Attracting women in the war for talent

The impact of gender diversity in recruitment advertisements

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Abstract

With a gender diverse talent pool and prophecies of gender diversity levering organisational efficiency and superior performance, why are today's corporations failing to present gender diverse organisations? As business leaders blame a lack of female applicants, examining the efficiency of popular attempts to attract female talent is of great interest. Despite a shared notion among organisations that portraying a diverse workforce in recruitment advertisements widens the pool of applicants, little is known about the impact gender diverse ads have on prospective applicants. The purpose of this study is to provide empirical evidence on the validity of this practice, by investigating the employer brand effects of gender diversity in recruitment ads among female and male job seekers.

A questionnaire-based experimental study with 758 respondents was conducted. Manipulating ad diversity on two hierarchical levels, the study examined job-seeker reactions to recruitment advertising portrayals of personnel that are either diverse or homogenous. Employer brand effects were measured on the parameters o*rganisational attractiveness, image* and *compatibility*. The *gender identity* of the respondents was measured in order to investigate potential within-group variances. Drawing on Signalling Theory, relational demography, the ASA Model and Tokenism Theory, four hypotheses were presented and tested.

Findings of the study suggest that portraying gender diversity in recruitment advertisements may serve as an attraction mechanism for female talents, while retaining current rates of male talent attraction. Further, positive effects of extending gender ad diversity to managerial level were found. The effects of gender ad diversity were not moderated by gender identity salience.

Acknowledgements

Definitions

Employer branding The sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work (Lloyd 2002).

Gender identity The part of the self-concept that derives from membership in a gender category (Gurin, Markus 1989).

Organisational attractiveness The sum of the benefits a person sees in working for a specific organisation (Berthon, Ewing et al. 2005).

Organisational compatibility A job seekers' perception of their person-environment fit to an organisation (Jackson et al. 1991).

Organisational image An individual's impression of an organisation (Tom 1971).

Recruitment advertisement In the present study, recruitment advertisement refers to all communication by an organisation to attract new hires, including everything from printed advertisements to corporate websites. The present study uses the abbreviation "ad" for advertisement, in line with marketing literature.

Social identity The part of an individual's self-concept derived from group membership (Tajfel, Turner 1979). Stems from individuals categorising themselves and others as parts of groups.

1 Introduction

In this section, the background of the thesis, rooted in the growing issue of female talent recruitment, is presented. Thereafter, archival research on diversity recruitment advertising is reviewed, leading to the identification of an apparent research gap. This gap lays ground for the purpose and research questions of the present study.

1.1 Background

The following paragraphs aim to give a thorough background to the growing issue of female talent recruitment. Starting by examining the increasing demand for high-skilled workers and shifts in labour force demographics, the importance of attracting female talent is then illustrated by the growing body of literature arguing for gender equality leading to organisational efficiency gains. Lastly, barriers and possible actions to achieve gender equality in organisations are presented, leading up to the role of recruitment advertisement.

1.1.1 Intensified war for talent

In a world where low-skilled jobs are increasingly being replaced by machines and advanced technology, high-skilled employees are more sought after than ever. According to a study conducted by PwC (2017a), as many as 77% of the participating CEOs globally see availability of skills as the biggest threat to their company's growth. The stated desired capabilities are those unique to humans such as adaptability, problem-solving, collaborative skills and creativity. As a result, companies are increasingly investing resources to communicate to existing and prospective staff that the organisation is a desirable place to work, what is known as *employer branding* (Vinayak, Khan et al. 2017, Lloyd 2002). Through the increased emphasis on employer branding, recruitment practises are moving from being isolated to the human relations functions to being an ever more part of the overall company strategy (Wilden, Gudergan et al. 2010).

1.1.2 Dramatic shifts in labour force demographics unreflected in top management

It is not just the nature of the desired skills that have been changing over the past decades; dramatic shifts can also be found in the demographics of the labour force as women are increasingly entering the talent pool (World Economic Forum 2017). In today's Sweden, women make up 48% of the labour force, a share that has increased steadily over the past 50 years (SCB 2014, SCB 2016a). Further, for more than 30 years, a larger share of women than

men graduate from Swedish universities (SCB 2017), indicating that there are many Swedish women eligible for high-skilled jobs.

While the shift is apparent in the labour force at large, women are still underrepresented at all levels of the corporate pipeline, and the gender gap increases at each level of seniority (World Economic Forum 2017). Similar patterns of inequality are found even in the country considered as one of the front-runners in gender equality (World Economic Forum 2017); in Sweden, three out of four listed companies have no women in top management and only six per cent are led by a female CEO (Allbright 2017).

1.1.3 Gender equality levering organisational efficiency

While there are obvious moral incentives to promote gender diversity, taking actions to improve gender diversity in organisations is increasingly argued to lever organisational efficiency. Argued business benefits include improved problem solving, a more accurate reflection of a company's customer base (McKinsey & Company 2012) and increased corporate innovation (Torchia, Calabrò et al. 2011). Further, researchers have found positive correlation between higher proportion of women in corporate boards and financial performance (Campbell, Mínguez-Vera 2008) and between gender diverse business teams and business performance (McKinsey & Company 2015, Hoogendoorn, Oosterbeek et al. 2013). The benefits of gender equality are prevalent also to societies and countries at large, as economic development is positively correlated with the share of female workers in wage employment (World Bank 2012).

Simultaneously, gender inequality in leadership positions and wages has gained increasing attention in Swedish media over the past years (Allbright 2017, Stockholm School of Economics 2018, Alison, Christy 2014, Terjesen, Singh 2008, Wirz 2014), making it a key branding issue for employers.

1.1.4 Barriers to gender equality

With a diverse talent pool and prophecies of efficiency gains and superior performance, why are today's corporations failing to present gender diverse organisations? Many employers blame the lack of sufficient candidate pool and that their industry sector is not viewed as attractive to women as the most significant barriers to increased levels of female hires (PwC 2017b). However, literature offers several other explanations stressing the employers'

responsibility in the matter. For instance, researchers over time have shown how gender bias to function as an obstacle for the recruitment of female candidates and their advancement to leadership positions (e.g. Heilman 2001, Rudman 1998), a major concern among female job seekers today (PwC 2017b). Further explanation as to why organisations fail to hire women can be found in how companies communicate (Billing, Alvesson 2009). *Recruitment advertising*, an important part of employer branding involving all communication to attract new hires (Baum, Kabst 2014), has been argued to often repel female applicants (Billing, Alvesson 1994).

1.1.5 *Efforts to achieve gender equality*

Luckily, more and more corporate leaders are realising their own flaws and are intent on changing; 87% of surveyed CEOs report a focus on talent diversity and inclusiveness and 58% report that they are actively trying to recruit more female hires (PwC 2017a) As competition for female talent continues to grow, the ability to understand how to reach talents within this group will become a basic requirement for employers, raising new questions to employer branding research. In order for organisations to stand out as an attractive talent brand in the minds of female job seekers, corporations must be able to present an inclusive talent brand (PwC 2017b). This involves managing job seeker impressions of the organisation as an employer with regard to gender diversity (Williamson, Slay et al. 2008). The most popular practise organisations employ to build inclusive employer brands is the diversification of recruitment advertisement by incorporating imagery of gender diverse professionals into website and recruitment materials (PwC 2017b). This popularity is argued to be a result of the commonly shared perception among employers that recruitment ads portraying diverse groups influence a broader spectrum of people to pursue employment opportunities (Digh 1999, Doverspike, Taylor et al. 2000, Thaler-Charter. 2001).

The widespread use of impression management through diversification of recruitment advertisement calls for researchers to investigate the validity of this practice. A deeper understanding of female job-seeker reactions to the presence (or absence) of female employees portrayed in recruitment ads is needed. In such manner, recruitment advertising research has the capacity to contribute to a deeper comprehension of the obstacles to organisations achieving gender equal workforces. On this note, the present study is aimed to contribute to the ongoing debate on gender inequality in organisations and lack of women at the top of the corporate pipeline by studying employer branding and recruitment advertising

from a gender perspective, and is believed to be highly relevant to practitioners within employer branding.

1.2 Previous literature review and research gap

As studies have proliferated the potential benefits of organisational gender diversity (Torchia et al. 2011, Hunt et al. 2015, Hoogendoorn et al. 2013), researchers are increasingly investigating the barriers to gender diverse recruitment to organisations and management teams. Most attempts by researchers to explain the persistence of unequal recruitment in organisations document the importance of unconscious bias about gender affecting demand-side processes of evaluation and selection of applicants. Over the past decades, increasing research has also focused on understanding the organisational mechanisms that either work to repel or attract female applicants, by examining practises in recruitment advertising with respect to their impact on this talent pool. Particularly, studies have focused on empirically investigating the effects of gendered language and metaphors, the number of role requirements as well as the inclusion of diversity statements (e.g. Singh, Point 2009, Wild 2017) in recruitment advertisements on female applicants.

Despite an increasing trend of depicting a diverse workforce in recruitment ads (PwC 2017b) and a widespread sentiment among organisations that ad diversity attracts a broader scope of applicants (Digh 1999, Doverspike et al. 2000, Thaler-Charter. 2001), empirical research on this topic is relatively sparse. Most recruitment literature on this topic has focused on exploring minority job-seeker reactions to racial diversification of recruitment advertisements (Avery 2003, Perkins, Thomas et al. 2000, Avery, Morela et al. 2004). In perhaps the first study to assess the impact of pictorial diversity in recruitment ads on job seekers, Perkins et al. (2000) concluded that racial similarity increases job seekers' attraction to and perceived fit with an organisation. Further, Avery (2003) demonstrated that the impact of pictorial ad diversity differs depending on the hierarchical status of minorities portrayed in the ad and that there are significant between- and within-racial group differences to these effects. Furthermore, job seekers' perceived racial similarity to employees depicted in the ad was explained to mediate this effect.

