The Shift Towards Flexible Workplaces

A survey study of how the prospect of engaging in flexible work practices affects brand attractiveness in comparison to other individual employer branding dimensions among potential employees.

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Abstract

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The purpose of this study is to investigate the relationship between brand attractiveness determined by the individual dimensions of an employer brand, with a specific focus on the effect caused by the prospect of remote work opportunities among potential employees. The recent pandemic has changed the everyday life of people throughout the world. Therefore, our aim is to examine if this change in everyday life has had any effect on how students consider different attributes of employer branding as attractive, particularly aspects of work-life balance pertaining to remote and flexible working. This has been measured using a survey study, which used an employer brand scale with five constructs as our independent variables, and brand attractiveness as our dependent variable. The results were then analyzed using a multiple regression analysis to investigate the influence the different employer brand attributes had on brand attractiveness. The results show that our independent variable Compensation and Benefits was the only construct which had an influence on Brand Attractiveness. The data of our sample revealed that the instrumental attributes had more influence on the brand attractiveness than the symbolic attributes. We could therefore conclude that the attitudes regarding the employer brand attributes had changed, where remote work became less prioritized. The findings contributed to the research field of strategic communication by highlighting different organizational attributes that can be of interest when performing external communications practices.

Keywords: remote work, university students, brand attractiveness, work-life balance, employer branding, multiple regression analysis

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Sammanfattning

Bytet mot flexibla arbetsplatser

Den här studien ämnar att undersöka relationen mellan ett varumärkes attraktionskraft och ett arbetsgivarvarumärkes individuella dimensioner - specifikt gällande möjligheten för potentiella arbetstagare att arbeta flexibelt; helt, eller delvis på distans. Covid-19 har dramatiskt förändrat människors liv världen över, därför är målet att observera hur den här ändringen har påverkat hur studenter ser enskilda dimensioner av arbetsgivarvarumärkning som attraktiva, specifikt gällande balans i arbetslivet i relation till flexibla arbetssätt på distans. Detta mäts genom en enkätstudie som använder en arbetsgivarvarumärkningsskala med fem objekt för våra oberoende variabler, och varumärkesattraktivitet som vår beroende variabel. Resultaten analyserades genom multipel regressionsanalys för att undersöka individuella arbetsgivarvarumärkesattributers påverkan av ett varumärkes attraktivitet. Resultaten visade att vår oberoende variabel - Compensation and Benefits - var det enda objektet som tydligt påverkade ett varumärkes attraktionskraft. Resultatet från vårt urval visade att instrumentella attributer hade mer påverkan på ett varumärkes attraktionskraft än symboliska attributer. Vi kunde därför dra slutsatsen att attityder gällande ett arbetsgivarvarumärke har ändrats, och att möjligheten att arbeta på distans har blivit mindre prioriterad. Studiens resultat bidrar till fältet Strategisk Kommunikation genom att belysa olika organisatoriska attributer som kan vara av intresse när man utför externt kommunikationsarbete.

Nyckelord: distansarbete, universitetsstudenter, varumärkesattraktion, balans i arbetslivet, arbetsgivarvarumärke, multipel regressionsanalys.

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1. Introduction

In this chapter, we will present the background and research motivation of our study. We then present our two research questions, followed by our delimitations.

1.1 Background

Digitalization has changed almost everything in society. Modern computers and the world wide web brought the accumulated knowledge of all human history to our fingertips, and smartphones put this information in the pocket of our jeans. Young and Åkerström (2016) explains that *"It is beyond question that the information experience of someone living today in a highly developed industrial nation, such as Sweden, is profoundly different to that of a person living 20, 30 or 40 years earlier"* (p. 1). The Covid-19 outbreak and the consequences of it illustrated and exemplified this new experience and how much digitalization has changed things, particularly in the workplace. According to Statistics Sweden (2021), at its height 40% of the Swedish workforce worked remotely through digital means during the pandemic.

The effects of digitalization on organizational structures has been particularly easy to observe during the pandemic. The switch from traditional on-site work to remote or hybridized work changed life for employers and employees alike, seemingly for the better. During the pandemic, research conducted by McKinsey (2020) showed that approximately 80% of surveyees enjoyed working from home. Some companies are apparently noticing this and making changes, among these is the Swedish music-giant *Spotify*. Their programme *"Work From Anywhere"* (Spotify HR Blog, 2021) is structurally intriguing, not only due to its implications upon work-life balance within the organization, but also from a strategically communicative standpoint. The programme revolves around making remote work possible for anyone, anywhere. This is not just a change in work practices, but also a promise from Spotify to its current and potential employees that when working for them, to a certain degree, you should be able to expect to work from wherever you choose.

Any company which is known to promise high salaries, good benefits or other features is naturally likely to attract recruits who seek these particular characteristics in a workplace. With

the shift between generations and a potential influx of remotely-adept professionals in the global workforce, who may seek to continue a remote-working lifestyle, it is reasonable to assume that remote programmes will similarly become increasingly viable and attractive to these new workers.

These programmes may in some cases even be demanded by employees. American tech-company *Apple Inc.* who is enforcing a "*return-to-work*" policy, is facing employees unionizing in order to ensure flexible work practices and remote work options after the pandemic has ended (CNN, 2022). A director within the organization left as a consequence of the programme, reportedly saying: "*I believe strongly that more flexibility would have been the best policy for my team*" (BussinessInsider, 2022).

Opposite to this, *Airbnb* CEO Brian Chesky stated that due to their elevated productivity levels during the pandemic, it caused them to implement a five-point plan to cement the future of Airbnb as a permanently remote-based organization (TheNextWeb, 2022). Furthermore, American real estate marketplace *Zillow* noted a 50% spike in job-applications when they announced that 90% of their employees would be able to work partially remotely, even after the pandemic had ended (Zillowgroup, 2020).

The struggle to attract and retain new talent is ever present within organizations, their ability to do so is determined by what they can offer potential employees. The prospect of remote work is seemingly growing as an important characteristic of perceived brand attractiveness; in the cases of Spotify, Zillow and Airbnb, their generous policies add a new dimension to the general attractiveness of their companies. Whereas, in the case of Apple, their unwillingness to accommodate these needs are driving employees away. Looking at these examples, wide implementation of remote work throughout organizations seems inevitable, subsequently these examples potentially signal a rising phenomenon in external employer branding practices, pertaining to the implementation and communicating of remote work opportunities.

1.2 Research Motivation

As employer branding involves externally and internally oriented processes it is multidisciplinary in nature; drawing from fields such as marketing, human resources

management, organizational behavior and management (Dall'Olmo et al., 2016). Externally, it operates as a tool to differentiate and attract; internally, it serves to bond employees to the organization (Dall'Olmo, et al. 2016). Due to its multifaceted nature, effectively using employer branding in strategic measures can change organizations in broad ways. Therefore, understanding the preferences of contemporary prospecting employees towards remote work will not only tell us about how external employer branding practices may change, but also how internal employer branding practices may have to develop as well. Because, the remote workspace as a norm could potentially change not just these external processes, but also completely revamps internal processes; as work, where and how it is conducted, changes. Therefore, by understanding the potential course of employer branding practices, we can gain further insights regarding the course of strategic communications holistically. Hence, with our understanding of remote work as a growing phenomenon bolstered by the Covid-19 pandemic, we believe the logical course to be that flexible work practices will continue to grow and become an increasingly normative and important dimension to employer branding.

In regard to the prospect of continued remote work post-pandemic, current-employee opinions are well documented and quite nuanced; research on the subject seems to indicate that the demand for increased work-life balance is indeed rising. According to a study by Babaopour et al. (2022) employees and managers within certain public Swedish agencies that had jobs which could be performed remotely had raised expectations regarding the general flexibility regarding the time and place of work. Their research did not indicate that employees wished to remove themselves from their offices completely, only that they expected to be there less. Furthermore, they speculated that the future of the workplace would be increasingly used as a space for social aspects of worklife, and less for actual work. Similarly, a German study by Niebur et al. (2022) showed that workers wished to continue working from home to some degree post-pandemic. However, their study also suggested that job satisfaction may plateau with increased levels of remote work, implying that remote work practices will become more commonplace, yet that the role of traditional offices is not going away yet. An American study delved into questions regarding job pursuit intention through a gendered-scope, and successfully observed that flexible practices were generally more valued by women than they were by men (Debolina & Sushanta, 2021). Therefore, brands which potentially contributed with greater work-life balance for female recruits were generally considered more attractive than brands that did not, indicating

that gender may play an important factor in determining brand attractiveness in relation to remote work.

The speediness of the change towards remote work practices will depend on the attitudes of those who will inherit the future labor market, one such group are students. According to Swedish Statistics (2022), between 2020 and 2021 the amount of Swedish high-schoolers who partook in some degree of distance-based learning ranged between 80 to 90 percent; primary-schoolers who did the same ranged between 83-85 percent. Along with this, as a consequence of the pandemic, applications to Swedish universities soared to record-high levels, causing the Swedish government to raise funds for higher educational institutions, enabling them to convert their teachings to fit a remote environment (Regeringen, 2020). This sets a new precedent, creating a part of a generation which has been exposed to and/or used to remote practices. Thus we consider it important to highlight the attitudes of university students: future professionals with experience in remote learning and potentially remote work, but have not yet begun a professional career.

Moreover, students have often been subject to research on the subject of employer branding and work-life balance, in which their attitudes toward individual employer brand dimensions have been examined (Berthon et al., 2005; Tanwar & Prasad, 2017; Cable & Turban, 2003), but most of these studies were conducted pre-covid and are quite dated. Other previously established research on employer branding and brand attractiveness in relation to pre-labor market subjects shows interesting results. A 2019 survey study by Bărbulescu and Vasilutăstefănescu (2021) attempted similarly to observe which individual factors which contributed most to brand attractiveness among Millennials and Generation Z. The study was concerned with the entry of inexperienced workers into the labor market and global workforce, and how preferences varied between these generations. Interestingly, this survey concluded that the opportunity to work remotely was within the least prioritized category to both Millennials and Generation Z. Thus such opportunities do not necessarily immediately attract such groups to brands which offer this. However, this survey was also conducted prior to the pandemic.

