THE UNINTENDED NEGATIVE EFFECTS OF EMPLOYER BRANDING: A PERCEIVED BRAND PROMISE BREACH

A quantitative investigation of how employees perceive a breach in a brand promise created by employer branding, and its consequences on key employee outcomes

Abstract: Employer branding (EB) has been praised for many years as a great tool for attracting, recruiting and retaining talented employees. In an increasingly competitive employment environment, more organisations than ever are investing more resources than ever into their employer brands. With an overemphasis on EB as a talent attraction tool (external EB) over the last decade, in terms of making promises about certain aspects of the employment to appear attractive to potential employees, research has yet to provide sufficient knowledge connecting the actions taken in external EB with the scarcely researched perspective of internal EB. While little is known about what happens if brand promises made in external EB are perceived to not be fulfilled once employed from the perspective of current employee's perceptions, this thesis aims to bridge the two perspectives of EB together. With a quantitative approach, 171 recently hired employees from several organisations were surveyed. The results reveal that if employees perceive brand promises to not be fulfilled, it will have a significant negative effect on their intention to stay, organisational commitment, job satisfaction, and brand advocacy. The results also found a moderating effect demonstrating that when employees perceive the employer to have high external prestige, it eliminates the negative effects on organisational commitment coming from a perceived brand promise breach. While previous knowledge about EB is relatively scarce and mostly limited to the positive effects of creating an attractive employer brand, this study sheds light on important unintended negative effects of EB, providing valuable implications for both research and practitioners.

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Table of contents

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Key Definitions

Employer Branding
The term employer branding (EB) is the differentiation of a firm's characteristics as an employer from those of its competitors (Backhaus & Tikoo, 2004). It involves internally and externally promoting a clear view of what makes a firm different and desirable as an employer (Lievens et al., 2007).

Employer Brand Dimensions
Employer brand dimensions are the fundamental categorization of building blocks that together classifies/defines EB. In this study, these dimensions are limited to symbolic dimensions, *healthy work atmosphere, ethics & CSR*, and instrumental dimensions, *compensation & benefits, training & development, work-life balance* (Lievens et al., 2003; Tanwar & Prasad, 2017).

Employer Branding Activities
Activities/channels through which external employer brand marketing are pursued e.g. the recruitment process, introduction day/week, company career website, career-fairs, company specific events, guest lectures, conversation with current employees, advertising, social media presence, media coverage.

Psychological Contract
A psychological contract (PC) is defined as the "subjective beliefs regarding an exchange agreement between an individual and the employing firm" (Rousseau, 2001, p.512) and refers to employee's evaluations of their deal with the organisation in terms of the employee's belief about the mutual obligations that exist between the employee and his/her organisation, and the level of fulfilment of those obligations (Rousseau, 1989).

Perceived External Prestige
Perceived external prestige (PEP) is the organizational members' own beliefs and perception of how the people outside the organisation judge or evaluate the status and prestige of the organisation (Mael & Ashforth, 1995).

1. Introduction

'Employer branding has been too much about recruitment and not enough about life beyond on-boarding'
(Rosethorn, 2009, p.23)

Employer branding (EB) has become one of the most intriguing management concepts for managers in today's organisations. In 2004, the term employer branding returned 3000 hits on Google (Backhaus & Tikoo, 2004), while today that number has increased to almost six million. More organisations than ever are investing more money and resources than ever into the development of their employer brand (Universum, 2016), with the utmost purpose of attracting talent (Tanwar & Prasad, 2017), defined as individuals who benefit the organisations long-term success by possessing certain skills and characteristics suitable for that organisation (Nijs et al., 2013). Talented employees are one of the most valuable asset of any organisation with potential to create a sustainable competitive advantage over time (Tanwar & Prasad, 2016b). But an increasing number of company leaders worldwide, 72 percent in 2016, are concerned about the availability of key skills in the workforce (PWC CEO Survey, 2016). Specifically, due to expected shortage of skilled workers in knowledge-based organisations in the future, because of smaller sizes of the younger generations, e.g. 'Millennials' (Wilden et al., 2010; Backhaus, 2016), the trend is that the proportion of companies competing for the same candidate increases rather than vice versa (Franca & Pahor, 2012). Consequently, according to experts, employees are becoming more selective in their choice of employer, evident by the fact that (i) there are more voluntary job quits than ever before (Universum, 2016), (ii) Millennials are ascribed as being less employer-loyal than previous generations, (iii) employer review sites like Glassdoor.com help increase employer transparency. Convinced by industry experts, organisations are trying to attract talent by marketing a mix of appealing brand attributes, either instrumental (e.g. compensation, flexible hours, training) or symbolic (e.g. prestigious reputation, a healthy work atmosphere), to increase brand attractiveness and intentions to apply (Backhaus & Tikoo, 2004).

According to research, EB serves a dual vision of not only attracting talent, but also to retain and motivate a skilled workforce (Ambler & Barrow, 1996). Similarly, EB is described as a three-step process starting with the creation of an employer value proposition (EVP) accentuating the organisation in an attractive manner, followed by external marketing of the EVP and last, internal branding of the EVP (Backhaus & Tikoo, 2004). However, research on EB from the past decade is almost solely focused on the external perspective in terms of attracting potential employees, with very limited attention on internal EB in terms of retaining current employees (Backhaus, 2016). In contrast to the practical use of EB, the academical research has not until now reached the same popularity. Therefore, various aspects of EB are rather unexplored. For instance, academia and industry experts alike has had a heavy emphasis on all the positive outcomes of engaging in EB, leaving knowledge around potential unintended negative outcomes unexplored. It has been argued that well-known employer brands are more efficient in attracting talent, both quantitatively and qualitatively (Collins & Han, 2004, cited in Lievens et al., 2007),

and that the cost of recruitment, training and turnover is lower and/or used more effectively compared to less prominent brands (Saini et al., 2015). Some research has even theoretically connected a strong employer brand with higher levels of job satisfaction, lower turnover intention, higher organisational commitment and brand advocacy within the workforce (Backhaus, 2004). Yet, very little is known as only a couple of studies have empirically tested how EB relates to such employee outcomes from the perspective of current employees (Tanwar & Prasad, 2016b). To create a sense of urgency around the concept industry experts have argued that all organisations have an employer brand regardless of whether they are actively working with it or not, just like products, places and people. Furthermore, without the right mix and efforts in EB, experts claim, even the most prestigious employers can struggle to attract talent (Universum, 2016), despite that perceived external prestige has been established as a strong attraction factor in general (Raithi & Lee, 2015). Taken together, all this make organisations jump on the bandwagon at an increasing pace to combat increased competition on talent and to take command over its own brand identity.

Evident by the rise of all 'best workplace' rankings industry experts have for long been driving the EB agenda with academia and organisations following behind. These rankings measure employer brand attractiveness across different countries and industries, and research has found a correlation between being present at such rankings and the beneficial outcomes mentioned above (Tanwar & Prasad, 2017). Consequently, organisations have been overly focused on market attributes that fit the ranking criteria to create the 'optimal brand' and increase their brand awareness, neglecting the idea of creating a highly differentiated and unique brand (Cable & Turban, 2003; Rampl & Kenning, 2014; Backhaus, 2016). Simultaneously, many research studies have examined what attributes organisations should focus on to both make it to these rankings and to create an 'optimal brand' to optimise brand attractiveness (Saini et al., 2015). Clearly, the main priority has been how to best attract talent and raise brand awareness among potential employees, and not how to retain current employees nor how those two perspectives, external and internal, work together. Given the positive picture painted by experts and researchers alike, it is not hard to understand why many organisations are jumping on EB. Nevertheless, the literature on EB remains scarce and entails significant gaps which will be further elaborated on below.

1.1 Problematization

Because of the overemphasis on EB as an attraction tool in both academia and practice, only about one third of organisations are using EB for retention purposes (Universum, 2016), despite that cost of turnover is one of the largest costs in an organisation (Blake, 2006). Not only monetary, but also potential loss of skills, knowledge and motivation. Recently, researchers have come to argue that (i) there is no one 'optimal brand', but that the best fitting employees will be attracted to an accurate and true employer brand that mirrors the life of employment (Backhaus, 2016), and that (ii) promises made in the external employer brand marketing have the potential

to create expectations on life of employment, though not tested empirically. Based on this idea, organisations face a tough challenge in both conveying a brand attractive and unique enough to beat competition, while still being accurate and authentic about life of employment. Therefore, several researchers have called for a shift in research focus from an external perspective of EB in terms of how to increase brand attractiveness among potential employees, to an internal perspective in terms of how to use EB to increase commitment and retention of current employees (Backhaus, 2016). While global talent leaders plan to increase their investments in EB the coming year (Universum, 2016), research has yet to provide crucial knowledge to help them spend it more wisely. One crucial step is to attain a better understanding of how EB is actually perceived by current employees, and how these perceptions translate into important employee outcomes.

To better understand employee-level effects of EB, the adjacent field of psychological contract (PC) theory provides a useful perspective. As concluded in such research, employees entering an employment perceive that there exists a PC between the employer and themselves, consisting of a set of expectations on certain aspects of the employment experience. These expectations are based on perceived implicit promises made to the employee throughout the recruitment process, which the employer is obligated to fulfil according to the employee. If the employee perceives such obligations as not fulfilled (i.e. a contract breach), this will negatively affect key employee outcomes such as intention to stay, organisational commitment and job satisfaction (e.g. Robinson, 1996; Robinson & Rousseau, 1994). Surprisingly, very little is known about how EB may relate to this process. What research has found until now, however, is that information from the external marketing of the employer brand helps to start formulating and affecting the perceived PC (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2016a). Possibly, EB constitutes a very important antecedent of, or input to, the PC formation which neither research nor practitioners have realised or explored before. Consequently, by looking at EB through the lens of PC theory a major problem arises. The use of EB may create a PC without organisations having neither considered, nor prepared for, the potential consequences. Thus, all efforts in portraying the employer as an attractive workplace will likely be perceived as promises expected to be fulfilled once employed. While there is a significant body of research outlining the negative impact PC breach has on key employee outcomes mentioned above, research has yet to test the direct consequences of failing to keep employer brand promises to employees (Grigg, 2016). With the lion part of research and industry experts promoting all the positive benefits of creating an attractive employer brand, unintended and unexplored negative outcomes may reap all the associated positive benefits if not prepared. This is an important knowledge gap given the magnitude of resources organisations are putting into their employer brands and the high cost of turnover, highly correlated with the scarce focus on retention in both academia and practice. Many researchers have called for studies testing the effects of a perceived breach of employer brand promises (Tanwar & Prasad, 2017), specifically from the perspective of current employees' perceptions of EB, as few has tested this perspective empirically before (Tanwar & Prasad, 2016a; 2016b).

Lastly, previous research indicates that some employer brand dimensions are of higher importance than others when attracting potential employees. Thus, in a similar vein, such dimensions may be more important to fulfil than others. Compared to instrumental dimensions, symbolic dimensions have had higher correlation to both brand attractiveness and aforementioned employee outcomes (Lievens & Highhouse, 2003; Backhaus & Tikoo, 2004). Furthermore, as part of potential symbolic dimensions, perceived external prestige (PEP) of the organisation has been demonstrated by research to have a great influence on current employees in terms of (i) enhanced organisational commitment and reduced turnover intentions (e.g. Fuller et al., 2009; Gkorezis et al., 2012), and (ii) increased brand attractiveness and intentions to apply (Alniacik et al., 2011; Saini et al., 2015). Therefore, although yet to be tested, it might be that employees in such organisations are more resilient against a potential breach of a brand promise, in terms of not affecting the organisational commitment and turnover intentions as negatively as PC theory would suggest for a breached contract. This could potentially be an important moderator in the relationship between employer brand promise breach and employee outcomes when exploring the research gap further.

In sum, as maintained by industry experts for the last decade, EB is the tool to use to best combat increased competition on talented employees, leading to EB being a top-priority on organisation's agenda. At the same time, academic research on EB has been lagging in many regards. Little is known about the nature of the relationship between external and internal EB and how organisation's EB activities are perceived by, and affect, current employees in terms of key employee outcomes.

1.2 Purpose, Aim and Contribution

On a high level, the purpose of this study is to investigate potential unintended negative outcomes to EB not anticipated, or overlooked, by industry experts, organisations and previous researchers alike. More specifically, from the perspective of current employees, the purpose is to investigate the consequences of a perceived breach of brand promises made in the external employer brand messaging, and how a potential perceived breach affects key employee outcomes. The purpose is also to investigate the relationship between a brand promise and its perceived degree of fulfilment more deeply by exploring a potential moderator, PEP, but also the potential relative importance between specific dimensions of EB.

By exploring EB mainly through the lens of PC theory, the aim is to provide insights that connects at the one hand expectations coming from the well-researched perspective of external marketing of the employer brand, and at the other hand the perceptions about actual life of employment from the perspective of current employees recently hired (0-4 years). This will hopefully contribute with new and valuable knowledge to the rather unexplored research area of EB, particularly in terms of (i) bridging the external and internal EB perspectives together (ii)

how employees perceive EB, and (iii) empirically test how EB relates to employee outcomes connected to retention. Empirically, the aim is to contribute with knowledge that can help organisations spend their investments on EB more wisely. Specifically, due to the lack of knowledge about the potential consequences of over-promising in the external marketing trying to attract talent, knowledge from this study can help organisations be better prepared to deliver on their promises and to better prioritise how to allocate their money. Finally, we hope to be able to highlight what dimensions of EB that is most important to prioritise in terms of working on retaining the most valuable asset in any organisation.

1.2.1 Research Question

Based on the situation, problematization, purpose and aim of this study, this thesis intends to answer the following primary research question.

How does the degree of perceived match/mismatch between the expectations derived from brand promises made in external employer brand activities, and the perceived actual delivery on those promises once employed, affect important employee outcomes such as job satisfaction, organisational commitment, turnover intention and brand advocacy?

Further, with the aim of exploring this relationship in more depth the thesis will also aim to answer a secondary research question of *whether perceived external prestige has any moderating effect on the relationship between perceived degree of fulfilment of brand promises made, and the aforementioned employee outcomes.*

1.3 Delimitations

Given the scope of this thesis several delimitations were made. *First,* the study will focus on the perspective of current employee's perceptions of EB and brand promise fulfilment or breach, which can, and often do, vary from what the employer intended to accomplish or what they actually did (Wright & Nishii, 2007). As human perceptions often differ from the actual intention on the part of the organisation, according to research, the results of this study could provide valuable insights. *Second,* the thesis is limited to study only currently employed and recently hired people (0-4 years) under 40 years old to maximise the likelihood that the respondents can recall the recruitment process and EB activities. *Third,* the study has a primary focus on Sweden and adjacent countries to facilitate collection of data from multinational organisations acting in the area. *Fourth,* the thesis is limited to four employee outcomes that share similarities: organisational commitment, intention to stay, job satisfaction and brand advocacy, because (i) these are suitable to be measured in a quantitative study compared to more complex outcomes (e.g. trust, performance), and (ii) these outcomes are well-grounded in theory and have in previous studies provided valuable insights and high validity.

1.4 Thesis Disposition

The thesis consists of six main chapters. Following this introductory chapter, *Chapter 1,* in which the primary and secondary research questions have been presented and framed, *Chapter 2* presents the theoretical framework and its associated hypotheses to be tested, deduced from a literature review leading off the chapter. *Chapter 3* mainly describes the scientific and empirical approach used to test the hypotheses, and in *Chapter 4* the results from the hypotheses testing are presented. In *Chapter 5,* the results are discussed and analysed in-depth in accordance with the primary and secondary research question. Lastly, in *Chapter 6* the main conclusions of the thesis are presented together with a note on theoretical and managerial implications, important limitations as well as suggestions for future research. The order of this thesis is thus organised as follows: (i) Introduction, (ii) Theory, (iii) Methodology, (iv) Results and Analysis, (v) Discussion, (vi) Conclusions.