These findings on the effects of racial ad diversity on minority applicants have suggested similar effects of gender ad diversity on female applicants (Avery 2003). There is thus a gap

within the research on diversity in recruitment advertising and its employer brand effects. The present study attempts to cover this gap by empirically investigating female applicant reactions to female representation depicted in recruitment advertising. Further, the hierarchical status of the female employees depicted in the ads as well as potential moderating effects of within-gender group variances are considered. To further understand how gender diversity in recruitment ads affect viewers, the proportional representation of the two gender groups are taken into account. The present study thus aims to enhance the current understanding of the efficiency of gender diversity in recruitment advertising and how it is received by the talents they target.

1.3   Purpose and research questions

With the aim to drive gender equality in organisations and society at large, the purpose of this study is to provide empirical evidence on the employer brand effects of depicting gender diversity in recruitment advertisements. Through an experimental study of job-seeker reactions to recruitment advertising portrayals of personnel that are either diverse or homogenous, this thesis intends to make a contribution to both employer branding research and practice by attempting to answer the research question presented below:

Do gender diverse (male and female) recruitment advertisements have positive employer brand effects for female job seekers, compared to gender homogenous (male) recruitment advertisements?

Where employer brand effects are measured in perceptions of organisational attractiveness, image and compatibility. To further understand how gender diversity in recruitment ads affect job seekers, the present study aims to answer two sub questions: the first addressing the potential employer brand effects of extending depicted ad diversity to managerial levels and the second addressing gender identity salience as a potential moderator to the effects of gender ad diversity.

Does a gender equal management team increase the positive effects?

Can within-group differences among female job seekers be explained by gender identity salience?

1.4 Delimitations

Every individual can be categorised by him/herself and others into several different demographic groups. This study, however, aims to look at employer branding and recruitment advertising through a gender lens, limiting the tested demographic effects to gender.

The respondents were sourced from Swedish corporations and the Swedish Institute for Higher Education, limiting the geographical area to Sweden. Respondents were limited to individuals in pursuit of, or having obtained a, university degree within business, economics or industrial and management engineering.

1.5 Expected contribution

By studying the employer brand effects of gender diversity in recruitment advertisements, the authors of the present study hope to add to the growing body of literature explaining the role of employer branding in attracting a diverse talent pool, and by extension increase organisational gender equality. Specifically, three main potential contributions have been identified. Firstly, through an experimental design, the study is expected to contribute with empirical evidence on the impact of depicted gender diversity in recruitment advertising. Secondly, the study expands this contribution by manipulating ad diversity at two hierarchical levels. Lastly, the study is expected to provide further understanding of the employer brand effects of gender ad diversity by examining a potential moderator. The study is expected to provide insights useful to both scholars and practitioners within employer branding.

2 Theoretical framework

The following section provides a theoretical background to the field of employer branding and the effects of diversity in recruitment ads. The theoretical framework is based on four theories, starting with Signalling Theory to explain how employer branding can affect job seeker perceptions. Second, the sometimes-overlapping ASA Model and Relational Demography Theory are combined to discuss how the preference to be with people "similar-to-me" affects job seekers' processing of recruitment advertisements signalling gender diversity. Lastly, the Tokenism Theory is presented to illustrate the signalling effects of managerial diversity and the importance of numbers. Generated from this framework are the four hypotheses the current study aims to examine.

2.1 Signalling theory and the employer brand

2.1.1 Signalling theory and the processing of organisational information

Signalling theory has the capacity to explain how applicant attraction towards an organisation is affected through the processing of the characteristics an organisation signal during the recruitment process (Rynes, Bretz et al. 1991). As the information about an organisation available to job seekers when making a job decision is imperfect (Rynes et al. 1991), job seekers usually rely on signalling cues to assess their perceptions of the organisation (Jackson, Brett et al. 1991).

2.1.2 Employer branding managing signals

Employer branding is one strategy organisations use to attempt to manage the signals they send out to potential applicants and the public (Vinayak et al. 2017). Employer branding has been described as "the sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work" (Lloyd 2002). Chapman, Uggerslev et al. (2005) identified that the employer brand of an organisation is a strong predictor of applicant attraction, acceptance of the offer and job pursuit intentions. Through employer branding, companies can influence job-seeker perceptions of *organisational attractiveness*, *image* and *compatibility* (Perkins et al. 2000). Organisational attractiveness can be defined as the sum of benefits a person sees in working for a specific organisation (Berthon, Ewing et al. 2005), organisational image as an individual's impression of an organisation (Tom 1971) and organisational compatibility as job seekers' perception of their person-environment fit to an

organisation (Jackson et al. 1991). Several findings have indicated that these perceptions influence the likelihood of potential a candidate seeking employment at the organisation (e.g. Belt and Paolillo 1982).

2.1.3 Employee portrayals in recruitment advertisements

One practise within employer branding that has proven to have particular effect on job-seekers' perception of a company and its organisational attractiveness is recruitment advertising (Collins, Stevens 2002). Recruitment advertising includes all communication by an organisation to attract new hires, including everything from printed ads to corporate websites (Vinayak et al. 2017). Through the use of recruitment advertisements, organisations engage in impression management by attempting to manipulate the organisational image prospective applicants form of the company (Giacalone, Rosenfeld 1991). A common feature in recruitment advertisements is the portrayal of a selection of employees working at the firm (Avery 2003). Research suggest that the symbolic attributes of a firm's employees impact the attributes that the applicant contributes to the firm itself (Lievens, Highhouse 2003). Further, by depicting parts of the workforce in recruitment ads, firms convey messages to prospective job seekers of the type of people that are compatible with the environment of the organisation (Vinayak et al. 2017). Based on these theories, a gender diverse recruitment ad should signal a gender diverse workforce.

2.2 The Attraction–Selection–Attrition Model and Relational Demography Theory

2.2.1 The ASA Model

A theory aiding in understanding the obstacles that have historically prevented gender diverse recruitment is Schneider's *Attraction-Selection-Attrition (ASA) Model* (1987). Normally used to comprehend barriers to organisational efficiency within the workforce, the ASA Model has shown useful also for understanding recruitment advertisement signals and their effects on job-seeker perceptions (Perkins et al. 2000). Schneider's model argues that through the process of *attraction, selection*, and *attrition*, organisations evolve toward a state of interpersonal homogeneity. Specifically, the model predicts that (1) individuals are being attracted to organisations which present attributes they believe to be similar to their own attributes, (2) companies select similar applicants for employment, and (3) companies retain

similar employees. Schneider's ASA Model assumes that employees are similar in terms of psychological attributes such as personality, interests, and values. Many studies have attempted to test the ASA framework, lending strong support to the underlying concept of individuals preferring those similar to themselves (e.g. Perkins et al. 2000, Jackson et al. 1991).

2.2.2   Relational Demography Theory

Schneider's ASA Model (1987) only discusses employee similarity in terms of psychological attributes, such as their values and belief systems, rather than on employees' demographics, such as race and gender. However, Tsui and O'Reilly's (1989) research on relational demography discuss a similar pattern of attraction. *Relational demography* refers to the process of individuals comparing their own demographic characteristics with the demographic composition of a social unit to determine if they are similar or dissimilar (Riordan 2000). Archival relational demography research has investigated the impact of an individual's similarity in demographic attributes such as gender, race, age, status and educational level to a group on work-related outcomes (e.g. O'Reilly, Caldwell, Barnett 1989, Jackson et al., 1991, Tsui et al., 1992, Wharton, Baron, 1987, Zenger, Lawrence 1989). Similar to the predictions of the ASA Model, studies have found that the higher the similarity in an individual's demographic characteristics to a social unit the more positive her/his work-related attitudes and behaviours will be (Riordan 2000).

2.2.3   Combining the ASA Model and Relational Demography Theory

Furthermore, empirical research has applied relational demography to the attraction process of the ASA Model, and specifically to the effects of demographic composition of employees depicted in recruitment advertisement on job seekers. For instance, both Avery (2003) and Perkins et al. (2000) demonstrated that racial similarity between the applicant and the employees depicted in the recruitment ads enhances organisational attractiveness. Further, Perkins et al. found significant evidence of increasing minority job-seeker perceptions of organisational compatibility and ratings of organisational image as the advertisements became more racially heterogeneous.

These findings of ethnic minority job-seeker reactions to racial composition in recruitment ads suggest similar female job-seeker reactions to gender composition in recruitment ads: the presence (or absence) of female employees in recruitment ads should signal information to

female job seekers. Given the preference to be with people similar to ourselves, assumed by the ASA Model and Relational Demography Theory, ads that feature female employees should be most effective in shaping positive perceptions of organisational attractiveness, image and compatibility among female job seekers. While the underlying logic of these theories suggest that male job seekers will prefer an all-male organisation, archival empirical evidence indicate that male job seekers will be unaffected as long as male employees remain the majority in the ad (Perkins et al. 2000, Avery 2003). Therefore, based upon the predictions of the ASA Model, relational demography and the findings related to minorities' responses to signals from ad diversity, the following hypotheses were expected:

H1a: Ads depicting gender diverse (female and male) employees and male managers will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting only male personnel for female respondents.

H1b: Ads depicting gender diverse (female and male) employees and male managers will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting only male personnel for male respondents.

2.3 Signalling effects of managerial diversity and the importance of numbers

2.3.1 Female representation beyond entry level

While depicting female employees in recruitment advertisements is suggested to have positive effects among female job seekers, empirical evidence and signalling theory stress the particular importance of managerial diversity. Empirical research has proven the importance of hierarchical status of minority employees to the attraction of a racially diverse applicant pool. For example, Avery (2003) showed that black job seekers were more attracted by recruitment ads depicting black employees and managers as opposed to ads merely depicting black employees at the entry level.

Signalling theory has often been used to explain the female and minority job-seeker emphasis on prospective managerial diversity (Palmer, Bosch 2017). Among other things, the representation of female managers in recruitment ads should convey messages to female job seekers of career progression opportunities (Kanter 1977), prospective supervisor-subordinate

relationships (Tsui, O'Reilly 1989), potential mentorship relations (Dreher, Cox Jr. 1996, Ensher, Murphy 1997) and advancement opportunities and promotion rates (Riordan, Shore 1997, Ely 1994). This suggests that the presence of female employees at management level should signal female job seekers that the organisation's commitment to diversity is sincere (Avery 2003). Consequently, the positive effects of ad diversity should increase if female representation is extended beyond the entry level.

