

STOCKHOLM SCHOOL OF ECONOMICS

Department of Management and Organization

Department of Marketing and Strategy

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Employing Your Customers. *An Unforeseen Link Between Customer Satisfaction and Recruitment Strategies.*

Abstract

When looking for employees, it is important to find the right employees and doing so as cost efficiently as possible. If a recruitment process can start with a higher candidate quality in general, it ideally allows for less resource consumption in order to find the right employees. Through looking for employees among the customer base, companies may find more motivated staff that also have a higher intention to work for the company.

This is an experimental quantitative study that combines the marketing theories of customer loyalty and the management perspective of recruiting theories. The study examines if the fact that being a customer of an organization affects the perception of the organization as an employer. Explaining variables include being a customer and satisfaction of the customer. The perception of the organization as an employer is evaluated through a weighted and modified version of Universum Student 2011 survey findings that single out the characteristics exhibited by strong employer brands.

The results from our study show a correlation between being a customer and the intention of seeking employment. Also customer satisfaction affects the perception of the employer brand values while being a customer in itself does not. The intention to seek employment is also explained by the employer brand values in itself.

Authors:

André Röijer 20679

Daniel Dudek 21047

Thesis Defense

31 May 2011

Room 138, 13.15-15.00

Examiner: Dag Björkegren

Tutors

Magnus Söderlund

Mikael Samuelsson

Opponents

Johanna Landberg 21060

Sara Asp 20791

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1. INTRODUCTION

“The employer generally gets the employees he deserves. “
J. Paul Getty

In this section we strive to give the reader a clear view of the thesis context and disposition. The section also clarifies the background and accounts for both practical and theoretical relevance.

One of the most long-lasting challenges for companies has always been recruitment of new employees. Without new employees a business will in the long run find difficulties developing further or in the worst case – have trouble surviving. Recruitment is a constantly present challenge to firms of all sizes and a part of the nature of business. The study combines the marketing and management disciplines in a creative mix with an organization’s customers as a joint denominator.

When looking for employees, it is important to find the right employees and doing so as cost efficiently as possible. If a recruitment process can start with a higher quality in general of all candidates, it ideally allows for less resource consumption in order to find the right employees. Through looking for employees among your current customer base, companies may find more motivated staff that are already familiar with the company culture and product range. Also there might be a higher intention among the customer base to work for the company. (Arnold 2007)

1.1. Thesis Context

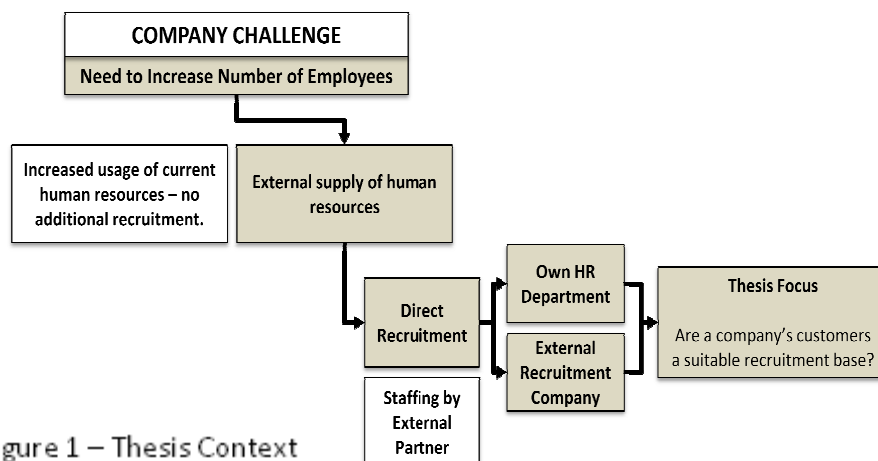


Figure 1 – Thesis Context

When a company faces a recruitment challenge, it usually considers either an external or internal solution. The internal solution can be seen as a choice to bypass the recruitment challenge;

perhaps due to budget constraints or by utilizing the current staff more efficiently. If an external solution however is chosen, there is a need to find candidates to fill the position. Either this can

be outsourced to an external staffing partner, such as consultants or a staffing company or it can be handled through direct recruitment where the new employees will be directly employed by the company. Direct recruitment can be handled by an internal HR department or an external recruitment company, whichever case is chosen it is still valid for what our thesis strives to illustrate. Both an internal HR department and an external recruitment need to get in touch with potential employees and make them aware of job opportunities. The thesis focuses on evaluating if customers are a suitable recruitment base for new employees. Figure 1 graphically illustrates the thesis context showing the logic of where the thesis focus can be found in a larger context. Gray areas display the logic in above reasoning.

1.1.1. Universum

When recruiting, the strength of the so called employer brand (further explained in theory section) is important. Two of the companies interviewed for this thesis have employer branding as their primary business ideas. The first company is Universum, the global leader in employer branding. (Wägerth 2011) The idea behind Universum is “to be a global meeting place for talent and employers. We offer services and products that help employers attract, recruit and retain ideal talent while helping talent learn about ideal employers.” (Universumglobal.com)

Universum evaluates employer brands through allowing students to rank companies in four different fields. All fields interplay to create an employer brand and the importance of the fields vary between nationalities, fields of study and personality types. (Universum Student Survey 2011)

1. **Employer reputation & Image** concerns the attributes of the employer as an organization.
2. **Job Characteristics** measures the contents and demands of the job, including the learning opportunities provided by the job
3. **People & Culture** is the perception of the social environment and attributes of the work place.
4. **Remuneration & Advancement Opportunities** takes into consideration the monetary compensation and other benefits, now and in the future.

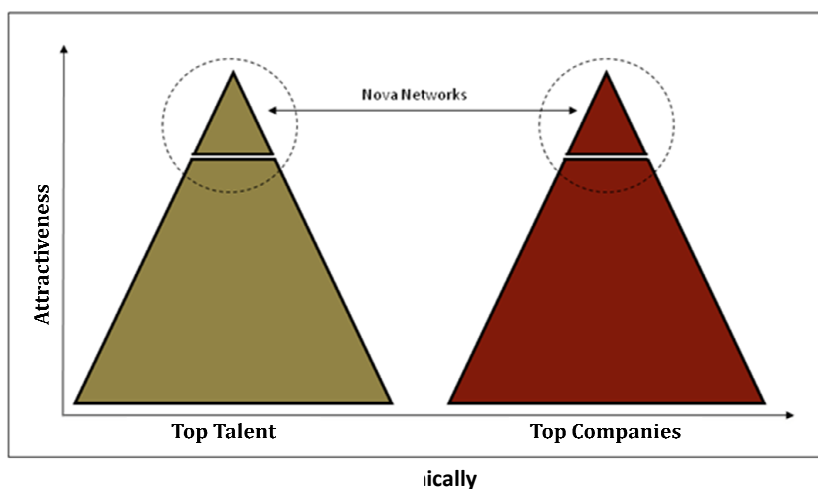
A subsidiary of Universum (Ungdomsbarometern) recently conducted a study which results we will build our initial case upon. One finding of this survey was a link between being a customer and the intention to work for the particular company. Universum also conduct their own studies,

known as the Universum Student Survey 2011 (Swedish: Företagsbarometern) that has been conducted since the beginning of the 1990's and the purpose of the study is to aid employers to understand how and what to communicate with potential future employees. The respondents are university and college students, the mean age is just below 25 years. The responses have been collected through Internet surveys during the period of October 2010 to February 2011. The survey has been conducted in cooperation with Universities and colleges in Sweden. (Universum Student Survey 2011) In total our weighting of Employer Branding values is based on 10 623 responses of which 47% were women and 53% men. Due to the confidential nature of the survey we cannot reproduce the full study in this thesis.

The framework is developed together with Professor Paula Caligiuri, Director of the Center for HR Strategy at Rutgers University and is based on specific research within HR, as well as focus groups and general communication with both Universum's clients and students. (Universum Student Survey 2011)

1.1.2. Nova 100

The second company is Nova100 – which works with a field within employer branding they call talent branding. In short Nova100 strives to make employer branding efforts more efficient by directing the company's communication directly at the right people. However it is not only about direct recruitment but also about building employer reputation in the target group, which could create future benefits. (Hartwall 2011)



In the figure the focus of Nova100 is explained as a graphical illustration.

Nova100 focuses on matching top companies with top talents, in general finding employees for very specialized and highly demanding positions.

Universum on the other hand help companies to be perceived to be attractive enough to be

considered by highly skilled workers as potential employers. In this thesis we will add perspectives useful from both organizations concerning customers as a potential employee recruitment channel.

1.2. Problem Area

Recruitment practices today do not usually count the organization's customers as potential employees; one of the explanations could be the lack of quantitative studies on the subject (Arnold 2007). In order to see if there is a point for companies to look into their customer base for new employees there is a need to clarify whether recruiting customers is efficient.

Applicant decisions are often affected by the gathered impression of the employer and how attractive that gathered impression is to the individual job seeker (Barber 1998). The gathered impression of an employer is often referred to as the employer brand, similar to the more commonly known consumer brand. (Ambler & Barrow 1996) The two taken separately have been studied, but we have not been able to find studies that try to cross-pollinate the concepts.

The question arises why customers could be a good target for recruiting efforts, there might be a higher intention to work for the company (Arnold 2007) or higher product knowledge (Söderlund 2001); If there is a higher intention to work, could the explaining variable for this phenomenon be versions of customer satisfaction? This would allow for speculation into if a customer satisfaction increasing measures also attract new motivated and driven employees.

There has been indication in theory that a good consumer brand can have spillover effects on the employer brand (see for example: Larouche, Kim & Zhou 1996), which could mean that satisfied/happy customers perceive the employer brand more attractive than customers in general.

To conclude we see that there is a need to make a quantitative study to validate the statements in Arnolds' (1997) article about the benefits of recruiting your customers.