The aforementioned research presents incongruences in the contemporary knowledge regarding the subject of remote work in relation to employer branding. The current motions in society point towards remote work becoming more normative, yet the research points towards it being

inconsequential to the attitudes of prospective employees. These incongruences can be attributed to the fact that this research was conducted pre- or intra-pandemic, however it is not possible to deem these attitudes completely invalid due to their pre/intra-covid status; attitudes may linger and remain. This creates a knowledge gap which is problematic, as it renders us unable to predict the future development of remote work as a dimension of employer branding. As the relationship between brand attractiveness and remote work pre-covid is understood to be somewhat unimportant, this relationship post-covid remains unclear. Thus, while the extensively researched subjects within the field of employer branding provides a large academic foundation upon which to stand on, the post-covid state of the Swedish nation presents a necessary opportunity to deepen our knowledge of the field and explore the direction of the practice.

1.3 Purpose and Research Questions

The aim of this study is to examine attitudes on the importance of individual dimensions of employer branding within a potential future workplace and observe which has the most influence on brand attractiveness. Through a quantitative survey we will investigate whether work-life balance, specifically in regard to remote work, is as attractive or more attractive than other individual attributes. This is to understand the contemporary and potential future of strategic communications in relation to employer branding. Furthermore, the survey will specifically observe university students as we consider them as prime subjects for this particular kind of study. We will attempt to distinguish results between students of various lengths of completed studies, and field of studies at Lund University. The questions in the survey are placed within the context of a generally considered attractive placeholder brand - IKEA - to make it possible for them to contextualize the items in the survey. This will be further explained in our description of survey design.

To fulfill the purpose of this study, the following research questions have been formulated as such:

RQ. 1: Which individual dimensions of employer branding have most effect upon perceived brand attractiveness?

RQ. 2: Is remote work a highly desired attribute of employer branding compared to other individual employer brand dimensions, post-covid?

1.4 Delimitations

This study is based in the field of strategic communications with a specific focus on the subject of employer branding. Furthermore, with the studied subject having a connection to human resources and digitalization, these fields may be touched upon in relation to the prime subject of employer branding. However, while the potential consequences and effects upon these fields will be discussed in the analysis and concluding remarks, they will only be discussed in immediate relation to employer branding and remote work, not separately.

We chose to limit this study to current students at Lund University for a number of reasons.

1. Practical reasons in relation to availability of surveyees.
2. Students generally have not yet started a professional career.
3. The context of university students is special because they have likely been affected by the covid-19 pandemic in a way that is unique to their demographic.

Including students who recently graduated may have been useful to this study, however we chose to disinclude this group to ensure clarity of data. Primary- and high school students may have been interesting subjects for similar studies, however we do not consider them viable due to their age and less immediate proximity to the professional labor market, thus we opt to focus solely on university students.

2. Previous Research

This chapter will present the previous research that our study is based on. First, we will present Employer Branding and the development it has had over the years. It then allows us to introduce our Employer Brand Scale and the different dimensions it has. Afterwards, we examine the previous research on Remote Work, followed by research on Brand Attractiveness. We then present our hypotheses which are based on the previous research, along with our theoretical model which we use to test the hypotheses.

2.1 Employer branding

2.1.1 The development of employer branding

Originally, branding was used to differentiate tangible products, but over the years it has evolved to now apply to people, places and firms (Peters, 1999). The term employer branding was originally defined as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, p. 187). Furthermore, Backhaus and Tikoo (2004) define employer branding as "the differentiation of a firm's characteristics as an employer from those of its competitors" (p. 502). Thus, employer branding can provide an organization with a number of advantages which can be crucial in the modern landscape where different organizations have a high employee turnover and expensive recruitment processes. Previous research shows that a strong employer brand can benefit an organization with favorable attitudes in potential employees, along with reducing costs for employee acquisition, reducing employee turnover and improving employee relations (Berthon et al., 2005; Tanwar & Prasad, 2017; Alniacik et al., 2011).

2.1.2 The Employer Brand Scale

Ambler and Barrow (1996) conceptualized employer branding as a way to measure the intangible asset that is made up of the relationship between the organization and its employees. They used three basic properties: (1) the *function* benefit, (2) the *economic* benefit, and (3) the *psychological* benefit. As previously mentioned, their definition of the employer brand is "The

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package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, p. 187). The dimensions relate to the different things an organization can offer its employees: The function benefit details the different developmental and useful activities the organization can offer, the economic benefit signifies the different monetary rewards, and the psychological benefit represents the feeling of well-being and inclusion (Ambler and Barrow, 1996).

Berthon (2005) further validated the proposed three dimensions that Ambler and Barrow created and assembled a scale to measure employer attractiveness. Two new dimensions were discovered and a scale was created using a five-factor structure; this was an extension and refinement of Ambler and Burrows original design (Berthon, 2005). By using the scale, they validated it and proved that you can measure potential employees' attraction towards an organization.

Tanwar and Prasad (2017) adapts the employer brand from Ambler and Barrow (1996) - which was validated by Berthon (2005) - and presents an Employer Brand scale, which uses five categories that derives from Ambler and Barrows original three dimensions. The five categories are: (1) Healthy Work Atmosphere, (2) Training and Development, (3) Ethics and Corporate Social Responsibility, (4) Compensation and benefits, and (5) Work-Life Balance. The healthy work atmosphere and work-life balance categories represent the *psychological* benefits, compensation and benefits category represent the *economical* benefits, and training and development along with ethics and social responsibility represent the *functional* benefits (Tanwar, 2017). This scale seems most appropriate to use considering the number of validations it has, the only consideration needed is that the scale was created and tested using existing employees. However, since it derives from studies which have been validated to work on potential employees, we see little problem in adapting and testing the scale in this environment. Furthermore, Engelund and Buchhave (2009) mentions that the employer brand's target audience is both existing and potential employees, therefore we will use the employer brand scale to target the potential employees for our study. Some changes were made to the scale, which will be explained in the chapter: Survey Design. Continuing, we will elaborate on the different items and categories within the scale.

2.1.3 Healthy Work Atmosphere

The category - *Healthy Work Atmosphere* (HWA) - encompasses the different items related to social interactions and colleagues. These items are: "*stress-free environment*", "*colleagues that I can share my work with*", and "*opportunities to work in teams*". Social interaction is a well known factor when it comes to employer satisfaction, and it is an important factor in order to increase positive employee attitudes (Saari & Judge, 2004). Universum Global (2014) conducted a survey which showed that dynamic and creative working environments were the thing most students and employees sought to have. Therefore, this is an important dimension as the social aspect of a workplace is often considered essential when valuing different workplaces.

2.1.4 Training and Development

The *Training and Development* (TD) category examines the different opportunities employees have within a company to develop new skills and further their experience. Items that relate to this category are: "*workshops and training programmes*", "*clear path for advancement*" and "*invests in training and development*". As Schnake et al. (2007) mentions, organizations that establish a high development value have been linked to improving employee attitudes and behavior. Furthermore, Lee (1971) argues that development value positively influences employee identification and involvement with an organization. This in turn increases the brand identification that employees have with the organization.

2.1.5 Ethics and Corporate Social Responsibility

Ethics and Corporate Social Responsibility (ECSR) is the fourth category and includes the social and ethical work an organization establishes toward its employees and society in general. The items included in this category are: "*expect employees to follow rules*", "*confidentiality procedures to report misconduct*", and "*is a humanitarian organization which gives back to society*". Research has shown that good ethics is good business, so organizations today strive to establish an ethical business towards the society in order to become a "good" company (Joyner & Payne, 2002).

2.1.6 Compensation and Benefits

Compensation and Benefits (CB) relates to the monetary rewards that the organization offers. Items in our scale that are connected to this are: "*high salary*", "*overtime pay*" and "*provides*

benefits". It has been noted in literature that compensation is a hard measure for existing and potential employees, as it is a tangible value that changes over time. We also included "*provides benefits*" as a way to measure the non-monetary rewards. Benefits in particular have increased dramatically in recent years, as they now act as an important aspect of compensation (Weathington, 2008). The attitudes towards wages might be different considering that we are investigating students, which might think benefits are a more important aspect, since starting wages for inexperienced workers are usually less than the industry-average.

2.1.7 Work-Life Balance

Work-Life Balance (WLB) relates to the work life itself, and the equilibrium between an employee's personal and office life. The items included in this category are: "*flexible working hours*", "*solutions to work partially remote*", and "*solutions to work completely remote*". Having a job that is diverse and flexible has shown to be one of the most important aspects for job satisfaction (Judge and Church, 2000). Furthermore, Backhaus and Tikoo (2004) argue that having a workplace that encourages a creative and flexible work atmosphere is highly attractive to potential employees. Considering the recent pandemic, which made a large part of the everyday life for students and adults much more digital and distance based, it will be interesting to see if their attitudes concerning remote work have changed.

2.2 Employer Branding & Remote Work

In this digitalized age it is almost impossible to not use a digital gadget in your everyday life. The developments in technology, along with the decreases in costs, have made remote work much more available to large numbers of people. However, remote work is not something new, as organizations have been using remote work for some time to attract talent to their organizations (Eversole et al., 2012). But with the Covid-19 pandemic, a lot of people were forced to adapt to remote work as their new way of working. Remote work has in general had a positive consensus, with benefits being such as increased flexibility, job satisfaction, and a better work-life balance (Chafi et al., 2022). But there are some well known adverse effects, which include social isolation, long working hours, increased emotional exhaustion etc. (Chafi et al., 2022). This could mean that no matter what you as an individual prefer, if you had no choice but to work remotely, it could be either a blessing or a curse.

The term Flexible Work Arrangements (FWA) means that the remote work is more flexible, meaning that you could organize how much you want to work remotely. This type of remote work makes it easier to balance the different aspects of remote work. Shirmohammadi et al. (2021) mentions that flexibility in the work improves remote workers' work-life-balance, furthermore the literature indicates that FWA might be desirable in most cases, since many workers do not want remote work full time, but desire it to some degree. FWA are associated with better physical health, fewer somatic symptoms and reduced absenteeism (Shifrin & Michel, 2022). This points towards flexible working being a more desirable method of remote work, due to both its psychological and physical benefits.

