



THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY PERCEPTIONS AND PERCEIVED EMPLOYER BRAND ON ORGANISATIONAL ATTRACTIVENESS

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ABSTRACT

Background. Human capital, often referred to as talent, has become a key source of competitive advantage. Due to the scarcity and competition for such talent scholars and practitioners are constantly trying to find new ways to attract, engage and retain highly sought-after employees. The recent recession and economic slow-down has, however, led to diminished financial resources which has meant that talent management strategies have had to shift with greater focus being placed on non-financially centred offers to attract talent. Such non-financial offers include employer branding (EB) and corporate social responsibility (CSR).

Research Purpose. The aim of the present study was to investigate the role of perceived corporate social responsibility (CSR) on employer brand and organisational attractiveness perceptions. To achieve this aim, two research objectives were set. The first objective was to establish whether statistically significant positive causal relationships exist between perceptions of CSR, employer brand and organisational attractiveness (OA). The second objective was to estimate the relative importance of CSR and employer brand amongst other typical financial and non-financial reward elements or factors, i.e. when trade-offs need to be made.

Research Design and Methodological approaches. An experimental research design was utilised and primary quantitative data was collected by means of convenience, i.e. non-probability sampling. A realised sample of $n=137$ was obtained. To address the objectives stated above, a two method approach was utilised. Firstly, a 2^2 or 2×2 (CSR present or not present) \times 2 (employer branding present or not present) full-factorial experiment was utilised to investigate the causal relationships with organisational attractiveness (the dependant variable). Participants were randomly assigned to one of four conditions and perceived level of attractiveness measured after being exposed to one of four fictitious recruitment posters in which the CSR and employer brand were manipulated. The validity and reliability of the organisational attractiveness scale was assessed using Principle Components Analysis (PCA) and calculating Cronbach α coefficients, respectively The data were then analysed using descriptive statistics and a 2^2 within-subjects Analysis of Variance (ANOVA).

To address the second objective, a fractional experiment was used to estimate the relative importance of CSR when randomly manipulating several typical financial and non-financial total reward factors or elements, i.e. those typically offered to prospective employees to attract them, including remuneration, benefits, work-life balance, performance and recognition, and development and career opportunities. This was done by utilising Choice-based modelling (CBM) or choice-based conjoint analysis. The Preference Lab software was used to conduct this experiment and collect the data. Part-utility worths were then calculated to assess the relative importance of each of the six attributes. Finally, the conjoint utilities were then used to identify distinct cohorts of respondents using two-step cluster analysis.

Results. The results of the 2² within-subjects or full factorial Analysis of Variance (ANOVA) revealed statistically significant main effects, as well as statistically significant interaction effects. Moreover, the CBM revealed that, in relation to the other four attributes (i.e. remuneration, work-life balance, career development and advancement and, performance management and recognition) CSR and employer branding were ranked as the third and fifth most important attributes, respectively. When identifying distinct cohorts of respondents, using cluster analysis, a 2-cluster and a 3-cluster solution was found.

Findings. It was determined that when CSR is present there is an increase in organisational attractiveness and, when a desirable employer brand is present there is an increase in organisational attractiveness. Additionally, remuneration and work-life balance were ranked as relatively more important than CSR and, remuneration, work-life balance, CSR and, career development and advancement were ranked as relatively more important than employer branding.

Contribution of the study. The present study hopefully contributes to a better understanding of the role of CSR and employer branding in talent attraction and so adds to the available literature in this field of study, as well as provides further theoretical perspectives on the importance of CSR in the field of reward- and talent-management.

Practically, the insights gleaned from the data could be used by organisations to inform talent attraction strategies, practices and policies which may assist in attracting highly sought-after human capital and subsequently positively impact on organisational performance and sustainable organisational success. By better understanding the positive causal effect of CSR

on employer brand perceptions and desirable organisational outcomes such as organisational attractiveness, this knowledge can be used to make a compelling business case for CSR. Augmenting the argument that CSR “..is the right thing to do” on the one hand, with evidence that CSR makes good business sense, makes for a compelling win-win argument for organisations to make greater social investments with obvious benefits for communities and society at large.

Keywords: corporate social responsibility, organisational attractiveness, employer branding, human resource management, talent attraction, non-financial rewards

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CHAPTER 1

Introduction

Traditionally, the main sources of competitive advantage in organisations has been technology and financial capital (Aguinis, Gottfredson, & Joo, 2012). In more recent years, however, traditional sources of competitive advantage have become more readily accessible and human capital has become a key source of competitive advantage (Aguinis et al., 2012). It is argued that an organisation's human capital, or the knowledge workers that are employed in the organisation are the ones that, for example, discover and design products and services that generate new revenue streams, or whom interact with clients and customers and can maintain, improve or tarnish, an organisation's reputation. Human capital, or the knowledge workers who possess scarce or hard to come by knowledge, skills and abilities, are strategically important for organisational performance and sustained success and are also colloquially referred to as 'talent'. Talent is considered to be key human resource or human capital assets and an important source of competitive advantage, sustainable organisational success and increased shareholder revenue (Aguinis et al., 2012).

The talent pool, in other words, the availability of employees that possess scarce skills is, however, becoming increasingly smaller given several reasons, including an ageing workforce; decreasing birth-rates; and educational programs that do not deliver adequate numbers and/or quality professionals and specialists (Aguinis et al., 2012). Furthermore, as a result of globalisation individuals have greater access to international job opportunities, which has led to geographical shifts in the availability of talent and organisations competing for talent both locally and globally. Additionally, the substantial costs associated with employee turnover, including costs of recruiting, interviewing, training and development, work disruptions, decreased productivity and loss of tacit knowledge has led to a global competition for these scarce human resources, colloquially referred to as the 'war for talent' (Aguinis et al., 2012; Thompson, Schlechter, & Bussin, 2015).

Given the scarcity and competition for strategically important talent, as described above, scholars and practitioners are constantly trying to find new ways to attract, motivate/engage and retain highly sought after employees (Aguinis et al., 2012). Such efforts have given rise to talent

management as a field of study and practice, which has received widespread appeal in recent years. The discipline of talent management focuses on the attraction, engagement and retention of talent, i.e. key employees that possess scarce or hard to come by skills that are strategically important for organisational performance and sustainable success. It is argued here that within the realm of talent management, albeit important functions, it is not possible to address employee engagement and talent retention if talent has not been successfully attracted to an organisation, in the first place. Therefore, the focus of the present research study was on talent attraction, as it is deemed to be the starting point for effective talent management strategies, policies and practices.

Talent attraction has been widely investigated and several organisational and personal factors have been found to be related to organisational attractiveness. Typical total rewards models, such as the WorldatWork Total Rewards model (WorldatWork, 2011) and the Hay Model by The Hay Group (2002), comprise both financial and non-financial reward elements or factors that are used to attract prospective employees. The various reward elements are used to craft a compelling offer for potential employees by providing lucrative financial rewards (e.g., above-average remuneration, performance bonuses, incentives, share options, and/or medical and pension benefits), as well as non-financial benefits (e.g., recognition, career advancement opportunities, work-life balance or flexibility).

The recent recession and economic slow-down has, however, led to diminished financial resources being available and constrained budgets. This has meant that talent management strategies and practices have had to shift from being more focused on financial rewards to a greater focus being placed on non-financial rewards being offered to attract talent (Sparrow, Farndale, & Scullion, 2013; Thompson et al., 2015). Some authors have gone as far as to argue that non-financial factors may at times even surpass the role of financial factors in talent attraction, employee engagement and retention. Based on this thinking, many organisations have extended the range of non-financial incentives that are placed on offer for prospective employees in an effort to make them more attractive and so able to secure much-needed skills. These non-financial inducements include efforts aimed at creating and maintaining desirable organisational cultures, having inspirational leadership, and providing subsidised meals and services (Haider, Aamir, Abdul Hamid, & Hashim, 2015; Whitaker, 2010). The list of non-financial inducements is constantly being added to as both researchers and practitioners alike seek new ways to differentiate themselves in the so-called 'war for talent'.

Further to the inducements listed above, borrowing from the marketing management discipline's insights into branding and brand equity (i.e., external branding) increasingly human resource departments have made use of efforts to create more positive and desirable employer brands (i.e., internal branding). These efforts typically focus on creating a brand image of being an employer of choice, as a strategy to enhance organisational and job attractiveness. Leekha Chhabra and Sharma (2014) found that organisations with a desirable employer brand, i.e. considered to be an employer of choice are able to attract both more and better talent, while also having reduced their recruitment costs when compared to those organisations that have less desirable or less popular employer brands.