2. Theory

This chapter will outline the theoretical framework with associated hypotheses that form the foundation of the empirical study used to answer the two research questions. The theoretical framework is based on a literature review of the research areas relevant for this thesis; EB, PC theory, PEP theory. First, the literature review is presented, followed by the theoretical framework and the synthesized hypotheses.

2.1 Literature review

The initial part of the literature review covers EB theory and is structured based on the two most prominent studies in the field. Both Ambler & Barrow (1996) and Backhaus & Tikoo (2004) talk about two different perspectives of EB; *the external perspective*, in terms of market the EVP to attract potential employees, and *the internal perspective*, in terms of market and internalize the EVP in the culture to retain and motivate current employees. Hence, following a short *(i) background* to introduce the EB field further, the literature review on EB will be divided into two parts, *(ii) external EB,* the stream of research that has received the most attention, and *(iii) internal EB,* to review the less explored perspective. These two separate streams of EB research have not been connected in a useful way thus far. To wrap up the EB part of the literature review, this EB research gap will be highlighted and summarized in *(iv) the theoretical research gap* to further motivate this study. For the last two parts of the literature review, *(v) PC theory* and *(vi) PEP theory* will be reviewed to explore two adjacent perspectives on EB adding explanatory value and in-depth insight to the EB research gap.
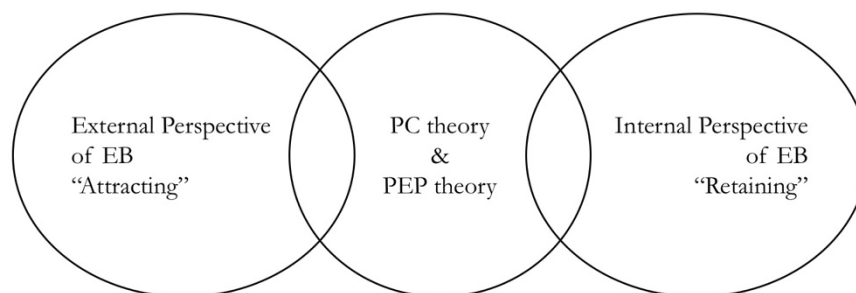
Figure 1 - Visual representation of the literature review

2.1.1 Employer Branding

At the very fundamental level EB research is built on the resource-based view (RBV), applying a mix of brand marketing concepts to HR literature. According to the RBV, an organisation's ability to achieve and maintain a competitive advantage is based on its ability to acquire valuable and unique resources that are difficult to imitate and difficult to substitute (Baum & Kabst, 2013). One such resource, the most valuable many argues, is human resources (Backhaus & Tikoo, 2004). In knowledge-based economy, highly-skilled and unique employees are associated

with the performance and profitability of organisations, potentially forming the basis of a sustainable and hard-to-imitate competitive advantage (Ambler & Barrow, 1996). EB has been established, both by industry experts and researchers, as a long-term strategy to combat issues such as attracting, recruiting, motivating and retaining talent (Backhaus & Tikoo, 2004).

2.1.1.1 External Perspective on Employer Branding

The external perspective refers to external marketing of the EVP to attract and recruit the best human resources possible (Backhaus & Tikoo, 2004), and is the area that has caught the most attention from researchers over the years (e.g. Lievens et al., 2003; Berthon et al., 2005). From the perspective of potential employees most studies have explored what factors influence two main measures the most, brand attractiveness and intention to apply (ibid.). In their well-cited conceptual model of EB, Backhaus & Tikoo (2004) outlined how employer brand attractiveness is created. *First*, employer brand associations are created from various sources including the external marketing efforts of the EVP, but also word-of-mouth, press and so forth. The EVP consists of a set of symbolic and/or instrumental dimensions of the employment. *Second*, the accumulated set of associations creates an employer brand image that in turn translates into a degree of brand attractiveness and intention to apply. In terms of measuring what affects brand attractiveness the most, studies have used a variety of EB dimensions. As presented in Table 1, most studies are built on a variation of the symbolic-instrumental framework borrowed from marketing literature (e.g. Lievens & Highhouse, 2003). Given the number of studies in this area of EB, they cover a wide range of industries as well as both a western and eastern cultural setting. The major limitation in several of these studies, however, are that they have used a student sample as representatives for potential employees. Hence, the generalisability of the findings of these studies mostly pertain to final-year university students with limited employment experience (Lievens & Highhouse, 2003; Berthon et al., 2005; Srivastava, 2010; Alniacik & Alniacik, 2012; Saini et al., 2013; Archechige & Robertson, 2013; Van Hoye et al., 2013; Zhu et al., 2014).

Table 1 - Summary of employer branding dimensions

Authors	Dependent	Dimensions
Ambler & Barrow (1996)	Attractiveness	Functional, Economic, Psychological
Berthon et al. (2005)	Attractiveness	Social value (good colleagues, fun working environment), Development value (recognition, training etc.), Application value (use knowledge, teach others), Interest value (innovative culture etc.), Economic value (Pay, job security etc.)
Lievens & Highhouse (2003), Lievens et al. (2007), Van Hoye et al. (2013), etc.	Attractiveness	Instrumental/Organisational Characteristics (Pay, Advancement, Security, Task Demands, Location, Working w. customers) Symbolic/trait inferences (Sincerity, Innovativeness, Competence, Prestige, Ruggedness)
Saini et al. (2013)	Attractiveness	Development Value, Social Value, Interest Value, Application Value, Economic Value, Company Culture, Ethical Organisation
Zhu et al. (2014)	Attractiveness	Compensation and benefits, Recognition, Opportunity for development, Work-life effectiveness, Organization mark (leadership, prestige, culture)

The focus of most studies has been to explore what dimensions of the EVP help organisations to either develop an 'optimal brand' to maximise brand attractiveness, or reach 'best workplace' rankings based on what dimensions the ranking criteria put most weight on (e.g. Cable & Turban, 2003). Later studies, however, have opted for a more sustainable approach in developing a genuine and accurate brand that will attract the right employees rather than the best (e.g. Backhaus, 2016). Related to this, utilising the EVP and its specific dimensions to differentiate the organisation from competing ones is another important element highlighted by these studies. In this respect, several studies found that instrumental dimensions are not effective enough to explain variance in brand attractiveness and intention to apply. This is because organisations across the same industry are often very similar in terms of those attributes (e.g. Thomas & Wise, 1999; Taylor & Collins, 2000). While instrumental dimensions are still important, studies have found that when such dimensions are perceived to be similar across organisations, the importance of symbolic dimensions increases (Backhaus & Tikoo, 2004). In support of this contention, studies have found that symbolic dimensions have incremental value over and above instrumental ones in explaining employer brand attractiveness (Lievens & Highhouse, 2003; Backhaus & Tikoo, 2004). According to branding theory and social identity theory, the reason for this is likely that a brand can convey meaning beyond tangible benefits (Hirschman, 1980), and provide symbolic value (e.g. considered competent, innovative, prestigeful) that applicants

find attractive as it enables them to express parts of their self-identity leading to increased self-esteem and self-enhancement (e.g. Aaker, 1997; 1999, cited in Lievens & Highhouse, 2003).

Building an image that the organisation is a great place to work based on certain dimensions has for long been claimed to be the main purpose of EB (e.g. Ambler & Barrow, 1996). Consequently, the internal perspective of EB reviewed in the following section is much less explored in terms of empirical studies.

2.1.1.2 Internal Perspective on Employer Branding

The internal perspective of EB refers to the internal brand marketing of the EVP within the organisation and has emerged lately as a response to calls from many researchers to explore both the perspective of current employees (e.g. Kucherov & Zavyalova, 2012), and how EB can help increase employee retention (e.g. Tanwar & Prasad, 2016b). Just as attracting and recruiting great talent can form the basis of a competitive advantage, internal EB helps the organisation build a committed and loyal workforce hard to imitate by others, thereby sustaining the competitive advantage further (Sartain, 2005; Rosethorn, 2009). Thus, the ultimate goal with internal EB is to develop the human resources in a way that increase their commitment to the organisation's values and goals (Backhaus & Tikoo, 2004). To achieve such a goal, internal EB is used to systematically expose employees to the EVP to get the organisational culture molded around goals, values and work behaviors that supports the organisation's performance and the overall quality of work life (Backhaus & Tikoo, 2004). Research further suggest that internal EB has a reciprocal relationship with organisational culture and identity, as internal EB feeds perceptions of organisational culture and identity (Backhaus, 2016), while employees simultaneously evaluate the internal EB in light of the perceived culture and identity (e.g. general work environment, and behaviors, values, attitudes of colleagues). Hence, EB messages that are inconsistent with the culture and identity tend to have negative effects on employee outcomes (ibid.), and attempting culture change by promoting an aspirational EVP is risky, as those who were attracted by the new brand will be disappointed to find a different situation in the organisation than the brand had suggested to them (Martin et al., 2011). Lastly, research claim that the internal EB is also used to shape and align employee expectations and perceptions by reinforcing positive and unique attributes of the organisation (Frook, 2001; Maxwell & Knox, 2009), yet there are no studies testing either how employees actually perceive such attempts or how they perceive EB activities in general.

The few studies conducted with this perspective have used current employees as target audience to test how EB affect important employee outcomes such as organisational commitment, intention to stay, job satisfaction and brand advocacy. Few of these, however, have conducted empirical studies when testing such relationships. Next, a review of such employee outcomes will be presented followed by how studies have measured internal employer brand dimensions.

2.1.1.2.1 Important Employee Outcomes Related to Internal Employer Branding

Organisational commitment has been established as an important outcome of internal EB in several studies (Tanwar & Prasad, 2016a; 2016b; 2017). However, few studies have tested this relationship empirically, only by theoretical arguments. What these studies concluded was that organisations working with internal EB will experience higher employee commitment defined as identification and involvement with the firm, including acceptance of the organisation's goals and values, eagerness to work hard, and desire to remain with the firm (Crewson, 1997). Organisational culture, identity and trust are three important antecedents of commitment (Backhaus & Tikoo, 2004). The more the culture supports quality of work life, and the more employees identify themselves with the firm, the higher commitment (Gifford et al., 2002). As for trust, it is built when the brand promise is realised and there is consistency between brand message, organisational identity and organisational culture (Backhaus & Tikoo, 2004). Hence, consistency in messaging, both internally and externally, may result in greater employee commitment to the overall brand (Mosley, 2007). Lastly, several studies have connected increased commitment with increased employee productivity, performance and even profitability (Backhaus & Tikoo, 2004; Gaddam, 2008).

Besides helping create a committed workforce, internal marketing also contributes to *employee retention* (Tanwar & Prasad, 2016a). This is, as mentioned in the previous chapter, a very important measure as employee turnover is one of the largest cost in any organisation (ibid.). On top of being an important cost to control, research has connected higher retention with higher productivity (ibid.). The most cited study exploring the relationship between EB and employee retention did, however, only test this relationship in a qualitative study of 25 people. They argued that EB efforts have the potential to increase job satisfaction and organisational commitment which in turn increase employee's intention to stay (ibid.). Intention to stay is the most recognised measure to capture employee retention/turnover (Mobley et al., 1978; Miller et al., 1979, cited in Michaels & Spector, 1982). Such inter-relationship between job satisfaction, intention to stay, and commitment has been well-established in other general studies on employee retention as well (e.g. Clegg, 1983). Similar to organisational commitment, intention to stay can be increased by a brand promoting quality of work life and a positive organisational identity (Backhaus, 2016), as employees who feel a sense of congruence between their own and the organisation's values and identity are more likely to stay with the organisation (Hoffman & Woehr, 2006). On the contrary, according to research, intention to stay is often decreased due to general dissatisfaction of employment (Tanwar & Prasad, 2016a). Yet, no studies have tested if and how EB may affect such dissatisfaction.

Another important employee outcome related to internal EB is *job satisfaction,* defined as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes (Cranny et al., 1992). In other words, the extent of job satisfaction is the cumulative level of met worker expectations (Porter & Steers, 1973, cited in Fields, 2012). While the number of empirical studies examining the relationship between EB and job satisfaction remains low,

Tanwar & Prasad (2016b) could establish such relationship. In their study, they found that the influence on job satisfaction varied greatly among different employer brand dimensions with symbolic dimensions having greater effect than instrumental ones. Hence, they urged future research to test this relationship in more depth on other dimensions and in other industries (ibid.).

A last employee outcome related to EB is *brand advocacy.* According to Tanwar & Prasad (2016a) an EB might help an organisation to create brand advocates, i.e. *"people who share positive word of mouth about their brand"*, by convincing employees that their organisations is a great place to work. As word-of-mouth is known as one of the most impactful marketing tools (Bughin et al., 2010; Trusov et al., 2009), increased brand advocacy may be a powerful way to attract new talent. Although only tested through qualitative interviews, Tanwar & Prasad (2016a) proposed that brand advocacy can be increased by an attractive EB, both in a direct effect but also indirect through increased commitment.

2.1.1.2.2 Measuring Employer Brand Dimensions on Current Employees

As a response to the lack of a concise scale to measure the dimensions of an employer brand on current employees, Tanwar & Prasad (2017) developed a five dimensional 23-item scale including (i) healthy work atmosphere (HWA), (ii) training and development (T&D), (iii) work-life balance (WLB), (iv) ethics and corporate social responsibility (E&CSR), and (v) compensation and benefits (C&B). While HWA and E&CSR is defined as symbolic dimensions, the remaining three are defined as instrumental (ibid.). They argued that previous scales were either only applicable on prospective employees, especially students, or were not statistically solid enough. Their 23-item scale was the first of its kind building on many well-cited EB studies (e.g. Lievens & Highhouse, 2003; Berthon et al., 2005; Tanwar & Prasad, 2016a; 2016b). The authors proposed forthcoming researchers to use this scale to measure the effect of these dimensions on the aforementioned employee outcomes. Based on these arguments, this study will follow the work of Tanwar & Prasad (2017) in defining employer brand dimensions. More support for this choice is provided in *Section 3.2.2.1 - Pretest 1 and 2: Test of reliability on survey items*. Lastly, in their study, Tanwar & Prasad (2017) found the most influential dimension on job satisfaction to be HWA, followed in order by T&D, WLB, E&CSR and last C&B.

2.1.1.3 Employer Brand Research Gap

Summarizing the two streams of EB research, there is a three-dimensional gap this thesis aims to cover. *First*, almost no studies have tested how EB is perceived and apprehended by current employees in an empirical study. Instead, most studies center around how organisations should make use of EB, its underlying intentions and the expected results, given how EB should be perceived by employees. Adding to the importance of this gap, research states that oftentimes it is a significant difference between what organisations intend to do or to make happen, and how employees perceive, interpret and react (Wright & Nishii, 2007). Second, there is a lack of studies bridging the two EB perspectives together empirically, in terms of the interplay between external

EB and internal EB (e.g. how external brand promises made to attract employees affects both the effectiveness of internal EB activities, and the existing employees in terms of the employee outcomes reviewed in the internal EB perspective). This is important knowledge to provide, given the high emphasis on EB as an attraction tool by both industry experts and organisations, often neglecting how it affects internal EB and employee outcomes. Third, regarding the relationships between employee outcomes and EB very few have explored these either quantitatively or empirically, especially retention. In addition, the previous studies have only tested employee outcomes and EB from a positive perspective, e.g. how an attractive employer brand can lead to positive effects, hence neglecting potential unintended negative effects.

The remainder of the literature review will cover two adjacent fields of research to provide helpful perspectives on EB that can help our empirical study to close the above gap.

2.1.2 Psychological Contract Theory

PC theory provides a useful lens to explore employee perceptions of EB and potential unintended effects on employee outcomes. Following an introduction of PC theory, the connection between EB and PC theory will be reviewed.

