketing and International Business from the University of Iceland, February 2023.

Employer branding is a topic and research area so exponentially relevant to the ever-changing world we live in and through conducting this research my interest in the field and curiosity on the topic has only grown stronger. This research is a mere grain of sand in the ocean of branding, but I do hope that it will be able to lay an empiric foundation for the future of employer branding.

I would like to give thanks to the companies which agreed to work with me during this project and I thank every employee of those companies who took the time to participate. I am grateful for my supervisor for bringing the project on employer branding to me and introducing me to the field. Most importantly, I would like to thank my colleagues, friends, and family for all their help and love along the way. I am proud of myself for persevering.

Sonja Sigríður Jónsdóttir

February 2023

Abstract

The purpose of this research is to form a basis for a holistic measurement tool to measure the strength of an employer brand. For that purpose, this research focuses on identifying which employer brand factors can be considered important to employees. The employer brand value chain model and the brandr Index in combination with employer branding specific literature, were used as a foundation of the measurement tool items. The research introduced four independent variables – instrumental perception, symbolic perception, reputation, and differentiation, which were theorized to affect the three dependent variables – word-of-mouth, trust, and loyalty. A 43-item questionnaire was sent out to employees of four Icelandic companies from three different sectors – IT, retail, and finance. The findings suggest that most of the tested models explain a large portion of the variance in the dependent variables. Instrumental perception was found to influence all three dependent variables and the dependent variable trust was affected by all independent variables except differentiation. Differentiation was the only independent variable which did not significantly affect any of the three dependent variables.

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1 Introduction

Brand researchers have developed several conceptualizations of brands and how they affect consumer behaviour. Earlier models, such as Aaker's brand equity model and Keller's Consumer-Based Brand Equity (CBBE) model, focus on how consumers perceive brands by researching certain knowledge structures such as image, brand awareness and personality (D. A. Aaker, 1991; Keller, 1993, 2000). Additionally, in more recent years, brand equity measurement tools have been created upon that brand equity foundation such as the brandr Index (n.d.). However, the management of brand equity has been written about from both the perspective of the marketing function (D. A. Aaker, 1991; Keller, 2001, 1993), and human resource management (HRM) (Anselmsson et al., 2016, Punjaisri & Wilson, 2011, Foster et al., 2010). The literature has been gathered under the term *employer branding* (EB) which is, in its simplest terms, an approach to talent recruitment and retention that 'involves internally and externally promoting a clear view of what makes a firm different and desirable as an employer' (Lievens, 2007). Talent is viewed as a primary competitive enabler of a business in the professional world (Biswas & Suar, 2016) and talent risk was the third largest risk factor to the success of businesses in the year 2022 (*Top 10 Op Risks 2022*, 2022). Employers, therefore, adopt various strategies to maintain a healthy talent pool, one of them being EB, which is a critical tool for talent acquisition, development, and retention (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004). The EB strategy has been proposed as an effective organizational strategy to differentiate employers from their competitors and to gain a competitive advantage within the labour market (Lievens & Highhouse, 2003). The topic has been ever-growing since the 1990's (Theurer et al., 2018) alongside the world of marketing shifting from a transactional to a relational focus (Webster, 1992).

Recent explorations towards a measurement for the employer brand have been published (Hillebrandt & Ivens, 2013; Srivastava et al., 2017; Srivastava & Bhatnagar, 2010), although, with their limitations. Kucherov and Samokish (2016) published a conceptual paper on an employer brand strength measurement tool which did not contain data and could therefore, not be empirically tested. According to the basics of

branding literature, building a strong brand with significant equity provides a range of possible benefits to the organization (Keller, 2001). Based on previous employer branding literature, using Keller's (2001) CBBE model and Theurer et al.'s (2018) employer branding value chain model as a foundation for a holistic measurement tool for the employer brand is a logical exploration. To the authors best knowledge, such a measurement tool has yet to be put forth or tested. Other existing measurement tools include dimensions focused solely on instrumental aspects of an organization but not the symbolic aspects which are a unique added value to a brand through person-descriptive trait inferences that individuals associate with an organization (Lievens & Highhouse, 2003).

The purpose of this research is to explore the structure of the employer brand and identify its underlying factors to create a holistic measurement tool that allows organizations to measure their employer brand strength. The employer brand is a multidimensional construct, and this research paper is intended to attempt to study each aspect of it based on previous literature. The measurement tool will focus on the internal perspective, meaning it will be applied to a group of existing employees of an organization but not prospective applicants or students. Keller's (1993) CBBE model and Theurer et al.'s (2018) employer branding value chain model will be used as a foundation for the measurement tool.

Therefore, the following research question is presented:

Which employer brand factors can be identified as important to employees, for the purpose of creating an employer branding measurement tool?

2 Literature review

The following chapter highlights and reviews the existing literature relevant to the purpose of this research paper. The chapter begins with explorations of previous research and the history of the conceptualization of important terms such as brand equity, employer brand, and employer branding. Next, the CBBE model, the foundation for the brandr Index (*Brandr Index*, n.d.), is reviewed. Then, how employer branding and brand equity have been joined to form employer branding equity are explored. Next, an exploration of the employer knowledge framework and the most important components to the employer brand according to existing literature, is presented. Lastly, the two foundation pillars for this research paper – the employer branding value chain model (Theurer et al., 2018) and the brandr Index (*Brandr Index*, n.d.) are explored.

2.1 Brand equity

The term *brand equity* was introduced to the academic world in the late 20th century by Farquhar (1989) as ‘the ‘added value’ with which a brand endows a product’. The importance of brand equity is iterated in the work of Aaker (1991) who states that ‘the development of brand equity can create associations that can drive market positions, persist over long time periods, and be capable of resisting aggressive competitors’. He defines brand equity as ‘a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers’ (D. A. Aaker, 1991). The term was then later conceptualized by Keller (1993) as the existing knowledge about a brand in the minds of consumers, created from previous marketing activities. He describes brand equity as the difference in the outcome of marketing efforts based on a product being branded or non-branded (Keller, 1993). There is a lack of consensus in the definition of brand equity and its measurement (Ambler et al., 2002; Davcik et al., 2015; Keller & Lehmann, 2006; Yoo & Donthu, 2001) but a common denominator in all existing definitions of brand equity is the incremental value to a branded product over the non-branded one (Srivastava & Shocker, 1991).

Understanding the value of brand equity as an asset is of great importance (Keller & Lehmann, 2006) as well as understanding the value a brand creates in marketing activities (Keller, 1993). As pointed out by both Keller (1993) and Aaker (1991) there is great practical importance to brand valuations as marketing managers are expected to justify their expenditure in marketing activities that are not assessable by the naked eye in the short term (D. A. Aaker & Jacobson, 2001). Keller (1993) approached consumer-based brand equity by distinguishing between 'conceptualizing/defining', 'building/managing', and 'measuring' brand equity. The measurement of brand equity has mainly been in regard to the consumer-based approach (D. A. Aaker, 1991; Keller, 1993; Yoo & Donthu, 2001) and the financial-based approach (D. A. Aaker, 1991; Simon & Sullivan, 1993). Aaker (1991) concluded from his work that there were five dimensions to brand equity – awareness, association, perceived quality, brand loyalty, and other propriety brand assets. The dimensions are a mix of consumer-based perceptual, behavioural, attitudinal factors, and proprietary factors of the brand itself. Keller (1993) concurs with his cognitive psychological approach to consumer-based brand equity and speaks of the importance of brand knowledge which he then splits in two – brand image and brand awareness. Previous research shows, brand equity is a complex yet important concept of branding which is difficult to measure. Its importance prevails in competitive environments and the employment environment does not lag thereof, especially in the current climate. Another complex yet important concept of branding in the current climate is the employer brand and employer branding. Talent is viewed as a primary competitive enabler of a business in the professional world (Biswas & Suar, 2016) and talent risk was the third largest risk factor to a business' success in the year 2022 (*Top 10 Op Risks 2022, 2022*).

2.2 Employer brand and employer branding

The employer brand concept has been tested contextually and defined by the likes of Ambler and Barrow (1996) who conclude their research by noting that measures for relationship marketing performance (trust, awareness, commitment, and other attitudes and behaviours) can be used for human resource and vice versa. The term was then further conceptualized by Backhaus and Tikoo (2004) who state that the *employer*

value proposition (i.e., the employer brand) should be unique and consider both the internal and the external perspective. Various definitions of the term *employer brand* throughout the literature can be found in Table 1, whereas Table 2 shows the various definitions of the term *employer branding*.

Table 1

Definitions of the employer brand throughout the literature

Source	Definition
(Ambler & Barrow, 1996)	'The package of functional, economic and psychological benefits provided by employment, and identified with the employing company.'
(Knox & Freeman, 2006)	'Image associated with an organization, uniquely in its role as an employer.'
(Kimpakorn & Tocquer, 2009)	'An organization's image as seen through the eyes of its actual and potential employees.'

Table 2

Definitions of employer branding throughout the literature

Source	Definition
(Ewing et al., 2002)	'Building an image in the minds of the potential labour market, that the company above all others, is a great place to work.'
(Backhaus & Tikoo, 2004)	'Process of building an identifiable and unique employer identity [...] concept of the firm that differentiates it from its competitors [...] by attracting, motivating, and retaining the firm's current and potential employees.'
(Lievens, 2007)	'An approach to recruitment and retention that involves internally and externally promoting a clear view of what makes a firm different and desirable as an employer'
(Edwards, 2010)	'Employer branding campaigns will tend to involve the clarification and management of an organization's tangible and intangible employment offering; it will also tend to involve managing aspects of the organization's image and identity and these will be presented through sophisticated communication campaigns.'

(Theurer et al., 2018)

‘The process of strategically promoting the employer brand externally and internally, using brand marketing activities with the aim of establishing the desired employer image in the organization’s target groups’

In their recent paper, Theurer et al. (2018) give the most recent definitions of both the process of employer branding as seen in Table 2 and the concept of the employer brand. They define the employer brand as an ‘organization’s bundle of employment attributes targeted at potential and current employees that are attractive and sufficiently unique to distinguish an employer from its labour market competitors’ (Theurer et al., 2018).

The employment situation in an organization leads to a strengthened recruiting position and ensures differentiation from competitors as EB helps to create a company brand that can be marketed to talents (Biswas & Suar, 2016), in other words, an employer brand. With EB, the goal is to both establish and communicate a clear picture of what benefits arise for an employee when working for the organization (Backhaus & Tikoo, 2004). A positive employer brand has become crucial for organizations that aspire to attract, develop, and retain the right talent in their organization – that is, attracting potential applicants, encouraging current employees to continue with the company, and acquiring talent at comparatively low prices (Ambler & Barrow, 1996, Backhaus & Tikoo, 2004, Biswas & Suar, 2016). Determining the employer value proposition is the first step towards the employer branding process as it creates the foundation of what makes working for the organization a unique and desirable experience. Then this unique and desirable experience can be communicated outside the organization (Backhaus & Tikoo, 2004). EB can result in both a positive financial and non-financial performance of an organization (Biswas & Suar, 2016). A proactive strategy towards EB indicates a company’s genuine interest in maintaining its talented workforce as well as attracting talent for competitive edge (Biswas & Suar, 2016).

Three different perspectives have prevailed in the literature about employer branding – the external perspective (meaning the view of outsiders on the brand as an employer), the internal perspective (meaning employee perceptions of the brand as an employer), and the construed image perspective (meaning the employees perspective

of the outsiders view of the brand as an employer) (De Stobbeleir et al., 2018). The external perspective has been the dominant perspective in the literature (Backhaus & Tikoo, 2004; Berthon et al., 2005; Collins & Stevens, 2002; Lievens & Highhouse, 2003; Roy, 2008) and far less research has been done on the internal perspective and the construed image perspective (Theurer et al., 2018). Through their research on the internal perspective, Lievens et al. (2007) concluded that current employees deem potential applicants' assessments of the organization (or the construed image) important. Due to less research on the matter, this research will focus on the internal perspective of the employer brand by surveying employees of an organization rather than its customers or potential applicants.

The theoretical field of EB has, with growing interest in the subject, has become fragmented with heterogeneous interpretations and a jungle of constructs, concepts, and applications with no unified understanding. According to Theurer et al. (2018) this applies to both the employer branding concept and its scope and has, therefore, delayed further advancement in the field. In their research, Theurer et al. (2018) highlight, with good reason, the several shortcomings of the field. The first being little to no differentiation between the concept of the employer brand and the process of EB (Berthon et al., 2005; Davies, 2008). Second, related but different terms are defined inconsistently and, therefore, applied inconsistently. A sample of these terms would be 'employer brand equity' and 'employer knowledge', 'employer image' and 'employment image', or 'internal branding' and 'employee branding' found in the work of Edwards and Edwards (2013), Ewing et al. (2002), King and Grace (2008), Lemmink et al. (2003), Lievens and Slaughter (2016), and Saleem and Iglesias (2016) (Theurer et al., 2018). An attempt has been made to merge concepts relating to 'employer branding', 'organizational reputation', and 'organizational attraction' into one concept resulting in the conclusion that one concept is not comprehensive enough to include all aspects of each concept, even with their similarities (Hendriks, 2016). Thirdly, research on the employer brand has been conducted in several fields making it difficult to distinguish true EB studies from other theoretical fields. Lastly, they mention the lack of consensus on a target group. Whereas most EB conceptualizations focus on potential and current employees, most research has been conducted on recruitment (Theurer et al., 2018), therefore, contradicting itself but also opening up avenues for further research.

The EB literature has been categorized into three broad themes to define the scope and concept of EB and to facilitate its academic and empirical advancement (Theurer et al., 2018). The classification of the themes – employer branding concepts and models, employer knowledge dimensions, and employer branding activities and strategies – is based on Keller’s (1993) classification of CBBE (i.e., conceptualizing/defining, building/managing, and measuring) and on Gardner et al.’s (2011) classification of employer brand knowledge (i.e., antecedents, components, and consequences). Those themes constitute the majority of existing EB research (i.e., 52%; Theurer (2018)) and the parts of it which are most relevant to this research paper are the employer knowledge dimensions. It summarizes existing empirical research on the dimensions of the specific elements of CBBE (Keller, 1993) and can be used as a foundation for a measurement tool.

2.3 Consumer-Based Brand Equity (CBBE)

For the purpose of the creation of a measurement tool for the employer brand, the CBBE model is used as a foundation for identifying the correct dimensions of the measurable employer brand. HRM plays a significant role in building customer-based brand equity and there is a significant relationship between favourable customer perceptions of an organization’s HRM and customers’ willingness to buy and pay a premium for products (Anselmsson et al., 2016). In terms of Keller’s (2001) CBBE model, building a strong brand can be thought of in a sequence of steps where the next step is contingent upon successful completion of the previous one. During all the steps, there are certain objectives to complete with both existing and potential customers. The four steps – brand identity, brand meaning, brand responses, and brand relationships – represent a set of fundamental questions customers generally ask about brands. (1) ‘Who are you?’ – ensuring identification of the brand and associating it with a specific product class or customer need in the consumers’ mind. (2) ‘What are you?’ – establishing the meaning of the brand in consumer’s minds. (3) ‘What about you? What do I think or feel about you?’ – eliciting the proper response in consumers’ minds to the identity and meaning of the brand. (4) ‘What about you and me? What kind of association and how much of a connection would I like to have with you?’ – converting the brand response to create a loyal relationship between the brand and its customers.

To accomplish the four steps, Keller (2001) proposes six building blocks – brand salience, brand performance and brand imagery, consumer judgments and consumer feelings, and consumer brand resonance. Achieving the correct brand identity involves creating *brand salience*. An important aspect of brand salience is the consumer's awareness of the brand, how easily it is recalled or recognized by consumers, and their ability to connect the brand to the needs of those whom it serves and the categories it belongs to. In other words, what basic functions the brand satisfies for customers (Keller, 2001). The two criteria for brand identity are the depth and breadth of the brand awareness. The depth of a brand's awareness refers to how easily the consumer can recognize or recall the brand. The breadth of a brand's awareness refers to the range of purchase and consumption situations in which the brand comes to mind (Keller, 2001).

To create brand meaning, the brand image must be established and is categorized into two – the functional *brand performance* and the abstract *brand imagery*. These brand associations can both be formed through direct contact and experiences of the customer with the brand as well as through indirect contact such as the depiction of the brand through advertising or word-of-mouth (Keller, 2001). According to Keller (2001), there are five important attributes and benefits that underlie brand performance – (1) primary characteristics and supplementary features, (2) product reliability, durability and serviceability, (3) service effectiveness, efficiency and empathy, (4) style and design, and (5) price. These are central to the customer's assessment of the brand in a functional, economic, and utilitarian way. Brand imagery relates to all the associations made with a brand in an intangible way, that satisfy customer's psychological and social needs. Keller generalized these associations into four subdimensions of imagery – (1) user profiles, (2) purchase and usage situations, (3) personality and values, and (4) history, heritage, and experiences. The key dimensions of the associations that make up brand meaning are strength, favourability, and uniqueness. Creating strong, favourable, and unique associations is essential to build customer-based brand equity (Keller, 2001).