Moreover, in several studies (Horn, 2018; Wallace, Lings, Cameron, & Sheldon, 2014) it was found that there is a trade-off between the desirability of the employer brand and the financial offer that is made. Horn (2019) found that perceptions of job attractiveness were practically the same for a job offer where the organisation had a desirable employer brand or was seen as an employer of choice. Horn (2019) also found that lower levels of financial rewards were offered, when compared to being offered remuneration that is well-above the median from an organisation with a less desirable or unpopular brand. There is a growing, albeit still limited, body of research addressing employer branding in talent management, as well as how it compares with other forms of non-financial inducements meant to make organisations more attractive for potential employees. Given the potential advantages of a desirable employer brand, some of which are described above, organisations have investigated various factors that may lead to the establishment of a desirable employer brand.

One antecedent of employer branding that is increasingly being cited as a factor that may enhance organisational attractiveness and so contribute to talent attraction and/or talent management strategies, policies and practices, is Corporate Social Responsibility (CSR). Organisations that more visibly engage in meaningful CSR initiatives have been found to have more positive/desirable employer brands and are more attractive to prospective employees for which such organisational characteristics are important.

CSR has further been shown to provide both financial, as well as non-financial gains for organisations, such as creating a positive reputation and increased organisational attractiveness (Lis, 2012). On the other hand, there is evidence to suggest that many people are increasingly placing greater emphasis on altruistic values, contributing to social challenges and having a

purpose driven motive for themselves in their own lives. As this trend increases, it has become apparent that people are increasingly wanting to identify with and work for organisations that hold similar beliefs and are choosing employment opportunities on this basis as well, i.e. augmenting current reward elements that make up compelling offers. It is, therefore, argued here that meaningful and visible CSR initiatives may have a positive effect on employer brand perceptions, which in turn, may lead to greater levels of perceived organisational attractiveness as it relates to talent management.

Subsequently, the questions that arise are “Do positive perceptions of an organisation’s CSR activities in fact influence perceived employer brand and organisational attractiveness?” and “If so, how do positive perceptions of an organisation’s CSR activities and employer brand compare to the typical reward elements when individuals rate organisational attractiveness; an important antecedent of talent attraction?” The aim of the present research study was, therefore, to find evidence to suggest that typical total reward models and, employment offerings by organisations to potential employees, should be extended to include CSR as a factor that increases the desirability of an employer brand and so make the organisation more attractive.

There is a growing body of research in the field of employer branding as it relates to talent management, i.e. attraction, employee engagement and retention. Nevertheless, studies that have investigated the relationship between perceptions of CSR and perceived employer brand and organisational attractiveness within the realm of talent attraction, are limited. No study that made use of an experimental design, i.e. that investigated the causal relationship between these constructs, could be found. Given the dearth of experimental studies in talent management, as well as the focus on CSR, it is hoped that the present study will address the gap which was identified in the literature. Finding that causal relationships exist between perceived meaningful and impactful CSR activities, employer brand and organisational attractiveness, more specifically that perceptions of CSR and employer brand are important in the choosing to work for an organisation or not can inform talent management strategies and practices. Being able to design and offer more effective reward offerings that are better able to attract prospective employees would further support and improve talent management efforts. Chapter 1 included an introduction to the present study and the context. The following chapter, Chapter 3, includes a review of the literature.

CHAPTER 2

Literature Review

The following chapter describes the constructs under investigation, namely organisational attractiveness, employer branding, and corporate social responsibility. Additionally, this chapter provides an overview of the literature on the proposed relationships between the constructs.

Organisational Attractiveness

As described above, for organisations to attract the human capital or talent they strategically and operationally require, they need to be seen as attractive to potential employees given the relationship between organisational attractiveness and the intention to apply (Roberson, Collins, & Oreg, 2005; Rynes, 1991; Terjesen, Vinnicombe, & Freeman, 2007). The more attractive an organisation seems to be for a prospective employee, the greater the likelihood that he/she will apply for a job and accept a job offer, if one is provided (Terjesen et al., 2007).

Organisational attractiveness is defined as the degree to which a potential employee perceives an organisation to be a desirable place to work (Duarte, Silva, Simões, & das Neves, 2017). Aiman-Smith, Bauer, and Cable (2001) further defined organisational attractiveness as an overall positive affect towards an organisation, as well as an eagerness to work hard once accepted into an organisation. It is, therefore, logical to deduce that when the level of perceived organisational attractiveness is high, recruitment efforts will be more effective as individuals are more inclined to work for organisations that they find desirable (Duarte et al., 2017).

Cable and Turban (2001) classified the factors that are likely to be of importance to prospective applicants into three types: 1) job information; 2) employer information; and 3) people information. These three factors were further developed into several dimensions which have been found to influence or to be antecedents of organisational attractiveness. Typical total reward model approaches, i.e. reward offerings that comprise both financial and non-financial reward elements or factors, has been found to be effective antecedents of organisational attractiveness (Thompson et al., 2015). There are several total reward models, for example the WorldatWork's Total Rewards Model (WorldatWork, 2011), graphically represented in Figure 1 (see below) and the Hay Model by The Hay Group (Hay, 2002) shown in Figure 2 (see below).

The WorldatWork Total Rewards Model (WorldatWork, 2011) is still considered to be as relevant today, as it was when it was suggested.

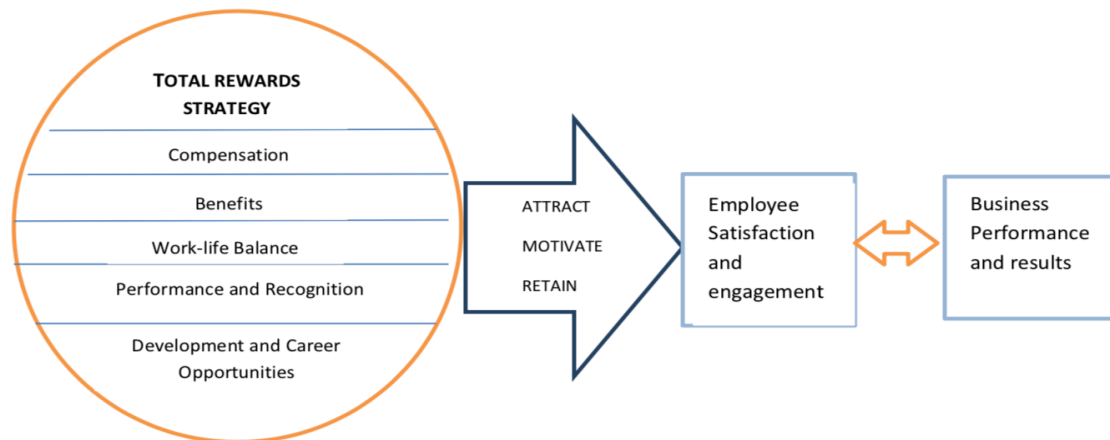


Figure 1. WorldatWork Total Rewards Model (WorldatWork, 2011)

Typical total reward models include the following five reward factors or reward elements:

- **Remuneration.** Guaranteed cash payments given to an employee by the employer in exchange for time/energy/services. The main forms of remuneration or compensation are guaranteed pay and bonuses.
- **Benefits.** Programmes and structures provided by an organisation to supplement remuneration. These benefits are usually meant to mitigate future risk, e.g. life insurance, medical aid and pension.
- **Work-life balance.** Policies, practices and systems, e.g. flexible working hours, reduced work weeks, and telecommuting provided by an employer that provide employees with the support needed to enable them to manage both their personal and professional lives and maintain success in both.
- **Performance and recognition.** Performance management refers to the alignment and assessment of employee effort towards the achievement of organisational targets (e.g. feedback systems that facilitate continuous improvement). While recognition refers to the non-financial acknowledgement of efforts, behaviour and performance of employees.
- **Development and career opportunities.** Development refers to the learning and skills development opportunities provided that enrich employee knowledge and abilities.

Career opportunities refers to career advancement opportunities that enable employees to pursue their career goals and progress in their careers.