PC theory is a classic management concept used to explain employee turnover (Rousseau, 1989), by exploring the relationship between employer and employee in terms of the implied expectations or obligations they have on one another (Eshoj, 2012). According to PC theory, as briefly explained previously, when employees enter an employment they carry a belief about the mutual obligations that exist between the employee and his/her employer. Such beliefs are based on the perception of the promises made by the employer (e.g., salary, work-life balance) prior to the employment in typical HRM-practices related to recruiting (e.g. interviews, impressions, employee conversations, and general appearance), in return for something in exchange (e.g. hard work), (Rousseau & Tijoriwala, 1998; Roehling, 1996). These mutual obligations constitute the PC which is derived only from implicit and unwritten communication and agreements (Sels et al., 2004). How employees evaluate at what level such obligations are perceived to be fulfilled once employed constitutes the core of PC theory (Rousseau, 1989). When obligations are perceived to not be fulfilled by the organisation, e.g. a breach of the PC, major studies have found a negative impact on employees' intention to stay, job satisfaction, organisational commitment and job performance (Robinson et al., 1994; Robinson & Rousseau, 1994; Coyle-Shapiro & Kessler, 2002). This causal relationship is explained by the fact that the employee believes that he/she has been treated unfairly, and that trust has been violated (Kickul et al., 2001). In contrast, other studies have found that fulfilled obligations of the PC results in reciprocity on the part of the employee, in terms of being willing to uphold his/her part of the mutual obligations resulting in higher levels on the employee outcomes (Coyle-Shapiro & Kessler, 2002). Lastly, studies in this research area highlight the importance of accuracy of perceptions about the organisation, as it helps to reduce perceptions of breach of the PC (Robinson & Rousseau, 1994).

A couple of studies have argued that EB could be an important antecedent of PC formation (Tanwar & Prasad, 2016a). In contrast to the general process of PC formation, where a PC is formulated based on implicit communication related to the recruitment, external EB marketing provides not only implicit information but more importantly a great amount of explicit communication about different dimensions of the employer to attract potential employees. Thus, all the information communicated in the external employer brand marketing aimed at creating an attractive image of the employer as a great place to work, also signals intentions on the part of the employer and can be interpreted as promises by potential employees which helps start to formulate a PC (Rousseau, 2001; Backhaus & Tikoo, 2004; Eshoj, 2012). Thus, studies argue that external EB helps to increase expectations about the different dimensions of the employment as well as making promises more explicit, and in that way, affect the content of the PC (Backhaus & Tikoo, 2004). Given the negative effects of a PC breach, these studies have concluded that it is important to deliver on employer brand promises in terms of the employment experience (Tanwar & Prasad, 2016a; 2017), yet no studies have empirically tested the effects on employee outcomes of a breached employer brand promise.

2.1.3 Perceived External Prestige Theory

Perceived external prestige is another adjacent field to both internal and external EB. As for the former, PEP is included as a symbolic dimension in several EB studies demonstrating high correlation between PEP and high brand attractiveness (e.g. Lievens & Highhouse, 2003; Saini et al., 2015). As for the latter, the review of PEP theory below will demonstrate that it is highly correlated with increased organisational commitment and intention to stay.

This field of research, much related to social identity theory, explains that individuals adopt certain values, attitudes and goals related to the group or groups the individual is a member of (Hekman et al., 2009). Organisations, for instance, help to shape social identity of individuals because they provide status and values that will be assessed by outsiders and compared to those of outsiders. Hence, when employees feel that they are part of a prestigious social group, i.e. organisation, they feel proud to be part of that group and identify themselves with the organisation (Mignonac et al., 2006). Thus, when job seeking individuals perceive certain organisations to have a high PEP, they may be more attracted to them. Research claims that high PEP leads to fulfilled needs of self-enhancement and self-esteem which in turn not only increase organisational commitment but also increased organisational identification (e.g. Carmeli & Freund, 2009; Gkorezis et al., 2012; Raithi & Lee, 2015). Such perception of high prestige is learnt through feedback and conversation with outsiders (Gotsi & Wilson, 2001; Raithi & Lee, 2015). The higher the PEP is, the greater the potential boost to self-esteem is (Mael & Ashforth, 1995). This increase in self-esteem through the membership of a prestigious organisation leads to a need to reciprocate. As demonstrated in many studies, this reciprocity in turn results in

increased organisational commitment and decreased turnover intentions (e.g. Herrbach et al., 2004; Fuller et al., 2006).

2.2 Theoretical Framework

Based on the literature review, the synthesised theoretical framework and its associated hypothesis to be tested are presented below. On a high level, the independent variable is the overall perceived degree of breach of the employer brand promise with the four employee outcomes reviewed in various settings above as different dependent variables (H1). Overall perceived degree of breach is, in turn, comprised by the five dimensions used to define an employer brand conceptually in this thesis, also used as independent variables in some analytical tests (H2). Also, included in the framework as a potential moderator is PEP (H3), and lastly, some important effects in-between the employee outcomes will also be explored (H4). The remainder of this section will summarize and further motivate the hypotheses building up this framework.
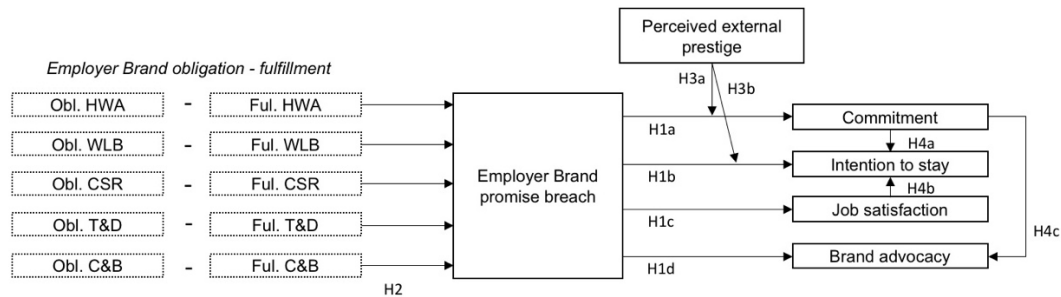
Figure 2 - Proposed Theoretical Framework

2.2.1 Employer Branding and PC Theory: A Breached Brand Promise

To bridge the gap between external and internal EB, as well as exploring how current employees perceive EB, PC theory is used to add explanatory value. Together, given that research has found EB to be a potential very important antecedent of the formation of a PC, and that a perceived breach of the PC leads to negative effects on employee outcomes, this points to some potential unintended negative outcomes of EB not yet tested by research. Thus, the following hypotheses are suggested:

> **H1:** *A perceived breach of the employer brand promise will have negative effects on **a:** organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy*

2.2.2 The Relative Importance of EB Dimensions

To better understand how EB is perceived by employees, the relative importance of different dimensions of EB from the perspective of current employees will be explored, e.g. what dimensions are more important than others to fulfil. Previous research states that symbolic

dimensions are better at differentiating an organisation from another, and more influential in terms of affecting brand attractiveness (Lievens et al., 2007). Similarly, Tanwar & Prasad (2017) outlined a hierarchy of importance among EB dimensions when they tested the effect of EB on job satisfaction on current employees, and they also found symbolic dimensions to be more important than instrumental. Given this the following hypotheses are suggested.

*H2: A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **a:** organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy compared to instrumental dimensions.*

2.2.3 Prestige as a Moderator

While PC theory suggests that a breached brand promise reduces employee reciprocity to uphold their obligations, leading to decreased organisational commitment and intention to stay, no research has yet tested whether the increased reciprocity coming from a membership in an organisation high on PEP might balance out the lower levels of reciprocity from a perceived PC breach, e.g. that they posit a higher resilience for brand promise breaches. Potentially, PEP could moderate the negative effects on commitment and intention to stay coming from a perceived breach of the brand promise. Thus, as no prior studies have indicated that this could affect either job satisfaction or brand advocacy, the following hypotheses are suggested:

*H3: Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on **a:** organisational commitment, and **b:** intention to stay.*

2.2.4 The Interrelationship between Employee Outcomes

As this thesis, on a high-level, aims to better understand the relationship between EB and employee outcomes, there are several relationships outlined in previous research in between the employee outcomes that needs to be considered. More specifically, on one hand, the intention to stay, which is used to predict employee turnover, has been argued to be affected by both commitment and job satisfaction, and on the other hand, brand advocacy has been argued to be affected by commitment. Hence, the following hypotheses are suggested:

*H4: In between employee outcomes **a:** increased organisational commitment will have a positive effect on intention to stay, and **b:** increased job satisfaction will have a positive effect on intention to stay, and lastly **c:** increased organisational commitment will have a positive effect on brand advocacy.*

Table 2 - Summary of Hypotheses

Hypothesis	Description
H1	A perceived breach of the employer brand promise will have negative effects on **a:** organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy
H1a	A perceived breach of the employer brand promise will have negative effects on organisational commitment
H1b	A perceived breach of the employer brand promise will have negative effects on intention to stay
H1c	A perceived breach of the employer brand promise will have negative effects on job satisfaction
H1d	A perceived breach of the employer brand promise will have negative effects on brand advocacy
H2	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **a**: organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy compared to instrumental dimensions**.**
H2a	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on organisational commitment, compared to instrumental dimensions
H2b	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on intention to stay, compared to instrumental dimensions.
H2c	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on job satisfaction, compared to instrumental dimensions.
H2d	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on brand advocacy, compared to instrumental dimensions.
H3	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on **a:** organisational commitment, and **b:** intention to stay.
H3a	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on organisational commitment
H3b	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on intention to stay.
H4	In between employee outcomes **a:** increased organisational commitment will have a positive effect on intention to stay, and **b:** increased job satisfaction will have a positive effect on intention to stay, and lastly **c:** increased organisational commitment will have a positive effect on brand advocacy.
H4a	Increased organisational commitment will have a positive effect on intention to stay
H4b	Increased job satisfaction will have a positive effect on intention to stay
H4c	Increased organisational commitment will have a positive effect on brand advocacy.

3. Methodology

To test the theoretical framework presented in Section 2.2, several studies have been conducted. This section will provide a description and motivation for both the scientific and empirical approach undertaken to test the hypotheses. First, the (i) scientific approach will be described. Second, the (ii) empirical approach will be elaborated on to describe and motivate choices regarding the sampling and study design. Lastly (iii) a critical evaluation of the methodology chosen will be presented.

3.1 The Scientific Approach

This section will cover the motivation for choice of research approach and strategy, as well as research design and method.

3.1.1 Research Approach and Strategy

Given the nature of the research question of this thesis a *quantitative positivistic research strategy* with an ontological aspect of naturalism were deemed most appropriate. In accordance with the definition of positivism in Bryman & Bell (2011), this study aims to produce knowledge that will help predict certain social events by objectively observe the empirical world by testing and verifying theories empirically. Regarding the position on naturalism, the work associated with this thesis work under the assumption that reality only consist of those things recognized by science and has been satisfactorily tested by scientific methods (ibid.). As common for a quantitative positivistic strategy, a *deductive research approach* is used. Specifically, relevant theory has been reviewed to generate a set of hypotheses presented in the precedent chapter. By testing these hypotheses empirically, the associated findings will help answer the research question and thus add knowledge to the field of EB able to be generalized for a greater population (Bryman & Bell, 2011). Lastly, this thesis uses a *quantitative approach* which often is associated with deduction where statistically principles are used to test hypotheses deducted in current theory with the utmost purpose of being able to generalize the findings outside the scope of this work (Bryman & Bell, 2011). A qualitative study was excluded since (i) well known measures already exist in current and adjacent fields of theory, (ii) we want to test existing theories rather than developing new ones.

3.1.2 Research Design and Method

Practically, the design used for this study is a cross-sectional survey design, often associated with a quantitative research strategy (Bryman & Bell, 2011). An *online self-completion questionnaire* was deemed most appropriate for three reasons. *First*, this allowed a large-scale data collection from a large sample during a short period that otherwise would have been difficult to gather by using other methods (Bhattacherjee, 2012). *Second*, the use of a self-completion questionnaire is also common practice in quantitative studies to understand both behaviors and the underlying

intentions (Bryman & Bell, 2011). *Third*, many previous studies in the research area have used a qualitative and exploring method, but not tested the proposed relationships and findings quantitatively. Finally, there are a couple of drawbacks of this choice of research method. *First,* the respondents are not able to ask questions or receive support if needed. To combat this issue the survey was constructed with clear instructions and tested on several individuals to eliminate potential ambiguities before launch. *Second*, with an un-supervised questionnaire it is hard to determine the level of honesty of the respondent (ibid). For that, several well-tested tactics such as time control and reversed items are used to screen out dishonest and poor respondents to overcome such drawback.

3.2 The Empirical Approach

Given the scientific approach, this section will concretise the empirical approach in terms of describing and discuss the nature of the data collection process in terms (i) the preparatory work conducted, (ii) the main study, including the sampling process and survey design.

3.2.1 Preparatory Work

To create a better understanding of the practical work with EB in organisations and to gather feedback on the research question developed, several interviews were conducted with HR-managers from four multinational organisations within various industries. The information gathered provided initial knowledge regarding why and how EB is practiced and gave us a useful indication as to the perceived practical value of the possible findings of this thesis. While by no means a generalizable conclusion, based on what these organisations defined as their EVP, the scale adopted by Tanwar & Prasad (2017) in this thesis was deemed very reasonable and suitable.

3.2.1.1 Pre-test 1 and 2 - Reliability of Survey Items

The initial aim of the first pre-test was to narrow down the 5-dimensional 23-item construct (*see Appendix 1 - Survey items pre-test*) of employer brand dimensions created by Tanwar & Prasad (2017), to a smaller set of items for the main study while still ensuring high reliability. This was to keep the main study as short as possible. The choice of using Tanwar & Prasad (2017) as the dimensional framework of EB was, in line with the discussion in *Section 2.1.1.2.2 - Measuring employer brand dimensions,* because (i) the sole focus of their study was to develop a concise scale to be used in studies focusing on current employees, ii) they built their scale on previous well-known and well-cited work and made two preceding studies (Tanwar & Prasad, 2016a; 2016b) to generate and test possible dimensions both qualitatively and quantitatively. Furthermore, they used a second-order factor analysis to develop the scale to yield higher reliability.

The first pre-test (n=23) was conducted on the intended target group (*please see Section 3.2.2.1.1 - Sampling process)* with the five dimensions of EB: HWA, T&D, WLB, E&CSR, and C&B. The original items were slightly reformulated to match the way the items were operationalised in the

main study (*please see Section 3.2.2.3 - Operationalisation of key constructs*). The result from the first pre-test provided internal reliability problems with a Cronbach Alpha<0.7 (Westergaard et al., 1989) on three of five dimensions. While this result could be due to the small sample size, the original scale was extended with more items gathered from the studies by Tanwar & Prasad (2016a; 2016b) and Nigel Wright (2008) before a second pre-test was performed to ensure reliability.

In total, six more items were added to HWA, four to WLB, six to E&CSR. (*please see appendix 1 - Survey items pre-test*). The aim of the second pre-test was to test a wider range of items for the dimensions that failed the reliability test and be able to reduce the items before the main study. The second pre-test (n=43) resulted in satisfactory results on all dimensions and resulted in a total of 29 items divided into the five dimensions, 18 from Tanwar & Prasad (2017) and 11 added from other studies (*please see appendix 1 - Survey items pre-test*). Despite the initial aim of reducing the original scale to fewer items, the reliability of the scales was the highest priority, thus resulting in an extensive multi-items scale of EB.