1.3. Intent

The main intent with this thesis is to evaluate if the customer base can be seen as a potential recruitment channel and to investigate if there is a connection between being a customer and the

intention of become an employee. Also the thesis will strive to clarify what additional values can be added to the organization when customers as seen as potential employees.

1.4. Delimitations

The study focuses on finding out whether an organization's customers could be seen as a potential recruiting base. We use an external approach, meaning that we evaluate if the employer branding efforts directed outside the organization also should be communicated to the customers of the organization. We will not look into internal employer branding, directed towards current employees to keep them motivated and retained in the organization.

We limit the thesis to only look at the Swedish market and the quantitative study to concern only the telecom market. This was done in order to bring some coherency to the results when comparing them to the findings from Ungdomsbarometern. The results will be valid for a business to consumer setting, since the theoretical framework concerns B2C situations.

We will not strive to quantify customers' knowledge of products. Product knowledge can be an argument for why hiring customers is beneficial for a company; however it is hard to quantify customer knowledge and make it relevant in a quantitative study. Since we lack the expertise of what knowledge is relevant for the telecom industry and cannot value it in a reliable way, we delimit the thesis to not include measurement of customer knowledge.

Also we limit the thesis when it comes to practical recommendations; we will not look into how one can communicate employment offers or manage employer branding efforts to the company's customers. The thesis will not look into matters such as how to retain employees or how to build and evaluate a good customer database.

1.5. Expected Knowledge Contribution

We expect to contribute to the field by providing a clearer image of:

1. If the company's customers can be seen as potential employees.
2. Investigating and clarifying if customer satisfaction affects perception of the employer brand.
3. If the will to work at one company is higher among that company's customers than among the customers in the industry in general.
4. In practice the results will also aid:
 - a. HR experts so that they can evaluate the potential of this recruitment base.
 - b. Employer Branding specialists to become aware of this recruitment base.
 - c. HR Departments to evaluate the benefits of recruiting from the customer base.
5. Apart from the above mentioned, we hope that the study will lead to further discussion and studies within this area to further clarify the strength and value of customers as a recruitment base.

2. THEORETICAL FRAMEWORK

“If I have seen further it is only by standing on the shoulders of giants.”

Sir Isaac Newton

In this section we present the theories that allow for understanding of the research field. Starting with a very general recruitment perspective the thesis is then divided into subsections about employer and consumer branding. The concepts are then tied together to see if the concepts can be cross-pollinated allowing to view customers as potential future employees.

2.1. Recruitment

When competition grows intensively fierce, there are losses, lesser barriers to entry, little proprietary technology and many substitute products and services, the importance of what employees the organization has greatly increases. In short the source for competitive advantage can not only be modeled through the classical Porters five forces, but rather how one manages the work force. (Pfeffer 1997). In order to attract the right employees, in other words employees that deliver sustainable value that benefits the organization, there are many different market actions that can be taken, however the field is under-researched (Breugh & Starke 2000).

Ultimately it all comes down to recruiting efficiently by finding the ideal employees since high quality candidates, such that fit the company profile, make the recruitment process less costly. (Kalinowski et al 2005) Also finding the right people allows to build a strong internal employer brand, which affects the external perception of non-employees and allows for a delivery of a consistent external brand promise creating a loop-effect, which increases the supply of talented, motivated and committed people (Hunt & Landry 2005).

The scarcity for companies in the latter years cannot be said to be capital, but rather talent. With global capital markets opening up and securing supply of capital, there is plenty of capital and the new strategic resource is rather talented employees (Bartlett & Ghoshal 2002; Beechler & Woodward 2009). When looking for new employees, companies must find new sources of recruiting rather than just focusing on the traditional marketing ways. (Hartwall 2011) Also, an eroding sense of loyalty among employees affects company strategies. When the knowledge and skills of individual grows increasingly determinant as vital success factors for companies, the view of what the scarce resources are changes drastically (Bartlett & Ghoshal 2002).

2.1.1. The Recruitment Process

The recruitment process can be split into five different stages, as in the model shown below.

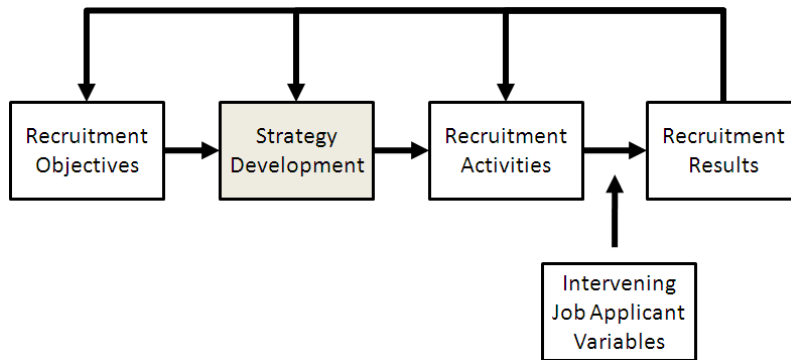


Figure 3 - A model of the recruitment process (Breaugh et al 2008) [Simplified with thesis context in gray]

In strategy development, the firm is concerned with whom to recruit and where to recruit. As to where to recruit, the thesis allows for a new recruitment channel to be taken into consideration and does not concern the other stages.

Pointed out by Breaugh (2008), when companies are looking to attract attention of applicant that currently are not looking for jobs – the classical strategies used may not be very effective. Companies often tend to use newspaper advertisements or job fairs and not other more creative and effective approaches due to a lack of research of those channels (Breaugh et al 2008)

Worksite tours can be valuable to communicate realistic job information about the working conditions of an organization. The point being that the information communicated in for example an information booklet has its restraints and cannot reproduce a full image of how it is to work at a certain organization (Breaugh 2008).

2.1.2. The Importance of Finding the Right Employees

The importance of finding the right employees cannot be understated says Talent Manager Louise Hartwall at Nova 100 (Hartwall 2011). The goal of successful employer branding is distinguish an organization so that it attracts talented and passionate new employees. It is important to understand that an employer brand can be tightly associated with one's consumer brand and a strong consumer brand could aid the build-up of a strong employer brand and vice versa. The statement of Hartwall can be said to be in line with the findings of Larouche, Kim & Zhou (1996) where the employer brand was shown to be affected by the consumer brand.

To find employees that are passionate about the organizations' products and services may be easier with a good consumer brand, and logically they should be more reoccurring in the organization customer base than in the general public. (Hartwall 2011) However one must be

aware that when communicating with your customers there might be confusion concerning what the message is when one mixes customer messages with employer messages. The two are very different, when communicating job offerings one strives for a long term commitment and when communicating for example product offers, one is primarily after a short term sales effect. What it all boils down to is to find and maintain people that are passionate about the product and/or service offering of the organization. (Hartwall 2011)

2.2. Employer Branding

In 1996 Ambler & Barrow wrote an article about employer branding in which they defined the meaning behind employer branding that is to build an image for current and potential job-seekers that the company is a good place to work at. In short the authors also claimed that an employer brand has a personality and a position, not very unlike a consumer brand. A strong employer brand is seen as important in order to attract new employees and can within reason be compared with the effect a strong consumer brand has on attracting new consumers. (Berthon et al 2005)

Employer Branding (EB) is a label that is put on a variety of actions, but mostly considers how the EVP (Employer Value Proposition) is received and interpreted by the company's recruitment target groups and current employees. The EVP can be said to be the cornerstone of any work in the employer branding field (Kalinowski et al 2005). EB can be seen as a marketing tool that the more effectively it is used, the more brand equity (the effect of being a well known company that brings clear associations to job seekers) is built, maximizing the possibility to attract, retain and motivate the right employees. If the employer brand is consistent, it will serve "as a talent self-selection tool" (Hunt & Landry 2005 p.4), which allows for a greater corporate culture match with aspiring employees (Hunt, S, & Landry 2005). These statements about EB lead us to the first hypothesis of the thesis:

H1: There is a link between the perception of the employer brand values and the work intention

For most companies one might presume that the people running the business will be the determinant factor if the business will succeed or fail in both the short and long run. Therefore many companies spend a large portion of their budgets to meet their need of finding the right people. Usually this is canalized at selected universities, through social media, advertisement or in other traditional marketing ways (Breaugh, Starke 2000). Although recruitment research has

increased substantially over the last four decades (Breugh et al 2008), perhaps one channel remains under-researched, which would seem evident but has been paid very little attention.

2.2.1. Employer Brand Communication Raises Expectations

According to Wägerth (2011) organizations can benefit greatly through communicating their employer brand well. Through communicating the employer brand, the organization shows that is not afraid to open up and show what is happening behind the scenes, it creates a liking. However it may also create higher expectations on the employer brand (Wägerth 2011).

2.3. Consumer Branding

Keller et al (2008 p.2) states that “whenever a marketer creates a name, logo or symbol for a new product, he or she has created a brand”. Furthermore, a brand is what lets the customer identify what particular manufacturer or company is responsible for a certain product, thus brands have an important meaning to customers in their selection process. Past experience of the brand derived from marketing and product experience learns the customer what brand will satisfy his/her needs and wants.

“Based on what they (the consumers) know about the brand – its quality, product characteristics and so forth – consumers can make assumptions and form reasonable expectations about what they may not know about the brand.” (Keller et al 2008 p.7).

The suggested value offered by a brand can be communicated through different points. Points of difference (POD) are brand associations that are favorable and unique. These points may be derived from any attribute or association of the product or company. Points of parity (POP) are associations that does not need to be unique for the particular product or company but can be shared with competitors. These POP are often seen as hygiene factors that need to be present in order for the consumer to even consider the brand (Keller et al 2008).

When managing a brand, especially in the service industry where customers are interacting with employees, the employees can be seen as the living brand of the company. In order to deliver outstanding interaction quality, companies put great emphasis on training and development of the personnel so that they reflect the core values of the brand. (Bendapudi & Bendapudi 2005)

It is true that consumer branding in the first hand ultimately is to raise purchase intention and behavior, but this is preconditioned by first raising the salience of a brand and raising at least tentative attitudes. To be aware of a brand is of crucial consideration and what attitude a consumer has towards a brand depends of the consumers motivation to buy, if the motivation changes – so might the evaluation of the brand (Percy & Rossiter 1992).