2.3.2 The Theory of Tokenism

However, Kanter's Theory of *Tokenism* (Kanter 1977) stresses the importance of the proportional representation of a social category to group diversity, suggesting a signalling effect of the relative number of female managers depicted in recruitment ads. Similar to the effects predicted by the ASA Model and Relational Demography Theory, theories of tokenism predict that when an individual is very different in a demographic characteristic (e.g. gender) from the rest of his/her social unit, the individual is in a high visibility "token" position (Avery 2003). Due to pressure and stereotyping from dominant work group members, the token group members (comprising 15% or less of the work group) run the risk of experiencing isolation, discomfort, lower performance and inability to influence group decisions (Kanter 1977). In such manner, individuals are expected to suffer in situations when they are extremely different from others.

While the aforementioned research mainly deals with effects within groups (Kanter 1977), several studies suggest that it is also applicable to outsiders' perceptions of organisations (e.g. Windscheid, Bowes-Sperry et al. 2016). Research has found that individuals both outside and inside the group view tokens negatively (Heilman, Block et al. 1992). Following this effect on outsiders' perceptions, one can assume that individuals assessing a company will either overlook a token woman on the management team or view her as unable to influence company direction and/or lacking competence. In a more recent empirical study on the employer brand effects of organisations displaying misalignment between diversity statements and gender board composition, Windscheid et al. (2016) found empirical evidence supporting the theory of tokenism, concluding, "a single woman on an organisation's board is perceived as window dressing". To acquire influence a token or minority group must establish a critical mass (Caul 2001). Research diverges regarding if this critical mass is determined in absolute (Konrad, Kramer et al. 2008, Torchia, Calabrò et al. 2011, Wolff 1950) or in relative numbers (Kanter 1977, Windscheid, Bowes-Sperry et al. 2016).

Regardless, researchers agree that a single representative or a token of a social category is seldom enough. For this reason, female representation at management level in recruitment ads might only enhance female job/seeker perceptions of organisational attractiveness, image and compatibility if the representation exceeds a single woman. The signalling effects of altering the number of women at the managerial level are expected to affect female job seekers, while archival empirical evidence indicate that male job seekers will be unaffected as long as male employees remain the majority in the ad (Perkins al. 2000, Avery 2003). Thus, the following hypotheses were expected.

H2: Ads depicting gender diverse (female and male) employees and a single female manager will not generate any difference on variables *Organisational Attractiveness, Image* and *Compatibility* compared to ads depicting gender diverse (female and male) employees and male managers for respondents regardless of gender.

H3a: Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting gender diverse (female and male) employees and male managers for female respondents.

H3b: Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting gender diverse (female and male) employees and male managers for male respondents

2.4   Social Identity Theory and self-categorisation as a moderator

Research on relational demography has historically overlooked potential variances within demographic groups (Avery 2003). As a result, a number of authors have stressed the importance of considering potential moderators of the relationship between demographic similarity and attraction (Avery 2003, Pelled, Xin et al. 2001, Vecchio, Bullis 2001). Particularly, they suggest that the variance within demographic groups often exceeds that between demographic groups, thereby limiting the predictive validity of the demographic characteristic. In gender studies, similar questions are raised (Avery 2003). Researchers such as Young (1994) and Nicholson (1994) have stated that women cannot be treated as a unified

group because there are too many different women with too many different identities to include them all in one grouping.

Social Identity Theory (SIT) and *self-categorization theory* have historically proven to explain within-group variations regarding signal-processing (Vinayak et al. 2017). According to these theories, a social identity is the part of an individual's self-concept derived from group membership (Tajfel, Turner 1979) and stems from individuals categorising themselves and others as parts of groups.

SIT has long been part of research within employer branding, recognized as a basis to understand employer brand effects (Xie, Bagozzi et al. 2015, Highhouse, Thornbury et al. 2007), impacting individuals' employer preferences (Rampl, Kenning 2014, Highhouse et al. 2007). Further, SIT has been used in marketing research to understand consumer perceptions and ad processing (e.g. Ye, Robertson 2012).

It is widely assumed that categorisation by gender is common (Baird 2001). Williams (1984) stated, "it is uncontentious to state that sex is basis for social differentiation and stratification" (p.311). This part of an individual's social identity is called *gender identity*. Gender identity has been described as "the part of the self-concept that derives from membership in a gender category" (Gurin, Markus 1989) and covers all social aspects of being a man or a woman (Baird 2001). According to SIT, identities are dynamic and interacting with each other and some identities might be more salient to a person than others (Tajfel, Turner 1979). An individual may thus identify him/herself with his/her gender to varying extent.

Drawing on SIT, Maldonado et al. (2003) suggested that gender identity salience affects individuals' ad processing, claiming that individuals with a strong gender identity will favour ads depicting their own gender. This indicates that gender identity salience may also impact viewer reactions to recruitment advertisements. Thus, the present study puts forth that gender identity salience will moderate ad recruitment reactions such that the hypothesised effects presented above will be stronger for women who stronger gender identity. Specifically, the following hypothesis was expected.

H4: Female respondents with strong gender identity will perceive ads depicting gender diversity more favourably than female respondents with weaker gender identity.

2.5 Summary of hypotheses

H1a	Ads depicting gender diverse (female and male) employees and male managers will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting only male personnel for female respondents.
H1b	Ads depicting gender diverse (female and male) employees and male managers will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting only male personnel for male respondents.
H2	Ads depicting gender diverse (female and male) employees and a single female manager will not generate any difference on variables *Organisational Attractiveness, Image* and *Compatibility* compared to ads depicting gender diverse (female and male) employees and male managers for respondents regardless of gender.
H3a	Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting gender diverse (female and male) employees and male managers for female respondents.
H3b	Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting gender diverse (female and male) employees and male managers for male respondents.
H4	Female job seekers with strong gender identity will perceive ads depicting gender diversity more favourably than female respondents with weaker gender identity.

3   Methodology

The following section addresses the scientific approach and the applied experimental research method of the present study. Results from the preparatory study are presented, leading up to the stimuli development. Further, the measures of the main study and the sampling of respondents is presented.

3.1   Choice of research method

The hypotheses of the present study are based on previous research presented in the section Theoretical framework. The study empirically tests these hypotheses. Consequently, a deductive approach has been applied. In line with previous research on diversity in recruitment advertisement (e.g. Avery 2003), a quantitative approach was applied, using an experimental research method. Apart from the stimuli, the survey was held identical across all respondent groups. The independent variable of the study had four levels, making up a total of four subject groups (one control group, and three experimental groups). The respondents were randomly divided into the control and experimental groups to ensure comparability between subject groups and minimize the risk of self-selection bias (Soderlund 2010). Comparing the results of the experimental groups and control group provides internal validity (Bryman, Bell 2015).

3.2   Survey design

As suggested by previous research exploring different factors' impact on employer attractiveness (Avery 2003, Windscheid et al. 2016, Altmann, Suess 2015) the survey was designed using an introduction, a stimulus (a scrollable print screen of the recruitment section of a corporate website) and a set of questions. As all respondents were sampled from Sweden, the survey was conducted in Swedish. While the introduction and questions were held constant across all versions, the stimuli websites varied between the control and experimental versions. The stimulus for the control group displayed a corporate website with no women present in any images. The stimuli for the experimental groups used the same corporate recruitment website but with women present in one or more images. A total of four different versions of the website were created and tested (one control version and three experimental versions).

In the introduction, respondents were informed that they were partaking in a survey for a bachelor thesis at the Stockholm School of Economics. The respondents were informed they would see the recruitment section of a corporate website for a Swedish consulting firm and were then asked to read through the content of the website, assess it and their perception of the firm itself.

Following the introduction section, each respondent was randomly exposed to one of the experimental conditions for observation before continuing to the questionnaire. At the bottom of the stimuli section, the respondents were asked if they had seen and read through the content above. The stimuli versions were evenly distributed across the subjects.

The survey consisted of 12 questions, of which four had sub-questions, see appendix 8.5. In line with the recommended measure of perceptions and beliefs in quantitative studies (Bryman, Bell 2015), answers were indicated on an interval scale. Specifically, respondents indicated their level of agreement with statements on seven-point Likert-type-scales, ranging from 1 (don't agree at all) to 7 (agree completely), as suggested by other studies using the same measures (e.g. Avery 2003). As recommended by Malhotra (2010), the scale was rising from left to right. The middle point, indicated by number 4, was headlined Neutral. The questions were answered directly upon stimulus exposure, ensuring high probability that any differences in results between respondent groups are due to a causal relationship with the stimuli (Bryman, Bell 2015).

3.3 Preparatory study and stimuli development

3.3.1 Stimuli development

A recruitment section of the website of a fictitious consulting firm, *Asessa,* was designed using a graphics design program. Using a consulting firm was considered suitable as consulting firms have shown a relatively high and expandable attractiveness in Sweden (Universum 2017) and operate within a wide range of industries. With the aim to enable real-world decision-making, the experiment was designed to imitate reality (Bryman, Bell 2015). Thus, components from three actual Swedish consulting firms' corporate websites were combined into the visual design of the fictitious website, see appendix 8.1. The recruitment section of the website contained a brief description of the firm and its operations under the

headline "About Asessa" and a short text about the company looking for new hires under the headline "Career at Asessa". The texts presented on the website were written combining and altering the company descriptions of five major consulting firms active in Sweden, in line with suggestions from previous research (e.g. Altmann, Suess 2015). The website displayed two images depicting a total of five employees in a working environment, not posing. Further, the website displayed six headshots of employees employed at a managerial level under the headline "Our partners", with the individual's name and position (partner) specified under each headshot. All images were obtained from stock photo agencies. To ensure the website's credibility, it was individually reviewed by a recruiter specialised in executive search, a corporate communications advisor and an associate of a globally leading consulting firm. Minor adjustments were made following their inputs.