Brand responses refer to the way customers think and feel about the brand and can be split into two – judgments, where consumers are said to think with their head,

and feelings, where consumers are said to think with their heart. *Brand judgements* refer to how consumers put together all the associations of performance and imagery and form different opinions about (1) brand quality, (2) brand credibility, (3) brand consideration, and (4) brand superiority. Brand credibility refers to the way in which the brand is perceived as credible on three dimensions – expertise, trustworthiness, and likability. No matter how highly regarded or credible a brand may be, customers will keep it at a distance and never embrace it unless it receives serious consideration (Keller, 2001). *Brand feelings* are the emotional responses evoked in customers by the brand and can also relate to the social currency evoked by the brand. According to Keller (2001) there are six types of brand-building feelings – warmth, fun, excitement, security, social approval, and self-respect. The key criteria for brand responses are how positive they are as brand judgments and feelings can favourably impact consumer behaviour if they think of positive responses in their encounters with the brand (Keller, 2001).

The final step of the CBBE model, *brand resonance*, focuses on the relationships the customer has with the brand and the nature of those relationships. It is characterized in by the intensity or the depth of the psychological bond that customers have with the brand in addition to the level of activity brought on by their loyalty. Brand resonance can be broken down into four categories – (1) behavioural loyalty (e.g., purchase frequency and volume), (2) attitudinal attachment (e.g., customers stating that they love the brand or that the brand is something that they look forward to), (3) sense of community (e.g., customers may feel a kinship with other customers associated with the brand), and (4) active engagement (e.g., willingness to spend time, energy, money or other resources outside of purchase or consumption of the brand such as joining clubs, participate in chatrooms, visit websites etc.). Brand relationships can be split into two dimensions – intensity and activity. This refers to how deeply the loyalty to the brand is felt and how frequently the consumer buys and consumes the brand (Keller, 2001).

All brands can benefit from systematic brand-building activities to better realize their brand potential. It is important to know that the power of brands resides in the minds of consumers and is built upon their brand knowledge (Keller, 2001). Therefore,

brand managers should focus on creating a brand identity with associations that are meaningful to consumers and allow them to resonate with the brand (Keller, 2001). In the employer branding equity context, prospective and current employees are considered 'the consumers' (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004).

2.4 Employer branding equity

Employer branding research is based on a multitude of theories in general, but the majority is based on brand equity concepts (Theurer et al., 2018). The brand makes up the basis, consisting of identifiers such as name, sign, symbol or a mix of these which serve as differentiators, differentiating brands from their competition (Keller, 1993; Kotler & Keller, 2016). Closely related is brand equity – the added value of a product or a service – consisting of 'a set of assets and liabilities' associated with the brand identifiers (D. A. Aaker, 1991). It has a differentiating effect on consumer response when compared with an unbranded product or service (D. A. Aaker, 1991; Farquhar, 1989; Keller, 1993). As previously mentioned, brand equity has two different conceptualizations in the literature – one with the five dimensions of: brand loyalty; name awareness; perceived quality; brand associations; and other proprietary assets (D. A. Aaker, 1991) and the second with the two major components of brand knowledge: brand awareness and brand image (Keller, 1993). The two brand equity conceptualizations by Aaker (1991) and Keller (1993) serve as a foundation for employer brand equity theories (Theurer et al., 2018).

Employer brand equity is an intangible asset about the employer brand association and employer brand awareness among existing and potential employees (Ambler & Barrow, 1996). It affects EB activity by creating knowledge of the company among potential and existing employees (Backhaus & Tikoo, 2004). All brand related information about the employer brand is stored and summarized under the construct *employer brand knowledge* which primarily consists of 'employer familiarity', 'employer image', and 'employer reputation' (Cable & Turban, 2001). The added value of favorable responses of employees to employer knowledge is referred to as employer brand equity which often results in the organization becoming attractive (Lievens & Highhouse, 2003).

2.5 Employer knowledge dimensions

The employer knowledge dimensions are the second theme of the three themes posed by Theurer et al. (2018) in their research paper which aims to define the scope and concept of EB and to facilitate its academic and empirical advancement. The theme, based on the work of Cable and Turban (2001) and Keller (1993), serves as an overarching conceptualization of employer brand equity dimensions as numerous ways have been presented to categorize brand equity assets (D. A. Aaker, 1991), brand knowledge dimensions (Keller, 1993), and constructs have been used interchangeably leading to confusion (Highhouse et al., 2009).

2.5.1 Employer knowledge framework

Cable and Turban (2001) defined employer knowledge as ‘Memories and associations regarding an organization [...] [that have] three different facets, including the dimensions of employer familiarity, employer reputation, and employer image’. They propose that individuals hold different types of knowledge which include the dimensions of employer familiarity, reputation, and image. Together these dimensions have an influence on employer brand equity and employer branding outcomes (Theurer et al., 2018). The validity of the framework has previously been tested and confirmed (Lievens et al., 2005).

Employer familiarity expresses the level of awareness that a job seeker has of an organization and happens when a person is influenced by great information exposure such as mass media communication or personal experience (Cable & Turban, 2001; Lemmink et al., 2003). All other employer knowledge dimensions depend on familiarity as it allows for collecting and storing information about a company. Therefore, it is proposed to be an antecedent for employer reputation and employer image (Cable & Turban, 2001). Previous research has shown that familiarity has, both on its own and mediated through reputation and image, positive effects on employer attractiveness and intentions to apply for a job (Lemmink et al., 2003; Lievens et al., 2005; Saini et al., 2014).

Employer reputation has been defined by Cable and Turban (2001) as ‘job seekers beliefs about [the] public’s affective evaluation of the organization’ being affected by both familiarity and image, and affects both image and employer

attractiveness (Cable & Turban, 2001; Collins & Han, 2004). It, therefore, considers potential and current employee perceptions and how they believe the public evaluates the organization as an employer. Reputation perception affects how job seekers evaluate job attributes, whether they expected to feel pride about becoming an employee at the organization, and if they wanted to pursue employment at said organization (Cable & Turban, 2003).

Employer image concerns both potential and current beliefs of employees about the organization as an employer. It is defined by Cable and Turban (2001) as ‘the content of beliefs held by a job seeker about an employer’ unlike reputation which reflects beliefs about how others view the organization as an employer. Employer image has been proved to have a direct effect on job seekers’ pursuit, application intentions (Lemmink et al., 2003), and applicant attraction (Highhouse et al., 1999). Theurer et al. (2018) clustered employer image attributes based on the marketing-based (Keller, 2013) instrumental-symbolic recruitment framework which was introduced by Lievens and Highhouse (2003) into the employer branding research literature.

2.5.2 Instrumental-symbolic framework

The instrumental-symbolic framework has been shown to be a valuable marketing-based framework under the broader umbrella of the employer knowledge framework (Lievens et al., 2005; Lievens & Highhouse, 2003; Theurer et al., 2018; Van Hove & Saks, 2011). The framework is used to categorize image attributes into functional, utilitarian job and organizational attributes (e.g., pay, location, job security) on one hand and self-expressive organizational attributes (e.g., sincerity, innovativeness, prestige) on the other hand, as part of employer image (Theurer et al., 2018). The instrumental or the functional attributes are those that users, or in this case employees, strive to ‘maximize benefits and minimize costs’ and the symbolic attributes are the ones that allow employees ‘to maintain their self-identity, to enhance their self-image, or to express themselves’ (Lievens & Highhouse, 2003). Many of the symbolic attributes build on conceptualizations of the organizational brand personality from outside the employer branding literature (Davies et al., 2004; Slaughter et al., 2004). Both dimensions of attributes have been shown to positively influence employer attractiveness (Lievens et al., 2005; Lievens & Highhouse, 2003; Van Hove & Saks, 2011; Xie et al., 2015) where

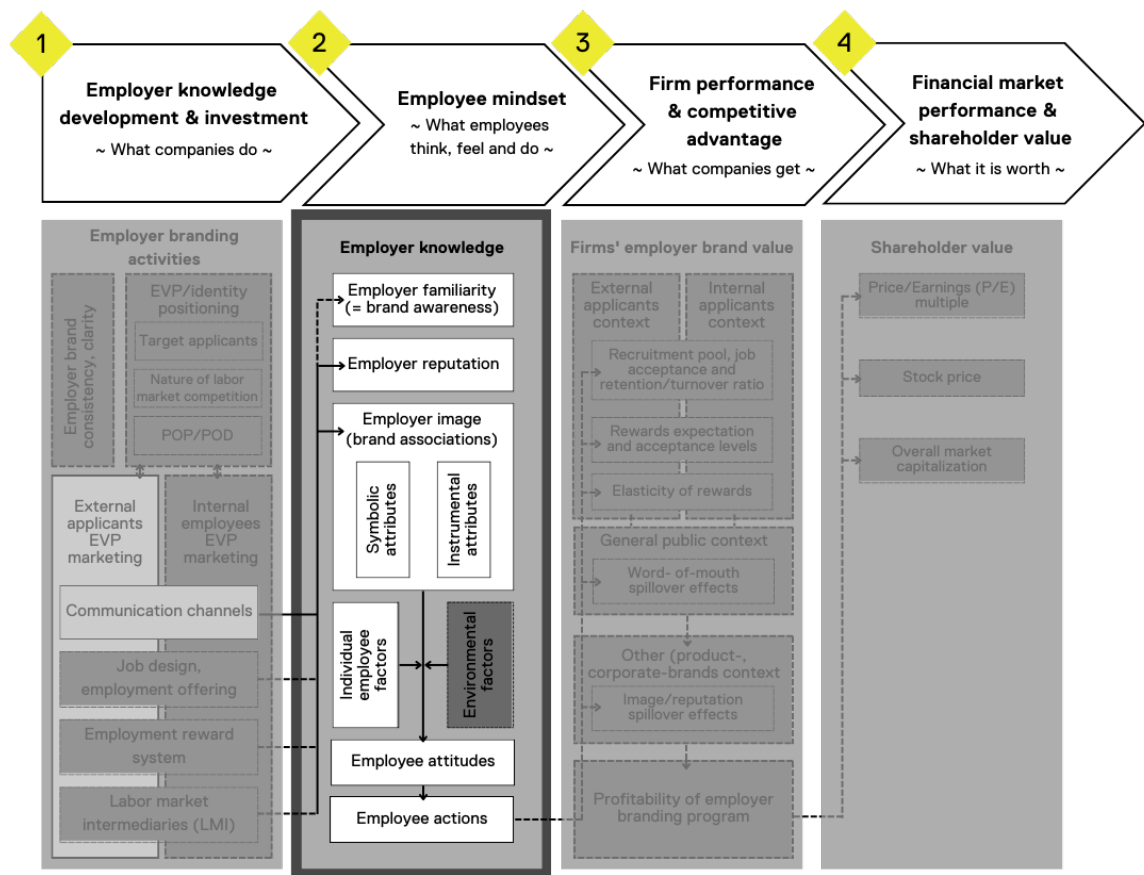
instrumental attributes are the most relevant in explaining the highest variance in perceived attractiveness among applicants but symbolic attributes are more relevant to the actual employees (Lievens et al., 2007).

2.6 Employer branding value chain model

Based on their comprehensive review of the employer branding literature, Theurer et al. (2018) created the employer branding value chain model where they present its four sequential stages: (1) employer knowledge development and investment; (2) applicant/employee mindset; (3) firm performance and competitive advantage; (4) financial market performance and shareholder value as seen on Figure 1 (Theurer et al., 2018).

Figure 1

Employer Branding Value Chain Model



Note. Adapted from *Employer Branding: A Brand Equity-based Literature Review and Research Agenda* (p. 166), by C.P. Theurer et al. (2018), *International Journal of Management Reviews*. Well researched areas are highlighted in white, under-researched areas in grey.

The model itself, and its stages, are sequential and are presented as dependent on the previous and following stages and/or dimensions. The second stage of the model ‘applicant/employee mindset’ is about what applicants/employees think, feel, and do and is most relevant to this research paper. It is based on the dimensions presented in the employer knowledge framework – employer familiarity, reputation, and image (Theurer et al., 2018).

2.6.1 Employer familiarity

As previously stated, employer familiarity expresses the level of awareness that a job seeker has of an organization (Cable & Turban, 2001) and is a fundamental dimension of brand knowledge (D. A. Aaker, 1991; Keller, 1993). Brand awareness is necessary before a consumer can have any knowledge about a brand because without awareness, there are no memory nodes where associations can be stored and thus, no knowledge about the brand. In the same manner, without employer familiarity, a job seeker does not have a template to store and collect information about an employer (Cable & Turban, 2001). Cable and Turban (2001) have split awareness into four levels based on Aaker’s (1991) model of brand awareness – unawareness, recognition, recall, and top of mind, where unawareness is the lowest level of employer familiarity and top of mind is the highest. Familiarity adds value to the employer brand as it acts as an anchor to which additional information about the employer is associated, it leads to positive feelings towards the organization, and will serve as a signal about attributes associated with the firm (Cable & Turban, 2001).

2.6.2 Employer reputation

Organizational reputation refers to the public’s evaluation of an organization compared to other organizations (Fombrun & Shanley, 1990) and has been defined as a ‘job seeker’s beliefs about the public’s affective evaluation of the organization’ (Cable & Turban, 2001). Upon first glance, employer reputation and employer image seem similar but they are distinguished from each other in two ways: (1) image does not include the

evaluative component of moods, feelings or attitudes but reputation does and (2) reputation refers to a job seeker's beliefs about how the organization is evaluated by *others* but image refers to the job seeker's own beliefs about the organization (Cable & Turban, 2001). Some studies provide a trait-oriented perspective to employer reputation (Lievens et al., 2005; Lievens & Highhouse, 2003; Slaughter et al., 2004) and it is suggested that future research should include such trait-inferences when measuring organizational attractiveness (Lievens et al., 2005).

In the prediction of a company's attractiveness as a workplace, person-descriptive trait inferences added incremental variance over and above job/organizational attributes (Lievens & Highhouse, 2003; Van Hove & Saks, 2011). In their research, Lievens and Highhouse (2003) mention that consumers view trait inferences of organizations much in a way that humans view trait inferences of other humans. The trait inferences of organizations are based on observations of brand behaviours that are spontaneously encoded into trait language. The employer brand behaviour may refer to the organization's recruitment mix, such as recruitment advertising, media publicity, word-of-mouth endorsement etc., or it could refer to changes to the job or organizational attributes, such as salary, career advancement opportunities etc. Potential applicants may use these brand behaviour incidents to form trait inferences of the organization as an employer (Lievens & Highhouse, 2003). This highlights the impact of the symbolic meanings (person-descriptive trait inferences) that potential applicants associate with an organization. In the original research done by Lievens & Highhouse (2003) the most important traits were innovativeness and competence. Innovativeness included descriptors such as daring, trendy, exciting, cool, spirited, and young, whereas competence included descriptors such as secure, intelligent, and reliable. They propose that this attractiveness to an organization can be explained, congruent with the instrumental-symbolic framework (Lievens & Highhouse, 2003) as well as social-identity theory (Ashforth & Mael, 1989), as working for an organization allows employees to express parts of their self-concept, personality or identity.

In the employer value chain model, both instrumental and symbolic beliefs are included as an important part of the literature, however, not as part of employer

reputation but as part of employer image (Theurer et al., 2018). The distinction between the two concepts is important because throughout the literature, employer image has been used interchangeably with other constructs such as reputation, identity, and legitimacy. Highhouse et al. (2009) argued, contrary to previous literature, that an image should refer to a specific aspect of a company but not the company as a whole. Rather than referring to a company's image per se, one should refer to a company's image for or as something. Therefore, making a distinction between employer image, financial image, CSR image etc., within the same company. Images are something held in the mind of the consumer, not owned by the organization and individual impressions of organizations are the foundation of collective corporate reputation assessments (Highhouse et al., 2009). Table 3 shows definitions of reputation, image, identity, and legitimacy – all commonly used interchangeably for the construct reputation throughout the employer branding literature.

Table 3

Definitions of reputation, image, identity and legitimacy

Item	Definition	Source
Reputation	A global, temporally stable, shared evaluative judgment about a firm	(Barnett et al., 2006)
Image	A dynamic perception of a specific area of organizational distinction	(Highhouse et al., 2009)
Identity	A collective sense of organizational "self" (Who are we?)	(Brown et al., 2006)
Legitimacy	A shared global judgement about normative appropriateness	(Elsbach & Hargadon, 2006)

In their research and heuristic model, Lievens and Slaughter (2016) list up the outcomes of employer image to be decision making, pre hire/post hire outcomes, differentiation, emotional bond, and return of investment. They describe employer image as 'an amalgamation of transient mental representations of specific aspects of a company as an employer as held by individual constituents' basing their description of the term on the research of Highhouse et al., (2009). They stress the importance of distinguishing the term 'employer image' from other terms frequently used

interchangeably, such as organizational image, employer reputation, identity, and so forth.