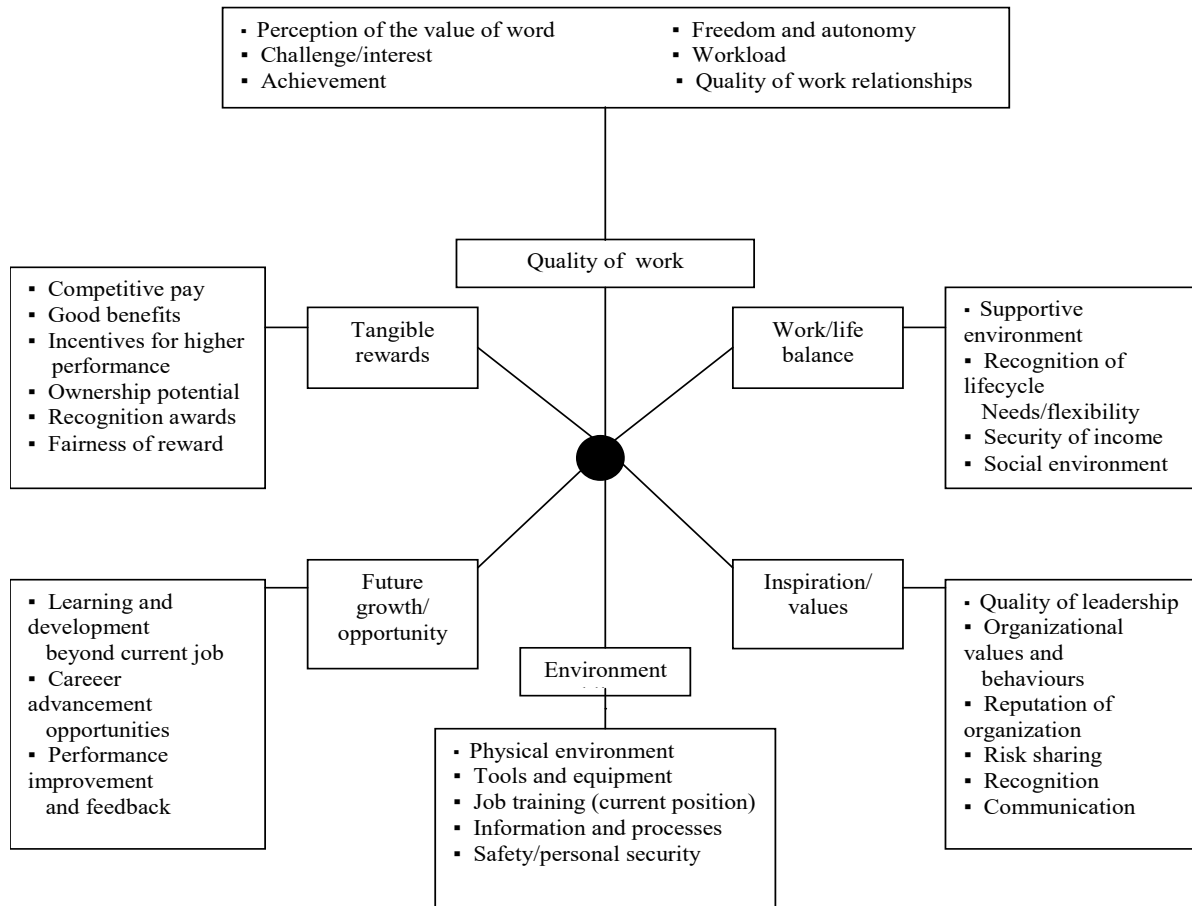


Figure 2. The Hay Model by the Hay Group (2002)

Typical total rewards models have allowed organisations to better understand, improve, manage and diversify their existing total reward systems and approaches, as to better align with the priorities of potential employees, which in turn, have been shown to positively influence attraction, employee retention and employee engagement/motivation (Thompson et al., 2015). However, given the competition amongst organisations for scarce talent and the fact that many organisations have begun to offer a variety of total reward elements, the traditional reward elements are no longer as effective as they once were. Organisations are, therefore, constantly searching for new reward offerings or inducements that may yield a competitive advantage for them.

As suggested above, several non-financial reward elements currently not typically incorporated in traditional total reward models, are showing promise as factors that may enhance organisational attractiveness and so aid in talent attraction and talent management efforts. More recently, non-financial rewards are increasingly beginning to include intangible organisational features, such as organisational reputation, culture, values. One such factor that is increasingly becoming popular and receiving greater attention from practitioners and academics alike, is employer branding given the success that marketing efforts have had in relation to increasing brand equity and its desirable financial and other outcomes. A second intangible factor, which is thought to hold promise as a useful factor in organisational attractiveness, is the perception of the good an organisation does for society, more specifically, how responsible the organisation is as a corporate citizen. The corporate social responsibility efforts and investments of an organisation is something that individuals are increasingly identifying with and seeking to be associated with (Barrow & Mosley, 2011)

Employer Brand

Branding has traditionally been concerned with differentiating an organisation's physical products from those of their competitors (Backhaus & Tikoo, 2004), however, in recent years the concept of branding has increasingly been transferred and applied to human resource management. Ambler and Barrow (1996, p. 187) were first to coin the term employer branding and defined it as "...the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". Employer branding is an organisation's unique identity that differentiates itself from its competitors by marketing its tangible and intangible offerings in an effort to attract retain and motivate current and potential employees (Biswas & Suar, 2016; Edwards, 2010). It is noted that organisational reputation is often used synonymously in branding literature, as well as terms such as corporate identity, image, prestige, goodwill, esteem and standing. A positive reputation of an organisation has been found to contribute to organisational success (Tkalac Verčič & Sinčić Ćorić, 2018). For the purpose of the present study, an employer brand is considered to be the unique identity of an organisation that differentiates itself from its competitors and is meant to attract potential employees, engage employees and retain them.

An employer brand consists of at least two elements that aid in positioning the organisation in the manner described above: 1) the employer value proposition (EVP); and 2) the employee experience (Tanwar & Prasad, 2016). The EVP can be described as the full range of value that

employees receive from working for an organisation (Tanwar & Prasad, 2016). Furthermore, the value of an organisation's EVP consist of both tangible and intangible benefits (Tanwar & Prasad, 2016). An employee experience refers to the actual delivery of an EVP to employees and internal marketing of the employer brand (Tanwar & Prasad, 2016). Klimkiewicz and Oltra (2017) define an employee experience as the process by which employees internalise a projected brand image. It further relates to employees' perceptions of the organisation's brand image and perceptions of what it is like to be a part of the organisation (Edwards, 2010; Tanwar & Prasad, 2016). By internally circulating the value proposition of the employer brand organisational culture is moulded to the unique organisational goals which can further lead to sustainable organisational success (Backhaus & Tikoo, 2004; Liikkanen, Saarenketo, & Heilmann, 2013).

The traditional tangible benefits of an EVP are comprised of objective organisational benefits, such as remuneration (base or guaranteed salary), financial bonuses (short-, medium, and long-term), leave allowances, workplace location and policies (Backhaus & Tikoo, 2004; Edwards, 2010; Klimkiewicz & Oltra, 2017). The intangible benefits of an EVP refer to more subjective perceptions, for example an organisation's values and prestige and an individual's associated social approval from being affiliated with an organisation (Backhaus & Tikoo, 2004; Edwards, 2010; Klimkiewicz & Oltra, 2017).

Employer branding is an important tool in HRM as it benefits both the organisation and the employee. Firstly, a desirable employer brand increases brand loyalty and commitment among employees. Employer brand loyalty is the affective attachment or bond that an employee has to an organisation and is synonymous with organisational commitment (Backhaus & Tikoo, 2004). Employees who are brand loyal are known to remain employees of the organisation, even in times when conditions are unfavourable (Backhaus & Tikoo, 2004). Organisational commitment is known to reinforce a strong organisational culture which in turn strengthens employee organisational identification and increases employee productivity and satisfaction (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2016).

Secondly, employer branding has been related to increased employee engagement and attraction and retention. When employees display higher levels of engagement, they display lower levels of turnover intention and this leads to lower employee turnover and, in turn, reduced recruitment costs (Berthon, Ewing, & Hah, 2005). Employer branding is, therefore, considered to be a useful

tool in attracting knowledge-workers and scarce skills that are in short supply (Backhaus & Tikoo, 2004).

Thirdly, employer branding aids in establishing a psychological contract, a non-physical agreement regarding the implied expectations the employee and the employer have of each other, as a strong employer brand overtly projects the values and stance of the organisation (Backhaus & Tikoo, 2004).

Finally, a positive employer brand leads to increased employee self-esteem which has the potential to turn them employee into brand advocates or brand champions (Srivastava & Bhatnagar, 2010; Tanwar & Prasad, 2016). Brand advocacy, another benefit of employer branding, is when employees have favourable perceptions regarding the organisational image and they communicate these sentiments to others which increases organisational acceptance and interest amongst potential employees (Tanwar & Prasad, 2016).

Employer branding can, therefore, be defined a method by which organisation's market their EVP internally and externally to increase the value of human capital and employee engagement (Srivastava & Bhatnagar, 2010; Tanwar & Prasad, 2016). For the purpose of this study an employer brand is the unique identity of an organisation that differentiates itself from its competitors through marketing its EVP (tangible and intangible offerings) in an effort to attract retain and motivate current and potential employees. The above discussion highlights that employer branding is an important tool for organisations (Tkalac Verčič & Sinčić Ćorić, 2018).

Corporate Social Responsibility

Corporate social responsibility (CSR) has been defined as "...the ways in which organisations achieve commercial success using methods that honour ethical values, respect people and communities and the natural environment" (Odumeru, Ilesanmi, Asabi, & Amos, 2014, p. 171). Additionally, Matten and Moon (2008, p. 405) posit that "...CSR is the idea that reflects the social consequences of business success". CSR is the commitment to efforts and actions of an organisation that benefits the greater society beyond organisational interests (Biswas & Suar, 2016). CSR is, further, for the purposes of the present study defined as the allocation of corporate resources to social welfare causes, i.e. corporate actions taken to address issues that are above its economic, ethical, technical and legal requirements.