Table 3 - Final 29-item scale of Employer Branding

Dimension	No. Items	Cronbach Alpha
Healthy Work Atmosphere	6	0.861
Training and Development	5	0.815
Work Life Balance	6	0.705
Ethics and CSR	6	0.825
Compensation and Benefits	6	0.770
All Dimensions	**29**	**0.870**

3.2.1.2 Pre-test 3 – Test of Survey Experience

A third small-scale pilot-test of the main survey was conducted to learn how to best facilitate the survey experience for future respondents. The main objective was to verify the comprehensibility and clarity of scales, measures and instructions used in the final survey design (Saunders, Lewis & Thornhill, 2009). The survey was tested on individuals similar to the target group. In total, eight people provided feedback on specific aspects such as overall clarity, easiness to follow directions, language and wording. Two of the test subjects were native English speaker. The main feedback regarded the time spent for completing the survey.

3.2.2 Main Study

The main study was designed based on the preparatory efforts described above. In this section, the (i) sample and sampling process will first be discussed, followed by (ii) survey design, and (iii) operationalisation of variables. Lastly, (iv) a summary of the data collection is presented.

3.2.2.1 Sample and Sampling Process

In this section, the sampling process will first be described followed by data collection and a descriptive presentation of the characteristics of the final sample.

3.2.2.1.1 Sampling Process

An important aspect of the quantitative research method is sampling. In general, terms this refers to choosing a setting for the research as well as suitable respondents (Bryman & Bell, 2011). The initial strategy was to gain access to organisations and in that way, gather suitable respondents. To do this several criteria were established related to on one hand the setting (organisation) and on the other hand the respondents.

First, to guide the search for suitable organisations, a couple of criteria for the target respondents were established: (i) some degree of higher education, (ii) currently employed, (iii) hired at current employer within the last four years, (iv) maximum ten years of full-time work since graduation, (v) maximum 40 years of age. According to industry experts, while still in early years of employment one will compare what one ought to receive out of the employment before joining and what one have received until now (PWC, 2011). Hence, as the aim of the thesis is to investigate the effects of a broken employer brand promise, it was in our best interest to have recently hired employees as they will have such promises in more vivid memory.

Second, regarding the setting, several criteria were used to develop a pool of suitable organisations to pick respondents from. Three criteria were established: (i) first the organisation had to have a well-known employer brand, (ii) the organisation had to actively work with the employer brand in terms of various external employer brand marketing programs to make sure that such brand messages clearly created a brand promise in terms of various implicit and explicit promises about the employment experience, (iii) the organisation had to be recruiting quite generously on a regular basis to be able to provide a quite large set of respondents, especially graduates and young professionals as such recruitments are more often associated with EB activities whilst the recruitment of more experienced hires tend be associated with head-hunting in higher extent (Brown, 2011).

To gather a set of potential appropriate organisations, three main sources were used: (i) corporate partners of Stockholm School of Economics, (ii) the image barometer conducted by professor R. Wahlund once a year on SSE students, as this report provides rankings on employer brand attractiveness and awareness, (iii) Universum's employer brand rankings, to further find

strong and active employer brands on top of the ones identified in the two preceding sources. In total, 20 suitable organisations were identified in the industries of professional services, banking and finance, IT, and security services. These were contacted with varying levels of response, eventually resulting in five companies being interested in participating. Three of those eventually got excluded as they could not fulfil the third organisational criteria mentioned above. The remaining two organisations were considered appropriate fulfilling all three criteria, one well-known employer within the banking industry present both in Sweden and in parts of Europe, and second the Alumni network for Stockholm School of Economics with members in various organisations globally. Important to mention, however, is the rather special case of the Alumni network, as they did not provide respondents per se but rather put us in contact with appropriate respondents fitting our ideal respondent. Still, by using control questions, covered in *Section 3.2.2.2 – Survey Design* below, respondents were controlled in accordance with the respondent criteria, and their employers were controlled by asking probing questions about their employer brand activities. Lastly, both organisations wanted to maintain control and act as a gatekeeper between us and the respondents. Based on our criteria for respondents the banking organisation selected respondents to cover all their business areas as well as geographic locations.

In sum, the sampling process resulted in a convenience sample (i.e. non-probability sampling) in that the sample of respondents was the result of the access gained by organisations readily available and convenient (Bhattacherjee, 2012). While a convenience sample has several drawbacks, e.g. problems with generalisability (ibid.), within the field of management studies, it is the most common and prominent technique (Bryman & Bell, 2011), especially among university students due to high costs of probability sampling (ibid.)

3.2.2.1.2 Data Collection

The collection of data occurred between March 28 and April 17, 2017. The survey was created in Qualtrics and distributed by an anonymous link to our contributing organisations. The banking organisation sent the survey in one main e-mail followed by two reminders to almost 800 employees. As for the Alumni network, they unfortunately declined to send direct e-mails, instead they offered to post the survey on their LinkedIn page once. Given the non-targeted non-personalised nature of a LinkedIn post, the total number of individuals reached is somewhat unknown. In total, approximately 800 individuals received or viewed the survey link.

In total 312 respondents from both sources answered the survey resulting in an initial response rate of 39 percent. *First*, 108 respondents were excluded due to non-completed questionnaires. *Second*, to address the problem associated with a self-completion questionnaire, several tactics were used in accordance with Bryman & Bell's (2011) recommendation. Due to time control 13 respondents were excluded as they completed the survey on an unrealistic time. Reversed items were used to catch respondents providing illogical answers, this excluded another 11 respondents. *Third*, 9 respondents were excluded due to not fulfilling either respondent criteria *(v)* the age limit, or criteria *(ii)* employed less than four years at their current employer (*see section*

3.2.2.1.1 - Sampling process). The final set included 171 valid responses which satisfies the central limit theorem (Newbold, Carlson & Thorne, 2012) and therefore reliable statistical tests can be conducted. According to Baruch & Holtom (2008) the average response rate for studies that utilized data collected from individuals was 52.7 percent which indicate that our final response rate of 21.4 percent is relatively low. The main reason for the low response rate can be connected to two factors: (i) the voluntary nature of the survey, especially for the LinkedIn post as it was not directed personally to anyone, and (ii) its lengthy nature. As we were not able to verify whether the non-respondents systematically deviate from the respondents or not, we cannot rule out that the results are affected by so-called non-response bias. However, the e-mail sent to the sample in the banking organisation was only sent to a defined set of homogeneous employees fitting the respondent criteria mentioned previously.

3.2.2.1.3 Sample Characteristics

The sample generated from the two contributing organisations was initially collected in two separate databases but later merged into one because of (i) close similarities as per Table 4, and (ii) both organisations generated similar significant results related to the hypotheses testing, and finally (iii) a common database and analysis is common practice in organisational studies. Also, presented in the table below are the basic demographics of the total sample. In general, the total sample is from either Sweden or the Baltics (93%), working in banking, or professional services industry (90%), and is characterized as young professionals currently employed but recently hired.

Table 4 - Organisation similarities and respondent demographics

Attributes	Total	Bank & Insurance	Alumni Network
Age (mean)	29.3	29	30.6
Male	83 (49%)	71 (51%)	12 (38%)
Female	88 (51%)	68 (49%)	20 (62%)
Years at current employer	1.67	1.68	1.60
Years at current position	1.26	1.24	1.35
Education	B.Sc. or above	B.Sc. or above	B.Sc. or above
Different Nationalities	15	12	9
Swedish	114 (67%)	91 (65%)	23 (72%)
European	46 (27%)	39 (28%)	7 (22%)
Other	9 (5%)	8 (6%)	1 (3%)
No response	2 (1%)	1 (1%)	1 (3%)
Respondents	**171**	**139**	**32**

3.2.2.2 Survey Design

As previously mentioned, the study was conducted using a self-completion questionnaire distributed online. In total, the questionnaire consisted of 87 items spread over six different sections: (i) job control, (ii) probing/vignette (iii) brand promise fulfilment/breach, (iv) moderator prestige, (v) employee outcomes, and (vi) demographics (*please see Appendix 2 - Main Study*).

While section (i), (ii), and (vi) were used to control the data, the remaining three sections were related to the theoretical framework presented in *Chapter 2*. The survey language was English due to two reasons. *First*, respondents were expected to possess a high proficiency in English given their educational background. *Second*, as the original language of all the well-established scientifically recognized measures/items is English, a change in language would require more deliberate pre-tests. The questionnaire was anonymous both to us and the associated organisations which was also communicated to the respondents to increase the likelihood for truthful responses on sensitive items.

Table 5 - Main Survey Structure

Order	Part	No. Items	Purpose
1	Job Control	6	Exclude unwanted responses and for categorizing purposes
2	Probing/Vignette	3	Setting the Scene
3	Brand promise fulfilment/breach	58	Measure employer brand promise breach
4	Moderator - Prestige	4	Measure PEP
5	Employee Outcomes	13	Measure, job satisfaction, commitment, intention to stay and brand advocacy
6	Demographics	3	Respondent characteristics

Regarding the order of sections in the survey presented in Table 5 above, *job control* items were put first to quickly sort out unwanted respondents in terms of their employment status etc. Next, *probing/vignette* items were used (*please see Appendix 2 - Main Study)* with the purpose of putting the respondent in contact with his or her memories and perceptions of his or her organisation's employer brand. A brief text explained and defined EB as well as provided examples of typical EB activities. The advantage of using probing/vignette items is that it anchors the choice in a situation and, as such, reduces the possibility of an unreflective reply (Bryman & Bell, 2011). In our case, the purpose with these probing items was to anchor the responses to EB and minimise recall biases in the following main section (Bhattacherjee, 2012). The main section of the

questionnaire included *brand promise fulfilment/breach,* where the 29-item employer brand scale mentioned in *Section 3.2.1.1 – Pre-test 1 and 2, Appendix 2* had to be ranked both on perceived obligations first and then perceived fulfilment. After the main section, items regarding *PEP* came followed by the more sensitive items related to *employee outcomes,* with *demographic* in the end to minimize their influence on the main part.

3.2.2.3 Operationalisation of Key Constructs

To ensure both generalisability and replicability, this subsection will present how key theoretical construct were operationalised in the study.

3.2.2.3.1 Obligation and Fulfilment of Brand Promise

Breach of employer brand promise was measured by adopting Robinson's (1996) methodology for measuring PC breach which works the following way: In the first survey, respondents were asked to indicate the extent to which their employer was obligated to provide a set of items to them associated with measuring a PC. These items were measured on a five-point Likert-type scale, ranging from "not at all obligated" to "very obligated". Hence, a high score indicated high perceived obligation, and a low score indicated little or no perceived obligation on the part of the employer to provide these things. In a second survey (18 months later), respondents were asked to indicate the degree to which their employer had fulfilled each of the obligations measured in the first survey. This was measured with a five-point Likert-type scale, with anchors ranging from "not at all fulfilled" to "very well fulfilled".

The actual measure of PC breach was created as follows. The degree to which each item was fulfilled in the second survey was subtracted from the degree to which it was obligated in the first. For example, if an item was perceived to be highly obligated (a score of 5) and was perceived to be not fulfilled at all (a score of 1), it resulted in a high breach discrepancy (5-1=4). Negative numbers indicate a fulfilment discrepancy. By calculating PC breach this way the scale can range from -4: high fulfilment discrepancy to +4: high breach discrepancy. Finally, a non-discrepancy 0 can be achieved when obligation and fulfilment are rated the same. For the methodology to be applicable for this study measuring EB promise breach some changes had to be done. *First*, Robinson's (1996) scale items were excluded in favour for the modified 29-item EB scale (*see Appendix 1 - Survey items pre-test)* because the original scale measured other attributes than only EB. *Second*, measuring obligation and fulfilment had to be conducted at the same time, i.e. a cross-sectional study, which is in line with most other studies in the management field. In terms of reliability, the Cronbach alpha for all brand promise measures were over 0.7.

3.2.2.3.2 Perceived External Prestige

To measure PEP, four items from Mael & Ashforth's (1992) PEP-scale were used, measured with a five-point Likert-type scale with anchors ranging from "strongly disagree" to "strongly agree". The respondent was asked to think of their organisation in general before answering the questions. These items, with an original alpha of 0.79, have been used in several studies and

contain two reversed items. In our study the four items received an alpha of 0.65. The PEP measure is only a minor part of this thesis, acting as a moderator and therefore it will be used even though the internal reliability may be questionable. However, as the measure is close to the threshold level and previously well-tested, it will at least provide an indication that can be further studied in the future.

3.2.2.3.3 Employee Outcomes

To test the effect of potential perceived breach in employer brand promises on employee outcomes, several well-known measures were used to test these constructs.

Job Satisfaction

To measure job satisfaction, Cammann et al.'s (1983) scale was used. This measure the overall job satisfaction and contains three items with one being reversed. The respondents were asked to think of their job in general and how they feel most of the time before answering the questions. Previous studies have presented coefficient alphas of 0.86 (Fields, 2012) while this study got an alpha of 0.85. A seven-point Likert-type scale was used ranging from "strongly disagree" to "strongly agree" in accordance with previous studies.

Organisational Commitment

The organisational commitment scale was developed by Balfour & Wechsler (1996) and contains six items, two reversed, to measure identification and affiliation commitment. The original study received a coefficient alpha of 0.71 or higher for all dimensions in total, while our study resulted in an alpha of 0.76. A seven-point Likert-type scale was used ranging from "strongly disagree" to "strongly agree" in accordance with previous studies.

Intention to Stay/Turnover Intention

Intention to stay was assessed with a three-item measure (Cammann et al., 1979; Chen et al., 1998), including one reversed item. The items were evaluated on a seven-point scale ranging from "strongly disagree" to "strongly agree" in accordance with previous studies. Higher values indicate higher intention to stay. The coefficient alpha of the scale was 0.82 in the original study and 0.77 in this study.

Brand Advocacy

To measure brand advocacy, Reichheld's (2003) Net Promoter Score (NPS) was modified to fit the purpose to promote the respondents' current organisation as an employer. The Employer NPS is calculated based on responses to a single item: "*How likely is it that you would recommend your organisation as an employer to a friend or family*" The scoring for this answer was based on a 0 to 10 scale where 0-6 are detractors, 7-8 passives and 9-10 promoters.

3.3 Critical Evaluation of Methodology

In this section both the method and the quality of the data in terms of measurement reliability, validity and replicability will be critically discussed.

3.3.1 Reliability

First, the study needs to fulfil a certain degree of reliability. That is, that the measurement used, and the results yielded of such measures will be consistent and stable if repeated and replicated over time (Pruzan, 2016). Therefore, (i) stability and (ii) internal reliability will be discussed as suggested by Bryman & Bell (2011).

3.3.1.1 Stability

The term stability means that a measure used will yield stable and similar results over time (Bryman & Bell, 2011). Regarding our study, all measures of employee outcomes and PEP (Mael & Ashforth, 1992) have been found to have significant stability in previous research by using the test-retest method (Bryman & Bell, 2011). The measurement used for testing employer brand promise breach origins from a well-tested methodology within the PC theory field by Robinson (1996). However, our application of that measure is quite novel. Both in terms of the application on EB, and in terms of the cross-sectional design. The dimensions of EB have however been quite stable according to the studies by Tanwar & Prasad (2016a; 2016b; 2017). While using perceived obligation and fulfilment as a measure of breach is deemed stable by previous research, the approach of testing it in the same time frame might affect the stability slightly but as mentioned before, in organisational studies today it is rarer to use different time periods, i.e. a longitudinal study. However, the overall reliability of the study this should be a minor concern.

3.3.1.2 Internal Reliability

When using multi-item measures, it is important to ensure the items are measuring the same phenomenon. This is called internal reliability (Bryman & Bell, 2011), and is commonly measured by a Cronbach's alpha test (ibid.). In Table 6 below all measures used in the study are tested for internal reliability, and except for PEP all construct did pass in terms of being greater than 0.7 (Westergaard et al., 1989). PEP got an alpha of 0.65 but was deemed reliable enough in accordance with the discussion in *Section 3.2.2.3.3 - employee outcomes*

Table 6 - Internal Reliability

Measure	Cronbach's Alpha
Total EB (All dimensions)	0.92
Healthy Work Atmosphere	0.83
Training and Development	0.84
Work Life Balance	0.76
Ethics and CSR	0.89
Compensation and Benefits	0.84
Perceived External Prestige	0.65
Job Satisfaction	0.85
Organisational Commitment	0.76
Intention to Stay	0.77

3.3.2 Validity

A second important part of critically evaluating the method is validity. This refers to the issue of whether the measures used to capture certain concepts in this study are measuring those very concepts (Bryman & Bell, 2011). To discuss the validity of this thesis the following topics will be explored (i) measurement validity, (ii) internal validity, (iii) external validity, (iv) ecological validity (ibid.).