2.6.3 Employer image

In marketing literature, the importance of brand image has been recognized and is referred to as people's perceptions, attributes and associations connected with the brand in their memories (D. A. Aaker, 1991; Keller, 1993) and is the root of brand equity. Applied to the literature of employer branding, employer image is the beliefs held by a job seeker about an employer (Cable & Turban, 2001). According to Cable and Turban (2001) three main categories of employer image are important – employer information, job information and people information. *Employer information* refers to descriptive details about the organization whether they are factual and historical attributes or company policies and norms. *Job information* refers to a job seeker's knowledge about attributes of a specific job they are interested in at the organization. *People information* refers to the information about the attributes of the people that comprise the organization and would be potential co-workers to the job seeker (Cable & Turban, 2001).

Many symbolic image dimensions build on conceptualisations of organizational personality outside of the employer branding literature (Slaughter et al., 2004) and researchers have identified person-descriptive trait dimensions that influence attraction to a certain organization (Davies et al., 2004; Lievens, 2007; Lievens et al., 2005; Van Hove & Saks, 2011). These identified dimensions are mostly influenced by Aaker's (1997) brand personality dimensions and their attributes – sincerity (down-to-earth, honest, wholesome, cheerful), excitement (daring, spirited, imaginative, up-to-date), competence (reliable, intelligent, successful), sophistication (upper class, charming), and ruggedness (outdoorsy, tough). Both instrumental and symbolic attributes are important as instrumental attributes explain the highest variance in perceived attractiveness of an organization (Lievens, 2007) but symbolic attributes are more relevant in an internal context such as when measuring employee's beliefs over potential applicant's beliefs (Lievens et al., 2007).

Throughout the literature, a strong focus has been on understanding the employer image attributes that drive employee attitudes and actions (Highhouse et al.,

1999; Lievens & Highhouse, 2003). They are, however, subject to influence due to individual differences of employee's and/or applicants, and environmental factors (Baum & Kabst, 2013; Slaughter & Greguras, 2009).

2.6.4 Individual employee factors

Individual factors between employees and/or applicants have been researched in different areas i.e., on personality dimensions (Slaughter & Greguras, 2009), on employee engagement (Andrew & Sofian, 2012), and on demographics (i.e., in a national context) (Baum & Kabst, 2013). Most relevant to the employer branding literature, and this research paper, is employee engagement, which will help an organization attract more talented people given that the number of engaged employees is high (Andrew & Sofian, 2012). Employee engagement has been proven to be a source of competitive advantage and financial profitability for organizations (S. L. Albrecht et al., 2015; Barrick et al., 2015). Factors of employee engagement influence employee attitudes in the workplace (Andrew & Sofian, 2012; Saks, 2006) and have been categorized into two – job engagement and organizational engagement (Saks, 2006). Saks (2006) designed two six item scales to measure job and organizational engagement to assess employee's psychological presence in their job and organization. His scale has been the most widely used for organizational engagement measurement (Saks et al., 2022) but other researchers have developed a fewer item organizational engagement scale based on Saks' (2006) original scale (Palmer & Gignac, 2012) which has been further proven valid and used (Kundu & Lata, 2017). Organizational engagement has been found to be a full mediator between antecedents and consequences, whereas job engagement has not (Saks et al., 2022). Palmer and Gignac's (2012) organizational engagement scale will be utilized in the creation of this employer branding measurement tool and employee job engagement will not be measured. This is done to focus beyond job level influences on engagement and have a more macro perspective (i.e., organizational) as suggested by previous researchers (S. Albrecht et al., 2018; Saks et al., 2022).

2.6.5 Environmental factors

In their literature review, Theurer et al., (2018) suggest that the employer value proposition will rarely be evaluated on its own in competitive labour environments but

must be put into perspective and relation to others (i.e., the competition). This is different from previous measurement tools used as foundation for this research paper such as the EBBI, which does not directly take the competitive labour environment into account. It rather accounts for all brand specific factors that can influence a brand's strength. No previous research was found which measures competition in the labour market but other researchers have mentioned the lack of taking the competitive environment into account when exploring employer attractiveness (Xie et al., 2015).

2.6.6 Employee attitudes

Employees' attitudes and how they form into concrete and relevant actions of employees, has not been investigated a great deal (Edwards & Edwards, 2013; Theurer et al., 2018). Edwards and Edwards (2013) designed such a measurement tool which measured employee's organizational identification, intention to quit, discretionary effort, unique employment experience elements, perceptions of corporate CSR identity claims, and perceived prestige. The dimensions of their measurement tool are in harmony with Keller's (1993) dimension of judgments.

In addition to the literature, Xie et al. (2015) measured potential applicants' attitudes towards working for a company and found that attitude towards employment was a mediator between evaluation of job attributes on one hand and intention to apply on the other. They suggest their model to be applied to an existing group of employees to test the linkage between evaluation of job attributes and actions towards employment.

2.6.7 Dependent variables

The strength of the employer brand is difficult to measure as the review of previous literature shows. In addition, the literature is heterogeneous and fragmented. Theurer et al. (2018) showed that employer branding needs to be refocused on the theoretical construct of brand equity theory. Additionally, the measurement of brand equity is difficult to achieve. However, loyalty, word-of-mouth, and trust are constructs which have been said to be the key indicators for brand measurement (D. A. Aaker, 1991) and will be used as dependent variables in this research paper.

Brand loyalty is said to have two dimensions – a behavioural dimension that represents the consumers’ willingness to repurchase the brand, and an attitudinal dimension that represents the consumers’ level of commitment towards the brand (Chaudhuri & Holbrook, 2001). Like product brand loyalty, employer brand loyalty is the commitment that employees make to their employer. Also similar to product brand loyalty, employer brand loyalty can be conceptualized as being shaped by a behavioural element that relates to organizational culture and an attitudinal element that relates to organizational identity (Backhaus & Tikoo, 2004).

Word-of-mouth has the potential of affecting the employer brand knowledge (Cable & Turban, 2001) and is thought to be an antecedent of employer branding (Biswas & Suar, 2016; Lievens & Slaughter, 2016). Empirical research of the effects of word-of-mouth on employer branding is lagging behind the practical world (Lievens & Slaughter, 2016) but has been shown to be an important factor of brand equity in general branding literature (Keller, 2001). Keller (2001) even considers word-of-mouth to be ‘perhaps the strongest affirmation of brand loyalty’.

Trust is one of the credibility credentials of brands (Keller, 2001). Trust in the employer brand has been shown to determine the persistence of the employment relationship and contribute to commitment to the employer brand (App & Büttgen, 2016; Biswas & Suar, 2016; Chaudhuri & Holbrook, 2001). In their research, Biswas and Suar (2016) reached the conclusion that increased realistic job previews, perceived organizational support, equity in reward administration, perceived organizational prestige, organizational trust, leadership of top management, psychological contract obligation, and corporate social responsibility increased EB.

2.7 Brandr Index

The brandr Index is used as a foundation for the present research on creating a measurement tool for the employer brand. The brandr Index is a measurement tool developed to measure consumers brand perceptions and is based on a similar tool (Energy Branding Benchmarking Index – EBBI) intended to measure consumer brands in the energy industry (*Brandr Index*, n.d.). The brandr Index and EBBI were both created by Friðrik Larsen, a PhD in energy branding, an associate professor in marketing at the University of Iceland, and a leading branding specialist (*Brandr Index*, n.d.). The brandr

Index is a more general branding measurement tool whilst the EBBI is more industry specific (i.e., to the energy sector). Therefore, the brandr Index is a better fit for this research paper.

The brandr Index measures consumers perceptions on the following four dimensions. (1) Differentiation – evaluating how well brands differentiate themselves from competitors regarding brand promise, uniqueness, and visuals. (2) Segmentation – referring to how successfully a brand divides its consumers into different segments and appeals to them accordingly. (3) Perception – measuring consumers experience in terms of their perception of the brand being e.g., trustworthy, experienced, reliable, and responsible. (4) Sustainability – using the measurement of environmental and societal factors to measure the sustainability dimension (*Brandr Index*, n.d.).

3 Method

The following chapter outlines the methodology used whilst conducting this research. First, the research sample is presented. Second, the development of the measures used for conducting the research are presented. Lastly, the research procedure is described ranging from the development of the measures, pretesting procedures, and data collection to data analysis. A descriptive approach is used during this quantitative research using a cross sectional design and survey method for data collection. A quantitative research method was found fit for the research due to present knowledge in the literature on employer branding and brand equity. A descriptive approach is used to serve the purpose of the research – to explore and explain the subject as well as providing additional information. A cross sectional method is used for the purpose of gathering preliminary data to support further research and experimentation in the field of employer branding.

3.1 Sample

Data was collected from four companies in Iceland – two companies from the retail sector, one from the information technology sector and one from the financial sector. The population which the sample is drawn from consists of 730 individuals whom all have an employment status within one of the four companies. Table 4 shows the distribution of the sample between each company.

Table 4

Sample distribution between companies

Company	n	% of N	N
Company 1	18	16.07%	112
Company 2	10	21.74%	46
Company 3	43	10%	450
Company 4	34	27.87%	122
Total	105	14.38%	730

The simple random sampling method of probability sampling was applied which allows for statistical inferences and provides stronger external validity (Field, 2018). Access to the population was obtained through the HR and marketing departments of each company, where HR or marketing representatives distributed the survey to the 730 employees in total. No incentives were used as a reward to encourage participation. The questionnaire gathered 119 valid responses which equals a 16.3% response rate. The population gender distribution can be seen in Table 5. Finally, following a data clean up where invalid responses (e.g., incomplete) were removed, 105 cases remained for analysis.

Table 5

Population gender distribution

Gender	N	%
Female	351	48.1%
Male	379	51.9%
Total	730	100%

The gender distribution of the research sample was 55.2% female, and 43.8% male as may be seen in Table 6. The largest part of the sample (28.6%) was at the age of 26-35 years old. Education wise, the largest part of the sample (47.6%) had completed a bachelor's degree but 62.8% of the sample had completed postgraduate studies.

Table 6

Sample gender distribution

Gender	N	%
Female	58	55.2%
Male	46	43.8%
Missing	1	1.0%
Total	104	100%

3.2 Measures

To be able to develop the desired measurement tool for employer brand strength, the dependent variables were formed with the employer branding literature and branding literature as basis of the research. The independent variables were developed from a mix of 80 CBBE items (Keller, 2001), 41 brandr Index items (*Brandr Index*, n.d.), and 87 literature specific items.

3.2.1 Dependent variables

This research uses three items as a measure of the dependent variable. Tables 7 and 8 show the questions intended to measure these items – loyalty, word-of-mouth, and trust. Sigurbjörnsson (2020) developed a three item measurement scale for brand equity which will be used as the basis for this research paper’s measure for the brand equity variable. These three constructs have been said to be the key indicators for brand measurement (D. A. Aaker, 1991). All three constructs represent employee attitudes and actions in the employer branding value chain model and will serve as the dependent variables in the creation of the employer branding measurement tool. Table 7 shows the questions intended to measure attitudinal loyalty, word-of-mouth, and trust.

Table 7

Attitudinal measurement items for dependent variables

Item	Variable
I consider myself to be a loyal employee to Company	Loyalty
I would prefer to work somewhere other than this organization	
How likely are you to recommend company as an employer to a friend/relative?	Word-of-mouth
How well or badly do you trust company as an employer?	Trust

However, during pre-screening of attitudinal items it became clear that actionable items should be measured additionally. Brand loyalty, both attitudinal and behavioural serves both as an indicator and an outcome of brand equity (D. A. Aaker, 1991; Chahal & Bala, 2010) and are both significant for enhancing equity (Chahal & Bala, 2010). The decision-making and development of items was done with the assistance of a fellow

scholar and MSc in marketing. Therefore, actionable measures for the dependent variables loyalty and word-of-mouth were created and are shown in Table 8.

Table 8

Actionable measurement items for dependent variables

Item	Variable
I often think about leaving this organization	Loyalty
I have applied for a job with another employer in the last six months	
I have recommended Company as an employer to a friend/relative in the last six months	Word-of-mouth

However, trust is a fragmented variable (Dietz & Den Hartog, 2006) and tough to measure through behaviour which is self-reported. Therefore, the executive decision was made to measure trust only by attitudinal measurement in the form of a self-reported single item measurement.

3.2.2 Independent variables

Existing employer branding literature is compared to the brandr Index which measures consumers perceptions on four dimensions – differentiation, segmentation, perception, and sustainability. The brandr Index is, as previously stated, built on EBBI’s foundation and is a better fit than EBBI for this research as the brandr Index is not industry specific but EBBI is. This research builds upon the research done by Dr Friðrik Larsen (*Brandr Index*, n.d.) and Sigurbjörnsson (2020) whom compared CBBE to EBBI when laying the foundation of a brand equity measurement tool for the insurance industry. A comparison of existing employer branding literature to the brandr Index has resulted in a pattern of similarities between questions which may be seen in appendix A. The table shows that existing employer branding literature can fit into the dimensions of the brandr index.

In addition, existing literature is compared to Theurer et al.’s (2018) employer branding value chain model which can be seen in appendix B. The table shows where each item of the literature is deemed to fit into the model. The dimensions tested in the questionnaire formation were employer reputation, employer image (instrumental and

symbolic), individual employee factors, environmental factors, employee attitudes, and employee actions. Employer familiarity, or the awareness dimension of the model, was eventually removed from the questionnaire as it was deemed unnecessary considering the research subjects were all current employees of the four participating companies. No existing literature has been found on the dimension of environmental factors. Therefore, three questions have been added to make up the dimension – ‘I believe it would be easy for me to get a job in another organization’, ‘There are many other organizations that appeal to me as possible employers’ and ‘There are many other organizations that offer the same employment factors that are important to me, as my current employer’. Table 9 shows a comparison of the employer branding value chain model’s dimensions and the brandr Index dimensions, where each employer branding value chain model dimension corresponds to a dimension of the brandr Index.

Table 9

Comparison of Employer branding value chain model and brandr Index

Employer branding value chain model	brandr index
Familiarity	
Reputation	Perception
Image	
Employee attitudes	
Individual factors	Segmentation
Environmental factors	Differentiation
	Sustainability

Next, following the comparison of the literature to the academic foundation, narrowing down the list of questions for the final questionnaire is possible. The process of narrowing down, which may be seen in appendix C makes it possible to avoid repetitive and/or redundant questioning. This comparison helps reduce the number of questions whilst maintaining a focus on the already existing employer branding academia.

Lastly, all 43 items that have been selected for the final questionnaire may be found in appendix D. Each item has been allocated to its respective dimension. An English and a translated Icelandic version of the questionnaire may be found in appendix D.

3.3 Procedure

In the development of the measurement scale, a comparison of the employer branding literature, brandr Index and CBBE was conducted to reduce the number of items. This was done with great caution, as such a procedure can be subjective to a bias of the researcher and to avoid overlooking items that are important in the employer branding context. A second and third opinion on item reduction was gathered from a fellow scholar and MSc in marketing as well as from a PhD in branding and the creator of the brandr Index. A list of 43 items was finally created, cut down from 208 total items found in existing literature. Such a drastic reduction was attained to reduce the risk of respondents' fatigue. The first question of the questionnaire was an open-ended question (i.e., a short sentence box) intended for participants to identify which company they worked for. All the measurement items, except for two, were set on a seven-point Likert scale, ranging from totally agree to totally disagree. The two items different from the others were closed questions measuring actionable word-of-mouth (i.e., 'I have recommended Company as an employer to a friend/relative in the last six months') and actionable loyalty (i.e., 'I have applied for a job with another employer in the last six months') which, therefore, had the response options yes and no.

A translation of the items, from English to Icelandic, then had to occur as the respondents were from Icelandic companies and speak Icelandic. The translation was done with the help of a fellow scholar and MSc in marketing as well as from a PhD in branding and the creator of the brandr Index. In addition, a back translation process was conducted by three Icelandic peers, as a quality assurance method for the measurement scale. This assured the researcher that the translated items were measuring the same concept as before the translation took place. This improves content validity (Saunders et al., 2016).

Subsequently, pilot tests and pre-tests were conducted to further improve content validity of the questionnaire (Saunders et al., 2016). Firstly, a set of pilot tests was conducted at a small workplace of eight people with the purpose of validating the

readability of the questionnaire. The pilot tests were run under the supervision of the researcher, ready to answer any questions which arose. All respondents were able to complete the questionnaire without major trouble. Secondly, the questionnaire was sent out to 20 respondents from four Icelandic companies within the researcher's network for the purpose of pre-testing the questionnaire. It was important to the researcher to send the pre-test out to a sample that reflected the characteristics of the final sample. This is important to evaluate the reliability and validity of the survey instrument before its final distribution (Saunders et al., 2016). The questionnaire was sent online to pre-testing respondents. One change was made to the questionnaire following the pilot and pre-testing where the question 'How well do the following words describe Company, your employer – Integral' was removed. This was done as multiple participants felt the word was not appropriate to describe an employer and was confusing.