Das Neves, Mouro, and Duarte (2010) suggests that socially responsible organisations can be conceptualised using three general categories: 1) ecological; 2) ethical; and 3) social impact. Based on this thinking, Dahlsrud (2008) categorised CSR in the five dimensions described below:

- **Social.** The social dimension is related to community relations that refer to the relationship between an organisation and broader society. This dimension is categorised by activities that better the community and align social concerns with the activities of the business (Ersoy & Aksehirli, 2015). Examples of activities in this dimension include community outreach initiatives, charity support, fellowship programs, philanthropic deeds and donations to local public areas (Seul Ki & Alcantara, 2011).
- **Voluntariness.** The voluntariness dimension is related to diversity activities that refers to the voluntary ethical and moral doings of organisations. As this dimension acknowledges that discriminatory employment practices are against the law, examples of diversity activities include voluntary actions that are not required by law (Ersoy & Aksehirli, 2015). These activities can include measurement of diversity resulting in formal reports, implementing quotas, and releasing diversity commitment statements.
- **Stakeholder.** The stakeholder dimension is related to employee relations that refers to having an equal view of all of the stakeholders in the organisation. Employee relation activities aid in shifting the primary concern of business activities from purely financial performance to equalising the gap between top management and employees (Ersoy & Aksehirli, 2015). Examples of activities in this dimension include empowerment of minority groups, organisational practices that accommodate a work-life balance and employer-driven support groups.
- **Environmental.** The environmental dimension is related to activities geared towards protecting, sustaining and improving the ecological environment. Environmentally centred activities include green initiatives, generating fewer pollutants through producing high quality organic or biodegradable products, cleaning and recycling projects and investment in carbon footprint reduction activities (Seul Ki & Alcantara, 2011). and
- **Economic.** The economic dimension is related to product and or service sustainability (Ersoy & Aksehirli, 2015). This dimension is concerned with activities relating to sourcing resources for organisational related goods and services are both financially

viable, ethical and are distributed in a socially responsible manner (Ersoy & Aksehirli, 2015).

CSR has, however, come under scrutiny in the recent past and there have been allegations that organisations use CSR as a marketing or public relations activity, rather than being authentic in their efforts to make a difference in communities and societies (Barnett, 2016; Vanhamme & Grobbs, 2009). While this might be true, there is evidence that organisations that do CSR for the right reasons do, in fact, make a positive social impact (Blowfield, 2007). Examples of positive outcomes include delivering positive developmental impact, implementation of health and education programs, increased attention given to micro-level grassroots, poverty reduction and reduction in greenhouse gas emissions (Blowfield, 2007). In the present research study, the assumption is that when CSR is referred to it will be in the positive sense. In designing the questionnaire this will also be addressed as far as possible when eliciting the perceptions of participants.

The Effect of Corporate Social Responsibility on Employer Branding

Although several researchers have investigated the relationship between meaningful/impactful CSR practices and employer branding, there have been several calls for studies on the topic to better understand the constructs and the manner in which they are related - specifically in relation to HRM practices and outcomes (Ozdora Aksak, Ferguson, & Atakan Duman, 2016). It has been argued that CSR practices positively influence stakeholder perceptions and reactions towards an organisation (Biswas & Suar, 2016; Valentine & Fleischman, 2008).

Suliman and Al-Khatib (2014), in a study conducted amongst employees of an organisations in the public sector of Abu Dhabi reported a statistically significant positive correlation between CSR and employer branding. They concluded that individuals are more likely to assign a good or desirable employer image to organisations they consider socially responsible. Based on such thinking, several researchers have argued that perceptions of CSR practices form an important part of perceived employer branding and an employer's reputation framework - which when used effectively, can mould the attitudes of a community and enhance an organisation's corporate image (Biswas & Suar, 2016; Tanwar & Prasad, 2016).

The Effect of Employer Brand on Organisational Attractiveness

It is argued that employer branding, or positive brand associations, further positively influences organisational attractiveness as the main aim of employer branding is to distinguish an organisation from its competitors in order for it to be considered more desirable or attractive by prospective employees (Edwards, 2010; Tanwar & Prasad, 2016). Maden, Arıkan, Telci, and Kantur (2012) found that CSR had a positive effect on corporate reputation, which subsequently affected the behaviours of stakeholders. Cable and Graham (2000) demonstrated that potential employees' increased perceptions of positive reputation, lead to more positive evaluations of organisational attractiveness as they feel a greater sense of pride from working for the organisation. It has also been noted in previous literature that prospective employees show an increased likeliness to apply for a job at an organisation with a positive employer brand and reputation, as the positive image makes the organisation seem more attractive to a prospective employee (Edwards, 2010).

The proposed positive relationship between employer branding and organisational attractiveness can also be justified using Social Identity Theory. Social Identity Theory posits that individuals categorise themselves in and identify with the communities and social groups they are members of and that they derive a sense of self-worth from their membership to these groups and communities (Tajfel, 1982). Furthermore, as the reputation of the group with which one identifies influences one's self-concept, the more positive the image of the group is seen to be the more likely it is that the individual identifies with the group (Backhaus & Tikoo, 2004). Similarly, the individual will derive a greater sense of self-worth and pride when being affiliated with a reputable organisation that has a positive image in the market.

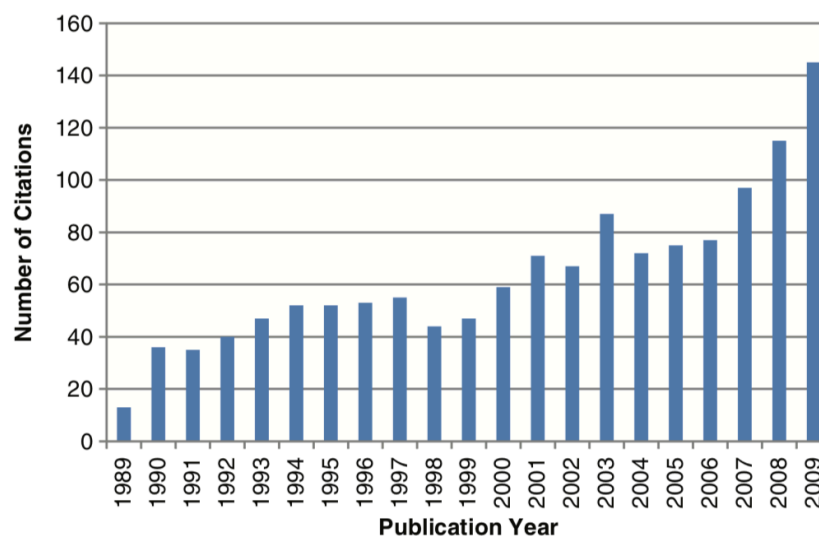
The Effect of Corporate Social Responsibility Perceptions on Perceived Organisational Attractiveness

There is evidence in HRM literature that CSR is an antecedent of organisational attractiveness (Albinger & Freeman, 2000; Duarte et al., 2017; Marin & Ruiz, 2007; Turban & Greening, 1997). Barrow and Mosley (2011) reported a strong positive correlation between organisations that take their CSR practices seriously and organisations deemed to be desirable and good employers. Greening and Turban (2000) expanded on these results by manipulating CSR and found that not only did potential employees have greater perceptions of organisational attractiveness when CSR levels were high, but they were also more likely to actually seek and pursue employment with these organisations. Turban and Greening (1997) highlighted that

organisations with positive CSR initiatives were perceived as more attractive employers and were subsequently able to recruit highly sought-after talent.

The relationship between CSR and organisational attractiveness can be explained using Signalling Theory. The primary concern of Signalling Theory is to reduce the information asymmetry between two parties that occurs when each party has access to different information (Spence, 1973). Due to one individual's lack of information access, reliance is placed on the other parties exhibited behaviours, labelled signals, to make inferences (Jones, Willness, & Madey, 2014). Spence (1973) seminal work was originally focused on labour markets and how job applicants engage in behaviours to reduce the information asymmetry that affects the employer's selection ability. This seminal work demonstrated how signals of higher education allow prospective employers to determine the higher quality applicants from the lower ones. Figure 3 below displays a graph of the management publications that cite Signalling Theory.

Management Publications That Cite Signaling or Signaling Theory, 1989-2009

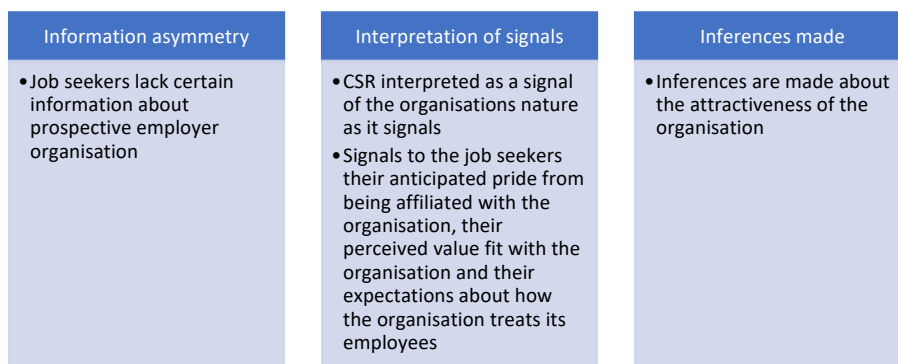


Note: The search terms included the British variant *signalling theory*.
 Reprinted from *Signalling theory: A review and assessment*, by (Connelly et al., 2011), 2011.