The authors of the article “Creating the living brand” (Bendapudi & Bendapudi 2005) highlight some relevant issues regarding the employees as brand managers. Even if the company is not completely sure what competences it seeks in an employee, it needs to determine whether to “make or buy”. The company must determine if the sought skills can be taught to a new employee or if it must be hired from the start. It is also important to create pride in the brand, if the employees put pride in working somewhere, they will also perform better due to their enthusiasm.

2.3.1. Customer Loyalty

Customer loyalty often explains the difference in profitability between different actors in an industry and this loyalty is linked to employee loyalty. The customers have a loyal relationship to the employees they encounter in the service industry and not the particular brand (Reichheld 1993). This fact increases the importance of employee retention and hiring the right people.

There are three key constituents of a business system: customers, employees and investors and the true mission of a company is to create value for these (Reichheld 1994). Loyal employees are more efficient since they learn how to serve the customers in the right way over time, which aids to create sustainable profits (Reichheld 1994).

The loyal customer often becomes an expert of the products sold, implying that (s)he possesses more knowledge of the product assortment and detailed attributes of the products. This customer might also wish for more information than a novice customer (Söderlund 2001).

2.3.2. Customer Satisfaction

The customer satisfaction can be influenced in numerous ways, one way is through liking, if you like the salesperson it is more probable that you buy a certain product or more of an offered product. If there is similarity between the salesperson and the consumer, the probability of the consumer to like the salesperson is higher than if there were no similarity. It does not matter if it

is small or big similarities as long as it is discovered early in the relation and creates confidence in you as a salesperson. (Cialdini 2001)

2.4. The Missing Link Between Consumer and Employer Branding?

HR efforts today often target those actively looking for employment which allows for some candidates to be surpassed. If employers informed their customers about job offerings, there would be a possibility for them to “boost the quantity and quality of their candidate pool.” (Arnold 2007). When supply of applications can be ensured from an otherwise untapped pool of people that are actual users of the products and services the organization offers, the candidates will be of higher quality. (Arnold 2007) For this to be of interest there needs to be an interest from the customers to actually work for the company, which we test in H2.

H2: There is a link between being a customer and the work intention

The employer brand equity can be said to consist of two parts: awareness and associations. (Collins & Stevens 2002) Being a customer of a company it must be deemed logical to be aware of the organization and perhaps associate attributes with the organization. One must keep apart the behavior one exhibits as a customer contra job applicant. However, highly skilled job seekers in a tight labor market behave similarly as customers that are in a crowded marketplace. (Collins & Sovina 2003) Also findings indicate that organizational communication and marketing may have spillover effects on the perceptions people have of an organization as an employer (Sovina & Collins 2003). These statements suggest that customers are more familiar with the EB values, from this we derive our third hypothesis:

H3: There is a link between being a customer and the perception of the employer brand values

If a company is successful in satisfying their customers, there might be an effect on the perceived employer value proposition. In general intentions and attitudes towards a brand are correlated with the experience and knowledge a customer has of the brand. This phenomenon affects intentions and attitudes in a positive direction. (Larouche, Kim & Zhou 1996) In order to consider the satisfaction variable, we formulate another two hypotheses, similar to the previous ones but also with the satisfaction taken into account:

H4: There is a link between being a satisfied customer and the work intention

H5: There is a link between being a satisfied customer and the perception of the employer brand values

When evaluating communication of job offers to the organizations customers it can be considered that customers today communicate with the organization through their economic actions. Customers today are the main supporters of your brand through actually buying the products and services. A rationale of customers acquiring knowledge would be that the customers also compare the product offering to that of the organizations competitors, which may prove useful when internalized in the company.

2.5. Recruiting Your Customers

Recruiting your customers can be a very convenient and cost-effective channel. As stated in one of few articles on the subject: "Experts say that recruiting customers is convenient and cost-effective, and it brings in high-quality candidates who are already enthusiastic about the company's products and services." (Arnold 2007 p.77) This is an additional value that is relevant to the decision of marketing job offers in your customer base, but is not quantified through our research.

Providing that there is a higher intent among customers to work at a certain company, how come they do not seek employment for themselves? The answer can maybe be found in Karyn Maynards story, recruitment director at The Container Store that almost exclusively hires their customers: "Our very first employee other than the founders was a customer, she thought it was an interesting store. One of the owners said, 'Why don't you come work here?' And she thought, 'I love shopping here,' so she did [go to work there]. Now she is vice president of stores." (Arnold 2007 p.79)

With the previous hypotheses and this additional statement of the desirability of employing customers, we form a last hypothesis incorporating both satisfaction and EB values:

H6: The satisfaction and the perception of the employer brand values together explains the work intention

2.5.1. Do Customers Have a Comparative Advantage When Becoming Employees?

According to Carpiet 2006, many retailers have success in finding their new employees in their current customer base. Among the customer base there are people that are truly passionate about

the products and services of the organization. As put by one of the interviewees in the article, the key is the enthusiasm and true passion that can be found among the customers. However recruiting from the customer base may result in a need for more training of the employee than employing someone with previous industry experience (Carpier 2006).

The possibility of finding truly passionate people could alone legitimate the thought of finding additional value through recruiting from the customer base. Passion is one thing that is hard, if not impossible to learn while many other skills can be learned if the motivation and passion are in place. Passionate employees will not give up in the first time, passion could be resembled to love and if someone loves what they do – they will also be around in troublesome times (Terrero 2006). It can be argued that an organization's only real competitive advantage today is the passion of the employees at the organization (Bonfante 2009)

In an article in Central Penn Business Journal (2009) an opinion is expressed about the lack of passion in the retail industry, where passion is connected to providing good customer service and hence raising customer satisfaction. The passion should according to interviewee Tony Haeih, CEO of Zappos.com not be concerning the products but rather to deliver good service: “We want people who are passionate about what Zappos is about — service. I don't care if they're passionate about shoes.” (Central Penn Business Journal 2009 p.10) The importance of true passion is not only valid for the retail industry, but authentic and informed passion can realize substantial effects in the financial industry as well. It can lead to an increased focus on customer-centric innovation as well as increasing productivity (Koco, L 2006).

In a study by Yim, Tse & Chan (2008) customer loyalty is investigated and shows that customers create strong emotional bonds that resemble love or relationships with the organization and its products. In some contexts the customer-staff relationships affect the customer loyalty in a positive way, creating a rub-off effect – which is however not valid in transactional services. Loyalty is developed in the interaction between the staff and the customer which means that in standardized interaction such as fast-food chains the interaction is not as important as in a hair saloon (Yim, Tse & Chan 2008). It is pointed out that a “neglect of passion harms the attractions” (Yim, Tse & Chan 2008 p.753), which indicates the level of passion among the employees plays a role when interacting with customers.

Employee passion can according to Zigarmi et al (2010 p.32) be described as “a state where the employees are engaged in their work and willing to go the extra mile, be good organization citizens, endorse the organization and perform at or above the expected norm.” Customers can become more passionate employees (Arnold 2007, Carpiet 2006) but it is also important to keep them motivated and passionate throughout their employment and not only in the beginning. Investigating the matter of how to keep employees passionate in the long run does however go beyond the scope of our thesis.

3. METHOD

“Method is much, technique is much, but inspiration is even more.”

Benjamin Cardozo

The section describes how we chose our subject and how our approach to forming and interpreting our main study was created. A study by Ungdomsbarometern presented an interesting link between being a customer and work intentions. We decided to test intentions in a pre-study with telephone interviews, which failed to provide reliable results. A second study pointed out weaknesses and was used to create the main study where also employer branding variables were included. Interviews with an employer branding specialist as well as a HR representative helped us interpret and understand the results.

3.1 Choice of Subject

In the modern society, concepts such as customer loyalty and recruitment strategies are becoming increasingly important. As the educational levels increase and the companies are facing a new generation of employees that have new demands and ideas of an ideal employment, the recruitment strategies takes new forms and become increasingly important since the movement of personnel is increasing (Bartlett & Ghoshal 2002). Companies have noticed this and are taking measures to secure their future employee base (Beechler & Woodward 2009). There are several different tactics to be observed when studying the recruitment of new employees but few or none see customers as potential employees (Arnold 2007) We find this very interesting and see an opportunity to explain and evaluate if recruiting from the customer base could be appropriate. When we observed the phenomena the first time, we considered it from different angles and discussed whether we should set out from a marketing or management perspective in order to study the subject. After extensive discussions, we found that examining and explaining the phenomena is most beneficial from a joint perspective. We derive knowledge from both fields and thereby build a strong case of recruitment strategies based on customer behavior.

3.2. Study Approach

This study is of deductive character since our hypotheses are based on the claims presented by Arnold (2007) and Carpiet (2006), we strive to prove or reject the theory through our quantitative study. The experimental design of our study will show what impact the customer satisfaction (in case of the respondent being a customer at the particular organization) has on the intention to work for this organization. The study will also show if there is a correlation between this variable

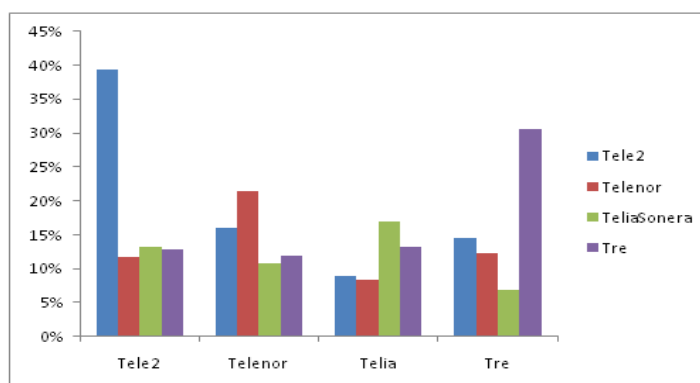
and other well known attributes that affect the intention for a person to work for a certain company. This leads us to a causal approach where the objective of the study is to understand what variables trigger our selected intention/behavior. (Kinneer & Taylor 1996)

We have chosen to conduct a quantitative study since we want to come to a conclusion that is generalizable. In order to find what variables to use in the survey, we used secondary data as well as an interview with Ulrik Simonsson from Ungdomsbarometern. As a complement, we also conducted in-depth interviews after the survey in order to discuss the findings. The theory used has been derived from both the marketing as well as the management areas. The literature covering our specific question is quite sparse, but several recruitment models are applicable as well as our assumption that the ultimate loyalty of a customer could be shown through working intentions.