To further reduce the number of items, an exploratory factor analysis (EFA) was run for the purposes of developing an instrument. It is particularly appropriate for scale development where little theoretical information exists on the number and pattern of common factors (Courtney, 2013). When EFA is used as part of data reduction, a true number of factors can neither be assumed or determined (Costello & Osborne, 2005; Courtney, 2013). Even if it is mathematically possible to have only two items per scale it is suggested to have at least three items per scale for practical and statistical reasons (Darren & Mallery, 2019). EFA is a 'large-sample' procedure, that is, smaller samples give less replicable results even though strict rules for EFA sample sizes have mostly disappeared (Costello & Osborne, 2005). If the following problems occur in the data, a larger sample size can help determine whether the factor structure is valid: (1) low item communalities – 0.8 is considered high (Velicer & Fava, 1998) but low to moderate communalities of 0.4 to 0.7 are more common in social sciences (Costello & Osborne, 2005). (2) High crossloading of factors – a minimum loading of an item should be 0.32 to be considered good (Tabachnick & Fidell, 2019). A crossloading factor is a factor that loads 0.32 on two or more factors (Costello & Osborne, 2005). (3) A weak or unstable factor – a factor with less than three items is generally considered weak and unstable. Five or more strongly loading items are desirable, indicating a solid factor (Costello & Osborne, 2005).

The questionnaire was set up and managed through Question Pro and delivered to a sample of 730 employees of four Icelandic companies from the time period of 21st of November to 11th of December 2022. Communication with employees (e.g., reminders) and delivery of the questionnaire was executed with the help of contact persons within each of the companies. The collected data was exported from Question Pro and analysed through IBM SPSS Statistics 25.

4 Findings

The following chapter presents the results of this research. First, descriptive statistics of the questionnaire are presented. Second, for data reduction purposes, the results of an exploratory factor analysis are presented followed by a component analysis for internal consistency analysis of each factor. Lastly, a regression analysis is performed to predict how independent variables affect the dependent variables. Significance level is reported at $p < 0.05$.

4.1 Descriptive statistics

In Table 10, descriptive statistics for all measurement items in the questionnaire may be found. The data is presented in an ascending order of the items means with the number of cases (n), minimum and maximum values, and standard deviations also presented.

Table 10

Descriptive statistics of items

Item	N	Min	Max	M	SD
I have recommended Company as an employer to a friend/relative in the last six months**	105	1	2	1.35	0.48
I have applied for a job with another employer in the last six months* **	105	1	2	1.79	0.409
I would prefer to work somewhere other than this organization*	105	1	7	2.63	1.514
I often think about leaving this organization*	105	1	7	2.99	1.712
Company is old school	103	1	7	3.32	1.604
This organization provides me with good prospects for high future earnings	104	1	7	4.21	1.593
This organization provides me with above-average pay	105	1	7	4.28	1.484
This organization provides me with above-average benefits	105	1	7	4.4	1.56
Company is tough	103	1	7	4.71	1.376
There are many other organizations that appeal to me as possible employers	104	1	7	4.76	1.355
This organization provides me with job opportunities in desirable locations	105	1	7	4.89	1.508
Company is informal	104	1	7	4.94	1.42
Company is innovative	104	2	7	4.98	1.307
There are many other organizations that offer the same employment factors that are important to me, as my current employer	104	2	7	4.99	1.296
I believe people close to me or somewhat important to me consider Company as an employer to be admired	103	1	7	5.02	1.54

Personally, I consider Company as an employer to be admired	104	1	7	5.03	1.361
Company is environmentally friendly	103	1	7	5.13	1.637
Company has distinct and recognizable values	105	1	7	5.18	1.628
This organization provides me with good prospects for career advancement opportunities	105	1	7	5.2	1.584
I tell others how proud I am to work for this organization	105	1	7	5.23	1.589
Company has a clear and unique vision	105	1	7	5.24	1.535
My commitment to Company as an employer remains unwavering, even when conditions become difficult	103	1	7	5.26	1.627
I believe people close to me or somewhat important to me consider Company as an employer to be respected	103	1	7	5.29	1.369
The way Company conducts its business inspires me to do everything I can to ensure it is successful	105	1	7	5.35	1.344
Company is sincere	104	2	7	5.36	1.299
This organization provides me with the type of job that I want	103	1	7	5.37	1.372
Company is exciting	103	1	7	5.42	1.209
I believe people close to me or somewhat important to me consider Company as an employer to be well known	105	1	7	5.42	1.714
This organization provides me with a job with good prospects for work-life balance	105	1	7	5.5	1.582
Company is modern	104	1	7	5.52	1.269
Personally, I consider Company as an employer to be respected	103	1	7	5.52	1.17
Company is progressive	102	3	7	5.56	1.157
Company is dominant	103	1	7	5.57	1.209
Personally, I consider Company as an employer to be well-known	105	1	7	5.61	1.684
This organization provides challenging and interesting assignments	104	1	7	5.62	1.324
This organization provides me with opportunities for new learning experiences	105	1	7	5.64	1.234
This organization provides a good working environment	105	1	7	5.64	1.279
Company is prestige	104	2	7	5.65	1.139
How likely are you to recommend company as an employer to a friend/relative?	104	1	7	5.69	1.449
This organization provides me with opportunities to use my abilities and skills	105	1	7	5.77	1.162
How well or badly do you trust company as an employer?	105	1	7	5.78	1.256
I believe it would be easy for me to get a job in another organization	105	1	7	5.8	1.243
Company is competent	103	2	7	5.88	0.993
Company is reliable	104	3	7	5.9	1
Company is successful	104	3	7	5.9	1.119
This organization has high employee morale	105	1	7	5.92	1.133
Company is fun	104	3	7	5.93	0.998
I consider myself to be a loyal employee to Company.	104	2	7	6.03	1.119
Company is experienced	103	5	7	6.42	0.721

Note. *Items with reversed scoring. For the sake of readability, the items have not been reversed in this table. **Closed questions with only two response options.

Items that have the highest average mean (cut off point at $M \leq 5.5$) and, therefore, the highest agreeability, regard the company's symbolic and instrumental image. That is, its reliability, success, experience, progressiveness, dominance etc. regarding the symbolic image. When asked how well the word 'experienced' describes their employer, participants' answers give the single highest average mean ($M=6.42$, $SD=0.721$) of all items. Items that regard the companies' instrumental image regard the working environment, work-life balance, employee morale, and the opportunities for employees to use their abilities and skills and obtain new learning experiences whilst working on interesting and challenging assignments at work. The item with the highest average mean of the instrumental image items and, therefore, the highest agreeability is 'This organization has high employee morale' ($M=5.92$, $SD=1.133$).

The item with the second highest average mean ($M=6.03$, $SD=1.119$) and, therefore, agreeability out of all items is one of the actionable loyalty items, that is participants declaring themselves as a loyal employee. In support, the two items with the lowest average mean and agreeability are the attitudinal loyalty measures i.e., 'I would prefer to work somewhere other than this organization' ($M=2.63$, $SD=1.514$) and 'I often think about leaving this organization' ($M=2.99$, $SD=1.712$). In addition, there are three instrumental image measurement items ($M=4.21$, $SD=1.593$; $M=4.28$, $SD=1.484$; $M=4.4$, $SD=1.56$) which follow the aforementioned items with the lowest average means. On average, participants neither disagree nor agree with the statements that their employers provide above-average pay or benefits or prospects for high future earnings.

In order to measure the effect the independent variables have on the dependent variables, the dependent variables first had to be computed as most of them had more than one measurement item. This was done by calculating the means of all items within each variable. Table 11 shows the descriptive statistics of the dependent variables trust, loyalty and word-of-mouth and which item belongs to each variable.

Table 11*Descriptive statistics of dependent variables*

Variable		N	Min	Max	M	SD
Trust	How well or badly do you trust company as an employer?	105	1	7	5.78	1.256
Loyalty	I often think about leaving this organization (Rev)	105	1.5	7	5.53	1.39
	I would prefer to work somewhere other than this organization (Rev)					
	I have applied for a job with another employer in the last six months (Rev)					
	I consider myself to be a loyal employee to Company					
WOM	How likely are you to recommend company as an employer to a friend/relative?	105	1	7	5.3	1.93
	I have recommended Company as an employer to a friend/relative in the last six months					

4.2 Data reduction

For data reduction purposes, results of an exploratory factor analysis are now presented followed by a component analysis for internal consistency analysis of each factor. In total, nine items were respectively removed from the data set, reducing the total item number from 43 to 34.

4.2.1 Factor analysis

In order to measure the effect the independent variables have on dependent variables and for the creation purposes of a holistic employer branding measurement tool, the items were combined into dimensions through an EFA. An EFA is used over a confirmatory factor analysis (CFA) as according to previous literature, there is no strong theory about the structure of possible factors of the measurement tool. Just as the questionnaire items, the dimensions were built on the brandr index and the employer branding value chain model. Appendix D shows each of the dimensions each item was originally placed under.

A factor analysis of the data results was performed using the principal components method. Bartlett’s test of sphericity, which tests the overall significance of all the correlations within the correlation matrix, was significant ($\chi^2 (861) = 3358,095, p < .001$). This indicates that it was appropriate to use factor analysis on the data. The KMO measure of sampling adequacy indicated that the variable relationship strength was high (KMO=0.875), therefore, confirming the acceptability to go forth with the analysis. A varimax rotation was performed in order to simplify the interpretation of factors. Initially, eight factors with eigenvalues greater than one were extracted from the analysis. A series of factor analyses were then conducted to find the number of factors that gave the most interpretable solution. Table 12 shows the obtained pattern matrix which shows only items with factor loadings above .50. Further information on the factor analysis results may also be found in Table 12.

Table 12

Rotated component matrix

Item	Component			
	1	2	3	4
This organization provides me with good prospects for high future earnings	0.859			
This organization provides me with job opportunities in desirable locations	0.801			
This organization provides challenging and interesting assignments	0.791			
This organization provides me with good prospects for career advancement opportunities	0.787			
This organization provides me with the type of job that I want	0.773			
This organization provides me with opportunities for new learning experiences	0.739			
The way Company conducts its business inspires me to do everything I can to ensure it is successful	0.725			
My commitment to Company as an employer remains unwavering, even when conditions become difficult	0.72			
This organization provides me with above-average pay	0.717			
This organization provides me with opportunities to use my abilities and skills	0.705			

This organization provides me with above-average benefits	0.659	
This organization provides a good working environment	0.634	
I tell others how proud I am to work for this organization	0.603	
This organization provides me with a job with good prospects for work-life balance	0.595	
Company is prestige	0.578	
Company is exciting	0.555	
This organization has high employee morale	0.546	
Company is sincere	0.504	
Company is informal**		
Company is modern	0.752	
Company is old fashioned*	-0.702	
Company is progressive	0.678	
Company is competent	0.66	
Company is reliable	0.654	
Company is innovative	0.641	
Company is successful	0.611	
Company is fun	0.592	
Company is dominant**		
Company is experienced**		
Personally, I consider Company as an employer to be admired		0.889
I believe people close to me or somewhat important to me consider Company as an employer to be admired		0.871
I believe people close to me or somewhat important to me consider Company as an employer to be respected		0.857
I believe people close to me or somewhat important to me consider Company as an employer to be well-known		0.852
Personally, I consider Company as an employer to be well-known		0.804
Personally, I consider Company as an employer to be respected		0.789
Company has a clear and unique vision		0.543
Company has distinct and recognizable values		0.542
Company is environmentally friendly		0.51
There are many other organizations that appeal to me as possible employers		0.723
There are many other organizations that offer the same employment factors that are important to me, as my current employer		0.661
I believe it would be easy for me to get a job in another organization*		0.611

Company is tough**				
Eigenvalue	16.173	5.076	2.207	2.095
Percentage of variance	38.507	12.085	5.255	4.987
Cumulative percent	38.507	50.591	55.846	60.833
Cronbach's Alpha	0.96	0.90	0.92	0.76

Note. *Item removed during internal reliability analysis. **Item did not load onto factor.

Due to items predominantly loading onto four factors and the following factors becoming too small, the factor number was forced to equal four factors during factor analysis. This was done to increase the number of items per factor and minimize crossloadings of items. The total variance explained by those four factors was 60.8% with a robust first factor, with an eigenvalue of 16.2 and accounted for 38.5% of the total variance. The other factors were substantially smaller than the first one – the second factor with an eigenvalue of 5.08 explaining 12.1% of the variance, the third with an eigenvalue of 2.21 explaining 5.3% of the variance, and the fourth with an eigenvalue of 2.10 explaining 5% of the variance.

4.2.2 Component analysis

In order to measure the affect the independent variables have on dependent variables and for the creation purposes of a holistic employer branding measurement tool, the items were combined into scales based on the employer branding value chain model and the brandr Index. Items were combined into the four scales – instrumental perception, symbolic perception, reputation, and differentiation. All scales were, subsequently, tested using Cronbach's Alpha to measure reliability and internal consistency of each scale. The coefficient ranges between 0 and 1 where values higher than 0.9 are considered having an excellent reliability, values over 0.8 considered good, values over 0.7 considered acceptable, values over 0.6 considered questionable, and everything below that considered unacceptable (Darren & Mallery, 2019). Internal reliability analysis for each factor can be found in Table 13. In summary, two items were removed during internal reliability analysis – 'Company is old fashioned' and 'I believe it would be easy for me to get a job at another organization'. Four items did not load onto factors during the analysis, indicating their misfit to the data and removal – 'Company is informal', 'Company is dominant', 'Company is experienced', and 'Company is tough'.

Table 13*Scale internal reliability analysis results*

Scale	Item	Chronbach's Alpha
Instrumental perception	This organization provides me with good prospects for high future earnings	0.956
	This organization provides me with job opportunities in desirable locations	
	This organization provides challenging and interesting assignments	
	This organization provides me with good prospects for career advancement opportunities	
	This organization provides me with the type of job that I want	
	This organization provides me with opportunities for new learning experiences	
	The way Company conducts its business inspires me to do everything I can to ensure it is successful	
	My commitment to Company as an employer remains unwavering, even when conditions become difficult	
	This organization provides me with above-average pay	
	This organization provides me with above-average benefits	
	This organization provides me with opportunities to use my abilities and skills	
	This organization provides a good working environment	
	I tell others how proud I am to work for this organization	
	This organization provides me with a job with good prospects for work-life balance	
	Company is prestige	
Company is exciting*		
Company is sincere*		
This organization has high employee morale		
Symbolic perception	Company is modern	0.901
	Company is progressive	
	Company is reliable	
	Company is competent	
	Company is innovative	
	Company is successful	
	Company is fun	
Reputation	Personally, I consider Company as an employer to be well-known	0.917
	Personally, I consider Company as an employer to be admired	
	Personally, I consider Company as an employer to be respected	
	I believe people close to me or somewhat important to me consider Company as an employer to be well-known	
	I believe people close to me or somewhat important to me consider Company as an employer to be admired	

	I believe people close to me or somewhat important to me consider Company as an employer to be respected	
	Company has a clear and unique vision	
	Company has distinct and recognizable values	
	Company is environmentally friendly*	
Differentiation	There are many other organizations that appeal to me as possible employers	
	There are many other organizations that offer the same employment factors that are important to me, as my current employer	0.764

Note. *Item does not correlate well with other items within scale

The pattern matrix revealed factor one to consist of 18 items reported on a 7-point Likert scale. This factor was labelled ‘instrumental perception’ and demonstrated high internal reliability ($\alpha=0.96$). The inter-item correlation matrix revealed that items ‘Company is sincere’ and ‘Company is exciting’ did not correlate well with the rest of the items, indicating that they should be removed.

Factor two consisted of eight items on a 7-point Likert scale. The factor was labelled ‘symbolic perception’ and demonstrated acceptable reliability ($\alpha=0.72$). Cronbach’s Alpha increased to excellent reliability ($\alpha=0.90$) when the item ‘Company is old-fashioned’ was removed leaving seven items for measure.

Factor three consisted of nine items reported on a 7-point Likert scale. This factor was labelled ‘reputation’ and demonstrated high internal reliability ($\alpha=0.92$). The inter-item correlation matrix revealed that the item ‘Company is environmentally friendly’ did not correlate well with the rest of the items, indicating that it should be removed.

Factor four consisted of only three items on a 7-point Likert scale. The factor demonstrated a questionable reliability ($\alpha=0.69$) which was increased to an acceptable reliability ($\alpha=0.76$) by removing the item ‘I believe it would be easy for me to get a job at another organization’. Subsequently, the inter-item correlation matrix revealed a low correlation between said item and the other two, further indicating its removal. Therefore, the item was removed leaving the factor measured by a mere two items. For exploration purposes of the data, a two-item scale remained part of the research questionnaire, labelled ‘differentiation’.