3.3.2.1 Measurement Validity

This form of validity refers to whether a measure is measuring the intended concept or not (Bryman & Bell, 2011). To ensure this all items, and theoretical constructs used were drawn upon from previous well-known and well-cited research studies as presented in *Section 3.2.2.3 - Operationalisation of key constructs.* The methodology for measuring employer brand promise breach that was created in this study is a new application of two existing measures/methods that are well used and accepted. Therefore, face validity was established by presenting the measure to several researchers at SSE who all deemed the measure appropriate. This indicates satisfactory levels of measurement validity even for this new construct. Regarding the actual 29-item EB scale used and discussed in *Section 3.2.1.1 Pre-test 1 and 2,* it was altered from the original 23-item scale by Tanwar & Prasad (2017) to increase the reliability. While this could potentially decrease the measurement validity, the items added were also well-tested employer brand items (Tanwar & Prasad 2016a; 2016b; 2017) and provided great internal reliability and should not be an issue affecting the measurement validity. To further increase the measurement validity for the measure above explicit instructions were presented regarding EB in terms of defining it, explaining

examples that may be relevant for the respondent. Furthermore, probing/vignette items were used prior to the main measure to ensure that EB was measured.

3.3.2.2 Internal Validity

Another form of validity is internal validity. This refers to the direction of causality between variables in a concept. This is of special concerns in quantitative research with cross-sectional designs (Bryman & Bell, 2011). To overcome the insecurities in what causes what to happen one can turn to previous research and/or common sense to infer the likely temporal order of variables. Thus, as described in *Chapter 2*, all the hypothesised causal relationship in this study have been derived from previous theory and research studies. As an example, building on previous findings on both PC breach claiming that such breach affect important employee outcomes and not vice versa (Robinson, 1996; Kickul & Lester, 2001; Ballou, 2013), as well as employer brand theory where EB has been proven to affect the same outcomes. Therefore, employer brand promise breach was hypothesised to affect the employee outcomes and not the other way around. Thus, this indicate a high internal validity.

3.3.2.3 External Validity

External validity relates to the extent that the findings and conclusions of this study can be generalised to a larger population outside this specific study (Bryman & Bell, 2011). A common issue concerning a non-probability sampling (such as convenience sampling) is that information from a sample cannot be generalized back to the population (Bhattacherjee, 2012) as discussed under *Section 3.2.2.1.1 - Sampling process*. To try to counteract this limitation attempts were made to increase the range of industries, professions, and nationalities. However, the findings of this study are heavily related to young professionals currently employed in the industries of banking, finance, and professional services. Thus, the external validity needs to be taken into consideration mostly because of the non-probability sampling but that is something most organisational studies has been based on and the focus on few industries is also in line with previous studies.

3.3.2.4 Ecological Validity

Ecological validity refers to the extent to which the study methods approximate the real-life setting that is being examined (Bryman & Bell, 2011). Sensible topics such as job satisfaction, intention to stay etc. can relate to honesty issues by its nature. This issue could be further strengthened by the human gatekeepers in the organisations about their anonymity and as result the ecological value of the study could have been limited. Full anonymity was guaranteed from both the researchers and their organisation to counteract this issue and furthermore, the online survey that the researchers administered also worked to limit the issue.

3.3.3 Replicability

Replicability is concerned with being highly explicit about procedures that an experiment is capable of being replicated either to support or to disprove the original findings (Bryman & Bell, 2011). This study offers high a level future replicability since every methodological and analytical step has been well documented. Furthermore, all measures have been previously tested for validity, reliability and replicability which minimize the risk of not being able to replicate them due to faulty measures.

4. Results & Analysis

This section is divided into two main parts: first a discussion regarding the analytical tools used and how the data was processed, second presenting the results of the hypotheses.

4.1 Analytical Tools

For processing and analysing the data, statistical software IBM SPSS Statistics version 24 was used as well as the Process plugin from Hayes (2016) to measure moderation. All data was gathered by the Online Survey Software Qualtrics which allows direct export of the database to SPSS without any human interaction and therefore processing errors were minimized.

4.1.1 Data Control and Data Processing

The first control was to check for any incomplete answers and clear them from the database Furthermore, descriptive and frequency tests were used to ensure the remaining respondents fulfilled the respondent criteria previously described, which resulted in a final number of 171 respondents. Tests of normality for each measure were conducted by using Kolmogorov-Smirnov tests suitable for n>50. As seen in Table 7 below all the measures were significantly deviant from normal distribution. Even though the variables are not normally distributed within their scales the sample size of n=171 satisfies the central limit theorem and statistical tests can be conducted even if the initial variables are not normally distributed because the sum of the variables will tend to follow normal distribution (Newbold, Carlson & Thorne, 2012). Furthermore, statistical test such as regressions are robust and can handle non-normalised distributions without problems.

Table 7 - Test of Normality - Kolmogorov-Smirnov

Measure	Scale	Mean	Statistic	df	Sig.
Total brand promise breach	-4;4	0.3499	0.103	171	0.00
Job Satisfaction	7 point likert	5.7563	0.213	171	0.00
Organisational Commitment	7 point likert	5.4727	0.100	171	0.00
Intention to stay	7 point likert	4.8168	0.093	171	0.00
Brand Advocacy	0;10 NPS	8.1600	0.191	171	0.00
Prestige	5 point likert	4.0624	0.121	171	0.00

To process and calculate the brand promise breach items, the score on fulfilment for each item was subtracted from the score on obligation for the same item (Robinson, 1996) creating a scale from -4 (high fulfilment discrepancy) to +4 (high breach discrepancy). Multiple items were then combined into their respective dimension index by calculating their means which offers continuity to the original scale compared to their sum. Furthermore, the five dimensions were combined into a new variable of total brand promise breach by calculating their means. The recoding generated 42 respondents in fulfilment discrepancy, 127 in breach discrepancy and finally 2 respondents in non-discrepancy. Finally, all upcoming hypotheses in *Section 4.2 - Hypothesis Testing* were controlled for age and tenure without any significant differences on the results.

4.1.2 Statistical Tests

Testing hypothesis H1, H2 and H4, the main tool was linear regression analysis with one dependent variable and several independent variables, depending on the hypothesis. Regression analyses are suitable since they present the interrelationship between the variables. As a part of the regression analysis, tests for autocorrelations (Durbin-Watson) and multicollinearity were conducted to provide further strength to the results. For hypothesis H3 another form of regression analysis was used; Hayes (2016) Process plugin for SPSS to measure moderation using Model 1 with a standard bootstrap of n=5000 to provide a better representation of the data. For all statistical tests that were conducted a five percent significance level was used as a cut-off level to either support or discard the hypotheses.

4.2 Hypothesis Testing

In this section, the results from the main study will be presented and the structure will be following the theoretical framework and its associated hypotheses starting with (i) A breached brand promise, (ii) The relative importance of EB dimensions, (iii) Prestige as a moderator and (iv) Interrelationship between employee outcomes.

4.2.1 Employer Branding and PC Theory: A Breached Brand Promise

To investigate if and how a perceived breached or violated employer brand promise affects important employee outcomes four linear regression analysis were conducted, one for each of the H1a-d hypotheses. In each regression model, the independent variable was total perceived brand promise breach with the dependent variable varying for each test; organisational commitment (H1a), intention to stay (H1b), job satisfaction (H1c) and brand advocacy (H1d). This direction of causality was derived from previous theory. By looking at Table 8 below, the standardized beta-coefficients for each employee outcome will tell how each outcome will be affected if total breach of brand promise where to increase by one unit, and if this is statistically significant at the five percent level.

Table 8 - Linear regression analysis - A breached brand promise

Model	1	2	3	4
Dependent	OC	ITS	JS	BA
Independent	TB	TB	TB	TB
F	20.320***	24.334***	27.293***	23.269***
R^2	0.107	0.126	0.139	0.121
Beta	-0.328***	-0.355***	-0.373***	-0.349***
n	171	171	171	171
Durbin-Watson	1.994	2.173	1.841	1.878
Condition Index	1.571	1.571	1.571	1.571
*** = p<0.01 ** = p<0.05 * p<0.1, Standardized beta-coefficients OC: Organisational commitment, ITS: Intention to stay, JS: Job satisfaction, BA: Brand advocacy, TB: Total brand promise breach				

Starting with the predicted effect of a perceived total brand promise breach on organisational commitment, a significant regression model one was found (F(1,169) = 27.320, p<0.00), with an R^2 of 0.107. A standardized beta of -0.328*** indicate a statistically significant negative relationship in which a higher value of perceived breach of brand promise will decrease organisational commitment by 0.328 units on average, thus hypothesis H1a is supported.

*H1: A perceived breach of the employer brand promise will have negative effects on **a: organisational commitment**.*

SUPPORTED

Next, in regression model two in Table 8 the relationship between perceived total brand promise breach and intention to stay was tested. The regression model was statistically significant (F(1,169) = 24.334, p<0.00), with an R^2 of 0.126. A standardized beta of -0.355*** indicate that there is a negative relationship among the two variables, implying that a higher perceived total brand promise breach will decrease the level of intention to stay. Thus, hypothesis H1b is also supported.

*H1: A perceived breach of the employer brand promise will have negative effects on **b: intention to stay**.*

SUPPORTED

As for the relationship between perceived total brand promise breach and job satisfaction a significant regression model three was found (F(1,169) = 27.293, p<0.00), with an R^2 of 0.139.

The standardized beta of -0.373*** once again indicates that there is a negative effect between high perceived total brand promise breach on job satisfaction, thus hypothesis H1c is supported.

*H1: A perceived breach of the employer brand promise will have negative effects on **c**: job satisfaction.*

SUPPORTED

Lastly, regression model four tested how perceived total brand promise breach affects brand advocacy. This regression model was also found statistically significant ($F_{(1,169)} = 23.269$, $p<0.00$), with an R^2 of 0.121. A standardized beta of -0.349*** indicates that a perceived total brand promise breach will affect brand advocacy negatively, thus also hypothesis H1d is supported.

*H1: A perceived breach of the employer brand promise will have negative effects on **d**: brand advocacy.*

SUPPORTED

In sum, H1a-d were all supported by data suggesting that a perceived total brand promise breach does have a statistically significant negative effect on all four employee outcomes. The explanatory level (R^2) for each regression model was deemed more than sufficient.

4.2.2 The Relative Importance of EB Dimensions

Breaking down the total brand promise breach into its five dimensional components enabled to measure the relative importance between the dimensions on the employee outcomes. As hypothesised based on previous theory, the main goal was to explore whether symbolic dimensions were more important to fulfil, e.g. have greater effect on the dependent variables compared to instrumental dimensions. As earlier defined, symbolic dimensions refer to the healthy work atmosphere (HWA) and ethics and CSR (E&CSR) dimension, while instrumental dimensions refer to training and development (T&D), work-life balance (WLB), and lastly compensation and benefits (C&B). To test this, four linear regression analyses were conducted with employee outcome a-d as the dependent variable in each of the models and the perceived breach of five employer brand dimensions as independent variables in every model. The result is presented in Table 9 below, and further used to test the hypotheses 2a-d in the following text.

Table 9 - Linear regression analysis - The importance of symbolic attributes

Model	1	2	3	4
Dependent	OC	ITS	JS	BA
F	6.800***	6.905***	7.886***	9.332***
R^2	0.171	0.173	0.193	0.220
Coefficients				
HWA	-0.234***	-0.249***	-0.265***	-0.257***
T&D	-0.122	-0.142	-0.096	-0.001
WLB	0.162*	0.040	0.083	0.182
E&CSR	-0.134	-0.141*	-0.170**	-0.283***
C&B	-0.101	0.010	-0.056	-0.118
n	171	171	171	171
Durbin-Watson	2.005	2.141	1.835	1.833
Condition Index	3.238	3.238	3.238	3.238
*** = p<0.01 ** = p<0.05 * p<0.1, Standardized beta-coefficients OC: Organisational commitment, ITS: Intention to stay, JS: Job satisfaction, BA: Brand advocacy				

Starting with model one and organisational commitment as dependent variable, the regression model was found significant (F(1,169) = 6.800, p<0.00), with an R^2 of 0.171. The only independent variable found to have a statistically significant effect on organisational commitment was the symbolic dimension healthy work atmosphere. The significant beta coefficient of -0.234*** for HWA indicates that a perceived breach on this dimension will significantly affect organisational commitment in a negative way. Although the second symbolic dimension, E&CSR, was not found to be a significant predictor in model one, we still accept hypothesis H2a as the symbolic dimensions on an aggregated level were found to have greater negative effect on organisational commitment, compared to instrumental dimensions.

H2: *A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **a**: organisational commitment, compared to instrumental dimensions*

SUPPORTED

Next, model two with intention to stay as dependent variable was also found significant (F(1,169) = 6.905, p<0.00), with an R^2 of 0.173. Once again, the only significant independent

variable was the symbolic dimension HWA with a beta coefficient of -0.249***, indicating a negative relationship in which higher perceived breach in the HWA dimension leads to decreased intention to stay. Using the same logic as described above for H2a, hypothesis H2b is also accepted.

H2: *A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **b**: intention to stay, compared to instrumental dimensions.*

SUPPORTED

In model three, job satisfaction was the dependent variable. This regression model was also found to be statistically significant ($F(1,169) = 7.886$, $p<0.00$), with an R^2 of 0.193. In this model, two independent variables were found to statistically significant predict the dependent variable. These were the two symbolic dimensions HWA with a beta coefficient of -0.265*** and E&CSR with a beta coefficient of -0.170**. Hence, the result implies that the higher the breach in those two symbolic dimensions, the more negative impact on job satisfaction. As only symbolic dimensions were found significant, and no instrumental ones, hypothesis H2c is supported.

H2: *A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **c**: job satisfaction, compared to instrumental dimensions.*

SUPPORTED

Lastly, brand advocacy was tested as dependent variable in model four which also were found statistically significant ($F(1,169) = 9.332$, $p<0.00$), with an R^2 of 0.220. Like model three, the two symbolic dimensions HWA and E&CSR were the only two significant independent variables in the model, with a beta coefficient of -0.257*** and -0.283*** respectively. Unlike the other models where HWA was deemed most important according to its beta coefficient, E&CSR is the independent variable with the greatest effect on the dependent variable. Given these results, hypothesis H2d is supported.

H2: *A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **d**: brand advocacy, compared to instrumental dimensions*

SUPPORTED

In summary, all four hypotheses H2a-d were supported by the data. In all cases, only a perceived breach of the brand promise on symbolic dimensions had a statistically significant negative effect on the respective employee outcomes. No instrumental dimensions were found to significantly affect the outcomes. This supports the contention made by previous research that symbolic dimensions are more important than instrumental ones in terms of fulfilling an employer brand promise. A final remark regards to the explanatory value of these four regression models. Having an R2 varying between 17-22% is a great result in management and organisational studies

meaning that the perceived brand promise breach on dimensional level explains the employee outcomes to a great extent.