Figure 3. Graph of the management publications that cite Signalling Theory: Value 1989-2009.

It can be seen from Figure 3 above that in recent years there has been an increase in the use and application of Signalling Theory in management literature in different contexts.

In line with Signalling Theory, Jones et al. (2014) argued that job seekers have limited information regarding their prospective employers and organisations so they rely on signals, from the information that is available to them, to make inferences regarding the nature, culture, intentions, actions and working conditions of the organisation (Dögl & Holtbrügge, 2014). These organisational attributes allow the prospective employee to envision what it would be like to be a member of the organisation (Greening & Turban, 2000). Therefore, employees' initial attraction and intent to apply to the organisation is heavily centred around the signals portrayed by the organisation (Rynes, 1991). Jones et al. (2014) suggest that the corporate social responsibility (CSR) practices of the organisation inform three (signal based) mechanisms which affect job seekers impressions of organisational attractiveness. This is because giving back to society and the community sends a signal that the organisation cares about people in general and this signal is then extended to the people working within the organisation (Maden et al., 2012). The three signal based mechanisms mentioned are job seekers' anticipated pride from being affiliated with the organisation, their perceived value fit with the organisation, their expectations about how the organisation treats its employees. For example, an organisation that has formal practices that benefit the greater society may attract prospective employees as this serves as a signal of the firm's commitment and concern for issues beyond organisational profit and success (Greening & Turban, 2000). Figure 4 below provides a breakdown of the application of Signalling Theory.



Source: Jones et al. (2014)

Figure 4. Applications of Signalling Theory

Signalling theory is well suited for this study as it provides a framework by which to investigate the impact of CSR practices on employer branding and organisational attractiveness (Turban & Greening, 1997).

The above discussion highlights the value of positive multi-dimensional CSR practices in promoting organisational attractiveness and attracting talent. Therefore, organisations should consider using sustainable CSR practices to position themselves as the employer-of-choice in the competitive market (Lis, 2012).

Proposed Conceptual/Theoretical Model Under Investigation

Based on the arguments presented above, it is proposed that there is both a direct relationship between CSR and organisational attractiveness, as well as an indirect relationship mediated by employer branding. This is summarised in the integrated conceptual or theoretical model graphically displayed below (see Figure 5).



Figure 5. Integrated conceptual/theoretical model showing the causal relationships between the constructs under investigation

Based on the arguments presented above and summarised in the integrated conceptual or theoretical model under investigation, the following hypothesis was formulated:

Hypothesis 1 (H₁): CSR (CSR present or not) and Employer Brand (desirable employer brand present or not) have statistically significant main and interaction effects on perceived Organisational Attractiveness.

To further investigate the role of CSR and employer brand on organisational attractiveness, using choice-based modelling respondents will be asked to make trade-offs between employer brand and CSR amongst typical financial and non-financial reward elements or inducements that are on offer when employees are recruited to join an organisation. Doing so will allow one

to estimate the relative importance of perceptions of CSR and employer brand in organisational attractiveness. CBM is a descriptive technique and does not allow for null hypothesis testing, therefore, an hypothesis was not formulated.

Chapter 2 included review of the literature on the relevant constructs. The following chapter, i.e. Chapter 3, includes the research methods and design used to address the aims of the present study.

CHAPTER 3

Method

In this chapter, the research methods used to address the aims of the present study are presented. The research design and approach, measuring instruments, target population, sampling strategy and the demographic details of the realised sample, are also discussed below. This chapter concludes with a summary of the statistical analyses used to analyse the collected data.

Research Design and Approach

To address the aim and objectives of the present research study, as described above, an experimental research design was utilised which allows for causal inferences to be made. Two experimental methods were utilised, i.e. a full factorial, as well as a fractional experiment was conducted. In both instances, a cross-sectional approach was used to collect and analyse primary quantitative data. The research approach can further be described as being *ex post facto*.

Firstly, a 2 (CSR present or not present) x 2 (employer branding present or not present) or 2² full-factorial experiment was utilised to investigate the causal relationships with organisational attractiveness. Participants were randomly assigned to one of four conditions and perceived level of attractiveness measured after being exposed to one of four fictitious recruitment posters in which the CSR and employer brand were manipulated. The validity and reliability of the OA scale was assessed using Principle Components Analysis (PCA) and calculating Cronbach α coefficients, respectively. The data were then analysed using descriptive statistics and a 2² within-subjects Analysis of Variance (ANOVA).

To address the second objective, a fractional experiment was used to assess the relative importance of CSR in perceived organisational attractiveness when randomly manipulating several typical financial and non-financial total reward factors or elements, i.e. those typically offered to prospective employees to attract them, including remuneration, benefits, work-life balance, performance and recognition, and development and career opportunities. This was done by utilising Choice-based modelling (CBM) or choice-based conjoint analysis. The Preference Lab software was used to conduct this experiment and collect data. Part-utility worths were then calculated to assess the relative importance of each of the six attributes. The

conjoint utilities were then used to identify distinct cohorts of respondents using two-step cluster analysis. The methods are described in further detail below.

Method 1: Full Factorial Experiment

As described above, a 2 (1=CSR present or 0= not present) x2 (1=employer branding present or 0=not present) or 2² full-factorial experiment was utilised to investigate the causal relationships with organisational attractiveness. A 2x2 or 2² within-subjects or full factorial Analysis of Variance (ANOVA) was then conducted to investigate differences in organisational attractiveness, as a function of the perceived employer brand and CSR initiatives/involvement. The resulting four conditions are summarised in Table 1 (see below).

Table 1

The 2² Design indicating the four conditions of the experiment

Conditions	X_1	X_2
	CSR	Employer Brand
1	1	1
2	0	1
3	1	0
4	0	0

Each respondent was exposed to one randomly selected condition, i.e. experimental stimuli and was required to complete the organisational attractiveness scale in response to the stimuli (see below for a description).

Materials for the experiment.

To ensure that the stimuli were broad enough to be used in a general population, a recruitment poster for a fictitious organisation was designed. The poster was akin to those used at graduate fairs and in popular press to attract individuals to apply for jobs at organisations. Four (2x2=4) versions of the poster were designed, and descriptions of CSR practices and the desirability of the employer brand were manipulated, as per the design matrix (see Table 1 above).

To ensure the internal validity of the experiment, the description of the fictitious organisation was generic with little other information about the organisation being provided. This was to

account for participants' pre-existing perceptions of existing organisations and brands, so as to not have such confounding variables influencing the perception of attractiveness that was being measured, i.e. mitigating for a halo effect.

A copy of the four posters can be found in Annexure A. The poster for Condition 1 (1,1) is shown here for ease of reference (see Figure 6 below).



Figure 6. The poster used as the stimuli for Condition 1 (X_1 Present, X_2 present)

Measuring organisational attractiveness.

Organisational attractiveness was measured using an adapted version of the five-item organisational attractiveness scale by Highhouse, Lievens, and Sinar (2003). For the purposes of the present study the term 'job' in the scale items was substituted with 'organisation' to better match the intention of the organisation descriptions. A sample item of this scale is "For me, this would be a good organisation". The five items that are responded to on a five-point Likert-type response scale ranging from "1 = strongly disagree" to "5 = strongly agree".

Highhouse et al. (2003) reported a satisfactory Cronbach alpha coefficient for this scale (Cronbach alpha = .88; i.e. $>.7$, Babbie & Mouton, 1998). Cronbach alpha was calculated using the data collected for the purposes of the current study and was also found to indicate satisfactory internal consistency or reliability (Cronbach alpha = .88; i.e. $>.7$; Babbie &

Mouton, 1998). The assessment of the measure properties of this scale as found in the present study are discussed further below.

Internal and external validity of the experiment.

As convenience sampling was used, the realised sample was not representative of any population (Field, 2013). To counter this issue, random assignment or randomisation was used to ensure that the four groups were as homogenous as possible, i.e. not systematically different from one another, and subsequently comparable to one another (Field, 2013). Random assignment ensures that every participant has an equal chance of being included in each of the conditions, i.e. being part of any one of the treatment groups. Random assignment is meant to reduce systematic bias; distribute the error term randomly across the groups; and ensure that any extraneous variables in the groups were non-systematic and random in nature as far as possible, thus improving external validity (Field, 2013).

The poster describing the fictitious organisation simulated real life experiences and so further contributed to the external validity of the present research study (Schlechter, Hung, & Bussin, 2014). Field experiments have higher external validity than laboratory experiments as they represent real-life situations more closely (Bhattacharjee, 2012).