4.3 Regression analysis

The effects of independent variables on the dependent variables WOM, trust and loyalty were predicted using multiple linear regression.

4.3.1 Word-of-mouth (WOM)

A standard multiple regression was performed between WOM as the dependent variable and instrumental perception, symbolic perception, reputation, and differentiation as the independent variables. A significant overall regression equation was found ($R^2 = .341$, $F(4, 92) = [11.878]$, $p < .001$). The R^2 indicates that over a third of the variability in WOM is predicted by instrumental perception, symbolic perception, reputation, and differentiation. The Durbin-Watson test for autocorrelation was 1.914, with the variance inflation factor (VIF) values ranging from 1.157 to 2.525 suggesting no multicollinearity and Cook's distance .012, suggesting no outliers in the data. The histogram for the dependent variable WOM, shown in Figure 2, with little kurtosis but is heavily skewed, negatively. The data, therefore, has some deviation from a normal distribution. It can be seen in Figure 3 the data deviates outside the fitted distribution line. The pattern may indicate possible autocorrelation as the shape of the linear residual shows regular fluctuations. This means that the analysis does not meet the assumptions for multiple regression analysis of normality and linearity. Failure of linearity of residuals does not invalidate the analysis but weakens it (Tabachnick & Fidell, 2019). Due to this, the results of the analysis should be interpreted with care and should not be used to generalise on the population.

Figure 2

Histogram for the dependent variable WOM

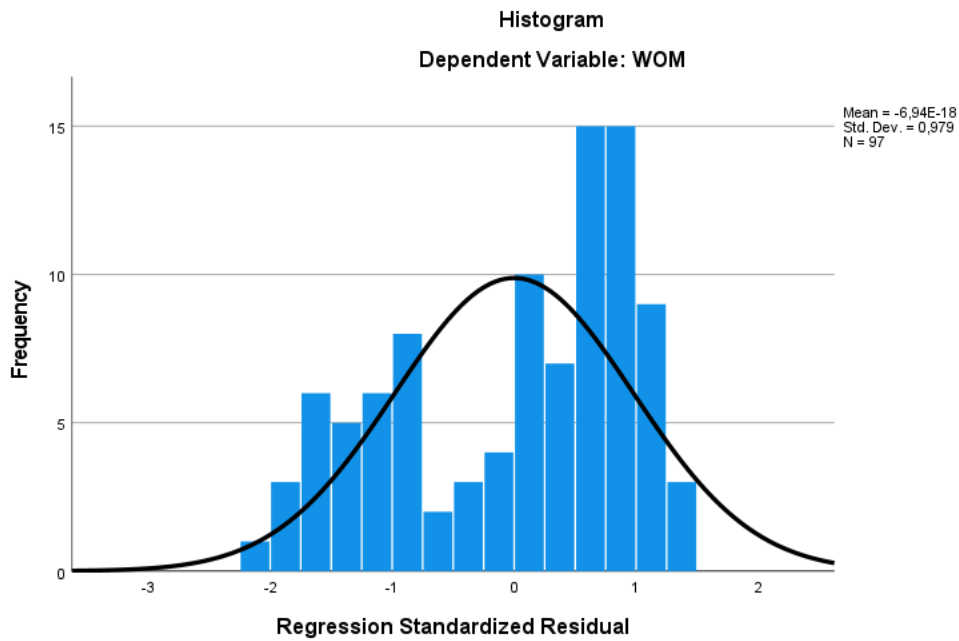
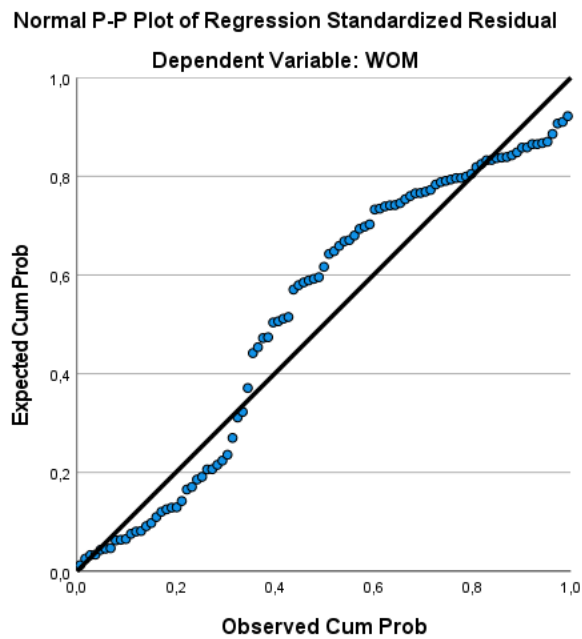


Figure 3

Normal probability plot for the dependent variable WOM

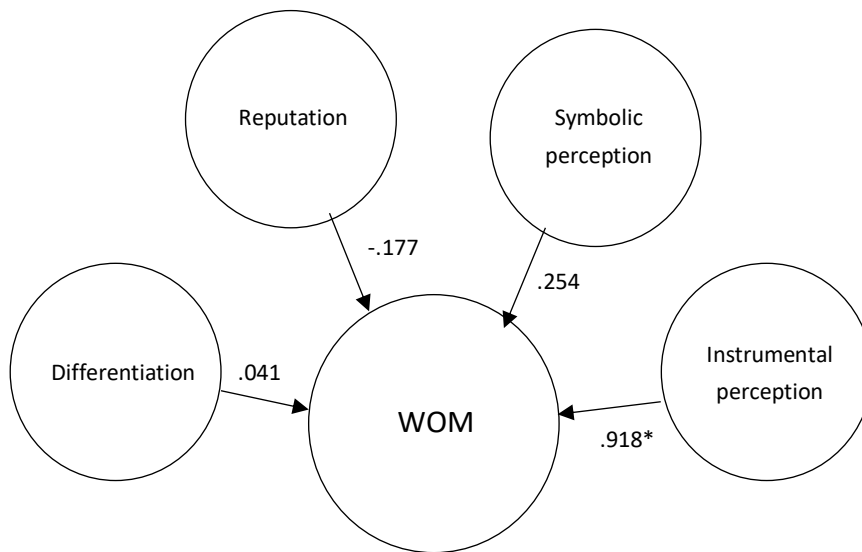


By examining the coefficients for the dependent variable WOM (see Table 14) there is only one independent variable that significantly affects the dependent variable –

instrumental perception. The unstandardised B coefficient for instrumental perception reported as .918 which means, when holding all other variables constant, a shift in one on the 7-point scale for instrumental perception, results in a shift of .918 on the 7-point scale for WOM. Figure 4 shows the effect the independent variables have on the dependent variable WOM.

Figure 4

Effect of independent variables on WOM



Note. *Statistically significant

Table 14*Coefficients for the dependent variable WOM*

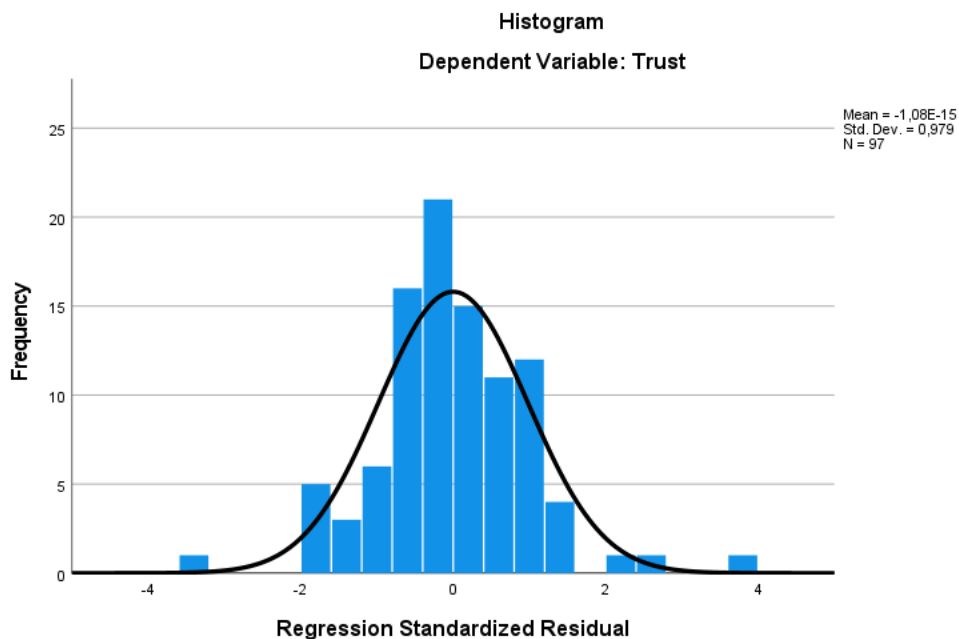
Model		Coefficients ^a						
		Unstandardised Coefficients		Standardised Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-0.551	1.509		-0.365	0.716		
	Reputation	-0.177	0.16	-0.108	-1.106	0.272	0.75	1.333
	Differentiation	0.041	0.144	0.026	0.283	0.778	0.865	1.157
	Instrumental perception	0.918	0.218	0.535	4.208	<.001	0.443	2.255
	Symbolic perception	0.254	0.298	0.115	0.852	0.396	0.396	2.525

4.3.2 Trust

A standard multiple regression was performed between trust as the dependent variable and instrumental perception, symbolic perception, reputation, and differentiation as the independent variables. A significant overall regression equation was found ($R^2 = .645$, $F(4, 92) = [41.712]$, $p < .001$). The R^2 indicates that over two thirds of the variability in trust are predicted by instrumental perception, symbolic perception, reputation, and differentiation. The Durbin-Watson test for autocorrelation was 2.442, with the variance inflation factor (VIF) values ranging from 1.157 to 2.525 suggesting no multicollinearity and Cook's distance .016, suggesting no outliers in the data. The histogram for the dependent variable WOM, shown in Figure 5, with some kurtosis and a near normal distribution. The data, despite having a near normal distribution may cause some concern due to kurtosis – indicating possible outliers. However, Cook's distance is below one, confirming there is little need to worry about outliers skewing the data for the dependent variable trust.

Figure 5

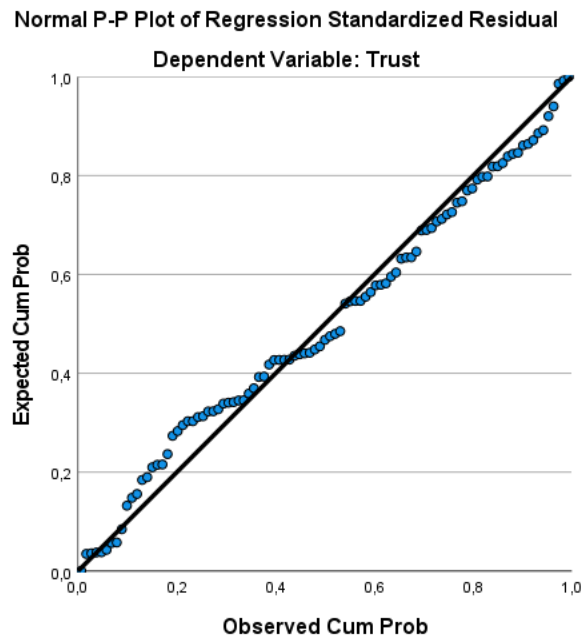
Histogram for the dependent variable trust



It can be seen in Figure 6 the data approximately follows the fitted distribution line with minimal deviations.

Figure 6

Normal probability plot for the dependent variable trust



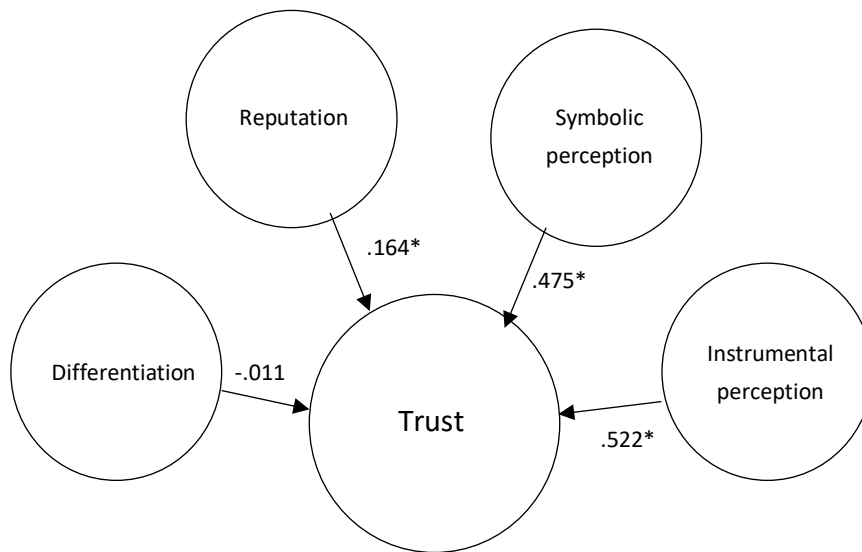
By examining the coefficients for the dependent variable trust (see Table 15) there are three independent variables that significantly affect the dependent variable – instrumental perception, symbolic perception, and reputation. The unstandardised B coefficient for instrumental perception reported as .522 which means, when holding all other variables constant, a shift in one on the 7-point scale for instrumental perception, results in a shift of .522 on the 7-point scale for trust. The same goes for the independent variable symbolic perception with the unstandardised B coefficient as .475 and .164 for the independent variable reputation. Figure 7 shows the effect the independent variables have on the dependent variable trust.

Table 15*Coefficients for the dependent variable trust*

Model		Coefficients ^a					Colinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
B	Std. Error	Beta							
1	(Constant)	-0.66	0.738			-0.894	0.374		
	Reputation	0.164	0.078	0.15		2.094	0.039	0.75	1.333
	Differentiation	-0.011	0.07	-0.01		-0.154	0.878	0.865	1.157
	Instrumental perception	0.522	0.107	0.456		4.886	<.001	0.443	2.255
	Symbolic perception	0.475	0.146	0.322		3.264	0.002	0.396	2.525

Figure 7

Effect of independent variables on trust



Note. *Statistically significant

4.3.3 Loyalty

A standard multiple regression was performed between loyalty as the dependent variable and instrumental perception, symbolic perception, reputation, and differentiation as the independent variables. A significant overall regression equation was found ($R^2 = .593$, $F(4, 92) = [33.537]$, $p < .001$). The R^2 indicates that near two thirds (59%) of the variability in loyalty are predicted by instrumental perception, symbolic perception, reputation, and differentiation. The Durbin-Watson test for autocorrelation was 1.832, with the variance inflation factor (VIF) values ranging from 1.157 to 2.525 suggesting no multicollinearity and Cook's distance .010, suggesting no outliers in the data. The histogram for the dependent variable WOM, shown in Figure 8, with some kurtosis to the left and skewness, deviating the data from a normal distribution. It can be seen in Figure 9 the data approximately follows the fitted distribution line with minimal deviations.