3.3. Constructs and Results of Pre-Studies

3.3.1. Pre Study 1

The first step of our study was examining secondary data from Ungdomsbarometern, an extensive study with 10 966 respondents. The study uses a quota sample that should represent the full youth population of Sweden. The survey was conducted online and the target group age was 15-24 years, the responses were gathered between September 28th and October 25th in 2010. The quota sample is built by considering three personal characteristics; gender, age and religion. The survey was distributed through social communities as well as through a database over students based on information provided by CSN. The presented end result is weighted with respect to the three variables determining the quota sample (gender, age and religion) in order to generate a representative picture of the reality. In the results we derived from the study, no weight



multiplication factor is higher than three, which indicates a very good spread of respondents over the groups.

This survey pointed out a positive link between being customer at a company (bank and telecom operators) and the intention to work for the particular

4 – Diagram showing telecom operator (X-axis) and work intention (Y-axis) company. The survey was however not intended to measure this link from the beginning and control variables were hence non-existing. This meant that we

could not derive any absolute conclusions from this survey but could only see it as an indicator of this link to exist. In our main study we examine whether this link is a result of a systematic accidental error (Swedish: systematiskt slumpfel).

3.3.2. Pre Study 2

In order to statistically ensure this link, we begun to carry out a study at Studybuddy - a company specialized in private tutoring. This case was interesting since the customer could be seen as both the parent that paid for the tutoring, and the student that was the actual end user. We aimed our survey at students aged 15-19 since this was the customers that was the closest to enter the labor market. We asked both parents and students about their satisfaction level regarding the service, using well known satisfaction indicators and also asked the students about their intentions to work for a private tutoring company as well as for Studybuddy explicitly. We conducted the survey by phone, however we aborted this after only 20 responses since the students found it hard to imagine themselves in the labor market and even harder to visualize themselves as private tutors, meaning that this approach did not provide us with any helpful data.

3.3.3. Pre Study 3

With the Studybuddy study aborted, we decided to conduct the test on a more mature group of students, and also to do the test with focus on the markets that were originally studied by Ungdomsbarometern. In order for the survey to be as correct as possible, we conducted a pilot study regarding banks first. This study had 60 respondents and was very useful in the design of the final study since we found that we needed to add other employer attributes that could lead to work intentions in complement to the satisfaction level.

3.3.4. Main Study

The learning from the pilot study led us to incorporate the six most important employer attributes (Universum Företagsbarometern 2011) in the survey, and focused on the telecom market. We measured the work intentions of the customers by using Öhmans' (2010) intention battery: Intentions as wants, plans and expectations. We did not use a classic incentive to draw a few respondents who received something of monetary value in return for taking the survey but

donated 5 SEK to Unicef per valid response. The survey was conducted with the online survey software Qualtrics which could give us the data output pre-formatted for use in SPSS/PASW.

The survey was online from the 28th of April to the 4th of May 2011 and had 222 valid responses. The respondents are not evenly distributed, with four operators the distribution is: 24% (Telia), 38% (Tele2), 16% (Tre) and 22% (Telenor). The results in each and every group accounts for well over 30 persons meaning that the results are to be seen as statistically certain.

3.3.5. Choice of Application Market

The telecom market in Sweden has relatively few actors, which meant that we could fit all the major actors into the survey. The actors examined were: Telia, Tele2/Comviq, Tre and Telenor. There are more actors than the mentioned, but their low market share meant that our sample size needed to be very big in order to be able to statistically ensure the results of those actors. The study from Ungdomsbarometern where the link was first observed did take these actors into account, but even though their sample size was over 50 times larger than ours, they did not take those actors into account. We therefore found it acceptable to disregard these and get the benefit of a shorter survey that would allow for more complete responses due to a lower abandoning rate.

3.3.6. Sample

The quantitative study was conducted online using Qualtrics and was distributed through e-mail to students at Stockholm School of Economics and via Facebook. This kind of convenience sample (Aaker et al 2010) could sometimes be questioned, since the group might be homogenized. However, when conducting experiments, the randomization does not arise when the sample is selected but rather when the respondents are divided into different groups (Söderlund 2010). We divided the respondents with regard to what primary telecom operator they used and found that the groups were similar when it came to age and gender, meaning that the sample was suitable for further study.

120 of the respondents were female and 100 were men also 2 values were missing, correlation tests as well as tests of the suitability to build indexes of question batteries showed no remarkable difference between the gender and men and women are therefore analyzed together throughout the tests. It is not necessary to randomize the sample as long as the groups within the sample are randomized. (Söderlund 2005) At the same time, the Ungdomsbarometern study was

conducted with student respondents and therefore it is suitable to test the reliability on another group of students.

3.3.7. Post Study in Depth Interviews

To clarify the results two post study in depth interviews were made. The first with Louise Hartwall, Talent Manager at Nova 100 with the purpose to discuss the positive and negative effects of communicating job offers towards customers as a channel. The interview was conducted on the 6th of May.

The second interview was conducted with Employer Branding Specialist Daniel Wägerth on the 16th of May. The purpose of the interview was to gather input on the results from the thesis.

3.4. Reliability and Validity

In order for the study to make a contribution it must have both high reliability and validity. The reliability is expressed as the trustworthiness of the answers. A high level of reliability means that one could do the same study multiple times and still get the same result (Söderlund 2005). The reliability tells us how different from the true value the observed value is. A high level of validity ensures that the answers we get are actually saying something about what we want to examine. The reliability is ensured by the number of respondents, well over 200 means that the results are statistically ensured. The study is not proven to be valid for the whole population but is focused on a certain age group in order to correspond to the study from Ungdomsbarometern. We find it likely that the same link exists also for other groups within the population but consider this to be a focus for future research. One of the reasons we conducted a new survey instead of basing our conclusions on the study from Ungdomsbarometern was the fact that we were not certain of the validity of the survey but the result could also be a result of an error of measurement (Söderlund 2005).

In order to ensure the reliability of the survey, we used question batteries where multiple questions measured the same thing but with a different design. The reliability of the survey is indicated by the consistency of these variables. A value of Chronbachs alpha over 0,7 is considered to be sufficient to show that there is internal consistency between the variables. The observed Chronbachs alpha of our batteries varied between 0,888 and 0,958. In the EB values batteries, we removed one of the variables since it had a low explanatory value. These values imply that our merged question batteries are well suited to use in further tests.

3.5. Main Survey Design

The main study aimed to answer the questions/hypotheses accounted for in the background and theory chapters. We put great emphasis on the design of the study since previous research proves that a faulty design can change the outcome of the survey, the order in which questions appear can have such impact (Söderlund 2005). We therefore designed study in such way that the respondent should not understand what we were actually measuring, something we seem to have succeeded with since we received questions after the study from respondents that actually wondered what we were about to examine.

The design of the main survey will be presented with regards to the different question batteries used.

3.5.1. Part 1 – To Test the Findings from Ungdomsbarometern

Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?

- ☐ Telia
- ☐ Tele2 / Comviq
- ☐ Tre
- ☐ Telenor

This question does not follow any theoretical framework and is quite vague, it is almost hard not to consider the company in hand with this question which could create inflation in the correlation with other variables such as satisfaction. The reason why we incorporated this question was that this was the way Ungdomsbarometern originally designed the question. If the result in that survey was a result of a measurement error, we wanted to see if we could repeat this.

3.5.2. Total Intentions

The next part of the survey was testing the respondent's intention to work for a telecom operator in the future and this was done with the question battery from Öhman (2010) where three dimensions were taken into account; intentions as wants, intentions as expectations and intentions as plans.

Jag vill jobba för en telekomoperatör i framtiden
1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

Jag planerar att jobba för en telekomoperatör i framtiden
1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

Det är sannolikt att jag kommer att jobba för en telekomoperatör i framtiden

1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

3.5.3. Individual Intentions

When we were done measuring the total intention to work in the telecom branch, we continued to examine the intention for the respondent to work for each telecom operator separately.

Jag vill jobba för Telia i framtiden

1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

Jag planerar att jobba för Telia i framtiden

1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

Det är sannolikt att jag kommer att jobba för Telia i framtiden

1 - Stämmer inte alls 2 3 4 5 6 7 - Stämmer helt och hållet.

3.5.4. Employer Brand

To prove the existence of the link between being a customer and the intention to work for the company implied in the Ungdomsbarometern study would be a great contribution to the field of study, however we wanted to make a more extensive research of what contributes to work intentions. Therefore we incorporated employer branding values as well, using a Likert-scale to determine the attractiveness of each telecom operator in the aspect of employer brand values. If the satisfaction variable explained work intentions and survived a correlation with employer brand values as well, there would be a strong case for the implied link.

The employer brand values were chosen by weighting the most important employer brand values and then choosing the top 6 (to keep survey of reasonable length). These attributes were derived from Företagsbarometern and the attributes were (translated and without internal rank): (1) Offers a creative and dynamic workplace, (2) has leaders that support my development, (3) good possibilities for high future income, (4) good reference for future career, (5) good work/life balance and (6) challenging work.

Hur väl tycker du att följande påståenden stämmer in på Telia?