Finally, to ensure the validity of the present experiment, a manipulation check was conducted prior to using the job advertisements in the present experiment. This was done to ensure that participants were able to distinguish between the differing levels of CSR and employer brand chosen for the present study. For this purpose, a focus group of individuals that were the target of the sampling procedure were sought and asked to participate in a pilot study. Once they had completed the experiment, the materials were then discussed with them to ascertain whether or not they were able to identify the manipulations as being sufficiently different from one another. An example of a question that was posed to the participants is “What do you recognise as being different between the four posters?”.

Method 2: Fractional Experiment

Choice-Based Modelling (CBM) or choice-based conjoint analysis was used to assess the relative importance of CSR and employer branding, as compared to traditional financial and non-financial reward elements or factors. CBM has received wide support both in academic literature and practice as a useful methodology for identifying the structure of individuals’

preferences, as well as predicting their decision-making behaviour (Green, Krieger, & Wind, 2001). Currently it is considered the best approach to replicate human decision-making behaviour given that the method takes the psychological trade-offs that people make into account when assessing (relative) importance and estimating choice.

In CBM, conjoint tasks are generated and once several conjoint tasks have been completed, typically six to eight is the typical guideline (Eggers & Sattler, 2011). Using an additive model, the software then estimates individual part-utility worths (Hair, Black, Babin, Anderson, & Tatham, 2006). Estimation, at an individual level, is underpinned by the assumption that an individual's parameters are self-consistent and differ from aggregated data (Green et al., 2001). This assumption requires that individuals' data receive more weighting in the estimation of part-utility worths. Therefore, in the present study part-utility worths were calculated using Hierarchical Bayesian modelling that accounts for this (Green et al., 2001). Furthermore, Hierarchical Bayes estimation was chosen as it increases the validity of the results by maximising the usability of the data collected (Orme, 2000),

The Preference Lab software (Eggers, 2015) was used to conduct the choice-based conjoint (CBC) analysis. The software uses attributes and levels specified by the researcher and generates random combinations of the attributes and levels. Each conjoint task consists of three such random combinations of attributes and levels, as well as a hold-out task (none of the three options). Respondents are asked to choose one combination, i.e. the one they find most desirable or attractive - or if none of them are attractive the hold-out option is chosen. An example of a conjoint task can be found in Annexure D (see below).

For the purposes of the present study, the attributes used in designing the conjoint tasks were based on the typical financial and non-financial reward factors or elements of total reward models (as described above), with CSR and Employer Branding being added as additional attributes. This allowed for the estimation of the relative importance of the various attributes in competition with one another. More specifically, the importance of CSR, relative to other attributes addressed the aim of the study. The attributes and levels used to design the CBC tasks are summarised in Table 2 below.

Table 2

The attributes and levels used in the choice-based conjoint analysis

Attribute	Level 1	Level 2	Level 3
Remuneration	Below median salary; No benefits; No bonuses	Median salary; Some benefits; 13 th cheque	Well-above median salary; Extensive benefits; Substantial ST & LT bonuses
Work-Life Balance	No flexibility in work arrangements	Some flexibility in work arrangements	Highly flexible work arrangements
Career Development & Advancement	Seldom have any development or promotion opportunities	Some in-house development & promotion opportunities	Extensive internal/external development & promotion opportunities
Performance Management & Recognition	Performance feedback & recognition is seldom provided	Performance feedback & recognition is provided annually	Performance feedback & recognition is provided continuously
Employer Brand	Not ranked as a “Best company to work for”	Ranked amongst “Top 100 Best companies to work for”	Ranked amongst “Top 5 Best companies to work for”
Corporate Social Responsibility	Makes no contribution to social causes whatsoever	Makes some contribution to social causes	Funding and contributing to social causes are a main priority

As described above, the results of the CBM analysis was used to estimate the relative importance of CSR, employer branding and as compared to typical total reward elements in perceived organisational attractiveness. Understanding the relative importance of CSR was believed to provide further support for the argument that perceptions of CSR are important for perceived organisational attractiveness – even more so than some typical reward elements.

Data Collection Procedure

The Preference Lab software was used to design an electronic questionnaire (Eggers, 2015). The URL for the electronic questionnaire, which included the conjoint tasks was distributed by e-mail requesting individuals to participate in the research study that was distributed to various organisations and was also distributed on various social media platforms.

Sampling

Given time and cost constraints a non-probability or convenience sampling strategy was used. Respondents were also asked to forward the request to participate in the research study to others they believed would be appropriate and/or benefit from it, i.e. snowball sampling.

The sample included graduates that are currently starting to seek employment, as well as individuals that are already employed given perceptions and intentions are being measured, and not actual acceptance of job offers. It has been suggested that intention is a significant predictor of actual behaviour (Ajzen, 1985). Waiting to observe turnover behaviour or acceptance of an employment offer was not viable given the time constraints place on the present study.

Convenience sampling does, however, not produce samples that are representative of any population and as a result any generalisation of the results is not possible. However, using probability statistics inferences about the population were made, using appropriate caution given that the findings are not generalisable.

Realised Sample

The realised sample ($n=137$) satisfied the assumptions and requirements of the methods used. The demographic characteristics of the realised sample are summarised in Table 3 (see below).

Table 3

Demographic statistics summary (n=137)

		<i>f</i>	%
<i>Race</i>	White	49	35.8
	black ¹	78	56.9
	Prefer not to answer/other	10	7.3
<i>Gender</i>	Male	48	35.0
	Female	88	64.2
	Prefer not to answer/other	1	.7
<i>Language</i>	English	124	90.5
	Xhosa	1	.7
	Zulu	1	.7
	Afrikaans	5	3.6
	Prefer not to answer/other	6	4.4
<i>Current level in the organisation</i>	Not applicable	29	21.2
	Non-managerial/non-supervisory	21	15.3
	Supervisor/Team Leader	9	6.6
	Middle Management	9	6.6
	Senior Management	13	9.5
	Executive	12	8.8
	Specialist	19	13.9
	Prefer not to answer/other	25	18.3
<i>Highest qualification</i>	Grade 12 or Matric	23	16.8
	First undergraduate degree or national diploma	45	32.8
	First postgraduate degree or postgraduate diploma	44	32.1
	Masters' degree	20	14.6
	Doctorate	3	2.2
	Prefer not to answer/other	2	1.4

¹black refers to generic black, i.e. includes African Black, Indian, Coloured

Considering the demographic profile of the sample summarised in Table 3 (see above) it was concluded that the participants in the realised sample were predominantly black (as under the South African classification system), English speaking, South African females. It is clear from the table above that the majority of the sample (82%) possess a degree from a tertiary institution. This is was considered to be indicative of a well-educated sample. It is important to note that,

due to convenience and snowball sampling methods used, the sample is not representative of the South Africa population.

Ethical Considerations

To ensure that participants were able to provide informed consent, the e-mail request as well as the landing page of the electronic questionnaire indicated that: participation in the research study was voluntary; that participants were able to withdraw at any time; the approximate length of time it should have taken to complete the survey; that no identifiable information of participants would be collected; that the questionnaire would be completed anonymously; and that data would be kept confidentiality and securely in line with privacy legislation and requirements. The objectives of the research study and proposed dissemination of the results and findings, were also provided. Finally, the contact details of the researchers were further provided.

After reading the preamble that was provided to allow for informed consent, participants were required to answer a question at the bottom of the landing page that asked if they agreed to participate in the study or not. If they indicated that they did agree, they were encouraged to proceed and complete the questionnaire. However, if they indicated that they did not agree, they were free to exit the survey.

Before commencing with data collection, ethical clearance was sought for the research study and questionnaire from the UCT Commerce Research in Ethics Committee.

Data Management Considerations

All data that was to be stored was anonymous and kept confidentially in accordance with ethical and privacy guidelines and legislation. The cloud-based research data storage facility, UCT eResearch, was used to store the data, which is only accessible to the research and supervisor. No personal identification was stored. The data was not disposed of nor will it be for at least five years after the data has been used for the purpose of the present study, which can ensure that data is accessible if required.

Statistical Analyses

Data was captured using the Preference Lab software and raw data was downloaded and analysed using the IBM Software Package for the Social Sciences (SPSS) version 25.

Before calculating descriptive statistics and conducting inferential statistical analyses, the measurement properties of the organisational attractiveness scale was assessed. Factor analyses were conducted to ensure construct validity. Cronbach alpha coefficients were further calculated, and the SPSS item analysis procedure followed to assess the scale's internal reliability.

A full factorial analysis of variance was used to assess the main and interaction effects and test the hypothesis. The CBC analyses and estimation of part-utility worths were provided by the Preference Lab software, which uses the R programme to conduct the statistical analyses. This allowed for the assessment of the relative importance of the six attributes (i.e. total reward elements, employer brand and CSR) and the two levels of each.