Figure 8

Histogram for the dependent variable loyalty

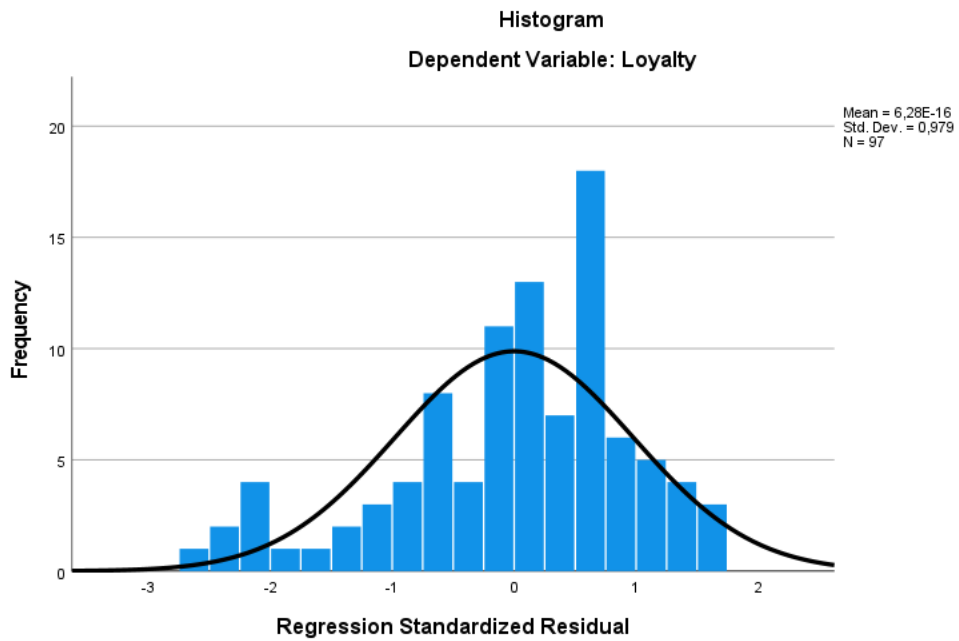
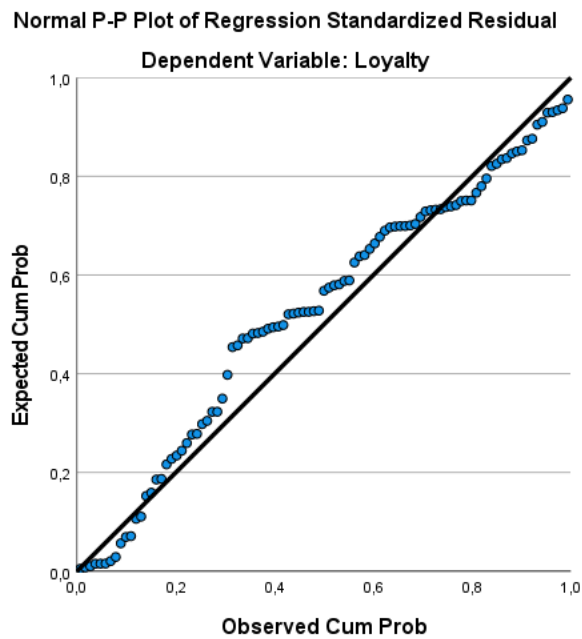


Figure 9

Normal probability plot for the dependent variable loyalty



By examining the coefficients for the dependent variable loyalty (see Table 16) there is one independent variable that significantly affects the dependent variable –

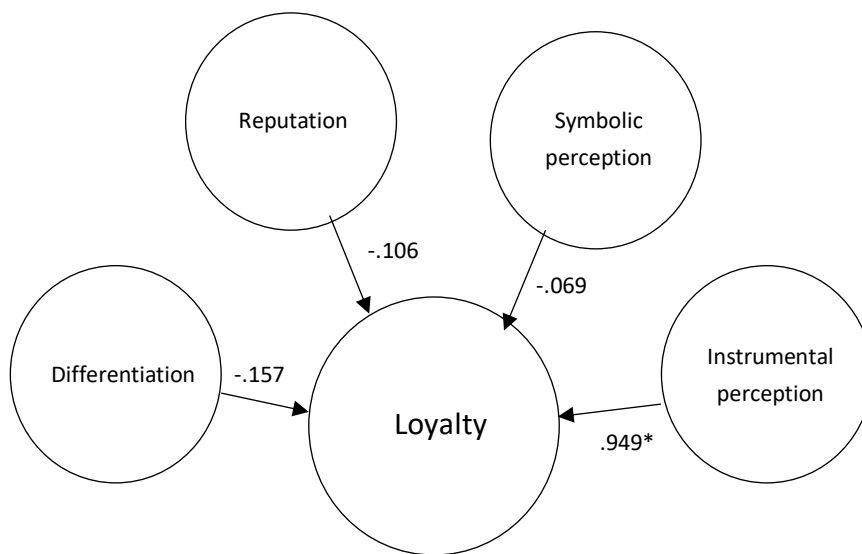
Table 16*Coefficients for the dependent variable loyalty*

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1 (Constant)	1.916	0.859		2.231	0.028			
Reputation	-0.106	0.091	-0.09	-1.167	0.246	0.75	1.333	
Differentiation	-0.157	0.082	-0.137	-1.909	0.059	0.865	1.157	
Instrumental perception	0.949	0.124	0.762	7.635	<.001	0.443	2.255	
Symbolic perception	-0.069	0.17	-0.043	-0.408	0.684	0.396	2.525	

instrumental perception. The unstandardised B coefficient for instrumental perception was reported as .949 which means, when holding all other variables constant, a shift in one on the 7-point scale for reputation results in a shift of .949 on the 7-point scale for loyalty. Figure 10 shows the effect the independent variables have on the dependent variable trust.

Figure 10

Effect of independent variables on loyalty



Note. *Statistically significant

4.3.4 Regression analysis summarised

To summarise, R^2 and ANOVA tests of significance for each linear regression model of the dependent variables are presented in Table 17. All models were significant at $p < 0.05$.

Table 17

R-squared and ANOVA results for dependent variables

	WOM	Trust	Loyalty
r^2	.341	.645	.593
Sig.	<.001	<.001	<.001

In addition, the dependent variable WOM had the lowest variance (R^2) explained by the independent variables ($R^2 = .341$). The statistical measure of R^2 provides information on how much variance in WOM, trust and loyalty is explained by the independent variables instrumental perception, symbolic perception, reputation, and differentiation. The effects of the independent variables on the dependent variables may be seen in Table 18. The independent variable instrumental perception had a significant effect on all three of the dependent variables WOM, trust and loyalty. The independent variable symbolic perception only significantly affected the dependent variable trust. The independent variable reputation had a significant effect on one dependent variable – trust. However, none of the dependent variables were significantly affected by the independent variable differentiation.

Table 18

Effects of independent variables on dependent variables summarised

Dependent variables	Independent variables - B				
	Instrumental perception	Symbolic perception	Reputation	Differentiation	Sig.
WOM	0.918	-	-	-	<.001
Trust	0.522	0.475	0.164	-	<.001, .002, .039
Loyalty	0.949	-	-	-	<.001

Overall, the dependent variable most widely significantly affected by the independent variables was trust. The other two significantly affected dependent variables were affected by one of the four independent variables each. The one independent variable which affected all dependent variables significantly was instrumental perception. Differentiation was the only independent variable which did not significantly affect any of the three dependent variables. As stated before, a shift of one on the 7-point scale for an independent variable results in a shift of the reported B-coefficient on the 7-point scale for a dependent variable, when holding all other variables constant.

5 Discussion

The findings and the results of this research in context with the research question will be presented in the following chapter. Lastly, research limitations will be presented and suggestions for further research put forth.

5.1 Conclusion

The purpose of the research was to create the basis for an employer branding measurement tool to help employers assess the strength of their employer brand. This basis of an employer branding measurement tool was put into context with previous brand equity measurement tools (*Brandr Index*, n.d.; Sigurbjörnsson, 2020). A research question was put forth with the goal of identifying the employer brand factors important to current employees. Descriptive statistics indicate right away which items have the highest agreeability within the data. Those items regard the company's symbolic and instrumental perception (also referred to as image throughout the literature). Throughout branding literature, image is referred to as the root of brand equity (D. A. Aaker, 1991; Keller, 1993). Subsequently, it may be assumed that employees highly regard their company's and employer's expertise, and it may indicate that overall, employees feel good about their working environment, specifically regarding their co-workers and employee morale. However, it is interesting to note that all the instrumental items regarding financials i.e., wage, benefits and future earnings have the lowest agreeability overall. Subsequently, it may be assumed that employees regard symbolic perception items and non-financial instrumental perception items higher than their employer's wage bracket. From the agreeability scores for the financial instrumental perception items, it is not possible to assume that employees are unhappy with their employer's wage bracket, but the scores rather indicate that there is least agreeability with the financial items overall. These results are in line with previous literature as both instrumental and symbolic attributes have previously been deemed important to employer branding. Instrumental attributes explain the highest variance in perceived attractiveness of an organization (external context) but symbolic attributes are more relevant in an internal context (Lievens, 2007; Lievens et al., 2007).

Participants generally declare themselves actionably loyal employees as well as not often thinking about wanting to work somewhere else or leaving the organization. In

addition, participants trust towards their employer has one of the highest agreeability overall. Trust in the employer brand has been shown to determine the persistence of the employment relationship and contribute to commitment to the employer brand (App & Büttgen, 2016; Biswas & Suar, 2016; Chaudhuri & Holbrook, 2001).

To measure the importance of attributes, three dependent variables were used for this research – WOM, trust and loyalty. These three constructs are generally considered key indicators of brand equity (D. A. Aaker, 1991; Keller, 2001). A large portion of the independent variables that were tested are relevant to measuring which attributes are important to employees in relation to their employer. This is because all models in which were tested, had substantial explanatory power in the variation of the dependent variables WOM (34%), trust (65%) and loyalty (59%).

Instrumental perception was found to be the only independent variable to have a significant explanatory effect on all three dependent variables WOM, trust and loyalty. The instrumental perception scale contained items regarding organizational culture, functional, utilitarian job, and organizational attributes (e.g., pay, location, job security) and self-expressive organizational attributes (e.g., Company is prestige, exciting and sincere). Throughout the literature, a strong focus has been on understanding the employer image attributes that drive employee attitudes and actions (Highhouse et al., 1999; Lievens & Highhouse, 2003) in which this research contributes to. Instrumental perception did highly effect WOM of employees which is directly in line with the employer branding value chain model (Theurer et al., 2018) and other previous literature (Lievens, 2007). Instrumental perception did also highly effect loyalty of employees or the commitment that employees make to their employer. In previous literature, employer brand loyalty has been conceptualised as being shaped by a behavioural element that relates to organizational culture (Backhaus & Tikoo, 2004) which corresponds to the results of this research as questionnaire items relating to organizational culture were part of the instrumental perception scale.

Both dimensions of attributes have been shown to positively influence employer attractiveness (Lievens et al., 2005; Lievens & Highhouse, 2003; Van Hoye & Saks, 2011; Xie et al., 2015) which Theurer et al. (2018) described in their model as attractiveness (recruitment pool etc.) being dependent on the employee mindset e.g. instrumental

and symbolic image. Cable & Turban (2001) did describe employer information, job information and people information (what Theurer et al. (2018) describe as instrumental and symbolic image attributes) to be the most important aspects for job seekers. This research brings added value in that context as these attributes also appear to be important to current employees of an organization.

Trust as part of the employer brand has been shown to determine the persistence of the employment relationship and contribute to commitment to the employer brand (App & Büttgen, 2016; Biswas & Suar, 2016; Chaudhuri & Holbrook, 2001). In this research, trust was the only dependent variable affected by all independent variables which showed statistical significance in relation to the dependent variables.

As before stated in this research paper, talent is viewed as a primary competitive enabler of a business in the professional world (Biswas & Suar, 2016) and understanding the value of which a brand creates in marketing activities is of great importance (Keller, 1993). Both aspects, talent management and branding, have been joined together under one term – employer branding (EB). The EB strategy has been proposed as an effective organizational strategy to differentiate employers from their competitors and gain a competitive advantage in the labor market (Lievens & Highhouse, 2003). This research provides a foundation to management of the employer brand with the creation of a basis for an employer branding measurement tool.

5.2 Limitations

The research is not without its limitations. Firstly, the list of items used for the measurement tool is not exhaustive. The employer branding literature is young and has not been researched for more than 20 years. Further research and testing are needed, adding items to the list which may be of importance to the employer branding context.

Secondly, this study retains an EFA, which in its nature is an exploration of the data and therefore, cannot display inferential statistics. A larger sample is needed as EFA is a 'large-sample' procedure and replicable results are unlikely with smaller samples. When problems such as factors with fewer than three items occur, larger sample sizes are recommended to determine if the factor structure and individual items are valid or not (Costello & Osborne, 2005). The distribution of factor items is not exemplary as one

very large factor and three smaller factors (one containing only two items) indicate that there may be problems with the data e.g., sample size or items are too similar.

Thirdly, the independent variable differentiation did not significantly affect any of the three dependent variables – WOM, trust and loyalty. This is likely caused by both factor analysis and regression analysis suggesting all items of the differentiation variable should be removed from the data. That is, with low means and not meeting assumptions for multiple regression analysis. However, since the research is without precedent and the analysis is exploratory and not confirmatory, differentiation was kept as part of the research for further exploration.

Fourth, the sample size and quality may be improved. The sample in this study is derived from four Icelandic companies from three different sectors – IT, commercial and financial. It may affect the results of the analysis to test one specific sector even though the questionnaire items have a general and not sector specific nature.

5.3 Future research

A young research area such as the employer branding literature offers many avenues for future research. A few of them will now be listed, specifically in the context of this research. Firstly, more exploration of factors and items is needed before a confirmatory analysis is possible. This is important for further improvement on this exploratory research for the creation of an employer branding measurement tool and measurement of the employer brand. Secondly, according to previous literature, Keller (2001) considers word-of-mouth to be ‘perhaps the strongest affirmation of brand loyalty’. This can be an avenue for further research, that is, to see if the dependent variables WOM, trust and loyalty are interrelated in the employer branding context and how and if they affect each other. Thirdly, this research paper may be taken further by empirically testing the employer branding value chain model. Lastly, a further decluttering of the employer branding literature is needed in addition to Theurer et al.’s (2018) taxonomy efforts.

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Appendix A – Comparison of the brandr index and literature

Dimensions	brandr index	Literature	
	<p>What is the first thing that comes to mind when you think of[Brand X]?</p>	<p>This company is one of the first to come to mind when I think of employers</p>	<p>Collins, 2007</p>
<p>I can recognize this company among other employees</p>		<p>Yoo et al. 2000</p>	
<p>I am aware that this company hires students from my school</p>			
<p>I am very familiar with this company as an employer.</p>			
<p>I know what X looks like.</p>			
<p>I can recognize X among other competing brands.</p>			
<p>I am aware of X.</p>			
<p>Some characteristics of X come to my mind quickly.</p>			
<p>I can quickly recall the symbol or logo of X.</p>			
<p>I have difficulty in imagining X in my mind.</p>			
	<p>How appealing is[Brand X]to you?</p>	<p>1. I tell others how proud I am to work for this organization, whenever I have the chance</p>	<p>Palmer and Gignac 2012</p>
		<p>2. The way this organization conducts its day-to-day business inspires me to do everything I can to ensure it is successful.</p>	

		3. I identify with this organization's vision in such a way that my commitment remains unwavering, even when conditions become difficult.	
Differentiation	How unique or ordinary do you think Brand_X is compared to other companies in the same field?	Unique employment experience	Edwards and Edwards 2013
		Unique terms and conditions	
		Unique development opportunities	
		Unique global structure	
		Unique compensation package	
		Unique flexibility	
		Unique autonomy	
	How well or badly do you know what Brand_X stands for?	[Org] has a clear and unique vision	
		[Org] has distinct and recognizable values	
		I could easily specify the central values of [Org]	
	How well or badly do Brand_X service offerings appeal to you?	When someone criticizes [Org] it feels like a personal insult	
		I am very interested in what others think about [Org]	
		When I talk about [Org] I usually say "we" rather than "they"	
		[Org]'s successes are my successes	

		When someone praises [Org], it feels like a personal compliment	
	How well or badly do you like the name Brand_X?		
	How well or badly do you like Brand_X's logo?		
Segmentation	Company understands the needs of young people		
	Company is a brand that suits my taste		
	I am proud to have others know I use Company		
	Company is interesting		
	Company offers products and services that appeal to me		
	How well or badly does Company appeal to you		
Perception	Company is modern	Enterprise (Modernity, adventure, boldness)	Davies et al. 2004
	Company is fun	Cheerfulness (cheerful, friendly, original)	Lievens 2007
	Company is progressive	Competence (conscientiousness, drive, technocracy)	Davies et al. 2004
		Competence (intelligent, technical, corporate)	Lievens 2007
	Company is old fashioned		
Company is experienced in it's field	Prestige (high status, highly regarded, well-respected)	Lievens 2007	

	Company delivers quality service	1. I believe that other students in the school think highly of this company.	Collins, 2007
		2. My friends have high regard for this company as an employer.	
		3. I believe that my friends hold a favorable impression of this company as a good employer.	
		4. Other students in my school hold a favorable impression of this company as an employer.	
	Company is reliable	Sincerity (honest, down to earth, sincere)	Lievens 2007
	Company offers green service		
Sustainability and CSR	Company engages in corporate social responsibility	In its actions, [Org] shows respect for local communities	Edwards and Edwards 2013
		In its actions, [Org] shows respect for its customers	
		In its actions, [Org] shows respect for shareholders	
		In its actions, [Org] shows respect for employees	
		[Org] treats diverse groups equally	
	Company is environmentally friendly		
	Company offers you the chance to buy products from local sources		
	Company honours equal opportunities		

	Company is well managed		
	Company governance is honest		
	Company is guided by sustainability		
WOM	How likely are you to recommend company to a friend/colleague/relative?		
Trust	How well or badly do you trust company?		
Loyalty	How loyal or unloyal do you consider yourself to company?	I often think about leaving this organization	Edwards and Edwards 2013
		I would prefer to work somewhere other than this organization	
		I am not intending to leave this organization in the near future (Rev)	
		I would like to stay working at this organization until I retire (Rev)	
	How important do you consider the following factors to be for companies in the same industry as [brand x]?	1. A job at this organization would have above-average pay.	Collins, 2007
Product variety	2. This organization would provide me with job opportunities in desirable locations.		
Customer service	3. This organization would provide me the type of job that I want.		