3.3.2   Manipulation

Based on Kanter's model on group diversity (1977), four versions of the stimuli (the corporate recruitment website) were constructed. The four versions of the stimuli were identical apart from the gender composition (and adhering names) of the employees and partners presented on the website. The versions produced four types of organisations varying in terms of proportional representation of men and women designed to resemble the four group types developed by Kanter (1977).

The first type of organisation was labelled *uniform* and was distributed to the control group of subjects. In line with Kanter's uniform groups, this organisation was considered homogenous with respect to gender. It displayed two working images containing five male employees with a caption introducing the position of the employees (consultants) and informing the reader that these individuals would be their co-workers at the firm. Further, the website presented six headshots of all male personnel employed at a managerial (partner) level implying that they were the individuals who would be the reader's supervisors. The total proportional representation of men and women in this organisation was 100:0 (men:women).

The second type of organisation was labelled *skewed*. In line with the attributes of Kanter's skewed group, this organisation was characterized by a large preponderance of male workers over female workers. On this website, two of the male employees from the uniform organisation were replaced with two female employees in the images. The six male partners

were held constant. The total proportional representation of men and women in this organisation was 82:18 (Kanter suggested a ratio up to 85:15 for skewed groups).

As researchers argue that the signalling effects of gender diversity increase as it spreads to the higher echelons of the organisation, and that these effects are mediated by the gender ratios, interesting aspects to study arise. To investigate these factors, two more experimental versions were constructed.

The third type of organisation was labelled *tilted.* With ratios up to 65:35, Kanter's tilted groups begin to move toward less extreme distributions where the dominant group becomes the majority and tokens become "minority". This website used the same images of employees as the skewed organisation but one of the six headshots of male partners was replaced with a headshot of a female partner. The total proportional representation of men and women in this organisation was 73:27. The managerial gender composition in this organisation resembled to Kanter's skewed group with proportions of male and female managers of 83:17.

The final type of organisation (*balanced*) parallels Kanter's group characterized by ratios between 60:40 and 50:50. This website used the same employee images as the skewed and tilted organisations but replaced another two of the male partner headshots with two female partner headshots. The total proportional representation of men and women in this organisation was 55:45. The managerial gender composition in this organisation too parallels Kanter's balanced group with proportions of male and female managers of 50:50.

No organisation was depicted with gender diversity only at the managerial level, as the chance of a gender diverse top management increases as the entry level diversity increases (Konrad, Pfeffer 1991). Further, no organization was portrayed as having a total share of women higher than the total share of men. This since business organisation in general, and management consultant firms in particular, dominated by females are rarely found in reality (Allbright 2017).

Table 1: Gender composition of stimuli versions

	Employee level		Managerial (Partner) level		Total		
	Men	Women	Men	Women	Number of Men	Number of Women	Gender ratio (Male:Female)
Uniform	5	0	6	0	11	0	100:0
Skewed	3	2	6	0	9	2	82:18
Tilted	3	2	5	1	8	3	73:27
Balanced	3	2	3	3	6	5	55:45

All names of the personnel, male and female, portrayed in the stimuli were drawn from the top 50 most common names in Sweden to avoid any potential cues from unusual names.

All stimuli versions can be found in Appendix 8.1.

3.3.3   Pre-study

To ensure that the gender of each employee was clear to the viewer, and that there were no significant differences in attractiveness among the employees that would replace each other in the different stimuli versions, a pre-study was conducted.

A digital survey was sent out in March 2018 to students from three Swedish universities (n=22, 10 men, 12 women). Participants were told they were partaking in a pre-study for a bachelor thesis and participation was voluntary. A total of 16 headshots were tested, with every participant being randomly assigned to see eight of the portraits, one by one. A total of four group photos were tested, and participants were randomly assigned two of the group photos, one by one. Underneath each picture, participants were asked to assess the attractiveness of the portrayed person. For the individual portraits, respondents were asked the gender of the employee (with the options "Male", "Female" and "I can't tell"). For the group photos, respondents were asked how many women they could see in the picture (with the options 0, 1, 2, 3 and "I can't tell").

For the individual portraits, the attractiveness of the employee was assessed using the statement "This person is perceived as attractive". Respondents responded on a 5-point Likert scale, with 1 being don't agree at all, and 5 being agree completely.

For the individual portraits, all but two pictures generated unanimous answers regarding the gender of the employee. The two pictures that did not ("Woman 5" and "Man 2") were taken out of the selection. All group photos generated unanimous answers regarding the number of women in the picture.

Results of the attractiveness study of the individual portraits are presented below in table 2.

Table 2: Mean values for perceived attractiveness, individual photos

Female portrait no	1*	2	3*	4*	6	7		
Perceived attractiveness (mean value)	1.88	1.68	2.17	3.67	3.22	3.50		
Male portrait no	1*	3	4	5*	6	7*	9	9
Perceived attractiveness (mean value)	1.78	3.00	3.13	2.25	2.25	3.50	2.17	3.18

*Notes: *chosen for the main study*

For the group photos, the attractiveness of the employees was assessed using the statement "People in this picture are perceived as attractive". Respondents responded on a 5-point Likert scale, with 1 being don't agree at all, and 5 being agree completely. Results of the attractiveness study of the group photos are depicted below in table 3.

Table 3: Mean values for perceived attractiveness, group photos

Group photo no	1*	2	3*	4
Perceived attractiveness (mean value)	3.18	2.88	3.10	1.78

*Notes: *chosen for the main study*

Pairs of replacing headshots and group photos were selected partly based on the results of the pre-study. To avoid potentially confounding effects of age, the age of the employee was held constant over the pairs of replacing headshots. As ethnic diversity in website ads can affect employer attractiveness (e.g. Avery 2003), the ethnicity of the employee was too held constant. Hence, the ethnicity and age of the employee were also factored in the photo selection.

The design of the experiment required one pair of corresponding group photos and three pairs of corresponding headshots. Following the results of the pre-study and considering in the factors mentioned above, the following pairs were selected for the main study:

Table 4: Mean values for replacing pairs of photos

Photo 1	Perceived attractiveness	Replacing photo	Perceived attractiveness
Group photo 3	3.10	Group photo 1	3.18
Man 1	1.78	Woman 1	1.88
Man 5	2.25	Woman 3	2.17
Man 7	3.50	Woman 4	3.67

All images used in the stimuli can be found in appendix 8.2.

3.4 Main Study

3.4.1 Parameters of the main study

3.4.1.1 The AIC Scale

Measures of organisational attractiveness, image and compatibility were chosen to assess the employer branding effects of the experiment. The scale used to measure this was The Attraction, Image and Compatibility (AIC) Scale, developed by Perkins et al. (2000), consisting of three subscales (Attraction, Image and Perceived Compatibility), all of which respondents indicated their agreement with each statement from 1 (strongly disagree) to 7 (strongly agree). A score for each subscale was generated through averaging each subscales' items.

The *organisational attraction* subscale, measuring the respondents perceived attraction to the organisation, consisted of five items. The scale proved internally consistent ($\alpha = 0.80$). An example statement from this subscale was "I like this organisation".

The *organisational image* subscale, measuring the respondents' perceptions of the image of the organisation, consisted of five items. The scale proved internally consistent ($\alpha = 0.83$). An example statement from this subscale was "This company would be a good company to work for"

The *organisational compatibility* subscale, measuring the respondents' perception of her or his compatibility with the organisation, consisted of four items. The scale proved internally

consistent ($\alpha = 0.90$). An example statement from this subscale was "This organisation will likely meet my desires and needs".

All items of the AIC Scale can be found in appendix 8.3.

3.4.1.2 Gender Identification Scale

To measure the gender identity of the respondents, the Group Identification Scale first developed by Hinkle, Taylor et al (1989) and adapted for gender identification by Baird (2001) was used. Respondents indicated their agreement with each statement on a scale from 1 (strongly disagree) to 7 (strongly agree). While Baird used a 10-point scale, a 7-point likert scale was chosen for this study to avoid confusion as the AIC scale items were assessed on a 7-point scale. The scale consisted of nine items, with an example statement being "I identify with women/men as a group".

While the nine-item scale had proved internally consistent in other studies, it showed a Cronbach's alpha of 0.64 in the present study, indicating a questionable reliability. A factor analysis was conducted and three items were removed in accordance with the findings of the factor analysis. The Cronbach's alpha for the revised scale was 0.73.

All items of the revised Gender Identification Scale can be found in appendix 8.4.

3.4.1.3 Demographic control variables

To enable controlling for possible confounding effects, demographic variables were collected. Age, work experience, economic status (assessed using a 7-point ordinal scale) and job seeking status were collected.

3.4.2 Survey launch

The data was collected in April 2018 through the online survey tool Qualtrics. To ensure that the survey was functioning properly, a soft-launch including 19 respondents was run on April 4. The survey was launched fully on April 6 and was held open for two weeks until April 20. A total of 1,141 responses were collected, of which 367 were unfinished and thus removed.

3.4.3 Sampling of respondents

As both researchers and business leaders indicate that recruiting skilled workers rather than unskilled workers is the biggest issue at hand for recruiters (Baird 2001), the population of this study was set to be individuals in pursuit of, or having obtained a, university degree. To avoid confounding effects of differing focuses of studies, the population was limited to students or alumni within business, economics or industrial and management engineering. This limitation enabled the authors to present a fictitious organisation of somewhat relevance to the respondents. Thus, responses from individuals not corresponding to this population were removed (8 responses), leaving a total of 758 responses for the final data set. As the study only examined the effects on women and men respectively, responses from non-binary individuals were removed (8 responses). The final sample consisted of 308 men and 450 women, and the mean age was 25 years.

Emails were collected from the Swedish Agency of Higher Education as well as the websites of 16 consulting firms across Sweden. To minimize the probability of obtaining responses from individuals not studying or having studied within the target fields of studies, the email addresses from the Swedish Agency of Higher Education were limited to applicants of bachelor and master programs within business, economics or industrial and management engineering. A total of 20,544 email addresses within the target group were collected and used for the study, thus amounting to a response rate of 5.7%.