Chapter 3 included the research methods and design used to address the aims of the present study as well as the measuring instruments, target population, sampling strategy and the demographic details of the realised sample. This chapter concluded with a summary of the statistical analyses used to analyse the collected data. The following chapter, Chapter 4, includes a review of the results of the present study.

CHAPTER 4

Results

In this chapter the results of the statistical analyses conducted on the collected data will be presented. Firstly, the measurement properties of the job attractiveness scale was assessed using Principal Components Analysis (PCA) and calculating Cronbach alpha. Secondly, descriptive statistics were used to summarise the data. The inferential statistic technique used to examine the data was a full factorial analysis of variance (ANOVA). A conjoint analysis was used to assess the relative importance of the six attributes (i.e. the four total reward elements, employer brand and CSR) and the corresponding levels of each.

Unidimensionality

Principle Components Analysis (PCA) and the calculation of the Cronbach's alpha coefficient and SPSS item-analysis procedure were utilised to assess the unidimensionality of the job attractiveness scale. The analyses were conducted using the statistical programme for the social sciences (SPSS version 25).

To demonstrate the factorability of the data, i.e. to ensure that factor analysis is deemed appropriate, Tabachnick and Fidell (2001) recommend that the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy value must be .6 or above and Bartlett's test of Sphericity must be significant (i.e. $p < .05$).

To then determine the appropriate number of components to be retained, both Kaiser's criterion and the so-called scree plot test were employed. According to Kaiser's criterion, factors with an eigenvalue of greater than one (1) are believed to indicate meaningful or interpretable factors or components which should be retained (Pallant, 2016). According to the scree plot test, Catell (1966) recommended retaining the number of factors indicated above the break or 'elbow' of the scree plot.

Once it was deemed appropriate to conduct FA on the data utilising the methods described above, i.e. that the data was factorable, the number of components to be extracted was determined. The component matrix was then inspected. Items with factor loadings greater than .4 were retained, i.e. slightly higher than Cohen's (1988) guideline for practical significance

(i.e. $r > .3$). This inclusion (or exclusion) criteria was applied iteratively until a ‘clean’ component structure was obtained. Item inter-correlations were further inspected and should be greater than .3 to retain an item (Tabachnick and Fidell, 2014).

The internal consistency or reliability of each sub-scale was then assessed by calculating Cronbach’s alpha coefficient and utilising SPSS’s item analysis procedure. According to Tabachnick and Fidell (2014), a Cronbach’s alpha coefficient of equal to or larger than .70 is considered to indicate satisfactory reliability or internal consistency.

The data collected using the job attractiveness scale revealed a satisfactory KMO value (KMO = .79, i.e. $>.6$) and Bartlett’s test was also found to be statistically significant ($p < .01$). Based on these results, the data was deemed to be appropriate for conducting factor analysis on.

Conducting a PCA, utilising principle component extraction, revealed the presence of a single component with an eigenvalue greater than 1 (eigenvalue = 3.47) which explained 69.40% of the variance. A further inspection of the scree plot (see Figure 7 below) revealed a clear break after the first component, which in line with recommendations made by Cattell (1966) also suggests that a single factor solution was indicated.

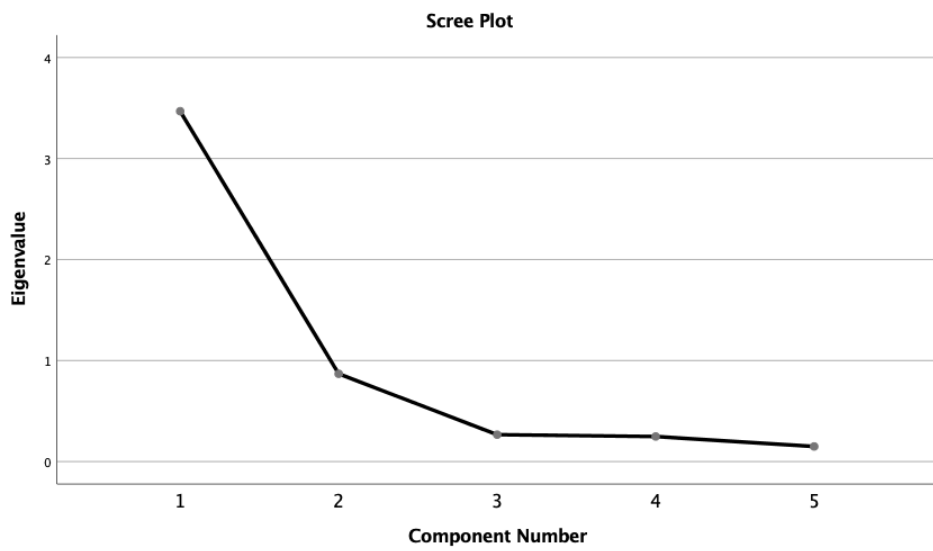


Figure 7. Scree plot illustrating the eigenvalues of the five factors

The component matrix (see Table 4 below) indicated that all five items of the scale loaded adequately on the component ($r > .30$).

Table 4

Component Matrix^a depicting item loadings (n = 137)

	Component 1
Y3: This organisation is attractive to me for employment.	.88
Y5: This organisation is very appealing to me.	.87
Y1: For me, this would be a good organisation.	.87
Y4: I am interested in learning more about this organisation.	.80
Y2_reversed: I would not be interested in this organisation, except as a last resort.	.73

Extraction Method: Principal Component Analysis

a. 1 components extracted.

As such the results of the PCA supported the unidimensional nature of the scale and indicated adequate construct validity.

The internal consistency of the Organisational Attractiveness scale was assessed using the Cronbach Alpha coefficient. Cronbach Alpha coefficients greater than .70 indicate satisfactory reliability (Babbie & Mouton, 1998). The resulting Cronbach Alpha coefficient was .88 and the scale was, therefore, considered reliable in the sample. The reliability analysis determined that all five items indicated adequate (greater than .30) corrected item-total correlations ($.63 < r < .76$) and deleting any of the items would not increase the Cronbach's alpha (see Table 5 below).

Table 5

Item-Total Statistics (n = 137)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Y1: For me, this would be a good organisation.	13.98	8.52	.75	.85
Y2_reversed: I would not be interested in this organisation, except as a last resort.	13.87	7.69	.64	.88
Y3: This organisation is attractive to me for employment.	14.02	8.33	.76	.85
Y4: I am interested in learning more about this organisation.	13.84	7.31	.72	.85
Y5: This organisation is very appealing to me.	14.10	7.86	.76	.84

Based on the basket of evidence provided above, i.e. the construct validity and internal consistency or reliability statistical analyses reported above, the job attractiveness scale was considered to be unidimensional. As such, the data derived from it was deemed appropriate for use in further analyses.

A composite score for the dependent variable organisational attractiveness (Y) was calculated for each respondent. Several outliers were found and through use of box and whisker plots, the extreme cases that were more than two standard deviations from the mean were removed.

Checking the Assumptions

In two-way ANOVA, the error model is the usual one of normal distribution with equal variance for all subjects that share levels of the explanatory variables, i.e. common variance σ^2 . Independent errors are further also assumed.

Table 6

Between-Subjects Factors (n = 137)

		n
X ₁	0	65
	1	72
X ₂	0	66
	1	71

As described above, participants were randomly assigned to one of four conditions. As can be seen in Table 6, in this experiment the same number of subjects in all cells, i.e. a balanced design was not found. The assumption of independent errors is that a different subject is used for each test (row in the data). This is called a between-subjects design, as contrasted with a within-subjects design in which each subject is exposed to multiple treatments (levels of the explanatory variables). For this experiment an appropriate within-subjects design would be to test each individual with both types of stimuli, in which case a different analysis, i.e. within-subjects ANOVA was needed.

To check the residuals for two-way ANOVA, residual versus fit plot was drawn (see Figure 8 below).

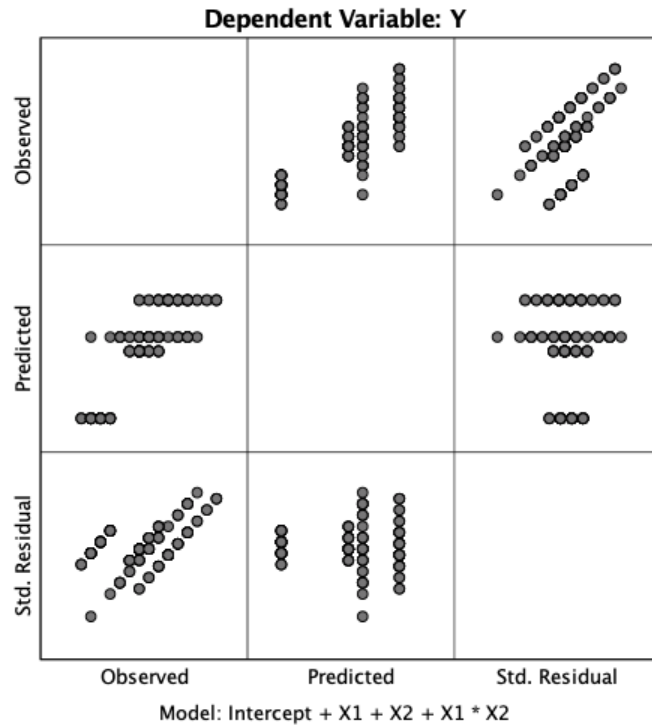


Figure 8. The residuals plot for the continuous dependent variable

Levene's Test result was statistically significant ($p < .05$) further indicating that the assumption of homogeneity of variance was violated (see Table 7 below). In such instances it is recommended that a more stringent significance level for evaluating the results of the factorial ANOVA should be used. A significance level of $p < .01$ was, therefore, set for interpreting the results of the ANOVA.