	Reliability	4. This organization has good opportunities for career advancement.	
	Environmental policy	5. A job at this organization would have a good working environment.	
		6. A job at this organization would have interesting assignments and responsibilities.	
		7. This organization would provide me with above-average benefits.	
		8. This organization would provide jobs with good prospects for work–life balance.	
Background	Is there anything else you would like to add regarding the survey or about[Brand X]?		
	What is your gender?		
	How old are you?		
	What is the highest level of education you have completed?If currently enrolled, highest degree received.		
	What is yourmonthly net income?		

Appendix B – Comparison of the employer branding value chain model and literature

Employer Branding Value Chain Model		Literature	
Familiarity		This company is one of the first to come to mind when I think of employers	Collins, 2007
		I can recognize this company among other employees	
		I am aware that this company hires students from my school	
		I am very familiar with this company as an employer.	
		I know what X looks like.	Yoo et al. 2000
		I can recognize X among other competing brands.	
		I am aware of X.	
		Some characteristics of X come to my mind quickly.	
		I can quickly recall the symbol or logo of X.	
		I have difficulty in imagining X in my mind.	
Image	Instrumental	1. A job at this organization would have above-average pay.	Collins, 2007
		2. This organization would provide me with job opportunities in desirable locations.	
		3. This organization would provide me the type of job that I want.	
		4. This organization has good opportunities for career advancement.	
		5. A job at this organization would have a good working environment.	

		6. A job at this organization would have interesting assignments and responsibilities.	
		7. This organization would provide me with above-average benefits.	
		8. This organization would provide jobs with good prospects for work–life balance.	
		(1) Working in this company would provide excellent promotion possibilities	
		2) Working in this company would provide excellent prospects for high future earnings	
		3) Working in this company would provide opportunity for advancement	
		4) Working in this company would provide good career paths	
		5) Working in this company would provide high employee morale	
		6) Working in this company would provide challenging and interesting work	
		7) Working in this company would provide opportunity to use my abilities	
		8) Working in this company would provide opportunity for new learning experience	
	Symbolic	Agreeableness (warmth, empathy, integrity)	Xie et al. 2015
		Enterprise (Modernity, adventure, boldness)	
		Competence (conscientiousness, drive, technocracy)	
		Chic (elegance, prestige, snobbery)	
		Ruthlessness (egotism, dominance)	
			Davies et al. 2004

		Informality (casual, simple, easy-going)	
		Machismo (masculine, tough, rugged)	
		Innovativeness (daring, trendy, exciting, cool, spirited, young)	Lievens and Highhouse 2003
		Competence (secure, intelligent, reliable)	
		Sincerity (honest, down to earth, sincere)	
		Cheerfulness (cheerful, friendly, original)	
		Excitement (daring, exciting, thrilling)	
		Competence (intelligent, technical, corporate)	Lievens 2007
		Prestige (high status, highly regarded, well-respected)	
		Ruggedness (tough, rugged, masculine)	
		How well do the following words describe this brand? down-to-earth, honest, daring, up-to-date, reliable, successful, upper-class, charming, outdoorsy	Keller CBBE
Reputation		1. I believe that other students in the school think highly of this company.	
		2. My friends have high regard for this company as an employer.	
		3. I believe that my friends hold a favorable impression of this company as a good employer.	Collins, 2007
		4. Other students in my school hold a favorable impression of this company as an employer.	
		To what extent do people you admire and respect use this brand?	Keller CBBE

		(1) Personally I consider the company as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	Xie et al. 2015
		(2) My relatives and people close or in some other way important to me consider the company as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	
Individual employee factors		1. I tell others how proud I am to work for this organization, whenever I have the chance	Palmer and Gignac 2012
		2. The way this organization conducts its day-to-day business inspires me to do everything I can to ensure it is successful.	
		3. I identify with this organization's vision in such a way that my commitment remains unwavering, even when conditions become difficult.	
Environmental factors	Competition		
Employee attitudes		Unique employment experience	Edwards and Edwards 2013
		Unique terms and conditions	
		Unique development opportunities	
		Unique global structure	
		Unique compensation package	
		Unique flexibility	
		Unique autonomy	
		When someone criticizes [Org] it feels like a personal insult	
		I am very interested in what others think about [Org]	
	When I talk about [Org] I usually say "we" rather than "they"		

		[Org]'s successes are my successes	
		When someone praises [Org], it feels like a personal compliment	
		[Org] always acts with integrity	
		In its actions, [Org] shows respect for local communities	
		In its actions, [Org] shows respect for its customers	
		In its actions, [Org] shows respect for shareholders	
		In its actions, [Org] shows respect for employees	
		[Org] treats diverse groups equally	
		I often think about leaving this organization	
		I would prefer to work somewhere other than this organization	
		I am not intending to leave this organization in the near future (Rev)	
		I would like to stay working at this organization until I retire (Rev)	
		I always work hard to deliver top quality work	
		I carry out my job with "extra special care"	
		I always work hard to meet deadlines for completing work	
		[Org] has a clear and unique vision	
		[Org] has distinct and recognizable values	
		I could easily specify the central values of [Org]	

		Working for this company for me will be: (a) very bad-very good; (b) very unfavourable-very favourable; (c) punishing-rewarding; (d) very unpleasant – very pleasant; (e) very uncomfortable – very comfortable; (f) very unenjoyable – very enjoyable	Xie et al. 2015
Actions		I consider myself to be loyal to X.	Yoo et al. 2000
		X would be my first choice.	
		I will not buy other brands if X is available at the store.	

Appendix C – The item cutting process

Dimensions		Literature		Translated to employer branding language	Cut #1	Final cut
Awareness/Familiarity		This company is one of the first to come to mind when I think of employers	Collins, 2007	This company is one of the first to come to mind when I think of employers	This company is one of the first to come to mind when I think of employers	
		I can recognize this company among other employees	Collins, 2007	I can recognize this company among other employees		
		I am aware that this company hires students from my school	Collins, 2007			
		I am very familiar with this company as an employer.	Collins, 2007	I am very familiar with this company as an employer.	I am very familiar with this company as an employer.	
		I know what X looks like.	Yoo et al. 2000	I know what X looks like.		

		I can recognize X among other competing brands.	Yoo et al. 2000	I can recognize X among other competing brands.		
		I am aware of X.	Yoo et al. 2000	I am aware of X.		
		Some characteristics of X come to my mind quickly.	Yoo et al. 2000	Some characteristics of X come to my mind quickly.		
		I can quickly recall the symbol or logo of X.	Yoo et al. 2000	I can quickly recall the symbol or logo of X.		
		I have difficulty in imagining X in my mind.	Yoo et al. 2000	I have difficulty in imagining X in my mind.		
		What is the first thing that comes to mind when you think of [Brand X]?	brand index	What is the first thing that comes to mind when you think of [Brand X] as an employer?	What is the first thing that comes to mind when you think of [Brand X] as an employer?	
Image	Instrumental	1. A job at this organization would have above-average pay.	Collins, 2007	1. A job at this organization would have above-average pay.	This organization provides me with above-average pay	This organization provides me with above-average pay
		2. This organization would provide me with job opportunities in desirable locations.	Collins, 2007	2. This organization would provide me with job opportunities in desirable locations.	This organization provides me with job opportunities in desirable locations	This organization provides me with job opportunities in desirable locations
		3. This organization would provide me the type of job that I want.	Collins, 2007	3. This organization would provide me the type of job that I want.	This organization provides me with the type of job that I want.	This organization provides me with the type of job that I want.
		4. This organization has good opportunities for career advancement.	Collins, 2007	4. This organization has good opportunities for career advancement.	This organization has good prospects for future career advancement	

		5. A job at this organization would have a good working environment.	Colli ns, 2007	5. A job at this organization would have a good working environment.	This organization provides a good working environment	This organization provides a good working environment
		6. A job at this organization would have interesting assignments and responsibilities.	Colli ns, 2007	6. A job at this organization would have interesting assignments and responsibilities.	This organization provides challenging and interesting assignments	This organization provides challenging and interesting assignments
		7. This organization would provide me with above-average benefits.	Colli ns, 2007	7. This organization would provide me with above-average benefits.	This organization provides me with above-average benefits	This organization provides me with above-average benefits
		8. This organization would provide jobs with good prospects for work–life balance.	Colli ns, 2007	8. This organization would provide jobs with good prospects for work–life balance.	This organization provides me with a job with good prospects for work–life balance	This organization provides me with a job with good prospects for work–life balance
		(1) Working in this company would provide excellent promotion possibilities	Xie et al. 2015	(1) Working in this company would provide excellent promotion possibilities	This organization provides me with good prospects for career advancement opportunities	This organization provides me with good prospects for career advancement opportunities
		2) Working in this company would provide excellent prospects for high future earnings	Xie et al. 2015	2) Working in this company would provide excellent prospects for high future earnings	This organization provides me with good prospects for high future earnings	This organization provides me with good prospects for high future earnings
		3) Working in this company would provide opportunity for advancement	Xie et al. 2015	3) Working in this company would provide opportunity for advancement		
		4) Working in this company would provide good career paths	Xie et al. 2015	4) Working in this company would provide good career paths		

		5) Working in this company would provide high employee morale	Xie et al. 2015	5) Working in this company would provide high employee morale	This organization has high employee morale	This organization has high employee morale
		6) Working in this company would provide challenging and interesting work	Xie et al. 2015	6) Working in this company would provide challenging and interesting work		
		7) Working in this company would provide opportunity to use my abilities	Xie et al. 2015	7) Working in this company would provide opportunity to use my abilities	This organization provides me with opportunities to use my abilities and skills	This organization provides me with opportunities to use my abilities and skills
		8) Working in this company would provide opportunity for new learning experience	Xie et al. 2015	8) Working in this company would provide opportunity for new learning experience	This organization provides me with opportunities for new learning experiences	This organization provides me with opportunities for new learning experiences
		How important do you consider the following factors to be for companies in the same industry as [brand x]?		How important do you consider the following factors to be for employers in the same industry as [brand x]?	How important do you consider the following factors to be for employers in the same industry as [brand x]?	
		Above average pay, job opportunities in desirable locations, the type of job that I want, career advancement, a good working environment, interesting assignments and responsibilities, above-average benefits, good prospects for work-life balance, excellent prospects	brand index	Above average pay, job opportunities in desirable locations, the type of job that I want, career advancement, a good working environment, interesting assignments and responsibilities, above-average benefits, good prospects for work-life balance, excellent prospects	Above average pay, above average benefits, job opportunities in desirable locations, a good working environment, challenging and interesting assignments, good prospects for work-life balance, good prospects for high future earnings, good prospects for future career advancement, high	

		for high future earnings, good career paths, high employee morale, challenging and interesting work, an opportunity to use my abilities, opportunities for new learning experiences		for high future earnings, good career paths, high employee morale, challenging and interesting work, an opportunity to use my abilities, opportunities for new learning experiences	employee morale, an opportunity to use my abilities and skills, opportunities for new learning experiences	
					How well do the following words describe Company as an employer/Arrange the following factors in order of importance (most important to least important) in regards to an organization as an employer	How well do the following words describe Company as an employer/Arrange the following factors in order of importance (most important to least important) in regards to an organization as an employer
	Symbolic	Agreeableness (warmth, empathy, integrity)	Davis et al. 2004	Agreeableness (warmth, empathy, integrity)	Integral	Integral
		Enterprise (Modernity, adventure, boldness)	Davis et al. 2004	Enterprise (Modernity, adventure, boldness)	Modern	Modern
		Competence (conscientiousness, drive, technocracy)	Davis et al. 2004	Competence (conscientiousness, drive, technocracy)	Competent	Competent
		Chic (elegance, prestige, snobbery)	Davis et al. 2004	Chic (elegance, prestige, snobbery)	Elegant	
		Ruthlessness (egotism, dominance)	Davis et al. 2004	Ruthlessness (egotism, dominance)	Dominant	Dominant
		Informality (casual, simple, easy-going)	Davis et al. 2004	Informality (casual, simple, easy-going)	Informal	Informal

		Machismo (masculine, tough, rugged)	Davi es et al. 2004	Machismo (masculine, tough, rugged)		
		Innovativeness (daring, trendy, exciting, cool, spirited, young)	Lieve ns and Highhous e 2003	Innovativeness (daring, trendy, exciting, cool, spirited, young)	Innovative	Innovative
		Competence (secure, intelligent, reliable)	Lieve ns and Highhous e 2003	Competence (secure, intelligent, reliable)	Reliable	Reliable
		Sincerity (honest, down to earth, sincere)	Lieve ns 2007	Sincerity (honest, down to earth, sincere)	Sincere	Sincere
		Cheerfulness (cheerful, friendly, original)	Lieve ns 2007	Cheerfulness (cheerful, friendly, original)		
		Excitement (daring, exciting, thrilling)	Lieve ns 2007	Excitement (daring, exciting, thrilling)	Exciting	Exciting
		Competence (intelligent, technical, corporate)	Lieve ns 2007	Competence (intelligent, technical, corporate)		
		Prestige (high status, highly regarded, well- respected)	Lieve ns 2007	Prestige (high status, highly regarded, well- respected)	Prestige	Prestige
		Ruggedness (tough, rugged, masculine)	Lieve ns 2007	Ruggedness (tough, rugged, masculine)	Tough	Tough
		How well do the following words describe this brand? down-to- earth, honest, daring, up-to-date, reliable, successful, upper-class, charming, outdoorsy	Kelle r CBBE	How well do the following words describe this brand? down-to- earth, honest, daring, up-to-date, reliable, successful, upper-class, charming, outdoorsy	Successful	Successful

		Company is modern	brand index	Company is modern		
		Company is fun	brand index	Company is fun	Fun	Fun
		Company is progressive	brand index	Company is progressive	Progressive	Progressive
		Company is old fashioned	brand index	Company is old fashioned	Old fashioned	Old fashioned
		Company is experienced in it's field	brand index	Company is experienced in it's field	Experienced	Experienced
		Company delivers quality service	brand index	Company delivers quality service		
		Company is reliable	brand index	Company is reliable		
		Company offers green service	brand index	Company offers green service	Environmentally friendly	Environmentally friendly
Reputation		1. I believe that other students in the school think highly of this company.	Colli ns, 2007	I believe that people around me think highly of this company	I believe that people around me think highly of Company as an employer	
		2. My friends have high regard for this company as an employer.	Colli ns, 2007	2. My friends have high regard for this company as an employer.	My friends have high regard for this company as an employer	
		3. I believe that my friends hold a favorable impression of this company as a good employer.	Colli ns, 2007	3. I believe that my friends hold a favorable impression of this company as a good employer.		
		4. Other students in my school hold a favorable impression of this company as an employer.	Colli ns, 2007	People around me hold a favorable impression of this company as an employer		

		To what extent do people you admire and respect use this brand?	Keller CBBE			
		(1) Personally I consider the company as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	Xie et al. 2015	(1) Personally I consider the employer as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	Personally I consider Company as an employer to be: well known, admired, respected	Personally I consider Company as an employer to be: well known, admired, respected
		(2) My relatives and people close or in some other way important to me consider the company as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	Xie et al. 2015	(2) My relatives and people close or in some other way important to me consider the employer as: (a) being well-known; (b) admired; (c) respected; (d) prestigious	People close to me or somewhat important to me consider Company as an employer to be: well known, admired, respected	People close to me or somewhat important to me consider Company as an employer to be: well known, admired, respected
Individual employee factors		1. I tell others how proud I am to work for this organization, whenever I have the chance	Palm er and Gignac 2012	1. I tell others how proud I am to work for this organization, whenever I have the chance	I tell others how proud I am to work for this organization	I tell others how proud I am to work for this organization
		2. The way this organization conducts its day-to-day business inspires me to do everything I can to ensure it is successful.	Palm er and Gignac 2012	2. The way this organization conducts its day-to-day business inspires me to do everything I can to ensure it is successful.	The way this organization conducts its business inspires me to do everything I can to ensure it is successful	The way this organization conducts its business inspires me to do everything I can to ensure it is successful
		3. I identify with this organization's vision in such a way that my commitment remains unwavering, even	Palm er and Gignac 2012	3. I identify with this organization's vision in such a way that my commitment remains unwavering, even	My commitment to the organization as an employer remains unwavering, even when conditions become difficult	My commitment to the organization as an employer remains unwavering, even when conditions become difficult

		when conditions become difficult.		when conditions become difficult.		
		How appealing is [Brand X] to you?	brand index	How appealing is [brand X] to you as an employer?	How appealing is [brand X] to you as an employer?	
Environmental factors/Differentiating factors		I believe it would be easy for me to get a job in another organization	ég	I believe it would be easy for me to get a job in another organization	I believe it would be easy for me to get a job in another organization	I believe it would be easy for me to get a job in another organization
		There are many other organizations that appeal to me as possible employers	ég	There are many other organizations that appeal to me as possible employers	There are many other organizations that appeal to me as possible employers	There are many other organizations that appeal to me as possible employers
		There are many other organizations that offer the same employment factors that are important to me, as my current employer	ég	There are many other organizations that offer the same employment factors that are important to me, as my current employer	There are many other organizations that offer the same employment factors that are important to me, as my current employer	There are many other organizations that offer the same employment factors that are important to me, as my current employer
		[Org] has a clear and unique vision	Edwards and Edwards 2013	[Org] has a clear and unique vision	[Org] has a clear and unique vision	[Org] has a clear and unique vision (?)
		[Org] has distinct and recognizable values	Edwards and Edwards 2013	[Org] has distinct and recognizable values	[Org] has distinct and recognizable values	[Org] has distinct and recognizable values (?)
		I could easily specify the central values of [Org]	Edwards and Edwards 2013	I could easily specify the central values of [Org]		
		How well or badly do you know what Brand_X stands for?	brand index	How well or badly do you know what Brand_X stands for?		
	Employee attitudes		Unique employment experience	Edwards and	Unique employment experience	Overall, Company offers a unique