Distribution of respondents in the control and experimental groups broken down by gender:

Table 5: Number of respondents (n)

	Total	Men	Women
Control group (Uniform)	195	75	120
Experimental group 1 (Skewed)	187	82	105
Experimental group 2 (Tilted)	188	76	112
Experimental group 3 (Balanced)	188	75	113
Total	758	308	450

3.4.4 Data analysis tools and tests

After closing the survey, the response data was downloaded from Qualtrics. The data was then imported to and analysed in SPSS (version 25).

As the sample size per subject group was larger than 30, a normal distribution was assumed. Differences in mean values between genders and stimuli groups were tested with independent samples t-tests. Interaction effects were tested conducting backwards multiple moderated regression. The reliability of the measures was tested with Cronbach's Alpha (significance level 5%).

3.5 Reliability and validity

3.5.1 Reliability

All parameters studied were assessed using multiple-item questions, with the items combined into indices with Cronbach's Alpha >0.7, increasing the reliability of the results (Bryman, Bell 2015). To ensure reliability of the measurements, all questions and measures used had previously been used and proved internally consistent in academic papers and similar studies. The reliability was further strengthened due to the large sample size (n=758).

3.5.2 Validity

3.5.2.1 Internal validity

To ensure high internal validity, the only difference between the control and experimental stimuli were the gender composition in the images. All other elements of the stimuli were held constant, ensuring high internal validity.

To minimize the potential activation of gender stereotypes and to avoid alerting the respondents of the gender focus of the study, participants filled in their demographics and questions regarding their gender identity after having completed all questions regarding the stimuli.

3.5.2.2 External validity

As the stimuli was artificial, which can affect the validity of the experiment (Soderlund 2010), measures were taken to minimize this concern. To mimic reality and increase

credibility, the texts and visual components of the stimuli were constructed combining elements from the corporate websites of five major consulting firms active in Sweden, in line with previous research (e.g. Altmann, Suess 2015). Further, the stimuli were individually reviewed by professionals with extensive knowledge of similar recruitment materials; a recruiter specialised in executive search, a corporate communications advisor and an associate of a globally leading consulting firms. Minor design and text adjustments were made following their inputs.

The sample of respondents was collected from across Sweden, to give a representative sample of the population and give the study a high external validity. As participation was voluntary and the response rate was low (5.7%), one concern is that the individuals' who completed the survey are more interested in the subject than the average individual, thus making the sample unrepresentative of the population. To minimize the risk of only attracting responses from individuals with a special interest, the study was introduced in general terms and respondents were not informed about the gender focus of the study.

4 Results

In this section, the results of the main study are presented. The empirical findings of the study are presented in four parts, following the order of the hypotheses presented under the section Theoretical framework.

4.1 Significant positive effects of depicting female employees for female respondents

The employer brand effects of depicting women on corporate websites were studied by estimating the impacts on the variables *Organisational Attractiveness*, *Image* and *Compatibility*. All mean values per gender and stimuli version are reported in table 6. The between-group mean values were compared using independent samples t-tests for female and male respondents respectively see tables 7 and 8. The first hypothesis examined whether introducing women on the employee level but keeping the partner level all-male generated significant effects on the dependent variables. For this, responses from respondents exposed to the *uniform* website (corresponding to the control group of this study) and the *skewed* website were examined.

For female respondents, the level of *Organisational Attractiveness* was significantly higher for respondents who had been exposed to the *skewed* website than the *uniform* website ($M_{uniform}$ = 3.73 vs M_{skewed}= 4.03, $p<0.05$). The measured level of *Organisational Image* was significantly higher for female respondents who had been exposed to the *skewed* website than the *uniform* website ($M_{uniform}$ = 3.99 vs M_{skewed} = 4.39, $p<0.01$). The measured level of *Organisational Compatibility* was significantly higher for female respondents who had been exposed to the *skewed* website than the *uniform* website ($M_{uniform}$ = 3.73 vs M_{skewed} = 4.26, $p<0.001$).

Thus, **hypothesis H1a,** that ads depicting gender diverse (female and male) employees and male managers will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting only male personnel for female respondents **was supported**.

Results showed a lower level of *Organisational Attractiveness* for male respondents who had been exposed to the *skewed* website than the *uniform* website. However, the difference was not significant ($M_{uniform}$ = 4.04 vs M_{skewed} = 3.99, $p=0.55$). The level of *Organisational Image*

was insignificantly higher for male respondents who had been exposed to the *skewed* website than the *uniform* website ($M_{uniform}$ = 4.18 vs M_{skewed} = 4.23, p=0.89). Results showed a higher level of *Organisational Compatibility* for male respondents exposed to the *skewed* website than the *uniform* website. However, the difference was not significant ($M_{uniform}$ = 4.33 vs M_{skewed} = 4.41, p=0.80).

Thus, **the null hypothesis H1b,** that ads depicting gender diverse (female and male) employees and male managers would not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting only male personnel for male respondents, **was not rejected.**

Table 6: Mean values for variables Organisational Attractiveness, Image and Compatibility per gender and stimuli version

	Attractiveness	Image	Compatibility	*n*
Stimuli 1: Uniform (control group)				
Male	4.04	4.18	4.33	*75*
Female	3.73	3.99	3.73	*120*
Stimuli 2: Skewed				
Male	3.99	4.23	4.41	*82*
Female	4.03	4.39	4.26	*105*
Stimuli 3: Tilted				
Male	4.21	4.35	4.50	*76*
Female	4.24	4.57	4.39	*112*
Stimuli 4: Balanced				
Male	4.20	4.44	4.63	*75*
Female	4.09	4.69	4.54	*113*

For differences in mean values between stimuli groups, see tables 7 and 8. For differences between genders, see table 9.

Table 7: Independent samples t-tests showing differences in mean values between stimuli versions on variables Organisational Attractiveness, Image and Compatibility for female respondents

		Attractiveness				Image				Compatibility			
		Uniform	Skewed	Tilted	Bal.	Uniform	Skewed	Tilted	Bal.	Uniform	Skewed	Tilted	Bal.
Uniform	**Diff.**												
	n												
Skewed	**Diff.**	0.30*				0.40**				0.53***			
	n	*225*				*225*				*225*			
Tilted	**Diff.**	0.52***	0.21			0.59***	0.18			0.66***	0.12		
	n	*232*	*217*			*232*	*217*			*232*	*217*		
Balanced	**Diff.**	0.36**	0.06	-0.16		0.70***	0.30**	0.12		0.81***	0.28	0.15	
	n	*233*	*218*	*225*		*233*	*218*	*225*		*233*	*218*	*225*	

*Notes: For mean values, see table 6. *p<0.05, **p<0.01, ***p<0.001*

Table 8: Independent samples t-tests showing differences in mean values between stimuli versions on variables Organisational Attractiveness, Image and Compatibility for male respondents

		Attractiveness				Image				Compatibility			
		Uniform	Skewed	Tilted	Bal.	Uniform	Skewed	Tilted	Bal.	Uniform	Skewed	Tilted	Bal.
Uniform	**Diff**												
	n												
Skewed	**Diff**	-0.05				0.05				0.08			
	n	*157*				*157*				*157*			
Tilted	**Diff**	0.17	0.22			0.17	0.12			0.17	0.09		
	n	*151*	*158*			*151*	*158*			*151*	*158*		
Balanced	**Diff**	0.16	0.21	-0.01		0.26	0.21	0.09		0.30	0.22	0.13	
	n	*150*	*157*	*151*		*150*	*157*	*151*		*150*	*157*	*151*	

Notes: For mean values, see table 6

Table 9: Independent samples t-tests showing differences in mean values between female and male respondents on variables Organisational Attractiveness, Image and Compatibility per stimuli version

	Attractiveness	Image	Compatibility	*n*
Stimuli 1: Uniform	-0.31	-0.20	-0.60**	*195*
Stimuli 2: Skewed	0.04	0.16	-0.15	*187*
Stimuli 3: Tilted	0.03	0.22	-0.12	*188*
Stimuli 4: Balanced	-0.11	0.25	-0.09	*188*

*Notes: For mean values, see table 6,   **p<0.01*

4.2 No significant effects of introducing a single female manager

To test whether introducing a single female manager to a gender diverse employee level generated significant effects on the dependent variables, responses from respondents exposed to the *skewed* website and the *tilted* website were examined. The between-group mean values were compared using independent samples t-tests for female and male respondents respectively, see tables 7 and 8.

For female respondents, there was no significant change in level of *Organisational Attractiveness* between respondents who had been exposed to the *tilted* website and the *skewed* website (M_{skewed}= 4.03 vs M_{tilted}= 4.24, p=0.15). Further, there was no significant change in level of *Organisational Image* between female respondents who had been exposed to the *tilted* website and the *skewed* website (M_{skewed}= 4.39 vs M_{tilted}= 4.57, p=0.18). The measured level of *Organisational Compatibility* was higher for female respondents who had been exposed to the *tilted* website than the *skewed* website, however the difference was not significant (M_{skewed}= 4.26 vs M_{tilted}= 4.39, p=0.45).

Results showed a higher level of *Organisational Attractiveness* for male respondents who had been exposed to the *tilted* website than the *skewed* website. However, the difference was not significant (M_{skewed} = 3.99 vs M_{tilted} = 4.21, p=0.23). Further, the level of *Organisational Image* was insignificantly higher for male respondents who had been exposed to the *tilted* website than the *skewed* website (M_{skewed} = 4.23 vs M_{tilted} = 4.35, p=0.43). Lastly, results did not indicate any significant differences in level of *Organisational Compatibility* for male respondents exposed to a gender to the *skewed* website and the *uniform* website (M_{skewed} = 4.41 vs M_{tilted} = 4.39, p=0.62).

The null hypothesis H2, that levels of *Organisational Attractiveness*, *Image* and *Compatibility* would be the same for the *skewed* and the *tilted* website among both female and male respondents, **was therefore not rejected**.

4.3   Gender equal management teams improving organisational image

The employer brand effects of a website displaying a gender equal (50:50) management team (the *balanced* organisation) compared to an all-male management team (the *skewed* organisation) was tested on dependent variables *Organisational Attractiveness, Image and Compatibility*. For this, responses from respondents exposed to the *skewed* website and the *balanced* website were examined. The between-group mean values were compared using independent samples t-tests for female and male respondents respectively, see tables 7 and 8.