4.2.3 Prestige as a Moderator

The third main hypothesis relates to whether perceived external prestige (PEP) can moderate the now established negative relationship between perceived brand promise breach and organisational commitment and intention to stay. The theoretical rationale for the hypothesis was that employee reciprocity coming from high PEP may balance out the lower levels of reciprocity that a perceived brand promise breach might create. Two analyses were conducted, one with organisational commitment as dependent variable and one with intention to stay as dependent variable. Both models included total brand promise breach as independent and the multi-item construct PEP as moderator. In Table 10 below the empirical result is presented, followed by a test of hypotheses 3a-b. For complete data output *please see Appendix 3 - Moderation data output.*

Table 10 - Hayes (2016) Model 1 - Prestige as a Moderator

Model Summary				Changes to model due to moderator prestige (P) Conditional effect of Independent on Dependent when					
Model, Outcome	R2	F	p	R2 change	F	p	Low P (b)	Mean P (b)	High P (b)
1. OC	0.287	15.369	0.000	0.029	5.624	0.020	-0.474***	-0.280***	-0.086
2. ITS	0.186	11.026	0.000	0.008	1.091	0.298	-0.710***	-0.555***	-0.400**
*** = p<0.01, ** = p<0.05, b = non-standardised beta-coefficients, P: prestige, TB: total brand promise breach, OC: organisational commitment, ITS: Intention to stay									

First, model one including organisational commitment as dependent variable resulted in a significant regression model ($F_{(3,167)}$=15.3691, p<0.00) with an R^2 of 0.287. To start, data in the test illustrated that an increase in total breach significantly predicted a decreased value in organisational commitment, hence a negative effect. Next, data presents that a significant moderating effect could be observed on the five percent significance level ($F_{(1,167)}$ = 5.6244, p=0.0189) with an R^2 change of 0.0293, in terms of that PEP has a moderating effect on the relationship between total brand promise breach and organisational commitment. Furthermore, exploring the moderating effect in more detail the result indicate that when PEP is low (mean=3.339 on a scale 1-5) the negative effect on organisational commitment coming from a perceived brand promise breach has a significant non-standardised beta of -0.474. When PEP is ranked as average (mean=4.062) the same negative effect on organisational commitment coming from a breach has a significant non-standardised beta of -0.280. Thus, an increased level of PEP prestige from low to average resulted in a lower negative effect on organisational commitment coming from the same level of perceived breach. However, when PEP is ranked as high

(mean=4.786), the negative relationship between perceived brand promise breach and organisational commitment is no longer significant. Hence, this tells us two things. The higher the PEP, the lower negative effect on commitment from a perceived brand promise breach. And, when PEP is high, this eliminates the negative effects coming from a perceived brand promise breach on commitment to have no effect at all. Therefore, hypothesis 3a is supported.

*H3: Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on **a:** organisational commitment.*

SUPPORTED

Next, the same tests as above were conducted with intention to stay as the dependent variable. The test indicated a significant regression model overall (R^2=0.186, $F_{(3, 167)}$=11.026, $p<0.00$), however no significant regression coefficient or any significant moderating effects could be identified. Therefore, hypothesis H3b is not supported.

*H3: Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on **b:** intention to stay.*

NOT SUPPORTED

4.2.4 The Interrelationship Between Employee Outcomes

The fourth main hypothesis regards to the various interrelationships between some of the employee outcomes based on previous research, (i) organisational commitment on intention to stay, (ii) job satisfaction on intention to stay, and (iii) organisational commitment on brand advocacy. To test these relationships, which also may help us confirm previous research results, three linear regression analyses were conducted. In such bivariate tests on a relationship between two variables it is important to be careful when talking about directions of causality. To overcome this, prior research results are used to infer the direction of cause and effect. The three regression models are presented in Table 11 and will act as a foundation for the following hypothesis testing.

Table 11 - Linear regression analysis - The interrelationship between employee outcomes.

Model	1	2	3
Dependent	ITS	ITS	BA
Independent	OC	JS	OC
F	93.928***	162.053***	128.722***
R^2	0.357	0.490	0.432
Beta	0.598***	0.7***	0.658***
n	171	171	171
Durbin-Watson	1.956	2.204	1.685
Condition Index	12.581	10.546	12.182
*** = p<0.01 ** = p<0.05 * p<0.1, Standardized beta-coefficients OC: Organisational commitment, ITS: Intention to stay, JS: Job satisfaction, BA: Brand advocacy,			

In model one, intention to stay acted as dependent variable whereas organisational commitment was independent. The overall regression model was statistically significant (F(1,169) = 93.928, p<0.00), with an R^2 of 0.357. A standardized beta of 0.598*** indicates a significant correlation between the two variables, where increased organisational commitment leads to increased intention to stay. Therefore, hypothesis H4a is supported.

H4: *In between employee outcomes **a:** increased organisational commitment will have a positive effect on intention to stay.*

SUPPORTED

Model two had the same dependent variable, intention to stay, but with job satisfaction as independent variable. The overall regression model was found significant (F(1,169) = 162.053, p<0.00), with an R^2 of 0.490. The standardized beta of 0.700*** indicates a positive correlation between the two variables, where increased job satisfaction will lead to increased intention to stay. Hence, hypothesis H4b is also supported.

H4: *In between employee outcomes **b:** increased job satisfaction will have a positive effect on intention to stay.*
SUPPORTED

Finally, in model three the dependent variable was brand advocacy and the independent organisational commitment. The model was statistically significant (F(1,169) = 128.772, p<0.00), with an R^2 of 0.432 and a standardized beta of 0.658***. This indicates that increased

organisational commitment will lead to an increase in brand advocacy. Therefore, hypothesis H4c is supported.

H4: *In between employee outcomes **c:** increased organisational commitment will have a positive effect on brand advocacy.*

SUPPORTED

In sum, all hypotheses were supported which means that our data confirmed findings of previous research. This increases this study's validity. In Table 12 below, all tested hypotheses are presented.

Table 12 - Summary of tested hypotheses

Hypothesis	Description	Result
H1	A perceived breach of the employer brand promise will have negative effects on **a:** organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy	
H1a	A perceived breach of the employer brand promise will have negative effects on organisational commitment	**Supported**
H1b	A perceived breach of the employer brand promise will have negative effects on intention to stay	**Supported**
H1c	A perceived breach of the employer brand promise will have negative effects on job satisfaction	**Supported**
H1d	A perceived breach of the employer brand promise will have negative effects on brand advocacy	**Supported**

Table 12 - Summary of tested hypotheses (continued)

Hypothesis	Description	Result
H2	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on **a**: organisational commitment, **b:** intention to stay, **c:** job satisfaction and **d:** brand advocacy compared to instrumental dimensions.	
H2a	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on organisational commitment, compared to instrumental dimensions	**Supported**
H2b	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on intention to stay, compared to instrumental dimensions.	**Supported**
H2c	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on job satisfaction, compared to instrumental dimensions.	**Supported**
H2d	A perceived breach on symbolic dimensions of the employer brand promise have greater negative effect on brand advocacy, compared to instrumental dimensions.	**Supported**
H3	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on **a:** organisational commitment, and **b:** intention to stay.	
H3a	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on organisational commitment	**Supported**
H3b	Higher perceived external prestige will lessen the negative effect from a perceived brand promise breach on intention to stay.	**Not Supported**
H4	In between employee outcomes **a:** increased organisational commitment will have a positive effect on intention to stay, and **b:** increased job satisfaction will have a positive effect on intention to stay, and lastly **c:** increased organisational commitment will have a positive effect on brand advocacy.	
H4a	Increased organisational commitment will have a positive effect on intention to stay	**Supported**
H4b	Increased job satisfaction will have a positive effect on intention to stay	**Supported**
H4c	Increased organisational commitment will have a positive effect on brand advocacy.	**Supported**

5. Discussion

In this chapter, the results from the hypotheses testing will be discussed and analysed in more detail. The structure of the chapter will follow the two main research questions and its related findings. First, the discussion will revolve around how a perceived breach in an employer brand promise affects certain employee outcomes. Second, the discussion will turn to a more in-depth understanding of the aforementioned relationship by exploring the findings around perceived external prestige and its role in that relationship.
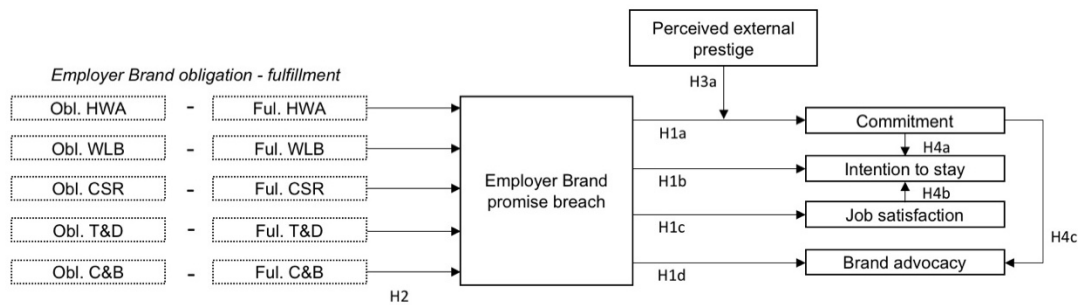
Figure 3 - Revised theoretical framework based on hypotheses testing
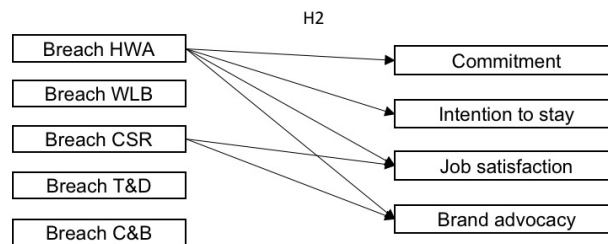
Figure 4 - Revised theoretical framework, hypothesis H2 in detail

5.1 The Effects of Not Fulfilling an Employer Brand Promise

The above results clearly highlight the importance of aligning external EB with internal EB and the overall employment experience. While practicing EB may help the organisation to attract better talent, the activities pursued to attract will also increase expectations about the employment. As a first study to test how employees perceive EB, we found that on one hand 74 percent of the respondents perceive that such expectations are not fulfilled, and on another hand that a breach of an employer brand promise negatively affects all four employee outcomes typically assumed to be positive outcomes of successful EB.

This section will analyse this overall finding in more detail below, first (i) on an overall level, followed by a (ii) dimensional level.

5.1.1 Brand Promise Breach on an Overall Level

The results for overall brand promise breach, an accumulation of all five dimensions, related to hypotheses H1a-d reveals that if employees perceive the overall fulfilment to be lower than perceived overall obligations, it will significantly reduce the level of all four employee outcomes. Through the lens of PC theory this is not a very surprising finding as it follows the typical outcome of a breached PC. These results further support the contention that EB is a main antecedent of PC creation made by previous research (e.g. Tanwar & Prasad, 2016a). Without EB, the PC is created simply by implicit perceptions derived from interactions during the recruitment process. With EB, the PC is taken to a new level. In attempting to create employer brand attractiveness, the explicit nature of the activities and EB programs undertaken to market specific dimensions of the employment should appear as very clear promises which naturally will increase expectations. As these relationships and this perspective testing how employees perceive EB has not been empirically explored in an EB context with EB dimensions. Up until now, industry experts and researchers alike have argued that it is important to keep the promises made in recruitment, but no one has known how employees perceive brand promises and how they react to them in terms of the tested employee outcomes. Considering the historically large practical focus on EB as simply a talent attraction tool, and that organisations working with EB has not been aware of this main finding, this new knowledge can help organisations spend their EB investments more wisely in the future.

Another interesting factor related to these overall results is that our sample has on average been employed at the current employer for a relatively short period, with a mean of 1.67 years (min: 1 month, max: 4 years). As the results are controlled for tenure, the results above are applicable regardless if the employee has been employed for one month or two years. In other words, the relatively young employees (mean: 29.3 years) are evaluating the fulfilment of the brand promise rather instantly, not sitting around and wait for the promises to be fulfilled in the future. This could well be related to the trend described by industry experts of an increasingly empowered and selective younger generation employees (Franca & Pahor, 2012). This aspect of the results supports the idea of being consistent across both external and internal EB, aligning the EVP with the culture, and to avoid the strive for an optimal and aspirational EVP in favour for an accurate and genuine one, as organisations need to be able to deliver on the promises from day one. This also highlights how important it is to understand EB from the perspective of employee's perceptions to be able to meet their demands.

The overall result fortifies the important challenge for organisations to both create an attractive, unique EVP that in external EB can reach through all competing noise to attract talent, and simultaneously living up to all promises made to retain a committed workforce.

5.1.1.1 The Effect of Total Breach on Each Employee Outcome

By considering the results from each of H1a-d, the width of the negative effects of a breached brand promise will be highlighted.

Starting with *organisational commitment (H1a)*, creating a committed and motivated workforce is by definition a main goal of internal EB and is typically associated with increased productivity, performance and profitability (Backhaus & Tikoo, 2004). While few studies have managed to empirically establish a relationship between commitment and EB, our results can confirm such important relationship. The negative relationship from brand promise breach on commitment is not surprising though, as commitment is built on trust and trust is likely to be perceived violated. According to the results of hypotheses H4a, commitment also has a significant positive effect on intention to stay, speaking to the severity of not fulfilling brand promises. The latter confirm results from previous studies, adding to the validity of this study.

By confirming the relationship between brand promise breach and *intention to stay (H1b),* our results add valuable knowledge to the research gap related to how EB affects retention, previously scarcely explored due to the large focus on attraction. While previous studies found that a strong EB leads to increased intention to stay indirectly through commitment and satisfaction (Tanwar & Prasad, 2016a), our results suggest a direct negative effect on intention to stay if employees perceive brand promises to be breached. Additionally, we found in testing hypotheses H4a-b that both commitment, as mentioned above, and job satisfaction has a direct effect on intention to stay as well. Given the direct effect on intention stay, it seems like employees perceive a brand promise breach as severe. This should urge organisations to proactively and reactively prevent actual turnover, by balancing their EB efforts across both external and internal EB, potential and current employees. Not being able to retain the talent attracted by engaging in external EB is both very costly and counterproductive.

Next, given that *job satisfaction (H1c)* is defined as a function of actual versus desired outcomes it is not surprising that a perceived breach has a negative effect. While this result confirms Tanwar & Prasad's (2016a) findings that a strong EB increases job satisfaction, our study adds further knowledge in terms of how EB potentially can have a negative effect on job satisfaction, and extends the knowledge by testing other EB dimensions than the aforementioned study.

Last, *brand advocacy (H1d)* was also negatively affected by a perceived breach. Also, as the results for hypothesis H4c reveals, organisational commitment also influences brand advocacy. Hence, as a perceived breach decreases commitment, commitment will decrease brand advocacy even further. This confirms previous research in that that highly-committed employees are easier convinced to act as brand ambassadors promoting the organisation as a great place to work for. As word-of-mouth (WOM) is more effective and persuasive than formal marketing (Bughin et al., 2010; Trusov et al., 2009), brand advocates spreading WOM is a great tool for external EB to attract talent. Decreased brand advocacy implies that employees will be less likely to spread

positive WOM. More importantly, however, based on how the measure is constructed, decreased brand advocacy indicates higher risk of negative WOM being spread. Given the increased competition on talent, and the easiness to spread negative WOM on review sites like Glassdoor.com, earning a reputation in terms of not living up to the things promised in the external EB could be devastating for organisations. This finding, together with the discussion above, adds new valuable knowledge to the interplay between internal and external EB.

5.1.2 Brand Promise Breach on a Dimensional Level

Moving further by breaking down the overall total brand promise breach into its five dimensions, the below discussion will offer in-depth insights into the relationship between perceived brand promise breach and the employee outcomes in terms of the relative importance between symbolic and instrumental dimensions.

5.1.2.1 Symbolic Dimensions are Most Important to Fulfil

The results for hypotheses H2a-d demonstrate the importance of symbolic EB dimensions (*HWA, E&CSR*) over instrumental ones (*C&B, T&D, WLB)* on all four employee outcomes. While HWA is a significant dimension for all four outcomes, with E&CSR being a significant dimension for job satisfaction and brand advocacy, none of the instrumental dimensions were found significant in any of the models. This latter will be discussed in the next subsection 5.1.2.2. Last, given the high R^2 values found in H2a-d compared to common R^2 values in management studies, the dimensions used turned out to explain a lot of variance in the employee outcomes previously scarcely tested empirically by EB research.