			Edwards 2013		employment experience	
	Unique terms and conditions	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique terms and conditions	Company offers a unique employment experience in its sector	
	Unique development opportunities	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique development opportunities		
	Unique global structure	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique global structure		
	Unique compensation package	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique compensation package		
	Unique flexibility	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique flexibility		
	Unique autonomy	Edwards and Edwards 2013	Edwards and Edwards 2013	Unique autonomy		
	When someone criticizes [Org] it feels like a personal insult	Edwards and Edwards 2013	Edwards and Edwards 2013	When someone criticizes [Org] it feels like a personal insult	When someone criticizes [Org] it feels like a personal insult	
	I am very interested in what others think about [Org]	Edwards and Edwards 2013	Edwards and Edwards 2013	I am very interested in what others think about [Org]	I am very interested in what others think about [Org]	
	When I talk about [Org] I usually say "we" rather than "they"	Edwards and Edwards 2013	Edwards and Edwards 2013	When I talk about [Org] I usually say "we" rather than "they"	When I talk about [Org] I usually say "we" rather than "they"	
	[Org]'s successes are my successes	Edwards and	Edwards and	[Org]'s successes are my successes	[Org]'s successes are my successes	

			Edwards 2013			
	When someone praises [Org], it feels like a personal compliment	Edw ards and Edwards 2013	Edw ards and Edwards 2013	When someone praises [Org], it feels like a personal compliment		
	[Org] always acts with integrity	Edw ards and Edwards 2013	Edw ards and Edwards 2013	[Org] always acts with integrity		
	In its actions, [Org] shows respect for local communities	Edw ards and Edwards 2013	Edw ards and Edwards 2013	In its actions, [Org] shows respect for local communities	In its actions, [Org] shows respect for local communities and is socially responsible	
	In its actions, [Org] shows respect for its customers	Edw ards and Edwards 2013	Edw ards and Edwards 2013	In its actions, [Org] shows respect for its customers		
	In its actions, [Org] shows respect for shareholders	Edw ards and Edwards 2013	Edw ards and Edwards 2013	In its actions, [Org] shows respect for shareholders		
	In its actions, [Org] shows respect for employees	Edw ards and Edwards 2013	Edw ards and Edwards 2013	In its actions, [Org] shows respect for employees		
	[Org] treats diverse groups equally	Edw ards and Edwards 2013	Edw ards and Edwards 2013	[Org] treats diverse groups equally	[Org] treats diverse groups equally	
	I often think about leaving this organization	Edw ards and Edwards 2013	Edw ards and Edwards 2013	I often think about leaving this organization	I often think about leaving this organization	I often think about leaving this organization
	I would prefer to work somewhere other than this organization	Edw ards and Edwards 2013	Edw ards and Edwards 2013	I would prefer to work somewhere other than this organization	I would prefer to work somewhere other than this organization	I would prefer to work somewhere other than this organization

		I am not intending to leave this organization in the near future (Rev)	Edwards and Edwards 2013	I am not intending to leave this organization in the near future (Rev)		
		I would like to stay working at this organization until I retire (Rev)	Edwards and Edwards 2013	I would like to stay working at this organization until I retire (Rev)		
		I always work hard to deliver top quality work	Edwards and Edwards 2013	I always work hard to deliver top quality work		
		I carry out my job with "extra special care"	Edwards and Edwards 2013	I carry out my job with "extra special care"		
		I always work hard to meet deadlines for completing work	Edwards and Edwards 2013	I always work hard to meet deadlines for completing work		
		Working for this company for me will be: (a) very bad-very good; (b) very unfavourable-very favourable; (c) punishing-rewarding; (d) very unpleasant – very pleasant; (e) very uncomfortable – very comfortable; (f) very unenjoyable – very enjoyable	Xie et al. 2015	Working for this company for me is: (a) very bad-very good; (b) very unfavourable-very favourable; (c) punishing-rewarding; (d) very unpleasant – very pleasant; (e) very uncomfortable – very comfortable; (f) very unenjoyable – very enjoyable	For me, working for this employer is: (a) very bad-very good; (b) very unfavourable-very favourable; (c) punishing-rewarding; (d) very unpleasant – very pleasant; (e) very uncomfortable – very comfortable; (f) very unenjoyable – very enjoyable	For me, working for this employer is: (a) very bad-very good; (b) very unfavourable-very favourable; (c) punishing-rewarding; (d) very unpleasant – very pleasant; (e) very uncomfortable – very comfortable; (f) very unenjoyable – very enjoyable
		How unique or ordinary do you think Brand_X is compared to other companies in the same field?	brand index	How unique or ordinary do you think Brand_X is compared to other companies in the same field?	How unique or ordinary do you think Brand_X is compared to other companies in the same field?	

		I am proud to have others know I use Company	brand index	I am proud to have others know I am employed by Company	I am proud to have others know I am employed by Company	
		Company is interesting	brand index	Company is interesting		
		Company offers products and services that appeal to me	brand index	Company offers a workplace and an employment experience that appeal to me		
		How well or badly does Company appeal to you	brand index	How well or badly does Company appeal to you		
		Company understands the needs of young people	brand index	Company understands the needs of young people		
		Company is a brand that suits my taste	brand index	Company is an employer that suits my taste		
		Company engages in corporate social responsibility	brand index	Company engages in corporate social responsibility		
		Company is environmentally friendly	brand index	Company is environmentally friendly		
		Company offers you the chance to buy products from local sources	brand index	Company offers you the chance to buy products from local sources		
		Company honours equal opportunities	brand index	Company honours equal opportunities		
		Company is well managed	brand index	Company is well managed		

		Company governance is honest	Brand index	Company governance is honest		
		Company is guided by sustainability	Brand index	Company is guided by sustainability		
Actions	Loyalty	I consider myself to be loyal to X.	Yoo et al. 2000	I consider myself to be a loyal employee to X.	I consider myself to be a loyal employee to X.	I consider myself to be a loyal employee to X.
		X would be my first choice.	Yoo et al. 2000	X would be my first choice as an employer		
		I will not buy other brands if X is available at the store.	Yoo et al. 2000			
		I often think about leaving this organization	Edwards and Edwards 2013	I often think about leaving this organization		
		I would prefer to work somewhere other than this organization	Edwards and Edwards 2013	I would prefer to work somewhere other than this organization		
		I am not intending to leave this organization in the near future (Rev)	Edwards and Edwards 2013	I am not intending to leave this organization in the near future (Rev)		
		I would like to stay working at this organization until I retire (Rev)	Edwards and Edwards 2013	I would like to stay working at this organization until I retire (Rev)		
		How loyal or unloyal do you consider yourself to company?	Brand index	How loyal or unloyal do you consider yourself to company as an employee?	How loyal or unloyal do you consider yourself to company as an employee?	
		Trust	How well or badly do you trust company?	Brand index	How well or badly do you trust	How well or badly do you trust

				company as an employer?	company as an employer?	company as an employer?
	WoM	How likely are you to recommend company to a friend/colleague/relative?	brand index	How likely are you to recommend company as an employer to a friend/colleague/relative?	How likely are you to recommend company as an employer to a friend/colleague/relative?	How likely are you to recommend company as an employer to a friend/colleague/relative?

Appendix D – Final questionnaire

English questionnaire

Reputation

1. Personally, I consider Company as an employer to be:
 - a. well-known
 - b. admired
 - c. respected
2. I believe people close to me or somewhat important to me consider Company as an employer to be:
 - a. well-known
 - b. admired
 - c. respected
3. Company has a clear and unique vision
4. Company has distinct and recognizable values

Image - Instrumental

5. This organization provides me with above-average pay
6. This organization provides me with job opportunities in desirable locations
7. This organization provides me with the type of job that I want.
8. This organization provides a good working environment
9. This organization provides challenging and interesting assignments
10. This organization provides me with above-average benefits
11. This organization provides me with a job with good prospects for work-life balance
12. This organization provides me with good prospects for career advancement opportunities
13. This organization provides me with good prospects for high future earnings
14. This organization has high employee morale

15. This organization provides me with opportunities to use my abilities and skills
16. This organization provides me with opportunities for new learning experiences

Image - symbolic

17. How well do the following words describe Company, your employer / Arrange the following factors in order of importance (most important to least important) in regard to an organization as an employer.
 - a. Integral
 - b. Modern
 - c. Competent
 - d. Dominant
 - e. Informal
 - f. Innovative
 - g. Reliable
 - h. Sincere
 - i. Exciting
 - j. Prestige
 - k. Tough
 - l. Successful
 - m. Fun
 - n. Progressive
 - o. Old fashioned
 - p. Experienced
 - q. Environmentally friendly

Individual employee factors

18. I tell others how proud I am to work for this organization
19. The way Company conducts its business inspires me to do everything I can to ensure it is successful
20. My commitment to Company as an employer remains unwavering, even when conditions become difficult

Environmental factors/Differentiating factors

21. I believe it would be easy for me to get a job in another organization
22. There are many other organizations that appeal to me as possible employers
23. There are many other organizations that offer the same employment factors that are important to me, as my current employer

Dependent variables

Attitudes Loyalty

24. I consider myself to be a loyal employee to Company.

25. I would prefer to work somewhere other than this organization

Attitudes – Trust

26. How well or badly do you trust company as an employer?

Attitudes – Word-of-mouth

27. How likely are you to recommend company as an employer to a friend/relative?

Actions - Loyalty

28. I have applied for a job with another employer in the last six months

29. I often think about leaving this organization

Actions – Word-of-mouth

30. I have recommended Company as an employer to a friend/relative in the last six months

Icelandic questionnaire

Vinsamlegast svaraðu eftirfarandi spurningum útfrá þeim sjónarhóli að þú ert starfsmaður X.

1. Persónulega álit ég X vera vinnuveitanda sem er:

a. Vel þekktur

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

b. Dáður

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

c. Virtur

- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
- 2. Ég trúi því að fólki sem er nákomandi mér eða er mér mikilvægt á einhvern máta, finnist X vera vinnuveitandi sem er:
 - a. Vel þekktur
 - i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
 - b. Dáður
 - i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
 - c. Virtur
 - i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
- 3. X hefur skýra og einstaka sýn
 - i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
- 4. X hefur aðgreinanleg og auðþekktanleg gildi

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

Eftirfarandi spurningar eiga allar við um fyrirtækið X, vinnuveitanda þinn:

5. Fyrirtækið veitir mér laun sem eru hærri en meðaltekjur

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

6. Fyrirtækið veitir mér atvinnutækifæri á eftirsóknarverðum stöðum

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

7. Fyrirtækið veitir mér starf sem uppfyllir mínar þarfir og væntingar

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

8. Fyrirtækið veitir starfsfólki gott vinnuumhverfi

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

9. Fyrirtækið veitir starfsfólki krefjandi og áhugaverð verkefni
- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
10. Fyrirtækið veitir mér kjör sem eru hærrí en meðalkjör
- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
11. Fyrirtækið veitir mér góða möguleika á jafnvægi milli vinnu og einkalífs
- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
12. Fyrirtækið veitir mér góða framtíðarmöguleika á því að þróast í starfi
- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
13. Fyrirtækið veitir mér góða möguleika á háum framtíðartekjum
- i. Mjög ósammála
 - ii. Frekar ósammála
 - iii. Hvorki ósammála né sammála
 - iv. Frekar sammála
 - v. Mjög sammála
14. Fyrirtækið hefur góðan vinnuanda meðal starfsfólks
- i. Mjög ósammála

- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

15. Fyrirtækið veitir mér tækifæri til þess að nota færni mína og hæfni

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

16. Fyrirtækið veitir mér tækifæri til að læra og með því öðlast nýja starfsreynslu

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

17. Hversu illa eða vel lýsa eftirfarandi orð fyrirtækinu X, vinnuveitanda þínum?

a. Nútímalegt

- i. Mjög illa
- ii. Frekar frekar illa
- iii. Hvorki illa né vel
- iv. Frekar vel
- v. Mjög vel

b. Hæft

- i. Mjög illa
- ii. Frekar frekar illa
- iii. Hvorki illa né vel
- iv. Frekar vel
- v. Mjög vel

c. Ráðandi

- i. Mjög illa
- ii. Frekar frekar illa

- iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- d. Óformlegt
- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- e. Frumlegt
- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- f. Áreiðanlegt
- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- g. Einlægt
- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- h. Spannandi
- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel

- v. Mjög vel
- i. Virðingarvert
 - i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- j. Harðgert
 - i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- k. Farsælt
 - i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- l. Skemmtilegt
 - i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- m. Framsækið
 - i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- n. Gamaldags

- i. Mjög illa
 - ii. Frekar frekar illa
 - iii. Hvorki illa né vel
 - iv. Frekar vel
 - v. Mjög vel
- o. Reynt

- i. Mjög illa
- ii. Frekar frekar illa
- iii. Hvorki illa né vel
- iv. Frekar vel
- v. Mjög vel

p. Umhverfisvænt

- i. Mjög illa
- ii. Frekar frekar illa
- iii. Hvorki illa né vel
- iv. Frekar vel
- v. Mjög vel

18. Ég hef orð á því við aðra hversu stolt/ur ég er að vinna fyrir X

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

19. Framferði X í viðskiptum og verkefnum veitir mér byr undir báða vængi til að gera allt sem ég get til að fyrirtækið nái árangri

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

20. Hollusta mín við X sem vinnuveitanda er óhaggandi, jafnvel þegar hart er í ári

- i. Mjög ósammála

- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

21. Ég hef trú á að það væri auðvelt fyrir mig að fá vinnu hjá öðru fyrirtæki

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

22. Það eru mörg önnur fyrirtæki sem höfða til mín sem mögulegir vinnuveitendur

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

23. Það eru mörg önnur fyrirtæki en X sem bjóða sömu atvinnuþætti og mér þykja mikilvægir í starfi

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

24. Ég velti því oft fyrir mér að yfirgefa X

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

25. Ég myndi heldur kjósa að vinna annars staðar en hjá X

- i. Mjög ósammála
- ii. Frekar ósammála

- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

26. Hversu illa eða vel treystir þú X sem vinnuveitanda?

- i. Mjög illa
- ii. Frekar illa
- iii. Hvorki illa né vel
- iv. Frekar vel
- v. Mjög vel

27. Ég hef mælt með X sem vinnuveitanda við vin/skyldmenni á síðustu sex mánuðum

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

28. Ég hef sótt um starf hjá öðrum vinnuveitanda á síðustu sex mánuðum

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

29. Ég álít sjálfa/n mig sem tryggan starfsmann X

- i. Mjög ósammála
- ii. Frekar ósammála
- iii. Hvorki ósammála né sammála
- iv. Frekar sammála
- v. Mjög sammála

30. Hversu líklegt er að þú mælir með X sem vinnuveitanda við vin/skyldmenni?

- i. Mjög ólíklegt
- ii. Frekar ólíklegt
- iii. Hvorki ólíklegt né líklegt

iv. Frekar líklegt

v. Mjög líklegt

Nú fer að líða að lokum hjá okkur og komið að nokkrum spurningum um þig. Takk fyrir þitt framlag.

31. Hvert er kyn þitt?

- a. Kona
- b. Karl
- c. Ég skilgreini mig hvorki sem konu né karl

32. Hver er aldur þinn?

- a. Undir 18 ára
- b. 18-25 ára
- c. 26-35 ára
- d. 36-45 ára
- e. 46-55 ára
- f. 56-65 ára
- g. 66-75 ára
- h. Eldri en 75 ára

33. Hvert er hæsta menntunarstig þitt?

Ef þú ert skráð/ur í nám tilgreindu hæsta námsstig sem þú hefur lokið

- a. Grunnskólapróf
- b. Stúdentspróf
- c. Iðnmenntun
- d. Grunngráða á háskólastigi
- e. Meistaragráða á háskólastigi
- f. Doktorsgráða á háskólastigi
- g. Annað