Remote Work in our model is related to the employer brand dimension of "Work Life Balance", which we mentioned in the previous section. This is considered our main variable, as it contains the data we want to observe regarding attitudes towards remote working. Thus, allowing us to answer our Research Questions and make further acknowledgements regarding the current state of remote working in our sample.

2.3 Employer Branding & Brand Attractiveness

Brand Attractiveness is a concept which tries to encapsulate the various characteristics an organization can have to become attractive to potential employees. The research in this field was initially primarily based on a consumer perspective, where brands employed different characteristics that made them attractive towards consumers (Aaker, 1997; Plummer, 2000). The field later evolved and gained relevance from an organizational perspective as well, where the research focus became the initial attraction the potential employees felt towards an organization in early recruitment stages (Cable & Turban, 2001; Lievens & Highhouse, 2003; Collins & Stevens, 2002).

The initial brand attraction that potential employees have towards organizations can be separated into two different organizational attributes: *instrumental* and *symbolic* attributes. Vroom (1996) initiated the instrumental attractiveness by observing that there was a connection between the attractiveness between an organization and the perceived instrumentality the organization has for accomplishing specific goals. He created the Vroom's expectancy theory which was used by earlier studies to examine organizational attractiveness (Vroom, 1966;

Lievens et al., 2001). Further research in brand attractiveness has characterized instrumental attributes as objective, concrete attributes that an organization either has, or does not have (Lievens & Highhouse, 2003). Instrumental attributes are, for example, pay, opportunities for advancement, bonus, benefits, location and flexible working hours (Xie et al., 2015; Lievens et al., 2005; Lievens & Highhouse, 2003).

The symbolic attributes refer to the brand as a symbolic function. Schneider et al. (1998) first theorized that different individuals are attracted to different organizations, based on their interests, needs, preferences and personality. Further research showed that individuals chose organizations that they felt reflected on their own personal characteristics (Burke & Deszca, 1982; Schein & Diamante, 1988). Lievens and Highhouse (2003) concluded that there was a relationship between the instrumental and symbolic attributes in brand attractiveness, and that both were factors in the initial organization attraction that potential employees had. The symbolic attributes are now characterized as the subjective view of a brand, where the brand can have subjective and intangible attributes similar to a person, such as: trendy, creative, popular and honest (Slaughter et al., 2004; Lievens & Highhouse, 2003).

The instrumental and symbolic attributes can be connected to the different dimensions of the employer brand. The instrumental attributes such as pay, opportunities for advancement and flexible working hours can be identified in the Training and Development and Compensation and Benefits category. The symbolic attributes, which refer to the subjective aspect of a brand as a symbol, share similarities with Healthy Work Atmosphere, Ethics and Corporate Social Responsibility and Work-Life Balance. With these similarities, we believe that by having a strong employer brand as an organization, you will create a solid brand attractiveness, which will resonate throughout your organization.

2.4 Theoretical Model

Based on the previous research we have created five hypotheses; these can be seen in the model in figure 1. We believe that each one of the different dimensions of employer branding will have a positive influence on the Brand Attractiveness. The five hypotheses are:

H1: Healthy Work Atmosphere will positively influence Brand Attractiveness

H2: Training and Development will positively influence Brand Attractiveness

H3: Ethics and Corporate Social Responsibility will positively influence Brand Attractiveness

H4: Compensation and Benefits will positively influence Brand Attractiveness

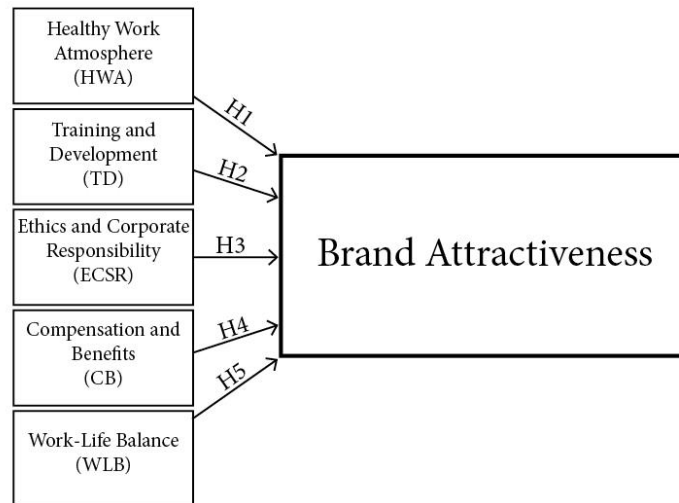*H5: Work-Life Balance will positively influence Brand Attractiveness*

Figure 1 - Model of the relationship between the dependent variable Brand Attractiveness, five independent variables and the five hypotheses.

3. Methodology

This section will introduce our methodology and chosen approach to this study. It includes our research strategy, methods of sampling and data collection, survey design, a description of our pilot study, our variables and our method of analysis.

3.1 Research Strategy

The aim of this study is to examine attitudes on the importance of individual dimensions of employer branding within a potential future workplace and observe which has the most influence on brand attractiveness. We want to observe whether work-life balance, specifically regarding remote work, is as attractive or more attractive than other individual attributes.

Our study is based on a positivist research philosophy which states that all knowledge comes from experience (6 & Bellamy, 2012). Furthermore, they explain that the theoretical knowledge we receive in this study can be reduced to patterns, and these patterns can be used to predict what can be found by further observations.

Since our study is based on employer branding theory, and is controlled by a number of hypotheses, our study takes a deductive approach. This means that we will use different theories to test hypotheses to either confirm or reject them in our results (Bryman, 2012). Our hypotheses are created by using previous research in the subject of employer branding and brand attractiveness, in order to create hypotheses that are based in theory.

3.2 Sampling & Data collection

We used an online survey as our method of data collection. It is effective when the goal of the study is to examine people's knowledge, behavior and attitude (Trost & Hultåker, 2016). To gather respondents for the study, we reached out to the different faculties at Lunds University to share the survey amongst their channels. We also used Facebook to further encourage students we know to participate. Thus, our study uses a non-probability sampling method with convenience sampling. A convenience sample is a sampling method of accessibility, which

means that we are able to gather responses that are easily accessible to us (Bryman, 2012; Trost & Hultåker, 2016). The limitation with using a convenience sampling is that the data is impossible to generalize, and can be biased (Bryman, 2012). But as Etikan et al. (2016) mentions, the type of technique to use in a study depends on the nature of our studies. And since our goal was to only gather data on students currently at Lund University, we saw it fitting to use a convenience sampling to achieve the correct data for our study. We hope that despite our methods limitations, that our findings will prove useful, and hopefully inspire more to research flexible work practices and the effect it has on brand attractiveness.

Regarding our sample, Tabachnick and Fidell (2007) proposed a formula which can calculate the number of respondents needed based on our number of independent variables used in the survey. The formula is $N > 50+8m$ (m = the number of independent variables). Since we have five independent variables, we can calculate that $N > 50 + (8 \times 5) = 90$, which shows us that we need to gather 90 responses to get results that are replicable (Tabachnick & Fidell, 2007; Stevens, 1996). After our survey was available for a week, we managed to receive 90 responses.

3.3 Survey Design

Our survey was created using google forms, as it is an easy and efficient platform to use. We created different chapters to establish an uncomplicated structure which made it easier for the respondent to understand. In the first chapter we introduce the respondent to the survey with a text where the reason for the study is explained, and how the respondents should answer the various questions. They are subsequently presented with an option to select if they are a student at Lunds University - if they do not answer "yes", they are eliminated from the survey. In the following chapter we ask them to answer three demographic questions (faculty, gender and semester) in order to establish a basis for analysis. We included options to answer "*other*" or "*prefer not to say*" in gender, to maintain inclusivity.

In the next chapter, before the questions regarding our items, we had to establish an introduction to a focal company. This was done to provide a context for the respondent in which they could envision a future workplace and answer the questions regarding our items accordingly. Thus, we wanted to choose a company which we believed the majority of the respondents would be familiar with; IKEA seemed like the obvious choice. We wanted to choose a company which

has a generally positive reputation without any ongoing crisis. Moreover, there is no general consensus whether students favor larger or smaller size organizations (Lievens, 2001), therefore our selection of IKEA was based on the knowledge and familiarity of the organization that the people in Sweden possess. We created an informative text which explained the basis of IKEA's operation from an objective perspective, which would further help our respondents understand the context of the questions; this text can be found in the chapter 7.1 in appendices. After the introductory text, we asked if the respondent was previously familiar with IKEA, as we wanted to eliminate surveyees who were not acquainted with the brand before the remainder of the survey began.

In the following chapters we present the questions which are based on our items; each chapter was made to represent a set of 3-5 questions regarding different items. The questions were answered using a likert-scale ranging from 1 - *Strongly Disagree,* to 5 - *Strongly Agree*. The scale used in this survey was based on items from the employer brand scale from Tanwar and Prasad (2017). The five categories they developed were; (1) Healthy Work Atmosphere, (2) Training and Development, (3) Ethics and Corporate Social Responsibility, (4) Compensation and Benefits, and (5) Work-Life Balance. We made some alterations to the items from the original scale which will be explained shortly. Furthermore, we used items from Xie (2015), specifically the items on job pursuit intention and information search. We will present the different independent and dependent variables shortly.

We made some changes in the scale before sending the survey. We removed and added a few questions to better fit the context of Swedish university students, allowing us to better investigate our research questions. This can cause the scale to become less usable, but we still felt that it was necessary due to the context of the survey. The original scale, along with the our modified scale, will be available in chapter 7.3 in the appendices. To increase the reliability of our study, we wanted to ensure every respondent understood the survey - Trost and Hultåker (2016) talks about reliability and that bad wording can make respondents misunderstand certain questions, which lowers reliability. To prevent such issues we conducted a pilot study.