For female respondents, there were no significant differences between respondents exposed to the *skewed* and the *balanced* organisation on *Organisational Attractiveness* (M_{skewed}= 4.03 vs $M_{balanced}$= 4.09, p=0.71). Results showed a significantly higher level of *Organisational Image* for female respondents who had been exposed to the *balanced* website than the *skewed* website (M_{skewed} = 4.39 vs $M_{balanced}$ = 4.69, p<0.01). Results showed that the level of *Organisational Compatibility* was higher for female respondents exposed to the balanced website than the skewed website. However, the difference was not significant (M_{skewed} = 4.39 vs $M_{balanced}$ = 4.69, p=0.11).

Hypothesis H3a, that ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) would generate higher *Organisational Attractiveness*,

Image and *Compatibility* than ads depicting gender diverse (female and male) employees and male managers for female respondents, **was therefore partially supported**.

For male respondents, results showed no significant differences in *Organisational Attractiveness* between respondents exposed to the *skewed* and the *balanced* website (M_{skewed}= 3.99 vs $M_{balanced}$= 4.20, p=0.26). Results showed a higher level of *Organisational Image* for male respondents who had been exposed to the *balanced* website than the *skewed* website, however the difference was not significant (M_{skewed} = 4.23 vs $M_{balanced}$ = 4.44, p=0.20). The level of *Organisational Compatibility* was higher for male respondents exposed to the *balanced* website than the *skewed* website. However, once again the difference was not significant (M_{skewed} = 4.41 vs $M_{balanced}$ = 4.63, p=0.24).

The null hypothesis H3b, that websites depicting gender diverse (female and male) employees and a gender equal management team (50:50) and websites depicting gender diverse (female and male) employees and male managers would generate same levels of *Organisational Attractiveness*, *Image* and *Compatibility* among male respondents, **was therefore not rejected**.

4.4   No consistent pattern of gender identity acting as a moderator

Figure 1: Proposed moderating effect of Gender identity
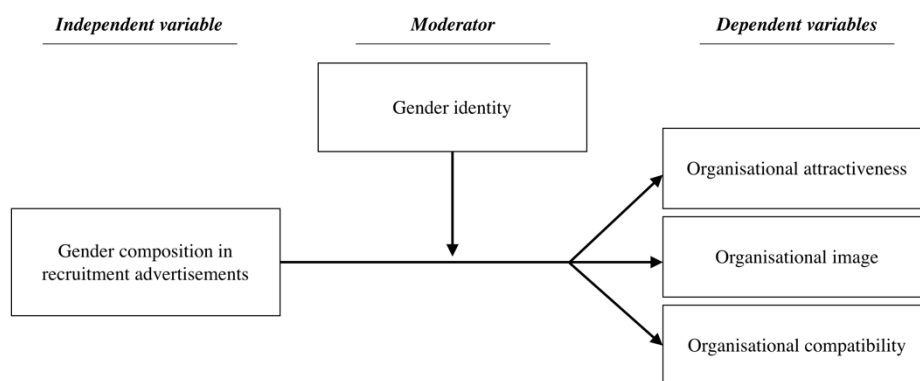
Hypothesis 4 proposed a two-way interaction between depicted gender diversity and gender identity among female respondents. More specifically, it was proposed that the employer brand effects of gender diversity would be stronger for female respondents with a strong gender identity, and conversely that the employer brand effects of gender diversity would be weaker for women with a weak gender identity (see figure 1).

To test the interaction effects, interaction variables were constructed for each of the experimental versions *skewed*, *tilted* and *balanced*. Backward linear regression analyses of the dependent variables *Organisational Attractiveness*, *Image* and *Compatibility* were conducted in SPSS. The control variables age, monthly income and job seeking status were included in the regression analyses. The results of the backwards regression can be found in table 10. After having run the backwards regression analyses, the interaction variables reached significant levels in two of the cases.

For the dependent variable *Organisational Attractiveness*, the interaction variable *Gender Identity *Skewed* was statistically significant. The interaction was in line with the predicted pattern (β=0.139, $p<0.05$), where women with stronger gender identity exhibited a stronger positive effect of a *skewed* website than women with weaker gender identity. Interaction variables *Gender Identity * Tilted* and *Gender Identity * Balanced* were not statistically significant for the dependent variable *Organisational Attractiveness*.

For the dependent variable *Organisational Image*, the interaction variable *Gender Identity *Balanced* was statistically significant. However, as the beta of the interaction variable was negative (β=-0.663, $p<0.05$), the interaction was not line with the predicted pattern. Women with stronger gender identity exhibited a weaker positive effect of a *balanced* website than women with weaker gender identity.

For dependent variable *Organisational Compatibility*, neither of the interaction variables *Gender Identity *Skewed, Gender Identity * Tilted* nor *Gender Identity *Balanced* proved statistically significant.

Thus, hypothesis H4, that gender identity will moderate the effects of depicted gender diversity so that female respondents with strong gender identity will perceive ads depicting gender diversity more favourably than female respondents with weaker gender identity, **was rejected**.

Table 10: Regression analysis of dependent variables Organisational Attractiveness, Image and Compatibility for female respondents

Independent variable	Attractiveness	Image	Compatibility
Monthly income		-0.118**	-0.125**
Job seeking status	-0.093**		
Stimuli: skewed		0.153***	0.165**
Stimuli: tilted	0.214***	0.217***	0.202***
Stimuli: balanced	0.162***	0.933***	0.267***
Gender identity		0.193***	0.104*
GI * Skewed	0.139*		
GI * Tilted			
GI * Balanced		-0.663*	
R^2	0.046	0.113	0.088
n	450	450	450

Notes: *p<0.05, **p<0.01, ***p<0.001

4.5 Summary of hypotheses and results

H1a	Ads depicting gender diverse (female and male) employees and male managers will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting only male personnel for female respondents.	**Supported**
H1b	Ads depicting gender diverse (female and male) employees and male managers will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting only male personnel for male respondents.	**Not rejected**
H2	Ads depicting gender diverse (female and male) employees and a single female manager will not generate any difference on variables Organisational Attractiveness, Image and Compatibility compared to ads depicting gender diverse (female and male) employees and male managers for respondents regardless of gender.	**Not rejected**
H3a	Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will generate higher *Organisational Attractiveness*, *Image* and *Compatibility* than ads depicting gender diverse (female and male) employees and male managers for female respondents.	**Partially supported**
H3b	Ads depicting gender diverse (female and male) employees and a gender equal management team (50:50) will not generate any difference on variables *Organisational Attractiveness*, *Image* and *Compatibility* compared to ads depicting gender diverse (female and male) employees and male managers for male respondents.	**Not rejected**
H4	Female job seekers with strong gender identity will perceive ads depicting gender diversity more favourably than female respondents with weaker gender identity.	**Rejected**

5   Analysis and discussion

The aim of this study was to examine various employer brand effects of depicting gender diversity in recruitment advertisements. The results indicate that women respond positively to gender diverse (i.e. male and female) recruitment advertisement. In contrast, results indicate that changing the portrayed gender composition in recruitment advertisements does not affect male job seekers. Additionally, results indicate that introducing a single woman on managerial level is not enough to further increase the employer branding effects among female job seekers. Results suggest that a gender equal (50:50) management team has positive effects on the perceived organisational image, compared to a gender diverse team merely at the employee level, but surprisingly no effect on perceived organisational attractiveness or organisational compatibility for female job seekers. Lastly, gender identity was not accepted as a moderator to the employer brand effects of gender diverse recruitment ads among women.

5.1   Recruitment ad diversity, the ASA Model and relational demography

Based on Signalling Theory, Schneider's ASA Model, Relational Demography Theory and previous findings presented by Avery (2003) and Perkins et al. (2000), the present study presumed that female respondents would be more attracted to organisations that signalled, through recruitment advertisements, that their workforce was gender diverse. Similarly, the study predicted that female respondents would perceive such organisations as favourable also in terms of organisational compatibility and image.

Results documented that female participants were most attracted to the organisations that portrayed females in advertisements. Coherently, female job seekers evaluated the organisational image and compatibility with the organisation as most favourable when the gender composition of the prospective workforce implied in the recruitment ad was diverse. These findings lend support to the ASA Model and the reasoning of the Relational Demography Theory.

A gender diverse composition of the employees depicted in the recruitment ads showed to have no substantial impact on the ratings on organisational attractiveness, image and compatibility among the male participants of the present study, in line with indications of previous recruitment litterature (Perkins et al. 2000, Avery 2003). The "similar to me" bias

suggested by ASA Model and Relational Demography Theory to affect male job seekers to favourably evaluate recruitment advertisements that portrayed all male organisations was thus not reflected in the findings of the present study. One probable explanation as to why male respondents were unaffected by diversification of the recruitment advertisements, is that in all the stimuli versions, the majority of the depicted personnel were male.

Another potential explanation for this deviation from the predictions of the theory is that male job seekers might not register gender cues in recruitment advertisement to the same extent as do female job seekers. This in turn, might be explained by the superior status of male employees in business organisations, both in terms of numerical majority and power (Allbright 2017). As the probability of male job seekers encountering organisations within business where they would be the gender minority is currently so small, it is conceivable that male job seekers possess a privilege of not needing to include the gender composition of prospective workforces as a factor in their job-search process (Perkins et al. 2000). Male job seekers may thus take the representation of their own gender in prospective workforces for granted, while female job seekers may actively seek out organisations where their gender is represented.

5.2   Recruitment ad diversity and hierarchy

Drawing on theories on tokenism and critical mass (Kanter 1977, Caul 2001), it was hypothesised that introducing a single female manager would not generate any employer brand effects. According to literature, the female manager would be kept apart from the male-dominated group, perceived as less influential and not trustworthy (Kanter 1977). The results of this study to some extent confirms this logic, as no significant employer branding effects were found comparing the organisation with a gender diverse entry level and an all-male partner level and the organisation with an identical entry level and a single female manager. However, looking further into the results, it is doubtful that this lack of effect is attributable to the tokenism phenomenon. Seeing as moving from no female partners to a gender equal (50:50) partner level did not increase the attraction to the organisation among female respondents, nor affect the perceived organisational compatibility, the lack of effect of the token manager could rather be argued to be derived from gender diversity at the managerial level not being as influential to female job seekers as hypothesised.