	1 - Stämmer inte alls	2	3	4	5	6	7 - Stämmer helt och hållet
Erbjuder en kreativ och dynamisk arbetsmiljö	☐	☐	☐	☐	☐	☐	☐
Har ledare som stöttar min utveckling	☐	☐	☐	☐	☐	☐	☐
Goda förutsättningar för hög framtida inkomst	☐	☐	☐	☐	☐	☐	☐
Goda referenser för framtida karriär	☐	☐	☐	☐	☐	☐	☐
Låter mig ha en bra balans mellan arbete och privatliv	☐	☐	☐	☐	☐	☐	☐
Utmanande arbete	☐	☐	☐	☐	☐	☐	☐

3.5.5. Satisfaction

In order to measure the satisfaction of the customers in each group, we used a well-known standardized question battery. This battery is used by for instance SKI (Svenskt kvalitetsindex) and measures satisfaction in three different ways (Fornell 1992).

3.5.6. Grouping Variables

In order to correctly group the respondents, we asked them who their primary telecom operator were as well as age and gender. The age and gender question were important in order to ensure that the groups were similar when comparing them.

4. RESULTS

“Insanity: doing the same thing over and over again and expecting different results.”

Albert Einstein

The section clarifies the results to the generated hypotheses individually and also summarizes main results to ease the bridge to the analysis section.

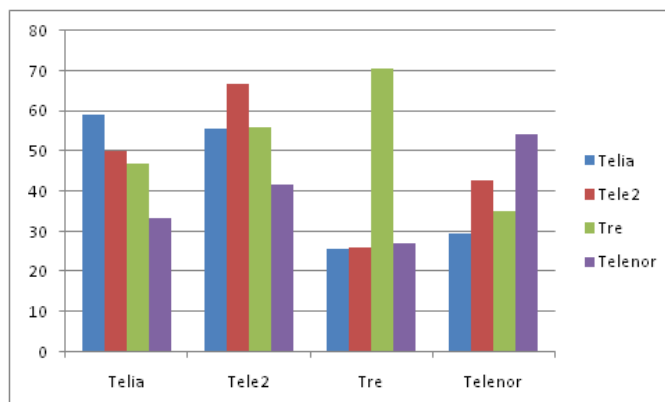
All of the hypotheses were tested on a 10% significance level, the significant observations are marked with ** (significant at 5% level) or * (significant at 10% level). However, before we conduct our tests we need to make sure that the questions in the question batteries have measured the same thing as they were intended to. We also want to compare our study to the study carried out by Ungdomsbarometern to see whether we got the same results or not.

To test the suitability to build an index of the questions in the questions batteries we conducted a reliability analysis on each of the intended indexes. As seen in the model to the right, the satisfaction battery regarding Telia generated

Reliability Statistics	
Cronbach's Alpha	0,888
N of Items	3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Jag vill jobba på Telia i framtiden	3,28	3,349	0,795	0,849
Jag planerar att jobba på Telia i framtiden	3,81	4,418	0,82	0,825
Det är sannolikt att jag kommer jobba på Telia i framtiden	3,57	4,144	0,77	0,852

a Chronbach's Alpha of 0,888 and was not strengthened by the removal of any variable. This was the weakest of the satisfaction batteries and the other operators batteries got a Chronbach's Alpha well over 0,9 making all of them suitable to build indexes of. When testing the same suitability for the Employer Brand values we received similar results but did remove one of the variables (“Låter mig ha en bra balans mellan arbete och privatliv”) in order to increase the strength of Chronbach's alpha which with the remaining variables was between 0,910 for Telia



and 0,958 for Telenor. The batteries measuring intentions were considered index suitable with the same method.

In order to test the similarity of our survey to Ungdomsbarometern, we had put in one identical question where the

respondent answered which operators (s)he would consider as an employer. The result is accounted for in the diagram, where we can see a similar result as of the Ungdomsbarometeren study. This was a multiple choice question and as stated previously, the question asked is probably creating inflation in the intention. With this result in mind, it will be very interesting to see whether this is due to an error of measurement or whether there is a statistically significant link between the satisfaction and intention variables.

4.1. H1 – Linking Employer Brand Values to the Work Intention

H1: There is a link between the perception of the employer brand values and work intention

Correlations ^a		Intention Telia	Intention Tele2	Intention Tre	Intention Telenor
Index Employer Branding values	Pearson Correlation	0,538**	0,525**	0,702**	0,527**
	Sig. (2-tailed)	,000	,000	,000	,000
	N	54	83	33	47

** Correlation is significant at the 0.05 level (2-tailed).

* Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent used.

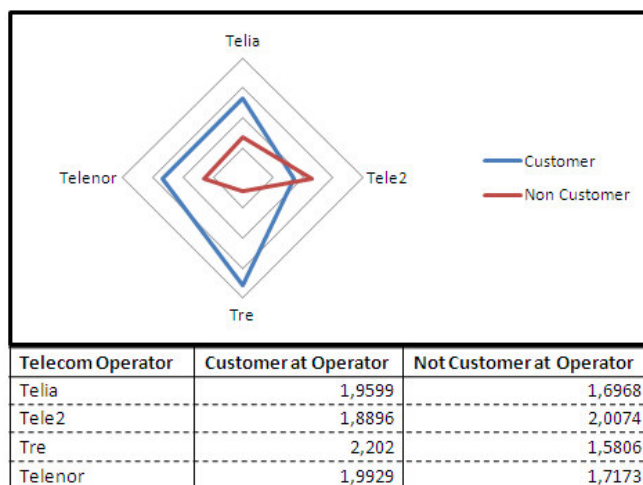
This hypothesis was tested with yet another bivariate correlation between the two variables of indexed employer brand values and the work intention. The test showed a significant link, not only on the 10% significance level but also at 1%. The

correlations were higher than 0,5 in all of the cases, thus we accept H1 with strong evidence.

4.2. H2 – Linking Being a customer to the Work Intention

H2: There is a link between being a customer and the work intention

In order to test if there was a link between being a customer and the work intention, we compared the means of the intention to work for each operator and grouped the dataset in customers/non customers. The mean differences are shown in the spider chart below. There is a positive impact on work intention if you are a customer of the potential employer.



Correlations		Intention Telia	Intention Tele2	Intention Tre	Intention Telenor
Customer yes/no	Pearson Correlation	-0,118*	,050	-0,238**	-,107
	Sig. (2-tailed)	,082	,467	,000	,117
	N	220	218	217	218

Figure 5 – Figure to the left is showing the mean differences of the work intention in customer/non-customer groups.

In order to test whether this result was statistically significant, we also run a bivariate correlation for each of the companies as seen in the bottommost table. Since “yes” was coded with the value 1 and “no” with the value of 2, a negative correlation shows a positive effect on the work intention for being a customer. In the cases of Telia and Tre, the difference were significant at the 10% level, whilst the significance level of Telenor ended at 0,117 and Tele2 well off at 0,467. With two of four cases showing statistical significance and a third not far from it, we find H1 to be proven correct, even though the evidence is weak.

4.3. H3 – Linking Being a Customer to the Perception of Employer Brand Values

H3: There is a link between being a customer and the perception of the employer brand values

This was tested the same way as H1, by four bivariate correlations between “being a current customer yes/no) and the index of employer brand values. Since the customers were coded with the value of 1 and the non-customers with a value of 2, we sought for a negative correlation.

Correlations ^a		Index Employer Branding Telia	Index Employer Branding Tele2	Index Employer Branding Tre	Index Employer Branding Telenor
Current customer yes/no	Pearson Correlation	-0,072	-0,039	-0,138**	-0,125*
	Sig. (2-tailed)	0,296	0,572	0,045	0,071
	N	215	212	210	210

** . Correlation is significant at the 0.05 level (2-tailed).

*. Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent used.

The results do indeed show a negative correlation, but these results are only significant at the 10% significance level for two of the operators. The overall significance level is not as convincing as in the test of H1, which led us to reject H3.

4.4. H4 – Linking Satisfaction to the Work Intention

H4: There is a link between being a satisfied customer and the work intention

Correlations ^a		Intention Telia	Intention Tele2	Intention Tre	Intention Telenor
Satisfaction index	Pearson Correlation	0,352**	0,183*	0,412**	0,249*
	Sig. (2-tailed)	0,009	0,097	0,017	0,091
	N	54	83	33	47

** . Correlation is significant at the 0.05 level (2-tailed).

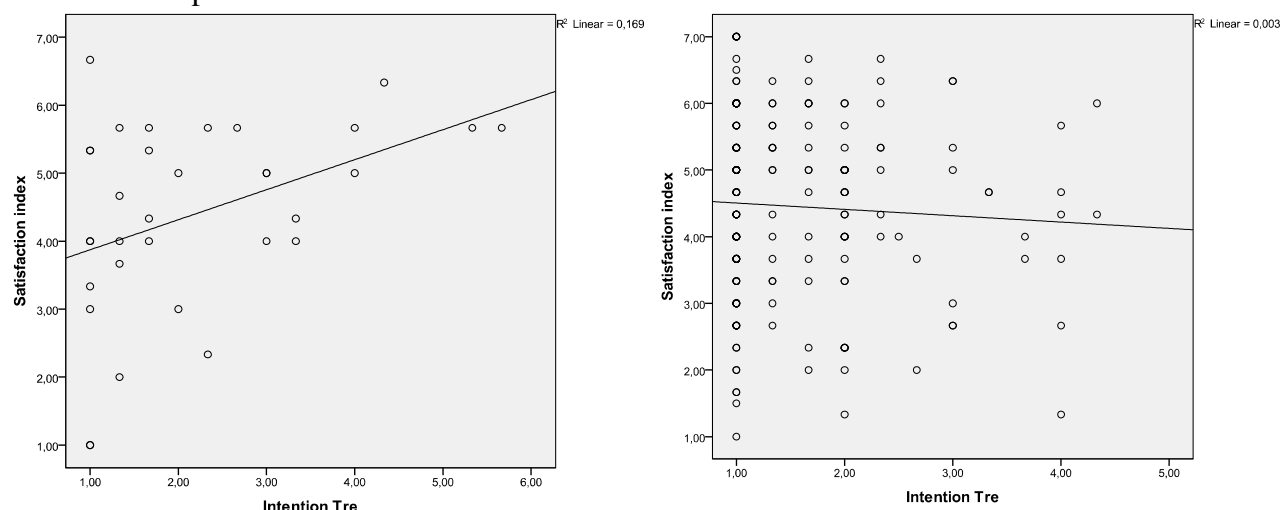
*. Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent used.