3.3.1 Pilot study
The purpose of the pilot study was to evaluate the different questions and clear out potential mistakes in the survey. We had 9 students of varying academic fields answer the survey and

give us feedback on which parts could be misunderstood or were otherwise hard to understand. Wrench et al. (2013) suggests that 5-10 percent of our targeted sample should participate in the pilot study. Since we have 90 participants in our survey, 10 percent of that is 9, which is the number we settled for. Clearing out these errors helps us increase validity and reliability in the survey (Trost & Hultåker, 2016). It took approximately 5 minutes for each participant to complete the survey, and the varying errors the survey contained were cleared out before the final survey was sent.

3.4 Variables

The variables used in our survey will now be presented. Three different types of variables have been used: the dependent, independent and control variables. The independent and control variable allows us to measure the outcome of our dependent variable (Vanderstoep and Johnston, 2009).

3.4.1 Dependent Variables

Our dependent variable is *brand attractiveness*. In the survey, brand attractiveness is measured by the three items in "*Job Pursuit Intention*", and one item in "*Information Search*". These items were used from Xie et al. (2015) scale which used the brand attractiveness items as their dependent variable. With the help of our independent variables, we can observe the different attitudes that respondents have towards different aspects of employer branding, and thereafter measure how attractive they find them, with the help of brand attractiveness.

3.4.2 Independent Variables

To observe the perceived brand attractiveness that our respondents have, we are using Tanwar and Prasad's (2017) model of five dimensions on employer branding. These five are: *Healthy Work Atmosphere*, *Training and Development*, *Ethics and Corporate Social Responsibility*, *Compensation and Benefits*, and *Work-Life Balance*. Vanderstoep and Johnston (2009) mentions that the independent variables are systematically controlled by the researcher in order to determine the variables effect on the outcome of the dependent variable. Our independent variable Healthy Work Atmosphere was measured using four items in the survey, Training and Development with three items, Ethics and Corporate Social Responsibility with three items, Compensation and Benefits with three items, and lastly Work-Life Balance with three items.

These five dimensions of employer branding were used from previous research to ensure validity and reliability.

3.4.3 Control Variables

The control variables used in our study were introduced in the first chapter and consist of our demographic questions which allows us to observe the characteristics of the respondent. The questions asked regarded factors such as: gender, Lund University student status, which faculty one belonged to and how many semesters they completed. This allows us to further enhance our analysis by having different characteristics to observe when discussing the results of the study.

3.5 Method of analysis

We will now explain how we conducted the analysis of the data we gathered from the survey. As mentioned before, we managed to gather 90 responses, however one was removed due to being an extreme outlier. Pallant (2020) suggests removing all the extreme outliers, or changing the value to a less extreme, but we chose to remove it completely. This left us with 89 responses to analyze.

We gathered the data from Google Forms and used excel to convert it into a data file which SPSS could use. Thereafter we coded our different categorical variables which did not use a likert scale, such as Gender, Faculty and Semester. For Gender we created two categories, male (1) and female (2). We had the option to select "other" as well as "prefer not to say", but since none of the participants chose either of them, we did not create categories for them. The question on how many semesters each participant had completed was coded into six new categories. One semester completed became first year students (1), 2 and 3 semesters completed became second year students (2), 4 and 5 semesters completed became third year students (3), 6 and 7 semesters completed became fourth year students (4), 8 and 9 semesters completed became fifth year students (5), and lastly, 10 semesters completed became sixth year students (6). After we had coded the different variables, we conducted a descriptive analysis on the different variables, followed by validity and reliability tests, a mean and standard deviation analysis, and lastly a multiple regression analysis.

The descriptive analysis is used to describe the characteristics of our survey. It can also be of assistance when looking to answer specific research questions (Pallant, 2020). The descriptive analysis can provide us with information we need to further enhance our analysis, by allowing us to connect the dots on how and why people answer the questions the way that they do.

Before we conducted our multiple regression analysis, we first had to test our items for their validity and reliability. It is important to test your scale to see that it is reliable, so that one can ensure that it is measuring the same underlying construct (Pallant, 2020). This is often referred to as *internal consistency*. To conduct the reliability tests we had to construct indexes for our different items. These indexes can be seen in figure 2, along with the items they contain.

Offers autonomy for me to make independent decisions.	Healthy Work Atmosphere (HWA)
Provides colleagues which I can share my work and responsibilities with.	
Offers opportunities to work in teams.	

Organizes events such as conferences, workshops and training programmes on a regular basis.	Training and Development (TD)
Communicates clear paths for career advancement within the organization.	
Invests in the training and development of me and my coworkers.	

Expects employees to follow rules and regulations.	Ethics and Corporate Social Responsibility (ECSR)
Has confidential procedures for employees to report misconduct at work.	
Is a humanitarian organization which gives back to society.	

Offers a high salary.	Compensation and Benefits (CB)
Provides overtime pay.	
Provides benefits (For example: Discounts, Company vehicles, Insurance, etc.).	

Offers flexible-working hours.	Work-Life Balance (WLB)
Offers flexible solutions to work partially remote.	
Offers flexible solutions to work completely remote.	

I would accept a job offer from IKEA	Brand Attractiveness (BA)
I intend to apply for a position at IKEA	
I would very much like to work for IKEA	
How Likely is it that you would look for information about IKEA?	

Figure 2: Our six indexes, and the items they contain

We then conducted the reliability tests on each of these items to see their internal consistency. One of the ways to test this is by using Cronbach's Alpha. Pallant (2020) explains that the Cronbach's alpha value should be 0.7 or more, which reflects a good internal consistency. If we found that some items had a negative impact on the Cronbach's alpha, we removed that item to increase the Cronbach's alpha score. However, on shorter scales it can be difficult to achieve such a high Cronbach's alpha value, and therefore, it can be more appropriate to present the mean inter-item correlation value instead (Pallant, 2020). The mean inter-item correlation shows if the items are measuring the same underlying value and should have a value between 0.15 - 0.5 (Pallant, 2020). After we had conducted our reliability and validity tests, we presented the mean and standard deviation value of our different indexes. The mean value shows us how the participants answered our items in our different indexes and gives us a mean value of 1 to 5, which represents the likert scale. The standard deviation value reveals the range of how our participants answered the different questions.

When we had ensured the reliability and validity of the scale, and observed the mean and standard deviation value, we could conduct our multiple regression analysis. A multiple regression analysis is a technique that is used to explore the relationship between a dependent variable and a set of independent variables (Pallant, 2020). When performing a multiple regression analysis, the first step is to observe the multicollinearity. Multicollinearity exists when our independent variables are highly correlated, which is something we wish to avoid (Pallant, 2020). We can observe the correlation between our independent variables to see how they correlate between each other, with a value above 0.3 and below 0.7 being desirable. Furthermore, the Tolerance and VIF (Variance Inflation Factor) are further values that can determine if multicollinearity exists within our independent variables. The Tolerance value should be above 0.2 and the VIF value below 10 to ensure that multicollinearity does not exist (Pallant, 2020).

The next value to observe is the R Square. The R Squared value tells us how much of the variance of our dependent variable is explained by our independent variable (Pallant, 2020). Due to our sample being quite small, it is therefore better for us to present our adapted R Square value instead, since the R Squared value can be optimistic and display a higher value than our model actually has (Pallant, 2020). Thus, we will present the adapted R Square value instead.

Using the significance value, we can determine the P-value of our model. This refers to the connection we can see in our model, and the probability that this can be seen in the general population (Pallant, 2020; Djurfeldt & Stjärnhagen, 2018). Usually you want a significance of < 0.05 (95%), but in smaller samples it can be necessary to use a higher significance number, such as < 0.10 (90%) to be able to draw a conclusion on the connection. We can use the p-value of the different independent variables to explain the statistically unique contribution it makes to the equation (Pallant, 2020). If the value is less than 0.05, it makes a unique contribution, and if the value is higher than that, they are not making a unique contribution. This could be due to overlap with other independent variables (Pallant, 2020). To further examine the independent variables and the variance they have on the dependent variable, we can observe the Part value and the standardized Beta Coefficient Value. The value obtained by squaring the part value that each independent variable has, shows us in percent how much of each independent variable explains the variance in our dependent variable (Pallant, 2020). The standardized beta values reveal the information regarding how the dependent variable would change if there was 1 standard deviation change in the predictor. If it is a positive value, the dependent variable would increase the score, and a negative value would decrease it (Pallant, 2020).

The last thing we present from the multiple regression analysis is the Normal Probability plot and the Scatterplot. The normal probability plot shows a graph in which we hope that our results lie in a reasonably straight line, as this would indicate that there are no major deviations from normality (Pallant, 2020). In the scatterplot, we hope that our results are roughly rectangularly distributed, and that we do not see a systematic pattern. The scatterplot can also reveal if there exists extreme outliers in our data, which can be troublesome for our results (Pallant, 2020). These extreme outliers are cases which have standardized residual values of more than 3.3 or less than -3.3.

This multiple regression analysis allows us to see the relationship the different employer brand characteristics have with the brand attractiveness and enables us to further explore to find answers for our research question. After the MRA is completed and presented, we will examine our five hypotheses and either accept or reject them. This will be followed by an discussion and conclusion of our results.

4. Results and Analysis

This chapter will present our results and analysis of our SPSS analysis. First, we present the descriptive analysis. This is followed by the multiple regression analysis. We close this chapter by testing our hypotheses. We will use abbreviations for all our variables in this section. They are as follows: Healthy Work Atmosphere (HWA), Training and Development (TD), Ethics and Corporate Social Responsibility (ECSR), Compensation and Benefits (CB), Work-Life Balance (WLB) and Brand Attractiveness (BA).

4.1 Descriptive analysis

4.1.1 Demographic analysis

Gender	Frequency	Percentage
Male	25	28,1%
Female	64	71,9%

Figure 3: Demographic analysis gender

The demographic characteristics of our survey shows that out of 89 respondents, 28,1% are men, while 71,9% are women. This means that women are in the clear majority when it comes to respondents of our survey. A connection with the population can be made, seeing as women are the majority when it comes to students at Swedish Universities as well, with approximately 60,9% of the students being women, and 39,1% are men (Uka, 2021). More men would therefore make the connection more accurate.