These findings tell us that, of all external EB and promises made, the most important thing according to employees is to fulfil brand promises made on symbolic dimensions. While previous studies have found a similar relationship between symbolic and instrumental dimensions for brand attractiveness (e.g. Lievens et al., 2007), our results extend this knowledge to hold true even in a setting related to retention of current employees. To explain why symbolic dimensions create higher brand attractiveness, previous studies referred to their ability to provide a unique and attractive meaning and identity. Given their importance when choosing an employer, it will naturally affect the employee in a negative way if symbolic dimensions of the brand promise are not perceived to be fulfilled. However, given its intangible nature, it is very easy for an organisation to promise a great HWA and E&CSR values. But if lacking, these are very hard to create or change to the better in the short-term due to the slow-moving nature of behaviors, attitudes and values, especially compared to instrumental dimensions (e.g. pay and training). Therefore, employees are likely to be less accepting about breaches in these dimensions as they know these will not change to an expected level any time soon, resulting in negative effects on all employee outcomes. This is likely the explanation to the previous finding of why employees do evaluate the brand promise rather instantly. To further explore why the two

symbolic dimensions are important to fulfil, a discussion on HWA and E&CSR is presented below.

Table 13 – Example items - HWA

Healthy Work Atmosphere
Example items:
"Opportunities to enjoy a group atmosphere"
"Recognition when I do good work"
"Opportunity to work in teams"
"A fun, supportive and encouraging working environment"

HWA was found to be the most influencing dimension on three outcomes: organisational commitment, intention to stay, and job satisfaction, in line with Tanwar & Prasad's (2016a) findings of HWA being most influential when testing job satisfaction. Exploring the predominance of HWA, theory holds that both commitment and intention to stay is increased by a culture and identity supporting quality of work life (Backhaus, 2016). By looking at the HWA items above we argue that these are much related to both quality of work life, and are typical characteristics describing fundamental cornerstones of a culture and/or identity. Although other dimensions may also add to this, if lacking a HWA a high pay, training, flex-hours does not seem to matter. Given the resemblance with organisational culture, and what theory holds about promises not aligned or fulfilled in accordance with the culture, the results of HWA coming out as a predominant dimension is not very surprising.

Table 14 – Example items – E&CSR

Ethics and CSR
Example items:
"Equal opportunities for both women and men (new)"
"An overall ethical organisation (new)"
"A fair attitude towards me and other employees"

A breach on E&CSR was found to have a significant negative effect on both job satisfaction and brand advocacy, being the most significant dimension on the latter. As Tanwar & Prasad (2017) found E&CSR to be the fourth most important for job satisfaction among identical dimensions, our results are slightly surprising. However, as we modified their scale due to reliability issues explained in *Chapter 3*, the items added could be of greater importance to employees. Also, as their study was conducted in an eastern-cultural setting, cultural differences could also be a factor. For example, in India the view on equality is somewhat different from western countries, not at least in comparison with Sweden. Discussing why keeping a E&CSR promise might be perceived important, especially for brand advocacy, we argue that the E&CSR items above is

much related to an organisation's identity and 'traits', e.g. being honest, fair, and caring about individual rights. To advocate for something, being able to identify with, and feel a congruence and proudness to, its values and identity is fundamental. Being treated fair and in accordance with code of conduct is also fundamental aspects of comfort, well-being and job satisfaction, and if not fulfilled other dimensions may not matter.

5.1.2.2 The Relatively Low Importance of Instrumental Dimensions

While symbolic dimensions were found to be the most crucial to fulfil according to employees, a breach in any of the three instrumental dimensions will not negatively affect either of the four employee outcomes. This is an intriguing finding as even though previous research put symbolic dimensions ahead of instrumental, they still found instrumental to have a significant effect (e.g. Lievens et al., 2007) Although the lack of statistical significance could be due to a methodology issue, specifically in terms of the relatively small sample, our measurement validity is high and, more importantly, previous studies did explore either brand attractiveness or used another methodology (Tanwar & Prasad, 2016b; 2017), while we explored the negative effects of a breached brand promise.

These results imply that it simply does not matter if an organisation fails to deliver on its promises made related to T&D, WLB and C&B. However, more realistically, employees are likely to be more resilient and accepting to a breached promise on those dimensions (e.g. lower salary, longer hours, less formal training) compared to symbolic ones. A potential explanation could be that such instrumental dimensions are, in part, easier to change and improve quite instantly if employees call them out. But it certainly exists threshold levels for what is deemed acceptable breaches given the tendency of negative beta-coefficients in the regression analyses. Also, if symbolic dimensions are fulfilled the employee might accept a trade-off on instrumental dimensions.

5.1.3 Summary of Findings

All in all, the findings provide important knowledge to the three-dimensional research gap discussed in *Chapter 2*. First, new insights regarding how current employees perceive EB has been found. Clearly, the intended outcomes with EB from the perspective of previous researchers, industry experts and organisations alike, differs significantly from how employees perceive EB if they not carefully consider the inter-relationship between external and internal EB, i.e. the second research gap. The results confirm that external EB feeds the PC with more explicit promises increasing employee's expectations on the employment. While previous studies argued that delivering on promises made in external EB should be important, this study has confirmed and expanded this notion by empirically demonstrating how employees perceive a breached promise in terms of affecting four important employee outcomes. While all four outcomes were significantly affected by a total breach, employees perceive a breach on symbolic dimensions, HWA and E&CSR, as most severe. Hence, the dimensions most important in external EB to

increase brand attractiveness, is also the most important ones to fulfil in internal EB. As organisations, experts and research thus far almost exclusively have focused their EB efforts on external EB to attract talent without considering how this might affect their ability to retain such talent, this new knowledge provides valuable contributions to not only the research gaps but also practitioners. To further add depth to these initial findings the moderating effects of PEP will be discussed in the next section.

5.2 Perceived External Prestige and its Moderating Effect

Having explored the results related to the primary research question above, this section will discuss the results related to the secondary research question in terms of hypothesis H3. First, because of the issues mentioned in Section 3.4, these results need to be considered in the light of a potential internal reliability problem. At a minimum, the results below provide intriguing indications to be explored in future research.

The results tell us that if employees perceive the employer to have a high external prestige, e.g. *that people in one's community think highly of the organisation, that the organisation is considered to be one of the best in its industry*, a perceived total brand promise breach will not have any statistically significant negative effect on organisational commitment (H3a). Additionally, moving from a low level of PEP to an average level will reduce the negative effect on commitment, but not eliminate as when PEP is high. This essentially tells us that the higher the PEP, the lower the negative effect on organisational commitment. This result adds new knowledge to the field of EB, specifically from the perspective of how employees perceive EB, as this has not been explored previously in research. However, the same moderating effect of PEP could not be found when testing intention to stay as dependent (H3b), instead of commitment. As a possible explanation, intention to stay is typically very influenced by organisational commitment and job satisfaction, established both in previous research and in the results of hypotheses H4a-b, but the moderating regression analysis, however, does only account for direct effects and no such indirect effects. But together, the result of high PEP eliminating the negative effect on organisational commitment from a perceived breach (H3a), and that the level of organisational commitment affects the level of intention to stay (H4a), points to that a high PEP will indirectly moderate the effect on intention to stay as well.

This implies that employees do not care if brand promises are not met, not even if the work atmosphere is poor or the policies around E&CSR is poor, if the employee perceives the organisation to have high external prestige. *On one hand*, the results can be interpreted as an edge for organisations high on PEP as they do not have to be as careful with fulfilling their promises, and avoid negative consequences with over-promising attractive attributes in their external EB increasing their brand attractiveness and making it potentially harder for low PEP employers to compete. Given the effect on commitment this could theoretically spill-over to positively affect employee productivity and performance as well (Gaddam, 2008; Backhaus & Tikoo, 2004). And

given the result that commitment is related to increased brand advocacy (H4c), high PEP might potentially lead to increased positive WOM. *On the other hand*, building high PEP is however no easy task managing both outsiders and insider's perception of the organisation. In a trade-off, it should be more important for organisations to build strong symbolic resources instead. Furthermore, one can wonder what kind of employees think that prestige is much more important than having a, for instance, healthy work atmosphere. Understanding individual differences in terms of how important PEP is for specific categories of individuals based on their traits and values, is an interesting topic for future research to explore. Certainly, most people would like to feel proud, to some extent, about the image outsiders have of one's employer. But it is likely that the relative importance put on PEP versus other dimensions, such as HWA, will differ among individuals. Thus, for organisations, the question boils down to what kind of employees fits them, their culture and identity the best.

Lastly, exploring why these results happen we know from PEP theory that employees in more prestigious organisations have higher commitment and intention to stay in general (e.g. Fuller et al., 2006). However, as this holds true even when presented with a breached brand promise, at least for commitment, which normally according to H1a-d affects all employee outcomes negatively, is very interesting. Interpreting this, a membership in an organisation perceived as prestigious is very valuable for an employee's self-esteem, self-enhancement, identity and social status, leading to a need to reciprocate in terms of increased commitment and intention to stay (ibid.). While we know that a perceived brand promise breach will decrease such need of reciprocity, this must mean that the level of reciprocity derived from being a member of a prestigious organisation must be higher than the loss of reciprocity coming from a perceived brand promise breach. An interesting idea to be further explored in future research.

6. Conclusion

In this final chapter, a synthesized conclusion will be presented summarizing the key findings and placing its contributions into a wider perspective within the field of employer branding. Following this, the implications for both practice and theory will be discussed as well as limitations and suggestions for future research.

"Employer branding has been too much about recruitment and not enough about life beyond on-boarding" (Rosethorn, 2009, p.23). A quote pointing to the research gap motivating this study. Together, practitioners and researchers have put almost all their resources into understanding EB as a talent attraction tool, but paradoxically little about how to retain that talent. A problem accentuated through the lens of PC theory, with organisations not being aware of that their external EB might feed expectations about certain promises to be uphold, due to lack of knowledge provided by experts and research about how employees perceive EB. With the empirical situation where more organisations than ever are increasing their EB investments to better cope with competition on talent, research has yet to provide sufficient knowledge connecting the actions taken in external EB with the employee outcomes related to internal EB and life of employment. This prompted us to try bridge the two perspectives of EB together by exploring, through the perspective of employee's perceptions, what happens if brand promises made in external EB are perceived to be breached once employed, in terms of unintended negative effects on the rather unexplored employee outcomes in EB research.

The results shed light on the importance of aligning external EB with internal EB as they are highly connected. It confirms previous ideas that the attempts to attract talent through external employer brand marketing will be perceived as promises made about certain dimensions of the employment. Thus, the former emphasis of EB as simply an attraction tool is not a sustainable strategy, given the significant negative consequences on all four employee outcomes if employees perceive the brand promises made to be breached. The results therefore shed light on the importance of considering EB as a tool for retention as well to a higher extent, and offer some insights to this scarcely researched area. First, by understanding more about how employees perceive EB activities, the intended purpose of EB, claimed by industry experts, of attracting, recruiting, motivating and retaining skilled employees, calls for an accurate and authentic employer brand to be able to deliver on its promises. Second, the EB dimensions with the most influence on brand attractiveness, symbolic ones, are also the most important dimensions to fulfil on-board according to current employees. If these are not in place once employed, employees react negatively quite instantly, in contrast to instrumental dimensions where employees are more patient likely because these are easier to change short-term compared to symbolic. Lastly, we could provide intriguing insights connecting EB with PEP research in that employees working in organisations that they perceive to have high external prestige, do not care whether the brand promises are fulfilled, if they can be a member of that organisation.

In a larger perspective, this study highlights that not only organisations but industry experts and research has had a somewhat biased image of EB in terms of a bit overly positive or optimistic, most likely due to that experts have been driving the EB agenda for quite long. They have sold EB as the solution to increased competition on talented employees, one of the most important resources in organisations, with the intention to gain a great deal of various positive benefits. This study, however, is one of the first to explore potential *unintended negative outcomes* of EB from *the important perspective of employee's perceptions* of EB activities pursued by the organisation and promoted by experts and previous research. Although a well-executed EB strategy could be helpful to manage the rising expectations and needs of the younger generations of employees, we argue that EB might not always be that helpful. EB might very easily lead to that organisations either are promising things that they cannot deliver on, or they happen to say or do things that they did not anticipate or intend employees to perceive as a promise. The former can be a result of pressure coming from increased competition and employee demands, as well as the biased focus on positive benefits of EB overlooking unintended outcomes. The latter, which probably will be hard to identify before it is too late, could be due to the explicit nature of EB activities in trying to attract talent. This dilemma is evident by the fact that only 25 percent of the employees participated in our study said that they perceived their employers to have fulfilled what they promised before joining the organisation. As the consequences of not fulfilling a promise is so severe and counterproductive in terms of not being able to retain the attracted talent, we urge more researchers to further explore this perspective of EB.

6.1 Theoretical Implications

Overall, this study brought the two perspectives of EB together and highlighted the need to not treat them separately as previous studies have done. *First*, as no prior studies have tested the effects of an employer brand promise breach by building on PC theory our findings open up for further studies to test this in other settings to further confirm these findings. It proved PC theory to be a useful foundation for EB researched and showed that EB initiatives function as important input to the PC formation, something that research on PC should consider in the future. *Second*, by exploring EB through the perspective of employee perception this study shed light on how EB activities can be perceived different to what researchers might intend. Thus, EB research should explore this perspective further. *Third*, new knowledge was added regarding the relative importance of EB dimensions in terms of symbolic dimensions being the most important ones also for current employees in an internal EB perspective related to the tested employee outcomes. *Fourth*, the R^2 of around 20 percent in our regression analysis indicate that we have found dimensions that explain a great deal of variation in the studied employee outcomes, useful for future studies. Also, we could empirically establish a relationship between all four outcomes and EB. *Fifth*, the results found a moderating effect from external prestige on organisational commitment eliminating the negative effect from a perceived brand promise breach. As this has not been tested before, it should be further explored in the future with a scale yielding higher reliability to explore whether organisational commitment is the only outcome

affected, or if also intention to stay could be directly affected by this moderating effect and not only through commitment.

6.2 Managerial Implications

For managers working with EB several implications were found. *First*, given the importance of employee retention, most implications below add valuable knowledge about intention to stay, enabling organisations to proactively work to avoid such intentions being realised more effectively. *Second*, this study sheds light on the importance of striking a balance between external and internal EB to make sure they are aligned, and that promises made in external EB is derived from an accurate and authentic EVP. *Third*, given the importance of symbolic dimensions, organisations should invest resources into building a healthy work atmosphere and a culture molded around solid ethical & CSR values. Getting these dimensions right seems very important given that (i) it is easy to make promises about them, but hard to change if employees perceive them to be unfulfilling, (ii) employees are instantly evaluating such promises once employed. In contrast, instrumental dimensions are easier to be fixed and fine-tuned based on employee demands and will not lead to negative effects on tested employee outcomes right away if perceived to be breached. *Fourth*, with the rise of employer review sites employer transparency increases. Therefore, the insights provided on brand advocacy and how it works from the perspective of employees is very valuable as a poor employer brand image coming from WOM will not likely attract new employees. *Fifth*, given that high perceived external prestige can eliminate the negative effect on commitment from a breached promise, managers should be aware that some employees might be committed not because the employer is successful with its EV activities delivering on brand promises, but because the high perceived prestige.

6.3 Limitations

Related to the methodology and results of this study several limitations must be taken into consideration.