Does this mean female job seekers do not care about gender diversity at the top levels? Not necessarily. Seeing as business organisations with a gender equal top management still are very rare (Allbright 2017, SCB 2014), ruling out organisations with unequal management boards from the list of prospective employers will leave very few options for a female job seeker. The unlikelihood of encountering an organisation with gender equality at all levels could diminish the positive effects of displaying an equal top management. Despite this, some positive effects of a gender equal management team were found in the study: the organisation with a gender equal managerial level generated higher ratings of organisational image than the organisation with gender diversity only at the entry level among female respondents.

If the hypothesis regarding the scarcity of gender equal top management teams holds true, presenting gender diversity at all hierarchical levels could become even more important as more and more companies achieve gender diverse organisations. When moving towards a more gender equal business sector, diversity at all levels will move from being an advantage to a prerequisite to attract female talent.

One possible explanation as to why the organisational image significantly improved as the organisation presented a gender equal management team is the attention gender inequality has gained in Swedish press. Seeing as many corporations have had to endure criticism regarding male dominated top levels of management, top management gender composition is an apparent image issue conceivably reflected in the results of the present study.

5.3   Recruitment ad diversity and gender identity

Although the interaction variable between Gender Identity and the Skewed organisation proved statistically significant for the dependent variable *Organisational Attractiveness*, and the interaction variable between Gender Identity and the Balanced organisation proved statistically significant for the dependent variable *Organisational Image*, the practical significance of the moderating effect of Gender Identity can be questioned. As no pattern in how Gender Identity moderated the effects of depicted gender diversity could be observed, the empirical evidence does not support gender identity explaining within-group differences. This goes against previous research on psychological gender and ad processing. As there are

many ways and scales to assess gender identity (Ye, Robertson 2012), one possible explanation could be that the scale chosen for this study was not ideal.

Another explanation could be that extent of how much an individual identifies with their own gender does not explain job-seeker reactions to gender diversity depicted in recruitment ads. Potentially, other psychological mechanisms could offer greater explanation of within-group variances, such as risk aversion (Altmann, Suess 2015) or other-group-orientation (Avery 2003).

5.4   General discussion and contributions

In brief, the findings of this study indicated that gender diversification of recruitment advertisements have positive effects on female job-seeker reactions to organisation, but no effects on those of male job seekers. This result is in line with previous employer branding literature that show other types of diversification of employees portrayed in recruitment ads, such as racial or ethnic diversity, to have similar positive effects on minority job seekers.

Previous recruitment research has shown that job-seeker reactions to organisations can be improved by racially diverse recruitment ads (Perkins et al. 2000, Avery 2003). By covering the research gap that exists regarding the effects of pictorial gender diversity in recruitment advertisements, the present study contributes to the academic knowledge on how job seekers are affected by recruitment ad diversity at large.

Based on the findings of this thesis, an important practical conclusion can be drawn: portraying gender diversity in one's advertisements may serve as an attraction mechanism for female talents while keeping the stream of male talents constant. The findings of the present study have thus shown to confirm the validity of the shared notion among organisations that portraying a diverse workforce in recruitment advertisement widens the pool of applicants, by providing recruiters with empirical evidence. This insight might be useful for organisations concerned with attracting more female applicants while retaining their current rates of male talent attraction.

Lastly, the findings of the present study may hopefully inspire researchers to further explore the possibilities employer branding and recruitment advertising hold with regards to diversity.

By providing employer branding practitioners with theoretical knowledge on how to build inclusive employer brands, future findings together with the findings of the present study may by extension contribute to a gender equal business environment.

6 Conclusions and implications

6.1 Conclusion

This thesis aimed to answer to the research question of whether gender diverse (male and female) recruitment advertisements have positive employer brand effects for female job seekers, compared to gender homogenous (male) recruitment advertisements. The findings of the empirical study indicated such an impact, as recruitment ads portraying both men and women generated higher ratings of organisational attractiveness, image and compatibility among female participants, compared to ads portraying only men.

Further, this thesis examined the sub question of whether a gender equal management team would increase the employer brand effects among female job seekers. The empirical evidence of the study showed an increased positive effect for the organisational image. However, the two other employer brand parameters studied, organisational attractiveness and compatibility, remained unaffected.

Lastly, the sub question of whether within-group differences among female job seekers could be explained by gender identity salience was examined. As no consistent pattern of gender identity salience moderating the employer brand effects was documented, gender identity did not contribute to the explanation of within-group differences.

6.2 Implications

6.2.1 *Practical*

Important practical implications for employer branding strategy have been identified. Organisations determined to attract a higher rate of female talents should pay attention to how they portray the gender composition of their organisation in recruitment advertisement. Suggested by the findings of this study, developing gender diverse recruitment advertising campaigns and materials, should spark interest among female job seekers. The findings also suggest that such advertisements would not have negative impact on male job seekers. By

such, it can be concluded that portraying diversity in recruitment advertisements may be an important practise in employers' diversity strategies.

6.2.2 *Theoretical*

The results of this study add to the growing body of studies on recruitment advertising indicating that the employer branding effects suggested by the ASA Model only hold true for the group depicted in minority. This study adds to the previous findings by showing this pattern persists not just for ethnic or racial minorities, but for gender as well. The authors therefore propose that the ASA Model is revised to reflect how the extent of the majority one group holds does not impact the attractiveness among members of that group.

6.3 Critique and limitations

As the study was conducted using an experimental design, the findings indicate that the effects can occur rather than proving it does occur in real life job search contexts. Thus, the generalisability of the findings of this study requires some attention.

In reality, job seekers often have more information about prospective employers than respondents of this present study were given, therefore they may have been more sensitive to the gender composition here than in other situations. Further, as there were no consequences for the respondents of rejecting the company presented, they have been more sensitive to gender equality cues than when contemplating an actual job or organisation.

It is probable that if a job seeker has prior knowledge and perceptions of the employer brand in question, this will affect to which extent they are affected by gender diversity. To avoid confounding effects of brand recognition or existing image issues, artificial stimuli were produced.

Further concerns regarding the stimuli include the choice of images. While the images chosen were carefully selected and tested in the pre-study to be equivalent, it is possible that other cues than solely the gender of the employee triggered reactions among the respondents.

As participation was voluntary and the response rate was low (5.7%), one concern is that the individuals who completed the survey are more interested in the subject than the average

individual, thus making the sample unrepresentative of the population. While this risk was minimized through introducing the study in general terms and not informing respondents about the gender focus of the study, the sample is not guaranteed to be representative of the population.

To be able to present a fictitious organisation of somewhat relevance to the respondents and to avoid confounding effects of differing focuses of studies, respondents were limited to similar fields of studies. While differences in behaviour between students and alumni of different fields of studies have not been studied by the authors of this study, it is likely that individuals specialising in different fields vary in the extent they are used to encountering gender unequal organisations. Students of other fields can also vary in the knowledge of gender issues, limiting the generalisability of the findings.

The survey was conducted in Sweden, a country considered a front runner in gender equality (World Economic Forum 2017). Seeing as issues regarding gender inequalities has gained the public attention in Sweden, gender diversity in recruitment ads may be more important to Swedish job seekers than elsewhere, further limiting the generalisability of the findings.

6.4   Future research

The independent variables of the present study were limited to the workforce diversity depicted in the recruitment advertisement, in order to maximise experimental control. The drawback of this design is that the study fails to capture other important factors that are likely to impact job seeker perceptions of an organisation, such as pay, work hours, temporary time offs and industry. Further, as the stimuli was designed using a fictitious organisation, no organisational status could be inferred. The data was therefore unable to capture the potential impact of organisational status on the employer brand effects of ad diversity, likely present in reality. In order to fully measure the effects of diversity in real-word recruitment advertisements on job seekers, future research should thus treat factors such as pay, work hours and organisational status as variables.

Workforce diversity, in turn, was in this study delimited to gender, again to maximise experimental control. In a real-world organisational context, however, it is likely that workforce diversity occurs also in terms of variation in other visible demographic variables,

such as race, ethnicity and age. As established in relational demography literature, these demographic characteristics are important factors of perceived interpersonal similarity and attraction (Riordan 2000). Further, previous recruitment research has documented such workforce diversities portrayed in recruitment ads to impact job seeker reactions to organisations (Avery 2003, Perkins et al. 2000). Future employer branding research should therefore focus on exploring the interaction effects of gender diversity in recruitment ads when race, ethnicity and age are treated as variables.

Another interesting topic for future research to explore is the impact of industry on the effectiveness of recruitment advertisement diversity on job seeker reactions to organisations. The fictitious organisation used as stimuli in the present study was said to operate within a business context, characterised by male domination (SCB 2016b). However, there are industries where female employees make up the majority. These include industries such as nursing care, social services and education (SCB 2016a). There is thus room for subsequent research to explore the effectiveness of gender diversity in recruitment ads within industries where male employees are minorities or even tokens.

Furthermore, the present study tested a potential moderator of the "similar-to-me" bias and the effect of ad diversity on female job seekers, however it was not accepted as an explanation to the within-group variances. Additional research efforts should thus examine other possible moderators of this relationship, such as other-group orientation, which pertains to how an individual thinks about and relates to members of other social groups (Avery 2003).