In order to test this hypothesis we do a bivariate correlation between the satisfaction index and the intention to work for

the respondents primary telecom operator. This means that we narrow down the groups compared to the test of H1 but still have more than the necessary 30 respondents per group. At 10% significance level, the satisfaction was correlated to work intentions for all cases.

However, this does not necessarily mean that the results are valid. The case could also be that the satisfaction of the respondent's current telecom operator are linked to the overall work intention for the industry, thus meaning that for example the satisfaction index for Telia would correlate with the work intention for Tre. We tested this by correlating the satisfaction index with the intention to work for each telecom operator without sorting the dataset in groups and the link was then non-existing. This is clear when studying the graphs below where on the left side we have the satisfaction index of Tre customers correlated with the work intention at Tre and on the right side we have all the respondents satisfaction index correlated with the work intention at Tre. We therefore accept H2.



The left figure illustrates satisfaction index Tre customers with work intention at Tre and the figure to the right include all respondents satisfaction correlated with work intention to Tre. The test is done to see if the explanation could be overall satisfaction not dependent on where one is a customer, in other words if a satisfaction with the primary telecom operator increases work intentions in the industry as a whole.

4.5. H5 – Linking Satisfaction to the Perception of Employer Brand Values

H5: There is a link between being a satisfied customer and the perception of the employer brand values

As with the other hypotheses tests with two variables, H5 is tested with a bivariate correlation, this time between the satisfaction index and the perception of the employer brand values of the respondents primary telecom operator. At 10% significance level, the satisfaction was correlated to the perceptions of the employer brand values in three of the four cases. The satisfaction index is also tested for impact on the perceptions of the employer brand values of the whole industry and in that case, there is no clear linkage between the factors. We thus accept H5 at 10% significance level.

Correlations^a

		Index Employer Branding Telia	Index Employer Branding Tele2	Index Employer Branding Tre	Index Employer Branding Telenor
Satisfaction index	Pearson Correlation	0,348*	0,429**	,275	0,426**
	Sig. (2-tailed)	,010	,000	,135	,004
	N	54	81	31	45

** . Correlation is significant at the 0.05 level (2-tailed).

*. Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent used.

4.6. H6 – Linking Satisfaction and the Perception of Employer Brand Values to the Work Intention

H6: The satisfaction and the perception of the employer brand values together explains the work intention

In the first hypotheses we have concluded that both satisfaction and the perception of the employer brand values positively correlate with the work intentions. The evidence for employer brand values is very strong while the evidence for the satisfaction variable's impact is a bit weaker. In a multiple regression we get the opportunity to test if the satisfaction variable “survives” when correlated along with the strong employer brand values.

Coefficients^a

Model		Telia		Tele2/Comviq		Tre		Telenor	
		Beta	Sign.	Beta	Sign.	Beta	Sign.	Beta	Sign.
1	(Constant)		0,501		0,314		0,162		0,919
	Satisfaction index	0,187	0,135	-0,073	0,492	0,223	0,107	0,020	0,889
	Index Employer Branding	0,473**	0,000	0,556**	0,000	0,641**	0,000	0,519**	0,001

** . Correlation is significant at the 0.05 level (2-tailed).

*. Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent

The result show that the employer brand values still have a significant impact on the work intention, however the satisfaction index is not affecting the work intention at the 10% significance level in any of the cases. This reason for this can be found in H5, where we accepted the hypothesis that the satisfaction has an impact on the perceptions of the employer brand values. Thereby, the impact that the satisfaction has on work intentions is already considered in the employer brand values in this test. Evidence of this is that the R^2 value for both variables combined is not remarkably higher than the R^2 value for just employer brand values. We hereby reject H6.

4.7. Summary of the significant results

ACCEPTED at 10% Level of Significance:

H1: There is a link between the perception of the employer brand values and the work intention

H2: There is a link between being a customer and the work intention

H4: There is a link between being a satisfied customer and the work intention

H5: There is a link between being a satisfied customer and the perception of the employer brand values

The results from the study show that the intention of seeking employment is correlated with being a customer of the company, and also that the satisfaction of the customer significantly strengthens this link. The satisfaction level of the customer further affects the perception of the employer brand values. The perception of the employer brand values strongly affects the intentions to seek employment.

REJECTED at 10% Level of Significance:

H3: There is a link between being a customer and the perception of the employer brand values

H6: The satisfaction and the perception of the employer brand values together explains the work intention

The two rejected hypotheses show that being a customer in general does not affect the perception of employer brand values. Satisfaction does not “survive” as an explaining value when tested together with employer brand values in a multiple regression. Comment: Other variables such as age and gender were also tested for their explaining value but were not proven to be significant.

5. DISCUSSION

“Almost all new ideas have a certain aspect of foolishness when they are first produced.”

Alfred North Whitehead

In this section the results from the study are discussed, analyzed and put into context with the aid of theoretical framework. The results are concluded and practical as well as theoretical implications clarified. The section is ended with our conclusions, the implications, critique and suggestions for further research.

5.1. Analysis

As the thesis idea is built upon the study from Ungdomsbarometeren, we found it important to ask our respondents the exact same question as in the respondents in Ungdomsbarometerens case. When testing this question, we found the same positive link between being a customer and the work intention as in the previous survey. As discussed in the results, the intention was inflated due to the formulation of the question and we could not be sure of the statistical significance. The later tests did however show a similar result, which we will analyze further.

The theoretical framework provides us with the insight that employer branding is building brand equity and that it aims to maximize the possibility to attract, retain and motivate the right employees. (Hunt and Laury 2005). Since it is stated that a strong employer brand is improving the work intention, we test for this in our survey. The correlation between those variables is positive and statistically significant, which implies that our results are in line with existing theory.

When digging deeper into the employer branding theories, we find a strong relation to the consumer marketing and brand management where focus lie on the customers. This sheds new light on the suggestion from Ungdomsbarometeren that there is a link between being a customer and the work intention. In order to make a statement of this, the second hypothesis of the thesis was tested and we found that this was not only a result of a measurement error but that there indeed was a connection. This is in line with the theory that claims awareness to be an important part of employer branding, hence the customers that naturally have a high level of awareness should have a positive attitude when it comes to work intentions. The correlation was not very strong though, which means that there must be other variables that further explains this or moderates the correlation.

We further tested if the perceptions of employer brand values was affected by being a customer to see if this could explain the discovered link between being a customer and the work intention. This hypothesis was however rejected as we found no clear connection between those variables.

As described in the theory part, Keller et al (2008) state that the attributes of a company the customer has little or no knowledge about, (s)he will form assumptions of based upon the attributes (s)he knows of. As a customer, satisfaction is a great part of what your knowledge of the company, implying that a satisfied customer that knows nothing about being an employee at a company will assume that it is a nicer place to work than the assumption of an unsatisfied customer. We tested this by correlating the satisfaction of the respondent with the work intention and grouped the dataset by what telecom operator the respondent used. The test showed a very clear correlation between those variables that could not be explained in another way than the satisfaction has spillover effects on the work intention. This is the greatest contribution of the thesis since there is little or none research done of this link. The result is opening new doors to further research within branding and recruitment strategies. Literature certainly suggest that a company searching for potential employees in their customer base can find high quality candidates that also are passionate about the products and services offered (Arnold 2007, Carpiet 2006) but does not state anything about which of the customers could have the greatest intention to work for the company.

We now know that satisfied customers have higher work intentions and that customers with positive employer brand perceptions also have higher work intentions. In order not to draw any premature conclusions we conducted a test where we correlated these two explaining variables and found a positive correlation, meaning that a satisfied customer has a more positive view of employer brand values. The reasoning in the previous part concerning the link between satisfaction and work intension is applicable also in this case. The satisfaction has significant spillover effects on the perceptions of the employer brand values.

The fact that satisfaction affects work intentions as well as employer brand values is highly interesting, with quite high R^2 values for both variables, we might have a real high explanatory value of the work intention if we combine these two variables. When testing this in a multiple regression, the results were quite the opposite however. The R^2 value did not reach any remarkable higher levels than if we tested just the perceptions of the employer brand values. The

satisfaction variable did not reach significant impact either. This lack of significance could have been explained by a low variance in the satisfaction between, but tests showed that this was not the case. The conclusion drawn from this test is thus that the satisfaction affects the employer brand values which in turn affect the work intention. Another way to put it is to say that satisfaction affects the work intention through boosting employer branding values.

So, if customers are satisfied they exhibit a higher intention to work at the organization, making the marketing of job offers to this group potentially more effective. If a group of people have an in general higher intention of seeking employment, the money spent on marketing job offers should be better spent in that group than when compared to a group where the intention to seek employment is lower. In other words, the money spent on employer branding by organizations could gain a higher return if directed towards the customer group than the general public.

Previous research shows that employer branding is of great importance and many companies are actively working with this in order to make their recruitment more effective and increase the hit rate of the right employees. Universum has a business focus of helping companies become better at employer branding, showing that this is considered to be value creating or cost effective in the recruitment of new employees. Companies invest money in communicating the employer brand through different marketing channels, our survey results show another way to boost the perception of the employer brand values. With a diminishing marginal utility of money spent on these activities, the alternative to spend some money or managerial time on increasing customer satisfaction should be considered since this could have a great impact on the perceived employer brand values. The assumption that a satisfied customer also is a profitable customer further strengthens this argument, an increased satisfaction level might not only lead to a higher profitability but also more positive perceptions of the employer brand values, thus giving double positive effects.