First, the relatively low response rate raises a potential issue that cannot be ruled out, i.e. that the sample is subject to so-called non-response bias. This means that we cannot be sure that certain categories of employees are either overrepresented or underrepresented and that there are systematic differences between respondents and non-respondents. Though a missing data analysis was not possible to conduct, the overall sample probed to participate is at large quite homogenous in terms of their level of education, age and tenure industry, and so forth. Thus, the homogeneity of the sample probed should at least somewhat limit this issue. Related to this issue, the length of the questionnaire has most likely been a contributing factor to the low response rate. A lengthy questionnaire may also be subject to so-called non-response bias especially as we could not supervise the respondents. However, thanks to common tactics used

to combat such issues (e.g. reversed items) we feel confident that the responses provided in our final sample is honest and logical.

Second, given the characteristics of our sample the findings' generalisability might be limited to a couple of organisations within a couple of given industries in a Western culture society. However, as both the overall concept of EB and the various measurement constructs used are well-used in previous studies in various settings there are no outstanding reasons for why these findings should not be applicable for other organisations in other industries. Especially as there were no significant differences in the results between the two sources of respondents with one representing several organisations. In addition, a larger sample size would likely have provided even more reliable results and although a convenience sample is common practice in both general management studies and in previous EB research (Bryman & Bell, 2011), this is a limitation to keep in mind as well.

Third, the cross-sectional design of this study (i.e. measuring the perceived obligations and perceived fulfilment of those obligations at the same time) somewhat limits the internal validity. Although this design is the most common practice in these types of research studies, testing these two key measures at different time periods would have been optimal. A related limitation is the risk of reversed causality, i.e. that employees with low levels of commitment and job satisfaction based on other reasons than EB breach are more negative in general which make them more inclined to claim that the employer has not fulfilled their promises. However, while we cannot rule this out we base our conclusions on the causality established between PC breach and the tested outcomes in previous studies.

Fourth, as mentioned previously the results related to the moderating effect from perceived external prestige is subject to a potential problem of internal reliability. But as mentioned, this problem has been limited as items were picked from a well-tested scale in previous studies.

Fifth, there is a possibility that there are more dimensions of EB that we were not able to cover within our five-dimensional scale. However, our scale was based on well-tested studies and the explanatory value of the dimensions in our results are at a good level.

Sixth, given that we only tested the perceptions of employees, we have not tested actual EB activities of organisations. Thus, we cannot know for sure what was actually promised. However, a PC is created in the minds of employees, and the same goes for perceived level of fulfilment/breach.

6.4 Future Research

Several topics have arisen as potential issues for future researchers to explore in more depth.

First, to better explain and establish the causal process a longitudinal study on EB could be conducted. For example, one could ask respondents just employed for their perceptions about the employer brand promises made to them. Then follow up later asking the same respondents for their perceived breach/fulfilment, and then lastly at an even later time asking for their levels on employee outcomes.

Second, to better understand the relationship between how employees perceive EB and what organisations actually are doing, studies comparing organisations actual EB communication, with new employees perceived employer brand promise and at a later time the same employees perceived degree of fulfilment/breach, would be valuable.

Third, cross-sectional studies could also be used to further explore the effects of an employer brand promise breach and expand the generalisability of the findings of this study. For example, exploring underlying nature of the relative importance between symbolic and instrumental dimensions could be useful in a larger study.

Fourth, the finding related to PEP paves the way for more research exploring these moderating effects in more detail, especially on intention to stay. For example, future studies could explore whether perceived prestige is more important for a certain type of employees or not, and if such type of employees have any significant traits or characteristics.

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Appendix

1. Survey Items Pre-test

The original items refer to Tanwar & Prasad (2017) and those were tested in the first pre-test n=23. The added items were tested in the second pre-test, n=43 together with the original items. The X in the "Main Study" column refers to which items that was chosen for the final study, and the Cronbach Alpha refers to their internal reliability. Tanwar & Prasad (2017) extra are items deducted from their qualitative study when developing the scale.

	Healthy work atmosphere	Main Study	Reference
Original Items	HWA1 Autonomy to make decisions		
	HWA2 Opportunities to enjoy a group atmosphere	X	
	HWA3 A work environment where colleagues are ready to share my responsibility at work		All by Tanwar & Prasad (2017)
	HWA4 Recognition when I do good work	X	
	HWA5 A relatively stress-free work environment		
	HWA6 Opportunity to work in teams	X	
Added Items	HWA7 A feeling of long-term job security within the organisation		Tanwar & Prasad (2017) Extra
	HWA8 Opportunity to share knowledge with colleagues (e.g. teach others what you've	X	Tanwar & Prasad (2016)
	HWA9 Sufficient authority and responsibility		Nigel Wright (2008)
	HWA10 Opportunity to move around and work in different roles		Tanwar & Prasad (2016)
	HWA11 A fun working environment	X	Nigel Wright (2008)
	HWA12 A supportive and encouraging environment	X	Nigel Wright (2008)
		Cronbach Alpha = 0.861	

	Training and development	Main Study	Reference
Original Items	T&D1 Online training courses	X	
	T&D2 Opportunities to partake in various conferences, workshops and training programme	X	
	T&D3 Opportunities to work on foreign projects		All by Tanwar & Prasad (2017)
	T&D4 Opportunities for training and development	X	
	T&D5 A continous process of skill development opportunities and/or activites	X	
	T&D6 A clear communication of the possible advancement path(s) within the organisation	X	
		Cronbach Alpha = 0.861	

	Work Life Balance	Main Study	References
Org Iter Org Iter	WLB1 Flexible-working hours	X	
	WLB2 Opportunity to work from home	X	All by Tanwar & Prasad (2017)
	WLB3 Access to on-site sports and/or game activities	X	
Added Iten	WLB4 On-site gym and training facility	X	Tanwar & Prasad (2017) Extra
	WLB5 Opportunity to have an appropriate balance between work and home life	X	Nigel Wright (2008)
	WLB6 Fair amount of vacation	X	Tanwar & Prasad (2016b)
	WLB7 Half-day leave to celebrate occasions like birthdays and anniversaries		Tanwar & Prasad (2017) Extra
		Cronbach Alpha = 0.705	

	Ethics & CSR	Main Study	References
Org. Items	E&CSR1 A fair attitude towards me and other employees	X	
	E&CSR2 Rules and regulations that are both easy to comprehend and to follow	X	All by Tanwar & Prasad (2017)
	E&CSR3 Opportunity to give back to society through my work		
	E&CSR4 A confidential procedure to report misconduct at work	X	
Added Items	E&CSR5 A comprehensive code of conduct	X	Tanwar & Prasad (2016b)
	E&CSR6 An overall ethical organisation	X	Tanwar & Prasad (2016a)
	E&CSR7 An organization that is humanitaran and gives back to the society		Tanwar & Prasad (2016b)
	E&CSR8 An organization in which employees are expected to follow rules and regulations		Nigel Wright (2008)
	E&CSR9 An honest organization		Nigel Wright (2008)
	E&CSR10 An organisation with equal opportunities for both women and men	X	Tanwar & Prasad (2016b)
		Cronbach Alpha = 0.825	

	Compensation & Benefits	Main Study	References
Org. Items	C&B1 High pay	X	
	C&B2 Overtime pay	X	All by Tanwar & Prasad (2017)
	C&B3 Good health benefits	X	
	C&B4 Insurance coverage	X	
Add I	C&B5 Pay based on my current level of performance	X	Nigel Wright (2008)
	C&B6 Competitive employment benefits	X	Nigel Wright (2008)
		Cronbach Alpha = 0.795	

2.   Main Study

Are you currently employed? (we are only looking for currently employed respondents)

◯ No
◯ Yes

1. Job Control

Which of the following industries most closely matches the one in which you are currently employed?

◯ Banking, Finance, Insurance   ◯ Professional Services

○ Construction   ○ Real estate
○ Consumer Services   ○ Retail
○ Healthcare   ○ Wholesale
○ IT, Telecommunications ○ Utilities
○ Manufacturing   ○ Other

○ Media

What is the size of your **current employer**? (if a multinational company, please use the size of the national office you currently are working at - e.g. in Sweden)

○ Fewer than 50 employees
○ 51-250 employees
○ 251-500 employees
○ More than 500 employees
○ Don't know

In what country do you currently work?

For how many years have you worked since you finished your studies? (Please answer in years, e.g. 1,5 year or 0,2 year)

For how many years have you worked for **your current** employer? (Please answer in years, e.g. 1,5 year or 0,2 year)

For how many years have you held **your current** position? (Please answer in years, e.g. 1,5 year or 0,2 year)

2. Probing Questions

Please read before answering!

In order to attract the right talent, employers are communicating an image of what employment would look like at their firm in terms of a set of aspects comprising their so-called **"Employer Brand"** (e.g. certain things about the company's culture, the values of the company, the colleagues, the nature of work, and various sets of benefits associated with the employment).

To do so they utilize different **employer branding activities** (e.g. the recruitment process, introduction day/week, company career website, career-fairs, company specific events, guest lectures, talking to current employees, advertising, social media presence, media coverage and so forth).

How much information did you have about your employer before starting your current employment?

○ A great deal
○ A lot
○ A moderate amount
○ A little
○ None at all

From what kind of employer branding activities did you acquire information prior to joining the company? (Check all that apply)

☐ Company Career Pages   ☐ Company presentation and/or guest lectures

☐ Throughout the recruitment process (e.g. interviews, assesment days)   ☐ Company Events

☐ Advertising   ☐ Social Media presence

☐ Career fair(s)   ☐ Other (please specify)

☐ Conversations with current employees

To what extent did you come across and/or participate in employer branding activities from your current employer in connection to the recruitment process for your current position? (*activities such as those mentioned above*)

○ A great deal
○ A lot
○ A moderate amount
○ A little
○ None at all

3. Brand promise fulfillment/breach

Please read before answering!
Employers make implicit and explicit promises during recruitment which obligate them to give certain things to their employees in exchange for their employees' contributions to the organisation.

Using the scale below, **please base your answer on the implicit and explicit promises you have derived from employer branding activities* of your current employer** - e.g.

the expectations you have on your employer.

Activites such as the recruitment process, introduction day/week, company career website, career-fairs, company specific events, guest lectures, current employees, advertising, social media presence, media coverage and so forth.

Think about the expectations that you have on your employer.

In the area of **'Healthy Work Atmosphere'**:
Please indicate the extent to which you think your employer is **obligated to provide you with...**

	1. Not at all obligated	2.	3.	4.	5. Very obligated
Opportunities to enjoy a group atmosphere	O	O	O	O	O
Recognition when I do good work	O	O	O	O	O
Opportunity to work in teams	O	O	O	O	O
Opportunity to share knowledge with colleagues (e.g. teach others what you've learned)	O	O	O	O	O
A fun working environment	O	O	O	O	O
A supportive and encouraging environment	O	O	O	O	O

Repeated for all EB dimension

Please read before answering!
Given that employers make implicit and explicit promises during recruitment which obligate them to give certain things to their employees in exchange for their employees' contributions to the organisation, **employers vary in the degree to which they subsequently fulfill those promises and obligations to their employees**. With this in mind, please read over the following items listed below.

Think about the extent to which your employer made implicit or explicit promises to provide you with these items. Then think about how well your **employer has fulfilled those promises**. Using the scale below, please indicate the extent to which your employer has **fulfilled the following obligations**

In the area of **'Healthy Work Atmosphere'**:
Please indicate the extent to which you think your **employer has fulfilled** their following obligations regarding...

	Not at all fulfilled	2.	3.	4.	Very well fulfilled
Opportunities to enjoy a group atmosphere	O	O	O	O	O
Recognition when I do good work	O	O	O	O	O
Opportunity to work in teams	O	O	O	O	O
Opportunity to share knowledge with colleagues (e.g. teach others what you've learned)	O	O	O	O	O
A fun working environment	O	O	O	O	O
A supportive and encouraging environment	O	O	O	O	O

Repeated for all EB dimension

4. Moderator - Prestige

Almost finished! Now it is only a couple of questions left regarding the organisation you work for and what you think about your current job. Thank you for answering.

Think about your organisation in general.
Please indicate to what extent you agree or disagree with the following statements...

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
People in my community think highly of my organisation	O	O	O	O	O
My organisation is considered one of the best in its industry	O	O	O	O	O
People from other organisations look down at my company	O	O	O	O	O
When other organisations are recruiting new staff, they would not want staff from my organisation	O	O	O	O	O

5. Employee outcomes

Think about your job in general. All in all, what is it like most of the time?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
All in all, I am satisfied with my job	O	O	O	O	O	O	O
In general, I **don't** like my job	O	O	O	O	O	O	O
In general, I like working here	O	O	O	O	O	O	O

Think about the organisation you currently work for in general, what it does, its values and its culture.

To what extent do you agree with the below statements?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I am quite proud to be able to tell people who it is that I work for	O	O	O	O	O	O	O
What this organisation stands for is important to me	O	O	O	O	O	O	O
I work for an organisation that is incompetent and unable to accomplish its mission	O	O	O	O	O	O	O
I feel a strong sense of belonging to this organisation	O	O	O	O	O	O	O
I feel like "part of the family" at this organisation	O	O	O	O	O	O	O
The people I work for **do not** care about what happens to me	O	O	O	O	O	O	O

Think about your job today. To what extent do you agree with the statements below?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I often think of leaving the organisation	O	O	O	O	O	O	O

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
It is very possible that I will look for a new job next year	O	O	O	O	O	O	O
If I may choose again, I will choose to work for the current organisation	O	O	O	O	O	O	O

How likely are you to recommend your organisation as an employer to a friend or family member?

0 O   1 O   2 O   3 O   4 O   5 O   6 O   7 O   8 O   9 O   10 O

6. Demography

I identify myself as

O Male
O Female
O Other
O Prefer not to answer

What is your age?

[   ]

What is your nationality?

[   ]

3.   Moderation Data Output

Dependent: Organisational Commitment Independent: Total Breach											
Moderator: Prestige	R	R^2	F	df	p	b (coeff)	SE	t	p	LLCI	ULCI
Overall model	0.5356	0.2869	15.3691	3;167	0.0000						
Constant						4.0423	0.5854	6.9053	0.0000	2.8866	5.1980
Prestige						0.3880	0.1336	2.9036	0.0042	0.1242	0.6518
Total Breach						-1.3699	0.5085	-2.6940	0.0078	-2.3739	-0.3660
Interaction						0.2683	0.1131	2.3716	0.0189	0.0449	0.4916
Changes to model due to moderation											
Conditional effect of TB on OC whe	-	0.0293	5.6244	1;167	0.0189						
Prestige is low (-1 SD)						-0.4741	0.1452	-3.2647	0.0013	-0.7608	-0.1874
Prestige is at mean						-0.2801	0.0851	-3.2896	0.0012	-0.4482	-0.1120
Prestige is high (+1 SD)						-0.0861	0.0824	-1.0449	0.2976	-0.2488	0.0766

Dependent: Intention to Stay Independent: Total Breach											
Moderator: Prestige	R	R^2	F	df	p	b (coeff)	SE	t	p	LLCI	ULCI
Overall model	0.4310	0.1857	11.0263	3;177	0.000						
Constant						3.5462	0.8589	4.1290	0.0001	1.8506	5.2418
Prestige						0.3700	0.1951	1.8962	0.0597	-0.0152	0.7551
Total Breach						-1.4266	0.8842	-1.6134	0.1085	-3.1723	0.3191
Interaction						0.2145	0.2054	1.0443	0.2979	-0.1910	0.6201
Changes to model due to moderation											
Conditional effect of TB on OC whe	-	0.0078	1.0906	1;167	0.2979						
Prestige is low (-1 SD)						-0.7102	0.2446	-2.9034	0.0042	-1.1932	-0.2273
Prestige is at mean						-0.5551	0.1657	-3.3498	0.0010	-0.8823	-0.2279
Prestige is high (+1 SD)						-0.4000	0.1980	-2.0197	0.0450	-0.7909	-0.0090