Faculty	Frequency	Percentage
Faculty of Social Sciences	69	77,5%
Faculty of Engineering	11	12,4%
School of Economics and Management	4	4,5%
Faculties of Humanities and Theologies	1	1,1%
Faculty of Medicine	1	1,1%
Faculty of Science	1	1,1%
Faculty of Law	2	2,2%

Figure 4: Demographic analysis faculties

The participants of our survey were from different faculties, but the faculty of social sciences were in the majority with 77,5% of the respondents. Faculty of Engineering had 12,4%, School of Economics and Management had 4,5%, Faculty of Law had 2,2%, and Faculty of Humanities, Faculty of Medicine and Faculty of Science all had 1,1% each. These results are not representative of the population. Lund University has approximately 40 000 students, and nine different faculties (Lunds University, 2022). Hypothetically, if each faculty had the same amount of students, each faculty would contain approximately 11.2% of all students. Only the Faculty of Engineering (12.4%) can be somewhat seen as an approximate representative, but otherwise the faculties in our sample either have too many students, or too few.

Semesters Completed	Frequency	Percentage
1	3	3.4%
3	15	16.9%
4	7	7.9%
5	50	56.2%
6	7	7.9%
7	3	3.4%
8	2	2.2%
10	2	2.2%

Figure 5: Demographic analysis semesters completed

Most of our participants had completed 5 semesters of studies, with 56,2% choosing that option. The second most picked option was 3 semesters completed with 16,9%. The third most picked option was 4 and 6 semesters, with 7.9% each. The fourth most picked option was 1 and 7 semesters, with 3.4%. And lastly came 8 and 10 semesters, with 2.2% each. No respondent chose 2, 9 or 10+ semesters completed. These results show that most of our participants have studied for some time when answering this survey.

Year	Frequency	Percentage
First Year Students	3	3,4%
Second Year Students	15	16,9%
Third Year Students	57	64%
Fourth Year Students	10	11,2%
Fifth Year Students	2	2,2%
Sixth Year Students	2	2,2%

Figure 6: Demographic analysis students year

As mentioned in the method of analysis, we will now convert the number of semesters completed into a new category, which represents the year the student currently is studying. The results of this can be seen in figure 6. If we assume that the 40 000 students that study at Lunds University are evenly distributed among the six years, that would mean that each year should have 16.6% of the students (Lunds University, 2022). By observing our results, we can see that we have an overrepresentation of third year students (64%), and only second year (16.9%) and fourth year (11.2%) students are close to the desired number of 16.6%. The rest of the years have a number that is too low. Thus, we do not have an accurate representation of the population when it comes to different year students at Lunds University. Moreover, of our 89 participants, all of them chose the option that they are students at Lunds University, and that they knew about IKEA before this survey, making all of their answers available for analyzing.

4.1.2 Scale Reliability and Validity

Categories	Cronbachs Alpha	Mean Inter-item Correlation	Number of items
HWA	0.406 → 0.545	0.152 → 0.385	4 → 2
TD	0.677	0.422	3
ECSR	0.650	0.396	3
CB	0.539 → 0.626	0.276 → 0.466	3 → 2
WLB	0.723	0.472	3
BA	0.887	0.664	4

Figure 7: Reliability test

In figure 7, we can observe the reliability tests we did on the different indexes. The different values shown are the Cronbach's alpha and the Inter-Item Correlation. Firstly, Cronbach's alpha value is over 0.7 for WLB (0.723) and BA (0.887), which is good. For the rest of the indexes, Cronbach's alpha value does not meet the requirement of 0.7, with TD (0.677) and ECSR (0.650) being slightly below 0.7. The last two indexes HWA (0.406) and CB (0.539) have a value that is quite low. As mentioned earlier, due to our small sample, the lower values on

Cronbach's alpha were to be expected, and the Inter-item Correlation could be better to present. The mean inter-item correlation showed a good value on TD (0.422), ECSR (0.396), WLB (0.472). For BA, the value was a bit high (0.664), and for the CB (0.276) and HWA (0.152), it was quite low. This low value shows that for CB, and HWA, the items in the indexes are not really measuring the same thing. To increase reliability and further improve on these indexes, we tried removing the items which showed to be lowering the Cronbach's alpha score. This meant that for HWA, Item 1 and Item 4 were removed, and for CB, item 1 was removed. This increased the Cronbach's alpha and the mean Inter-item Correlation values for both indexes. The items removed and new values for the indexes can be seen in figure 6. For HWA, removing the two items raised the Cronbach's alpha value from $0.406 \rightarrow 0.545$, and the mean Inter-item Correlation $0.152 \rightarrow 0.385$. For CB, the new Cronbach's alpha became $0.539 \rightarrow 0.626$, and mean Inter-item Correlation $0.276 \rightarrow 0.466$. These new values for HWA and CB made them acceptable, but we would have preferred that all our indexes had a Cronbach's alpha value above 0.7, but no more changes could be made to the indexes that would raise that value.

4.1.3 Mean and Standard Deviation Value

Category	Mean Value	Std. Deviation
HWA	4.3876	0.65171
TD	4.0487	0.63673
ESCR	4.2734	0.64660
CB	4.1124	0.85531
WLB	3.6180	0.88413
BA	3.2921	1.00371

Figure 8: Mean and Standard Deviation Value

The mean and standard deviation value allows us to observe the different results our items gathered related to how our participants answered. We used a likert scale on the items, ranging from 1 to 5. We sought to have all the items in the same "direction" so 1 was always "strongly disagree" and 5 was always "strongly agree", so a higher mean value tells us that the participants

agreed with the questions, and a low value tells us that they disagreed. In figure 8 you can observe the different mean values we obtained on our indexes, as well as the standard deviation. At first glance, the values are quite high for most of our items. Four items had a mean value above 4 which is the equivalent to "agree". These items are HWA (4.38), ECSR (4.27), CB (4.11), and TD (4.04). The two remaining items had values above 3, which is the equivalent to "neutral". These items are WLB (3.6) and BA (3.2). This shows that WLB, which contains the items regarding flexible working hours and remote work, showed the second least mean score among the different items. It was still a positive score, regarding it being above 3, but considering that the other independent variables scored higher showed that most of our participants did not agree as much on the questions regarding flexible working hours and remote work, compared to other aspects of the organization. In addition to the mean value, we also have the standard deviation, which shows the range of how our participants answered the different questions. We can observe that BA, which had the lowest mean value (3.2), also had the highest standard deviation (1.0). This means that the answers were the most spread out here, resulting in the low mean score. The same goes for WLB, where the standard deviation was the second highest (0.88), which resulted in the standard deviation of (0.88). CB had a similar high standard deviation value (0.85), but still maintained a high mean value (4.1). The other items had quite similar standard deviations ranging from (0.65 - 0.63), which means that the spread of answers on these items were not that wide. We will now present our results from the multiple regression analysis.

4.2 Multiple Regression analysis (MRA)

4.2.1 Multicollinearity & Correlation

	HWA	TD	ECSR	CB	WLB	BA
HWA	-	0.178	0.155	-0.125	-0.128	0.025
TD	0.178	-	0.292	0.195	0.303	0.183
ECSR	0.155	0.292	-	0.303	0.079	0.016
CB	-0.125	0.195	0.303	-	0.418	0.344
WLB	-0.128	0.303	0.079	0.418	-	0.134
BA	0.025	0.183	0.016	0.344	0.134	-

Figure 9: Correlation between the different independent and dependent variables

The first value to observe in our multiple regression analysis is the multicollinearity, and to see if it exists within our study. In figure 9 you can see the different values the independent variables received. A desirable value would be between 0.3 and 0.7, so that the independent variables correlate somewhat with each other, but not too much. Between the different independent variables, the correlation between our independent variables all range from 0.418 between CB and WLB, to - 0.128 between HWA and WLB. This means that our independent variables are not correlating as much with each other. Having a higher value between the independent variables would be desirable, to ensure that they have a connection. Furthermore, as we can observe, CB (0.344) is the only independent variable that correlates above 0.3 with our dependent variable BA. The other independent variables correlate somewhat lower, with TD (0.183) and WLB (0.134) not meeting the desirable requirement of 0.3. For HWA (0.025) and ECSR (0.016), these values become even lower, making the correlation between these variables and our dependent variable almost non-existent. These results show that CB is our strongest index which shows good correlation and reliability. We need to further evaluate the other remaining indexes p-value to conclude if they are making a variance on our dependent variable. We will do this further down this chapter.

Category	Tolerance	VIF
HWA	0.903	1.107
TD	0.805	1.243
ESCR	0.820	1.219
CB	0.737	1.357
WLB	0.750	1.333

Figure 10: Tolerance and VIF value

To continue with the multicollinearity analysis, we can see in figure 10 that each one of our independent variables passes the Tolerance value, which should be more than 0.2. To further

ensure that multicollinearity does not exist within this study, we can observe that our VIF value is well below 10. Thus, we can conclude that multicollinearity does not exist within this study.

4.2.2 Adjusted R Square

Model	R	R-Square	Adjusted R-Square
1	0.394	0.155	0.104

Figure 11: Adjusted R Square value

As seen in figure 11, our R Square value is 0.155. But since we are using a small sample in our study, the adjusted R Square value is better suited, which shows a value of 0.104. This means that 10.4% of the variance in our dependent variable (BA) can be explained by our independent variables (HWA, TD, ECSR, CB, WLB). The P-Value, which can be seen in figure 12, shows that our significance is 0.014, which is a value higher than we had hoped for. As previously mentioned, when having a smaller sample, it could be necessary to accept a higher significance value to draw a conclusion on the connections we find in our model. But since we do not have a significance value that is < 0.005, we must be aware of that when we draw conclusions from the results.