A third positive effect previously established in the theory is that looking into the customer base allows employers to find passionate candidates that also have a high quality (Arnold 2007). Passionate employees add value to the organization through going beyond their line of duty and thereby increasing the service quality (Zigarmi 2010), they also have a tendency to be retained in good as well as less good times (Terrero 2006).

The problems raised in the conducted post-survey interviews suggest that there might be complications when communicating different messages to customers, such as combining marketing efforts for employer branding and consumer branding (Hartwall 2011). In a marketing setting, this must be taken into account. This problem is reasonable however, which the interview with Wägerth (2011) points out and the positive effects of liking are considerable.

5.2. Conclusions

The purpose of our study is to evaluate if the customer base should be seen as a potential recruitment channel and to investigate if there is a connection between being a customer and the intention of become an employee. Also the thesis strives to clarify what additional values can be added to the organization when customers as seen as potential employees.

The customer base can be seen as a potential recruitment channel, especially satisfied customers exhibit higher work intentions. This is clearly shown through our study; there are significant differences between the groups when customer satisfaction is taken into account. To increase work intentions is one of the factors employer branding efforts strive to increase (Kalinowski 2005). Therefore the study contributes to recruitment theories.

Employing from the customer base could lower recruitment costs due to the higher intention to work for the organization. When satisfied customers are brought into the organization they bring passion and knowledge with them into the daily business which allows the business to deliver even more value; hence further increasing customer satisfaction. Through increased customer satisfaction, the intention to work at the organization will increase bringing even more motivated and passionate people into the organization.

There are theoretical indications that the candidate quality would increase when recruiting from the customer base (Arnold 2007). One such implication could be that customers possess greater product knowledge (Söderlund 2001) which would require less training initially – a new employee that is a customer already understands the products and services of the organization to a certain extent.

As pointed out it is important to find people that have the right type of passion and have a cultural fit with the rest of the organization. In the long run, increasing customer satisfaction will

also increase their perception of the employer brand equity which aids in the effort of building a strong employer brand.

To conclude: Recruiting satisfied customers can add to the competitive advantage of the company through reducing recruitment costs, increasing candidate quality and refresh the business through injecting employees that are truly passionate about the products and services.

5.3. Implications

The link between customer satisfaction and the work intentions can be useful for several stakeholders.

From a management perspective this mainly concerns cost-effective recruitment, there are indications that looking for new employees among the satisfied customers would increase the possibility of finding good candidates (Arnold 2007; Study Results). Since customers have a higher intention to work at their product/service provider, recruiting in this segment should be more cost-effective. This since the effort spent convincing satisfied customers to seek employment should not be as costly due to the higher work intention. The new employees might also exhibit a higher passion and through this bring new energy into the business allowing for even greater positive effects.

From a marketing perspective the link between customer satisfaction and work intentions should intrigue employer branding experts. One of the goals of employer branding is to increase the overall quality of applicants and bring in the right people (which people are deemed most suitable will vary from company to company) and looking into the field of combining employer and consumer branding opens up a new arena of possibilities. The possibilities could consist of marketing job offers through product brochures, in shops or even in tv-commercials when presenting new products or services. However the effect of such communication must be evaluated further in a separate study (Hartwall 2011; Wägerth 2011). Another alternative that our study provides arguments for is to spend resources on customer satisfaction increasing measures to allow for a better perception of the employer brand values.

From a joint perspective a new playing field is set where there is a possibility of changing the picture of customers as just consumers. Customers can also be seen as future employees, where their level of satisfaction is affecting their work intentions. This would allow organizations to

strive for even better customer service and perhaps finding more motivated, knowledgeable and passionate staff. There is a possibility of a perception shift, where the mindset of current employees is changed through convincing them that they might be talking to a future colleague, then you would not want to be rude – would you?

5.4. Critical Reflection

Do customers really not consider employment at their service/product provider?

We have not proven or rejected such a question but there is a complication that needs to be added to provide a full picture. In the thesis only the intent of customers has been examined, not the knowledge as we found it hard to quantify and make it relevant.

Loyalty and satisfaction are not the same things; you do not measure loyalty in the study.

They two are often connected, but it is true that the two are not the same things and further studies should connect customer loyalty as well as satisfaction with the intention to work.

Why Would a Satisfied Customer Seek Employment? Are the other explanations?

Why would the satisfied customer be more prone to seek employment if asked, well the phenomena that is captured through Arnold's (2007) and Carpiet's (2006) articles is maybe to find customers that also have using the products as a hobby or life-style. This would be a natural explanation to why they remain loyal to a store or concept and perhaps consider working; they spend so much time using the product/services already so they might as well do what they like the most all day. This is exhibited in Arnolds (2007) article when Karyn Maynard tells how her VP of Stores was recruited (see theory part).

Can Customers Be Recruited for Every Position?

It is possible, but it depends on what kind of company you are. When speaking about a strictly B2C perspective it may not be suitable to recruit customers that would not fit the company culture or have too low passion. Also the knowledge and skills are important for a recruitment to be successful, for example at a hairdresser, it can be argued that it takes a long time to build the knowledge and skills required to be a successful, hence recruiting a customer without this knowledge makes no sense. But for regular positions such as clerks, cashiers, salesmen and/or semi-skilled labor it can be a good idea to look into your customer database. Also a geographical knowledge of where your customers are from would be a possibility to allow expansion of the business into new areas, with motivated staff available at arm's length.

The Mean values for The Intentions to Work are Low.

Yes, the mean values are low for the intentions to work at a telecom operator. However there is a significant difference between the groups, which is what the thesis strives to illustrate. Not everyone wants to work at a telecom operator – however we show that the likelihood of seeking employment at a telecom operator is increased if you are a satisfied customer of that operator.

5.5. Further Research

Apply the Concept to the B2B Market

A complication is that the research we present and have theoretical framework for is mainly focused on the Business to Consumer (B2C) perspective. The issue if employing your customers also is relevant for a Business to Business (B2B) situation is most interesting. The research at hand implies that it might, however one must be aware of the complexity between company relations. One might find it interesting to see if there are patterns that can prove that people move from their organization to a client organization.

Can Customers Recruit Each Other?

According to the Bendapudi & Bendapudi (2005) article many convenience store chains have focused on speed of transactions and sales volume per store, the examples of Wawa and QT show efforts to use a sense of community in order to enhance customer In these cases, the customers reflected upon the fact that the employees seemed glad to work there and liked each other. This had a spill over effect on the customers sense of community with each other. To combine this thought with seeing customers as potential employees and perhaps having customers refer each other to job offers would be an interesting thesis subject, especially a comparative study between the quality of employee referrals and customer referrals.

How To Communicate Job Offers to Customers

Our thesis does not concern this subject whatsoever since we set out to see if there even is a point of communicating job offers to customers. Now that we through a quantitative study have proven that there is an interesting case, perhaps a study regarding what media channels to choose and how to evaluate the effect of mixing messages for example job offers in the product catalogue affects the perception of the organization and how it affects the strength of the message.

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7. APPENDICE

7.1. Hypothesis 1

Operator: Telia, N = 54

		Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telia	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tele2 / Comviq	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tre	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telenor
N	Valid	32	30	14	16
	Missing	22	24	40	38
Mean		1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000
		Telia: 32/54 = 59,3%	Tele2: 30/54 = 55,6%	Tre: 14/54 = 25,9%	Teleno: 16/54 = 29,6%

Operator: Tele2, N = 84

		Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telia	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tele2 / Comviq	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tre	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telenor
N	Valid	42	56	22	36
	Missing	42	28	62	48
Mean		1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000
		Telia: 42/84 = 50%	Tele2: 56/84 = 66,7%	Tre: 22/84 = 26,2%	Teleno: 36/84 = 42,9%

Operator: TRE, N = 34

		Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telia	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tele2 / Comviq	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tre	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telenor
N	Valid	16	19	24	12
	Missing	18	15	10	22
Mean		1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000
		Telia: 16/34 = 47,1%	Tele2: 19/34 = 55,9%	Tre: 24/34 = 70,6%	Teleno: 12/34 = 35,3%

Operator: Telenor, N = 48

		Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telia	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tele2 / Comviq	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tre	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telenor
N	Valid	16	20	13	26
	Missing	32	28	35	22
Mean		1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000
		Telia: 16/48 = 33,3%	Tele2: 20/48 = 41,7%	Tre: 13/48 = 27,1%	Teleno: 26/48 = 54,2%

Total: N = 223

		Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telia	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tele2 / Comviq	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Tre	Vilken/vilka av följande arbetsgivare kan du tänka dig att jobba för?-Telenor
N	Valid	107	126	74	91
	Missing	116	97	149	132
Mean		1,00	1,00	1,00	1,00
Median		1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000
		Telia: 107/223 = 48%	Tel 2: 126/223 = 56,5%	Tre: 74/223 = 33,2 %	Teleno: 91/223=40,8%

7.2. Hypothesis 2

Correlations^a

		Intention Telia	Intention Tele2	Intention Tre	Intention Telenor
Satisfaction index	Pearson Correlation	0,352**	0,183*	0,412**	0,249*
	Sig. (2-tailed)	0,009	0,097	0,017	0,091
	N	54	83	33	47

**, Correlation is significant at the 0.05 level (2-tailed).

*, Correlation is significant at the 0.10 level (2-tailed).

a. Output sorted by what primary telecom operator the respondent used.

7.3. Hypothesis 3

Correlations				Kund telia ja/nej	Index Employer Branding Telia
Kund telia ja/nej	Pearson Correlation			1	-,072
	Sig. (2-tailed)				,296
	N			222	215
Index Employer Telia Branding	Pearson Correlation			-,072	1
	Sig. (2-tailed)			,296	
	N			215	215

Correlations				Index Employer Branding Tele2	Kund tele2 ja/nej
Index Employer Tele2 Branding	Pearson Correlation			1	-,039
	Sig. (2-tailed)				,572
	N			212	212
Kund tele2 ja/nej	Pearson Correlation			-,039	1
	Sig. (2-tailed)			,572	
	N			212	222
Correlations				Kund tre ja/nej	Index Employer Branding Tre
Kund tre ja/nej	Pearson Correlation			1	-,138*
	Sig. (2-tailed)				,045
	N			222	210
Index Employer Branding Tre	Pearson Correlation			-,138*	1
	Sig. (2-tailed)			,045	
	N			210	210

*, Correlation is significant at the 0.05 level (2-tailed).