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8   Appendix

8.1   Stimuli versions

8.1.1   Control group – the uniform organisation

8.1.2 Experimental group 1 – the skewed organisation

8.1.3   Experimental group 2 – the tilted organisation

8.1.4   Experimental group 3 – the balanced organisation

8.2 Images used in the stimuli

8.2.1 Control group photos

| Group photo 3 | Man 1 | Man 5 | Man 7 |

8.2.2 Replacing photos

| Group photo 1 | Woman 1 | Woman 3 | Woman 4 |
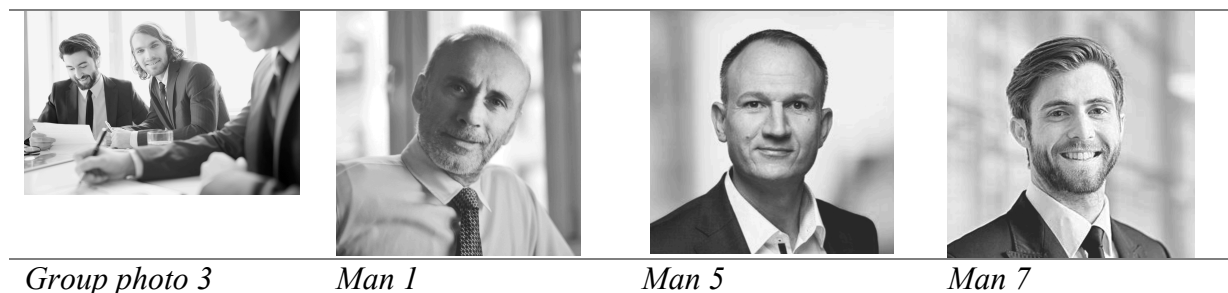
8.3 Items of the AIC scale

8.3.1 Items of the Gender Identification Scale (Swedish version as distributed to the respondents)

Attraction Scale

1. Jag skulle vara intresserad av mer information om tjänster hos det här företaget
2. Jag skulle vilja prata med en företagsrepresentant om möjligheter till anställning
3. Jag tycker det här är en attraktiv organisation
4. Jag skulle inte rekommendera det här företaget till en vän
5. Jag tycker om den här organisationen

Image Scale

1. Det här företaget verkar bry sig om sina anställda
2. Det här företaget har en fördelaktig image
3. Det här företaget skulle vara ett bra företag att arbeta på

Compatibility Scale

1. Jag skulle känna mig bekväm med att arbeta i en organisation som denna

2. Jag skulle gärna arbeta i den här organisationen

3. Den här organisationen skulle sannolikt möta mina önskemål och behov

4. Jag skulle ha lätt att anpassa mig till den här organisationen

Note. Each item was answered on a seven-point scale ranging from 'strongly disagree' to 'strongly agree'. Scoring of item 4 was reversed.

8.3.2 *Items of the Gender Identification Scale (translated into English)*

Attraction Scale

1. I would request additional information regarding the possibility of employment with this company

2. I would speak to a company representative about the possibility of employment

3. I think this organisation is attractive

4. I would not recommend this company to a friend

5. I like this organisation

Image Scale

1. This company appears to care about its employees

2. This company has a favourable image

3. This company would be a good company to work for

Compatibility Scale

1. I would feel at home working for an organisation like this

2. I would very much like to work for this organisation

3. This organization will likely meet my desires and needs

4. I would have no problems adjusting to this organisation

Note. Each item was answered on a seven-point scale ranging from 'strongly disagree' to 'strongly agree'. Scoring of item 4 was reversed.

8.4 Items of the Gender Identification Scale

8.4.1 *Items of the revised Gender Identification Scale (Swedish version as distributed to the respondents)*

1. Jag identifierar mig med kvinnor/män som grupp

2. Jag är glad att vara kvinna/man

3. Jag tycker att kvinnor/män arbetar väl tillsammans

4. Jag ser mig själv som en viktig del av gruppen kvinnor/män

5. Jag anser att mitt kön är viktigt

6. Jag känner starka band till andra kvinnor/män

8.4.2 *Items of the revised Gender Identification Scale (translated into English)*

1. I identify with women/men as a group

2. I am glad to be a woman/man

3. I think women/men work well together

4. I see myself as important part of the group of women/men

5. I consider my gender to be important

6. I feel strong ties to other women/men

8.5 Main study questionnaire

Hej!   Tack för att du svarar på denna enkät. Din medverkan är ett viktigt bidrag till vår kandidatuppsats vid Handelshögskolan i Stockholm.   Som tack för din medverkan har du möjlighet att delta i en utlottning av ett presentkort på Svenskt Tenn. Din medverkan är helt anonym, men för att delta i utlottningen ges du möjlighet att uppge din mejladress i slutet av enkäten.   Enkäten beräknas ta 7 minuter att besvara.

Du kommer nu få se en rekryteringssida för ett konsultbolag i Sverige.
Vi ber dig att läsa igenom innehållet på sidan. Du ombeds sedan utvärdera rekryteringssidans innehåll och din uppfattning av konsultbolaget.

(Stimulus image displayed)

Jag har sett och läst igenom innehållet ovan

○ Ja

○ Nej

Hur väl instämmer du i följande påståenden?

	1= Håller inte med alls	2	3	4 = Neutral	5	6	7= Håller helt med
Jag är mycket intresserad av mer information om tjänster hos det här företaget	○	○	○	○	○	○	○
Jag vill prata med en representant för företaget om möjligheter till anställning	○	○	○	○	○	○	○
Jag tycker det här är ett mycket attraktivt företag	○	○	○	○	○	○	○
Jag skulle inte rekommendera det här företaget till en vän	○	○	○	○	○	○	○
Jag tycker mycket om det här företaget	○	○	○	○	○	○	○

Hur väl instämmer du i följande påståenden?

	1= Håller inte med alls	2	3	4= Neutral	5	6	7= Håller helt med
Det här företaget bryr sig om sina anställda	○	○	○	○	○	○	○
Det här företaget har en mycket fördelaktig image	○	○	○	○	○	○	○
Det här företaget är ett bra företag att arbeta på	○	○	○	○	○	○	○

Hur väl instämmer du i följande påståenden?

	1= Håller inte med alls	2	3	4= Neutral	5	6	7= Håller helt med
Jag skulle känna mig bekväm med att arbeta i en organisation som denna	○	○	○	○	○	○	○
Jag skulle gärna arbeta arbeta i den här organisationen	○	○	○	○	○	○	○
Den här organisationen skulle sannolikt möta mina önskemål och behov som anställd	○	○	○	○	○	○	○
Jag skulle ha lätt att anpassa mig till den här organisationen	○	○	○	○	○	○	○

Vilket kön identifierar du dig som

○ Man

○ Kvinna

○ Annat: _____

Hur väl instämmer du i följande påståenden?

	1=Håller inte med alls	2	3	4=Neutral	5	6	7=Håller helt med
Jag identifierar mig med män som grupp	○	○	○	○	○	○	○
Jag är glad att vara man	○	○	○	○	○	○	○
Jag känner att jag hålls tillbaka för att jag är man	○	○	○	○	○	○	○
Jag tycker att män arbetar väl tillsammans	○	○	○	○	○	○	○
Jag ser mig själv som en viktig del av gruppen män	○	○	○	○	○	○	○
Jag passar inte in bland andra män	○	○	○	○	○	○	○
Jag anser att mitt kön är viktigt	○	○	○	○	○	○	○
Jag känner mig obekväm bland andra män	○	○	○	○	○	○	○
Jag känner starka band till andra män	○	○	○	○	○	○	○

Hur väl instämmer du i följande påståenden?

	1= Håller inte med alls	2	3	4= Neutral	5	6	7=Håller helt med
Jag identifierar mig med kvinnor som grupp	○	○	○	○	○	○	○
Jag är glad att vara kvinna	○	○	○	○	○	○	○
Jag känner att jag hålls tillbaka för att jag är kvinna	○	○	○	○	○	○	○
Jag tycker att kvinnor arbetar väl tillsammans	○	○	○	○	○	○	○
Jag ser mig själv som en viktig del av gruppen kvinnor	○	○	○	○	○	○	○
Jag passar inte in bland andra kvinnor	○	○	○	○	○	○	○
Jag anser att mitt kön är viktigt	○	○	○	○	○	○	○
Jag känner mig obekväm bland andra kvinnor	○	○	○	○	○	○	○
Jag känner starka band till andra kvinnor	○	○	○	○	○	○	○

Vad är din ålder? (ange antalet år i siffror)

_____

Vilken är din högsta utbildning (avslutad eller pågående)?

○ Grundskola

○ Yrkesutbildning efter grundskola

○ Folkhögskola eller motsvarande

○ Gymnasium eller motsvarande

○ Högskole-, Kandidat- eller Bachelorexamen eller motsvarande

○ Magister- eller Masterexamen eller motsvarande

○ Licentiat- eller doktorsexamen

Är dina studier du angav ovan avslutade eller pågående?

○ Avslutade

○ Pågående

The following question was displayed:

If Vilken är din högsta utbildning (avslutad eller pågående)? = Högskole-, Kandidat- eller Bachelorexamen eller motsvarande

Or Vilken är din högsta utbildning (avslutad eller pågående)? = Magister- eller Masterexamen eller motsvarande

Or Vilken är din högsta utbildning (avslutad eller pågående)? = Licentiat- eller doktorsexamen

Inom vilket område har du studerat?

○ Ekonomi

○ Ingenjör/teknik

○ Juridik

○ Medicin/vård

○ Konstnärlig examen

○ Övrigt

Hur länge har du arbetat sedan din högsta avslutade utbildning (ange antalet år i siffror)

_____

Vilket av följande påståenden passar bäst in på din situation?

○ Jag söker aktivt nya jobbmöjligheter

○ Jag är öppen för nya jobbmöjligheter

○ Jag söker inte nya jobbmöjligheter

Vad är din ungefärliga totala månadsinkomst, före skatt?

○ 0-9 999 kr

○ 10 000 - 19 999 kr

○ 20 000 - 29 999 kr

○ 30 000 - 39 999 kr

○ 40 000 - 49 999 kr

○ 50 000 - 59 999 kr

○ 60 000 kr eller mer

Stort tack för din medverkan!

Önskar du delta i en utlottning med chansen att vinna ett presentkort på Svenskt Tenn, vänligen fyll i din mejladress nedan. Vinnaren kommer att meddelas via mejl i slutet av maj. Önskar du att vara anonym lämnar du fältet tomt.

VÄNLIGEN KLICKA PÅ PILEN NEDAN TILL HÖGER FÖR ATT LÄMNA IN DINA SVAR.

Mejladress:

_____