Model		Sum of Squares	Sig.
1	Regression	13.741	0.14
	Residual	74.914	
	Total	88.654	

Figure 12: Significance value for our model

4.2.3 Coefficients

Category	Sig.	Part	Standardized Beta
HWA	0.562	0.059	0.062
TD	0.162	0.143	0.159
ESCR	0.169	-0.140	-0.155
CB	0.001	0.336	0.392
WLB	0.620	-0.050	-0.058

Figure 13: Significance, part and standardized beta value for our independent variables

To obtain information on which independent variable contributed the most to the prediction of the dependent variable, we observe the different coefficients. These can be found in figure 13. As we can see, only one independent variable has a significant value of less than 0.05, and that is CB (0.001). That means that we can safely conclude that CB is making a significant unique contribution to the prediction of BA. As for our other variables, TD (0.162) and ECSR (0.169) both have a similar value of around 0.160. HWA (0.582) and WLB (0.620) have very high values and makes it safe to conclude that these variables are not making a unique contribution to the prediction of BA. To get an estimate on how much each independent variable is contributing, we can observe the Part value. CB has a part value of 0.336, which means that by squaring the number we get 11%, and thus, we can assume that CB uniquely explains 11% of the variance in the BA. Both TD (0.143) and ECSR (-0.140) achieve a similar percent value, with both TD and ECSR resulting in 2%. The last two variables got even lower percentages, with HWA (0.059) resulting in 0.3% and WLB (-0.050) resulting in 0.25%. Furthermore, we can observe the standardized beta values and see that CB (0.391) has the highest value and therefore, contributes the most to the BA here as well. TD (0.159) has the second highest value, and HWA (0.062) has the third highest value. Both WLB (-0.058) and ECSR (-0.155) have a negative value, which indicates that an increase in the standard deviation for those constructs results in our BA score being lowered. With these different coefficient values now examined, we can safely assume that aside from CB, the independent variables had little to no contribution to the BA.

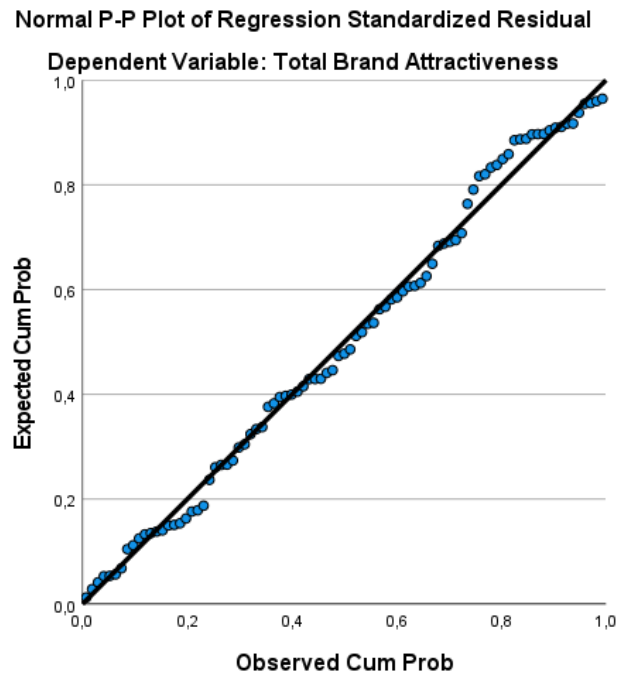### 4.2.4 Normal Probability plot and Scatterplot

Figure 14: Normal Probability Plot of the Regression Standardized Residual

In figure 14 we can observe our normal probability plot. The dots are following the line, with a small exception between 0.75 - 0.9. Since these exceptions are so small, we can conclude that there are no major deviations from normality, and therefore no issue with the results.
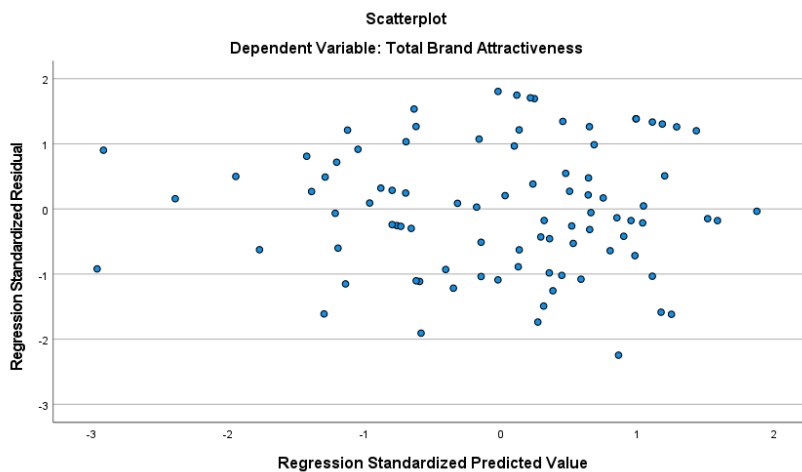

Figure 15: Scatterplot

We can in figure 15 observe the scatterplot. There are small deviations, with some dots being closer to the -3 value on the x-line, but since they are larger than -3.3, they are not considered to be extreme outliers. We can therefore conclude that no action is necessary regarding these dots.

4.3 Hypothesis testing

Hypotheses	Effect	Beta.	Sig.	Decision
H1	HWA → BA	0.062	0.562	Rejected
H2	TD → BA	0.159	0.162	Rejected
H3	ECSR → BA	-0.155	0.169	Rejected
H4	CB → BA	0.391	0.001	Supported
H5	WLB → BA	-0.058	0.620	Rejected

Figure 16: Hypotheses testing

In figure 16 we have attached our hypotheses we created, as well as the results from our analysis. We will now explain if the hypotheses were confirmed or rejected based on our study. This will be done based on the independent variables P-value, as well as the Standardized Coefficients Beta Value. For H1, H2, and H3, we can observe that the p-value of all these variables are above 0.05, which means that we can conclude that they do not uniquely contribute to the BA. And thus, they are rejected, as we cannot prove that they positively influence the BA. As for H4, the p-value showed that CB had a value below < 0.005, meaning that it had a uniquely significant contribution to BA. Furthermore, the beta value reveals that CB has a large effect on the BA. That means that we can prove H4 as the only hypothesis that was supported. Even though H1 (0.062) and H2 (0.159) showed positive beta values, their significance value is too low to support these hypotheses. Thus, this concludes that the only unrejected hypothesis was hypothesis 4.
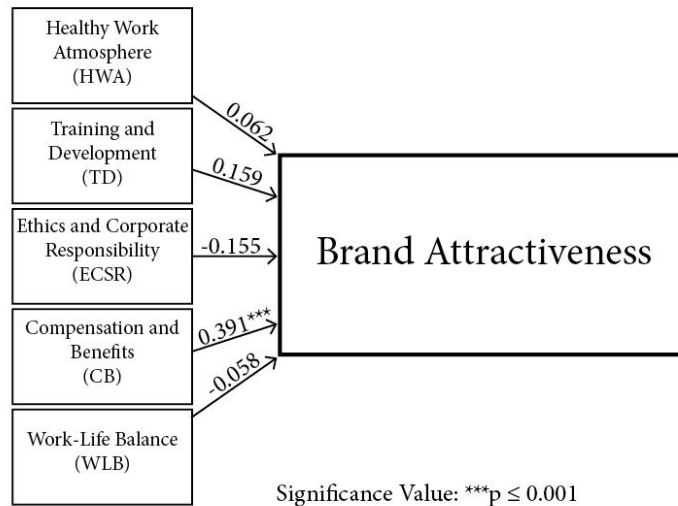
Significance Value: ***p ≤ 0.001

Figure 17: New model of the relationship between the dependent variable Brand Attractiveness, five independent variables and the independent variables beta value.

5. Discussion and Conclusion

In this chapter we will discuss our results from our different SPSS analysis. We first discuss the results, followed by our conclusion to our two research questions. We then present our delimitations with our study, as well as present our thoughts on how one could conduct future studies to expand and grow the academic knowledge of the field of employer branding in conjunction with our study.

5.1 Discussion

In our study, we have sought to explore how brands could be perceived as attractive based on the various dimensions of employer branding, specifically in regard to flexible work practices. This has been done using established employer brand dimensions, which measure different instrumental and symbolic attributes a brand can have. Our goal was to reveal which employer brand dimension that had the most influence on the brand attractiveness. Moreover, if the desire for flexible work practices has increased due to the distance based work-climate during the Covid-19 pandemic. The employer brand model which we used in this study consisted of five dimensions; Healthy Work Atmosphere, Training and Development, Ethics and Corporate Social Responsibility, Compensation and Benefits, and lastly, Work-Life Balance.

In the introduction, we discuss the effects digitalization has on our society, and on our work culture. We mention the Covid-19 pandemic and the shift towards flexible and remote work practices it brought with it. Many people had to work remotely, even in industries where remote work was less than desirable. But in some industries, remote work is something that is desired among the employees. This made many large organizations implement programmes and plans to create opportunities for their employees to work more remotely. We concluded that there exists a research gap where the attitudes regarding remote work are unclear post-covid, which can cause problems for organizations striving to have a good employer brand.

We conducted a Multiple Regression Analysis to further explore the relationship the different dimensions an employer brand has on the brand attractiveness. We were especially interested in the construct of Work-Life Balance, since it contained the questions regarding opportunities

for flexible and remote work and if it had a positive influence on the brand attractiveness. Our results from the multiple regression analysis show that only one of our five items had a positive correlation with the brand attractiveness, and it was Compensation and Benefits. The rest of our four items were proven to not have enough of a contribution to the brand attractiveness, and thus, their hypothesis had to be rejected.

5.1.1 Healthy Work Atmosphere

Healthy Work Atmosphere was related to hypothesis 1 and was proven to not have a significant correlation with the brand attractiveness. And thus, it was rejected, as three other hypotheses were. Looking at the mean value it received during our descriptive analysis (4), we know that the attribute has a high demand when observing potential employees. Trying to understand the reason as to why it failed to become significant is anyone's guess. Previous research reveals that Healthy Work Atmosphere is seen as an important dimension regarding the employer brand (Tanwar & Prasad, 2017; Schlager et al., 2011) Perhaps, the symbolic attributes of Healthy Work Atmosphere might not matter as much as we believe regarding the brand attractiveness. It can be that students tend to prefer job security and instrumental assets more than symbolic, which would explain the lack of influence. But at the same time, a lot of the students who answered the survey were students from the faculty of social science. They tend to have social jobs which often include working in teams and with co-workers. It can be that working with other people is seen as such an obvious thing that it has no effect on how they view a brand as attractive or not. Maybe it is the unique things that create a brand attractiveness, things that make the different organizations stand out from one another. Working with co-workers or in teams can maybe be seen as a mundane aspect, and not a uniquely exciting thing.