Correlations				Index Employer Branding Telenor	Kund telenor ja/nej
Index Employer Telenor Branding	Pearson Correlation			1	-,125
	Sig. (2-tailed)				,071
	N			210	210
Kund telenor ja/nej	Pearson Correlation			-,125	1
	Sig. (2-tailed)			,071	
	N			210	222

7.4. Hypothesis 4

Correlations				Kund telia ja/nej	Index Employer Branding Telia
Kund telia ja/nej		Pearson Correlation		1	-,109

			Sig. (2-tailed)		,256
			N	114	111
Index	Employer	Branding	Pearson Correlation	-,109	1
Telia			Sig. (2-tailed)	,256	
			N	111	111
Correlations				Kund tele2 ja/nej	Index Employer Branding Tele2
Kund tele2 ja/nej			Pearson Correlation	1	-,117
			Sig. (2-tailed)		,225
			N	114	109
Index	Employer	Branding	Pearson Correlation	-,117	1
Tele2			Sig. (2-tailed)	,225	
			N	109	109
Correlations				Kund tre ja/nej	Index Employer Branding Tre
Kund tre ja/nej			Pearson Correlation	1	-,186
			Sig. (2-tailed)		,054
			N	114	108
Index	Employer	Branding	Pearson Correlation	-,186	1
Tre			Sig. (2-tailed)	,054	
			N	108	108
Correlations				Kund telenor ja/nej	Index Employer Branding Telenor
Kund telenor ja/nej			Pearson Correlation	1	-,203*
			Sig. (2-tailed)		,035
			N	114	108
Index	Employer	Branding	Pearson Correlation	-,203*	1
Telenor			Sig. (2-tailed)	,035	
			N	108	108

*. Correlation is significant at the 0.05 level (2-tailed).

7.5. Hypothesis 5.

Vilken är din primära telekomoperatör idag? = Telia. Correlations^a

			Index Employer Branding Telia	Intention Telia
Index	Employer	Branding	Pearson Correlation	1
				,538**

Telia	Sig. (2-tailed)		,000
	N	54	54
Intention Telia	Pearson Correlation	,538**	1
	Sig. (2-tailed)	,000	
	N	54	54

** . Correlation is significant at the 0.01 level (2-tailed).

a. Vilken är din primära telekomoperatör idag? = Telia

Vilken är din primära telekomoperatör idag? = Tele2/Comviq. Correlations^a

		Index Employer Branding Tele2	Intention Tele2
Index Employer Branding Tele2	Pearson Correlation	1	,525**
	Sig. (2-tailed)		,000
	N	81	81
Intention Tele2	Pearson Correlation	,525**	1
	Sig. (2-tailed)	,000	
	N	81	83

** . Correlation is significant at the 0.01 level (2-tailed).

a. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

Vilken är din primära telekomoperatör idag? = Tre, Correlations^a

		Index Employer Branding Tre	Intention Tre
Index Employer Branding Tre	Pearson Correlation	1	,702**
	Sig. (2-tailed)		,000
	N	31	31
Intention Tre	Pearson Correlation	,702**	1
	Sig. (2-tailed)	,000	
	N	31	33

** . Correlation is significant at the 0.01 level (2-tailed).

a. Vilken är din primära telekomoperatör idag? = Tre

Vilken är din primära telekomoperatör idag? = Telenor, Correlations^a

		Index Employer Branding Telenor	Intention Telenor
Index Employer Branding Telenor	Pearson Correlation	1	,527**
	Sig. (2-tailed)		,000
	N	45	45
Intention Telenor	Pearson Correlation	,527**	1
	Sig. (2-tailed)	,000	
	N	45	47

** . Correlation is significant at the 0.01 level (2-tailed).

a. Vilken är din primära telekomoperatör idag? = Telenor

7.6. Hypothesis 6

Vilken är din primära telekomoperatör idag? = Telia

Model Summary^{b,c}

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,566 ^a	,320	,294	,96927	1,792

- a. Predictors: (Constant), Index Employer Branding Telia, Satisfaction index
b. Vilken är din primära telekomoperatör idag? = Telia
b. Dependent Variable: Intention Telia

ANOVA^{b,c}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,583	2	11,291	12,019	,000 ^a
	Residual	47,914	51	,939		
	Total	70,496	53			

- a. Predictors: (Constant), Index Employer Branding Telia, Satisfaction index
b. Vilken är din primära telekomoperatör idag? = Telia
c. Dependent Variable: Intention Telia

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-,378	,557	
	Satisfaction index	,169	,111	,187
	Index Employer Branding Telia	,431	,112	,473

- a. Vilken är din primära telekomoperatör idag? = Telia
b. Dependent Variable: Intention Telia

Coefficients^{a,b}

Model		t	Sig.
1	(Constant)	-,678	,501
	Satisfaction index	1,520	,135
	Index Employer Branding Telia	3,841	,000

- a. Vilken är din primära telekomoperatör idag? = Telia
b. Dependent Variable: Intention Telia

Residuals Statistics^{a,b}

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,5909	3,5670	1,9599	,65276	54
Residual	-1,96996	3,09967	,00000	,95080	54
Std. Predicted Value	-2,097	2,462	,000	1,000	54
Std. Residual	-2,032	3,198	,000	,981	54

Vilken är din primära telekomoperatör idag? = Tele2/Comviq

Model Summary^{b,c}

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,529 ^a	,280	,262	,98632	2,037

a. Predictors: (Constant), Index Employer Branding Tele2, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

c. Dependent Variable: Intention Tele2

ANOVA^{b,c}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29,513	2	14,757	15,169	,000 ^a
	Residual	75,880	78	,973		
	Total	105,394	80			

a. Predictors: (Constant), Index Employer Branding Tele2, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

c. Dependent Variable: Intention Tele2

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	,416	,410	
	Satisfaction index	-,062	,089	-,073
	Index Employer Branding Tele2	,459	,088	,556

a. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

b. Dependent Variable: Intention Tele2

Coefficients^{a,b}

Model		t	Sig.
1	(Constant)	1,013	,314
	Satisfaction index	-,691	,492
	Index Employer Branding Tele2	5,233	,000

a. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

b. Dependent Variable: Intention Tele2

Residuals Statistics^{a,b}

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,5874	3,3601	1,9115	,60738	81
Residual	-1,61537	3,63989	,00000	,97391	81
Std. Predicted Value	-2,180	2,385	,000	1,000	81
Std. Residual	-1,638	3,690	,000	,987	81

a. Vilken är din primära telekomoperatör idag? = Tele2/Comviq

b. Dependent Variable: Intention Tele2

Vilken är din primära telekomoperatör idag? = Tre

Model Summary^{b,c}

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,734 ^a	,539	,506	,94034	1,671

a. Predictors: (Constant), Index Employer Branding Tre, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Tre

c. Dependent Variable: Intention Tre

ANOVA^{b,c}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,954	2	14,477	16,372	,000 ^a
	Residual	24,759	28	,884		
	Total	53,713	30			

a. Predictors: (Constant), Index Employer Branding Tre, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Tre

c. Dependent Variable: Intention Tre

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-,919	,640	
	Satisfaction index	,206	,123	,223
	Index Employer Branding Tre	,593	,123	,641

a. Vilken är din primära telekomoperatör idag? = Tre

b. Dependent Variable: Intention Tre

Coefficients^{a,b}

Model		t	Sig.
1	(Constant)	-1,437	,162
	Satisfaction index	1,668	,107
	Index Employer Branding Tre	4,806	,000

a. Vilken är din primära telekomoperatör idag? = Tre

b. Dependent Variable: Intention Tre

Residuals Statistics^{a,b}

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,4980	4,4018	2,2581	,98242	31
Residual	-1,79020	1,73965	,00000	,90846	31
Std. Predicted Value	-1,792	2,182	,000	1,000	31
Std. Residual	-1,904	1,850	,000	,966	31

a. Vilken är din primära telekomoperatör idag? = Tre

b. Dependent Variable: Intention Tre

Vilken är din primära telekomoperatör idag? = Telenor

Model Summary^{b,c}

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,528 ^a	,278	,244	1,05267	1,914

a. Predictors: (Constant), Index Employer Branding Telenor, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Telenor

c. Dependent Variable: Intention Telenor

ANOVA^{b,c}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,953	2	8,976	8,100	,001 ^a
	Residual	46,541	42	1,108		
	Total	64,494	44			

a. Predictors: (Constant), Index Employer Branding Telenor, Satisfaction index

b. Vilken är din primära telekomoperatör idag? = Telenor

c. Dependent Variable: Intention Telenor

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-,062	,602	
	Satisfaction index	,017	,125	,020
	Index Employer Branding Telenor	,543	,152	,519

a. Vilken är din primära telekomoperatör idag? = Telenor

b. Dependent Variable: Intention Telenor

Coefficients^{a,b}

Model		t	Sig.
1	(Constant)	-,103	,919
	Satisfaction index	,140	,889
	Index Employer Branding Telenor	3,580	,001

a. Vilken är din primära telekomoperatör idag? = Telenor

b. Dependent Variable: Intention Telenor

Residuals Statistics^{a,b}

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,5514	3,4299	2,0370	,63876	45
Residual	-1,64569	2,23681	,00000	1,02847	45
Std. Predicted Value	-2,326	2,180	,000	1,000	45
Std. Residual	-1,563	2,125	,000	,977	45

a. Vilken är din primära telekomoperatör idag? = Telenor

b. Dependent Variable: Intention Telenor