5.1.2 Training and Development

Our hypothesis 2 stated that we believed Training and Development would have a positive influence on brand attractiveness. But as it turns out, we did not receive a significance value enough to support that hypothesis. Training and Development can be seen as one of our two constructs that, even though they were proven not to be significant, they still showed some influence on the brand attractiveness. This can be examined in different ways. Perhaps, if we had a larger sample, the construct could become more significant and show a more apparent connection. By observing previous research, it is apparent that Training and Development is an important attribute (Schnake et al., 2007; Lee, 1971; Tanwar & Prasad, 2017; Zhu et al., 2014).

Though, our results contradict this. We know that the Cronbach's alpha value was just below the desired amount, with a good mean inter-item correlation. This means that the construct was valid, and the results it shows are correct. Thus, we have to take the conclusion that for our sample, Training and Development was not prioritized enough to become an influence on brand attractiveness. Maybe students feel that the organizations they work at post-graduation do not have to have a good development programme, since they might change jobs quite quickly. The experience they get from working there could be better suited as proof of their knowledge when switching jobs, rather than something used to "climb" from within the company. Perhaps, the Training and Development attribute is simply not prioritized enough from students to be important.

5.1.3 Ethics and Corporate Social Responsibility

Ethics and Corporate Social Responsibility, which was related to our hypothesis 3, was rejected. It was, likewise as Training and Development, the construct which showed some influence towards brand attractiveness. But this influence was proven to be too insignificant to confirm that it had a unique contribution. Previous research regarding Ethics and Corporate Social Responsibility reveal mixed results. It has been proven to both be an important attribute (Berthon et al., 2005; Tanwar & Prasad, 2016), and one of the lowest scoring attributes (Tanwar & Prasad, 2017; Roy, 2008; Alnıaçık & Alnıaçık, 2012). With this in mind, it seems that this construct can either be an important attribute, or not at all. It might depend on the sample, since the characteristics on this construct can relate to items which might be important for some people, and less for others. An organization which has strict regulations regarding their employees, and gives back to society, can be questions which some people find extremely important. With this generation becoming more and more aware of the environment, we are a bit surprised to see that it had no influence on the brand's attractiveness. It might be that students do not prioritize these questions within organizations yet, and that these attributes might become more important the more working experience you receive. This construct relates to the symbolic attributes that organizations can have, and this might not be the priority for students. Some proof of this can be seen as the other constructs we have which relate to symbolic attributes also had their hypothesis rejected (H1, H5).

5.1.4 Compensation and Benefits

The results from the MRA reveal that our hypothesis 4, which relates to Compensation and Benefits, was the only dimension of employer branding that showed a positive correlation with our dependent variable, brand attractiveness. The items in Compensation and Benefits include the importance of overtime pay, and benefits, which for example can be discounts, company vehicles or insurance. The item regarding high salary was removed to increase the constructs Cronbach's alpha value. That Compensation and Benefits was the only dimension that positively correlated with brand attractiveness is interesting. It is no newfound secret that instrumental assets such as salary and compensation have been an important part of potential employees' perceived attractiveness towards an organization (Zhu et al., 2014; Roy, 2008; Knox & Freeman, 2006). For students, these kinds of attributes can mean an economical security that they might not have had before. An opportunity to pay off student loans, or get their own apartment. This can be considered especially important now, due to the fact that the Covid-19 pandemic was disastrous for the economy, and that the inflation now has reached an all time high (SCB, 2022). Earning a steady salary and maintaining stability in your everyday life is probably something every student wants to achieve. Hence, it comes as no surprise that compensation and benefits have a positive influence on the brand attractiveness.

5.1.5 Work-Life Balance

Work-Life Balance was the dimension of employer branding that we were eager to investigate. Work Life Balance was hypothesis 5, it contained the items regarding a flexible working schedule, as well as remote work. But as mentioned in the introduction of this chapter, this item did not have any correlation with brand attractiveness, and thus, did not contribute to the perceived brand attractiveness in any meaningful way. This surprised us quite a bit. Since the introduction of this study, we have discussed the current research regarding flexible and remote work. Most of it has found a consensus, which argues that the remote workplace is becoming more and more normalized in the culture amongst organizations (Shirmohammadi et al. 2021; Chafi et al., 2022; Eversole et al., 2012; Zhu et al. 2014). On the other hand, some research finds that other organizational attributes contribute more to the potential employee than flexible work does (Barbulescu & Vasiluta-Stefanescu, 2021; Sharma & Prasad, 2018). This leads us to believe there are two different explanations for the shift in importance regarding remote work. One explanation is that the current wave of importance regarding flexible working times and remote work is due to the digitalization of society. As the Covid-19 pandemic was imminent,

many people saw themselves working remote, out of office. For many people, this was something completely new, especially for the older generation. Someone who has worked at the office for their whole life might not have been able to picture working from home. But as the time passed, they became used to this. It became comfortable, being able to save time on transportation, having a "home office" where you could get some private space. This realization of the benefits of remote work came clear to many people who might never have had that realization otherwise. This created a demand for remote work post-covid that aligned itself with the current consensus from previous research that remote work is something everyone should have the opportunity to have. Now, companies all over the world are implementing programs and plans to create opportunities for their employees to work remotely. It is clear that the need for remote work has grown over the years, therefore it is quite interesting that our results do not align itself with this.

Our other explanation is due to the Covid-19 and how it has affected students. When the Covid-19 pandemic started, the education suddenly became remote and students were to listen to lectures and write tests online. For many students, this meant an isolation which they were not used to. Perhaps you moved quite a distance from your family, and felt isolated due to not physically being able to go to school. Student life is often synonymous with social gatherings and an active social life, which was not possible during the pandemic. Most students who answered our questionnaire were recently affected by the consequences of Covid-19, and we believe that it is reflected upon the results of Work-Life Balance. This is especially evident when observing the mean value that Work-Life Balance received (3.6), which was the lowest of our five constructs. We therefore believe that this is the reason that Work-Life Balance does not positively influence brand attractiveness. Current students post-covid do not feel the same need for remote work as other people do. Furthermore, most students might start new jobs after finishing their studies, and working completely remote from the start might be something they try to avoid. Perhaps the attitudes regarding flexible and remote work will change over time, but as for now, it is not an attribute that contributes to an organization's brand attractiveness.

5.2 Conclusion

The aim of this study was to examine attitudes on the importance of individual dimensions of employer branding within a potential future workplace and observe which has the most influence on brand attractiveness. Through a quantitative survey we investigated whether work-

life balance, specifically regarding remote work, was as attractive or more attractive than other individual attributes. Our results show that attitudes towards remote work had no influence on brand attractiveness. Similarly, the hypothesis regarding the symbolic attributes were all rejected. The result show that between the two hypotheses regarding instrumental attributes, one was rejected (TD), whereas one was accepted (CB). Thus, relating to our two research questions, we can conclude that the dimension of employer branding that had the most effect upon perceived brand attractiveness was Compensation and Benefits. The effect Covid-19 had on the students' attitudes towards employer brand dimensions became that instrumental attributes became exceptionally more important, especially attributes such as compensation and benefits. Therefore, we can conclude that remote work is not a highly desired attribute of employer branding post-covid.

5.3 Limitations

We have in our study been limited due to certain methods or results. We used convenience sampling, which was fitting for our study, but this limits our ability to represent the population with our sample. There is also a risk for bias when using that method. Furthermore, our sample size was not that large, which undoubtedly had an effect on the results and the performance of our model. The model did prove not to be significant, which can be a consequence of our low sample size. It can also be due to the indexes containing too few items. Having at least 4-5 items in each index would have given us more space to adjust the model, and more flexibility to create a model with a good reliability score and good significance. Especially since we had to remove items from our indexes HWA and TD, which left them with only two items each.

5.4 Future Research

All posed hypotheses except for Compensation and Benefits were disproven, which led to our conclusion that instrumental attributes were more attractive for students post-covid compared to symbolic attributes. Though, it is still of value to conduct similar studies post-covid with updated models and methodological approaches. One example can be to use all the items our model contained. We removed some to better fit our context, but at the cost of reliability to our model. More items could have increased reliability and increased the potential for validity when using the model for future research.

A larger sample is of necessity when doing research using a multiple regression analysis. We managed to gather 89 responses, which was just one response below our required amount of 90 responses. But observing the P-value of our model, it is evident that more responses would have greatly improved the significance our model could produce, and therefore, increasing the strength in our data. We still believe that the data is useful due to the results we receive, and we hope that our study will bring attention to the lack of research regarding employer brand dimensions post-covid and the increasing shift in flexible and remote work practices, which undoubtedly influences the organizations brand attractiveness.

Furthermore, our results may have been produced by the possibility of a misinterpretation of data. The lack of correlation between brand attractiveness and desire for flexible work practices does not mean that it is inherently undesired. While the data indicates that WLB does not influence brand attractiveness among students, the descriptive data seemingly indicates that a large portion of students consider the prospect of flexible work practices as an important component of their future work life. There is a risk that the results may have been caused by the interference of the placeholder brand. While the placeholder brand was meant to enable the surveyee to contextualize the questions within the survey, the specific context of a specific brand also potentially eliminates clarity of data. As some subjects may indeed consider remote work an important aspect of their future workplace, they may simply not be interested in this particular brand.

Thus, it could be of intrigue to make a more general study pertaining to the attractiveness of remote work, separated from specific placeholder brands. An example of how to do this could be through experimentation with simulated job-advertisements from non-descript organizations which do or do not actively communicate the possibility to work in a hybridized or remote fashion. This could also be performed qualitatively, with live subjects. Observing student attitudes towards ads based on their immediate reaction to the contents of these advertisements could provide nuanced data and be quite revealing. Furthermore, interviewing professionals within the field of employer branding and comparing their opinions on the course of employer branding to the quantitative data might show any incongruences between the popular perception of the direction of employer brands- and their actual course.

As more than 50% of our subjects belonged to the faculty of social sciences, there is a clear lack of diversity within the data. As such, it may be of value to examine each faculty individually, to see how/if the results differ based on academic background. In relation to this, a study which could be interesting to conduct could be a type media analysis, specifically in an attempt to observe organizational types and the frequency of their attempts to communicate the prospect of remote and/or hybridized work within their organization. This may be enlightening in regards as to which industries consider this practice the most valuable; cross referencing such data with that of student attitudes based on academic background may be a powerful indicator of the course of individual industries. This could be of importance to the field of strategic communications, as the heading of individual industries may provide further understanding of individual demographics and how to effectively communicate with these in various manners.

In our study more than 70% of all subjects were female. While this is not immediately problematic, it is not completely accurate to make broad generalizations of student attitudes when a significant part of the student population is not represented. Therefore, one might dedicate individual studies to the different genders, or set a minimum requirement for male/female participation. A gender focused study on the prospect of remote work may be illuminating as to the preferences between the genders post-covid and why/if these exist. In relation to strategic communications, this could be valuable to understand how contemporary employer branding practices may change on the basis of gender.

Furthermore, studies containing more experienced workers, as opposed to students, might be of relevance when observing employer brand attributes. It has been stated in previous research that final-year students might have a more naive perspective regarding organizational attributes, as they lack the experience compared to that of people who have worked longer (Berthon et al., 2005). Thus, it can be of importance to get more data from people with more extensive work experience, as their results can show a different perspective of the employer brand attributes. This can be of advantage when observing the effect Covid-19 has had on the importance of different attributes, as many organizations might see an advantage in obtaining the knowledge on which attributes potential employees desire most.

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7. Appendices

7.1 Survey

Chapter 1: Purpose of the study

The aim of this survey is to attempt to observe university student attitudes towards a potential future workplace based on the importance of individual job attributes and perceived brand attractiveness.

Each section has 1-4 questions regarding certain aspects of a potential workplace. You should answer these questions in accordance with what *you think is important for yourself to enjoy this workplace*- not what you believe others would find important.

Chapter 2: Demographic Questions

Are you currently a student at Lund University?

Yes/No

If "No", the survey ends

Within which faculty are you currently studying?

School of Economics and Management (Ekonomihögskolan)

Faculty of Engineering (Lunds Tekniska Högskola)

Faculty of Social Sciences (Samhällsvetenskapliga fakulteten)

Faculties of Humanities and Theology (Humanistiska och teologiska fakulteterna)

Faculty of Medicine (Medicinska fakulteten)

Faculty of Science (Naturvetenskapliga fakulteten)

Faculty of Fine and Performing Arts (Konstnärliga fakulteten)

Faculty of Law (Juridiska fakulteten)

Gender

Man

Woman

Other

Prefer not to say

How many semesters of studies have you completed?

0

1

2

3

4

5

6

7

8

9

10

10+

Chapter 3: Introduction to focal company

Please read the following short description of the furniture company IKEA and answer the subsequent questions:

IKEA is a Sweden-founded, multinational furniture company which specializes in ready-to-assemble furniture. The company has had consistent growth since its founding in 1943 - today it has about 400 warehouses in 49 different countries with approximately 195 000 staff globally, 14 500 of whom are in Sweden.

For more than 75 years the warehouses in Sweden have been key to the success of IKEA, and this is not changing anytime soon. The warehouses contain all IKEA-staff expertise and their vast line of products for customers to try and feel out. Moreover, warehouses function as local inventories for online shoppers, effectively integrating the physical and digital customer experience.

Are you previously familiar with IKEA?

Yes/No

If "No", the survey ends

Please answer the following questions as if IKEA was an organization you could potentially work at in a professional capacity related to your chosen field of studies - rank each question based on how important the particular statement would be to you at this potential workplace.

Chapter 4: Questions regarding attributes of employer branding and brand attractiveness

Healthy Work Atmosphere

It is important that IKEA…

- Offers autonomy for me to make decisions
- Provides colleagues which I can share my work and responsibilities with
- Offers opportunities to work in teams
- Offers a relatively stress-free environment

Training and Development

It is important that IKEA…

- Organizes events such as conferences, workshops and training programmes on a regular basis
- Communicates clear paths for career advancement within the organization
- Invests in the training and development of me and my coworkers

Ethics and corporate social responsibility

It is important that IKEA…

- Expects employees to follow rules and regulations
- Has confidential procedures for employees to report misconduct at work
- Is a humanitarian organization which gives back to society

Compensation and benefits

It is important that IKEA…

- Offers a high salary
- Provides overtime pay
- Provides benefits (For example: Discounts, Company vehicles, Insurance, etc.)

Work-life balance

It is important that IKEA…

- Offers flexible-working hours
- Offers flexible solutions to work partially remote
- Offers flexible solutions to work completely remote

Job Pursuit Intention / Employer Brand Attractiveness

- I would accept a job offer from IKEA
- I intend to apply for a position at IKEA
- I would very much like to work for IKEA

Information Search

- How likely is it that you would look for information about IKEA?

Chapter 5: Thank you message

Thank you for your participation!

7.2 Multiple Regression Analysis

The regression analysis was conducted using IBM SPSS Statistics Version 27.

Dependent variable: Brand Attractiveness

Independent variables: Healthy Work Atmosphere (HWA), Training and Development (TD), Ethics and Corporate Social Responsibility (ECSR), Compensation and Benefits (CB) and Work-Life Balance (WLB).

7.2.1 Correlations

Correlations

		Total Brand Attractiveness	Total Healthy Work Atmosphere 2	Total Training and Development	Total Ethics and Corporate Social Responsibility	Total Compensation and Benefits	Total Work Life Balance
Pearson Correlation	Total Brand Attractiveness	1,000	,025	,183	,016	,344	,134
	Total Healthy Work Atmosphere 2	,025	1,000	,178	,155	-,125	-,128
	Total Training and Development	,183	,178	1,000	,292	,195	,303
	Total Ethics and Corporate Social Responsibility	,016	,155	,292	1,000	,303	,079
	Total Compensation and Benefits	,344	-,125	,195	,303	1,000	,418
	Total Work Life Balance	,134	-,128	,303	,079	,418	1,000
Sig. (1-tailed)	Total Brand Attractiveness	.	,409	,043	,442	<,001	,106
	Total Healthy Work Atmosphere 2	,409	.	,048	,074	,122	,116
	Total Training and Development	,043	,048	.	,003	,034	,002
	Total Ethics and Corporate Social Responsibility	,442	,074	,003	.	,002	,232
	Total Compensation and Benefits	,000	,122	,034	,002	.	,000
	Total Work Life Balance	,106	,116	,002	,232	,000	.
N	Total Brand Attractiveness	89	89	89	89	89	89
	Total Healthy Work Atmosphere 2	89	89	89	89	89	89
	Total Training and Development	89	89	89	89	89	89
	Total Ethics and Corporate Social Responsibility	89	89	89	89	89	89
	Total Compensation and Benefits	89	89	89	89	89	89
	Total Work Life Balance	89	89	89	89	89	89

7.2.2 Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,394[a]	,155	,104	,95004

a. Predictors: (Constant), Total Work Life Balance, Total Ethics and Corporate Social Responsibility, Total Healthy Work Atmosphere 2, Total Training and Development, Total Compensation and Benefits

b. Dependent Variable: Total Brand Attractiveness

7.2.3 Anova

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,741	5	2,748	3,045	,014[b]
	Residual	74,914	83	,903		
	Total	88,654	88			

a. Dependent Variable: Total Brand Attractiveness

b. Predictors: (Constant), Total Work Life Balance, Total Ethics and Corporate Social Responsibility, Total Healthy Work Atmosphere 2, Total Training and Development, Total Compensation and Benefits

7.2.4 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95,0% Confidence Interval for B Lower Bound	95,0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	1,235	1,064		1,161	,249	-,882	3,352					
	Total Healthy Work Atmosphere 2	,095	,164	,062	,582	,562	-,230	,420	,025	,064	,059	,903	1,107
	Total Training and Development	,250	,177	,159	1,413	,162	-,102	,603	,183	,153	,143	,805	1,243
	Total Ethics and Corporate Social Responsibility	-,240	,173	-,155	-1,388	,169	-,584	,104	,016	-,151	-,140	,820	1,219
	Total Compensation and Benefits	,459	,138	,391	3,331	,001	,185	,734	,344	,343	,336	,737	1,357
	Total Work Life Balance	-,066	,132	-,058	-,498	,620	-,329	,197	,134	-,055	-,050	,750	1,333

a. Dependent Variable: Total Brand Attractiveness

7.3 Old Employer Brand Scale with Brand Attractiveness

(1) Healthy work atmosphere:
• My organisation provides autonomy to its employees to take decisions;
• My organisation offers opportunities to enjoy a group atmosphere;
• I have friends at work who are ready to share my responsibility at work in my absence;
• My organisation recognises me when I do good work;
• My organisation offers a relatively stress-free work environment; and
• My organisation offers opportunity to work in teams.

(2) Training and development:
• My organisation provides us online training courses;
• My organisation organises various conferences, workshops and training programmes on regular basis;
• My organisation offers opportunities to work on foreign projects;
• My organisation invests heavily in training and development of its employees;
• Skill development is a continuous process in my organisation; and
• My organisation communicates clear advancement path for its employees.

(3) WLB:
• My organisation provides flexible-working hours;
• My organisation offers opportunity to work from home; and
• My organisation provides on-site sports facility.

(4) Ethics and corporate social responsibility:
• My organisation has fair attitude towards employees;
• Employees are expected to follow all rules and regulations;
• Humanitarian organisation gives back to the society; and
• There is a confidential procedure to report misconduct at work.

(5) Compensation and benefits:
• In general, the salary offered by my organisation is high;
• My organisation provides overtime pay;
• My organisation provides good health benefits; and
• My organisation provides insurance coverage for employees and dependents.

(6) Brand Attractiveness:
• How unlikely/likely would you intend to work for this company;
• How unlikely/likely would you plan to work for this company; and
• How unlikely/likely would you look for information about the company;