Table 7

Levene's Test of Equality of Error Variances^{a,b}

Y	Levene Statistic	df1	df2	Sig.
Based on Mean	13.66	3	133	.000
Based on Median	12.52	3	133	.000
Based on Median and with adjusted df	12.52	3	88.69	.000
Based on trimmed mean	14.00	3	133	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Dependent variable: Y

b. Design: Intercept + X1 + X2 + X1 * X2

The tests for heteroskedasticity (see Table 8 below) were also statistically significant ($p < .01$).

Table 8

Tests for Heteroskedasticity^{a,b,c}

	Chi-square	df	Sig.
Modified Breusch-Pagan Test for Heteroskedasticity	9.60	1	.000
Breusch-Pagan Test for Heteroskedasticity	14.45	1	.000
F Test for Heteroskedasticity	10.12	1, 135	.002

^a Dependent variable = Y

^b Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

^c Predicted values from design: Intercept + X1 + X2 + X1 * X2

Normality assumes that scores are normally distributed and will resemble a symmetrical bell shape curve. Normality of the variables was assessed using the Kolmogorov-Smirnov (KS) test which requires a non-significant result to assume normality. It was determined that the distribution of organisational attractiveness scores when CSR was both present and not present were not normally distributed as the Kolmogorov-Smirnov test statistics were significant i.e. $p < .05$ (see Table 9 below). This was further corroborated by Figures 9 and 10 below which indicate that the scores do not resemble straight lines that would signify a normal distribution.

Table 9

Tests of Normality for CSR

	X1	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Y	0	.19	65	.000	.90	65	.000
	1	.17	72	.000	.91	72	.000

a. Lilliefors Significance Correction

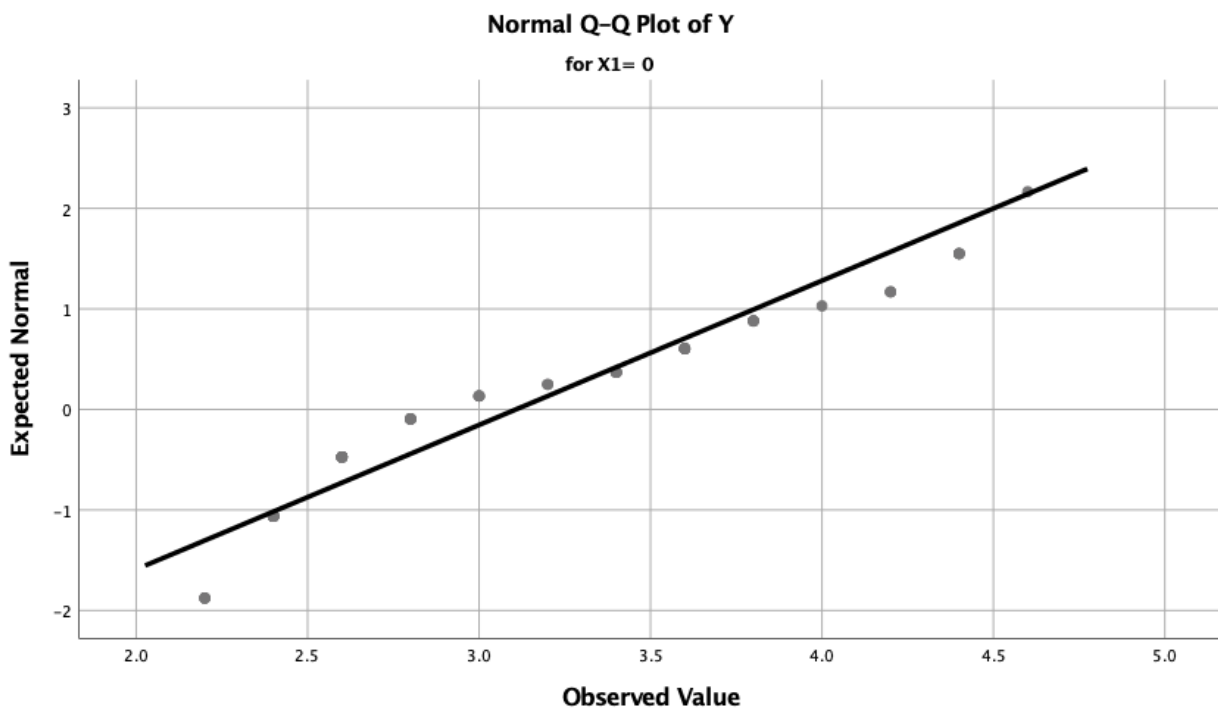


Figure 9. Q-Q plot of Organisational Attractiveness scores when CSR is not present

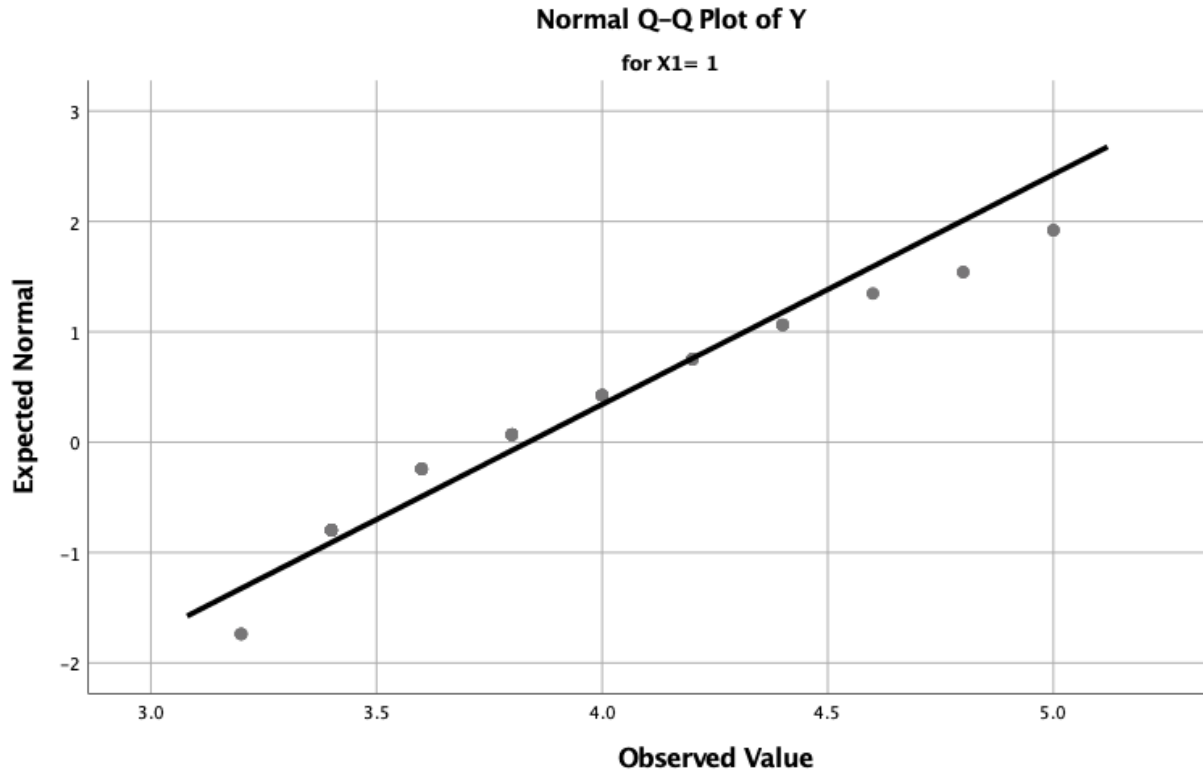


Figure 10. Q-Q plot of Organisational Attractiveness scores when CSR is present

The distribution of organisational attractiveness scores when Employer Branding was present was normally distributed as the Kolmogorov-Smirnov test statistics was not significant i.e. $p > .05$ (see Table 10 below). Figure 11 below indicates that the scores resemble a straight line and in turn, signifies a normal distribution.

Table 10

Tests of Normality for Employer Branding

	X2	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Y	0	.22	66	.000	.89	66	.000
	1	.10	71	.081	.98	71	.232

b. Lilliefors Significance Correction

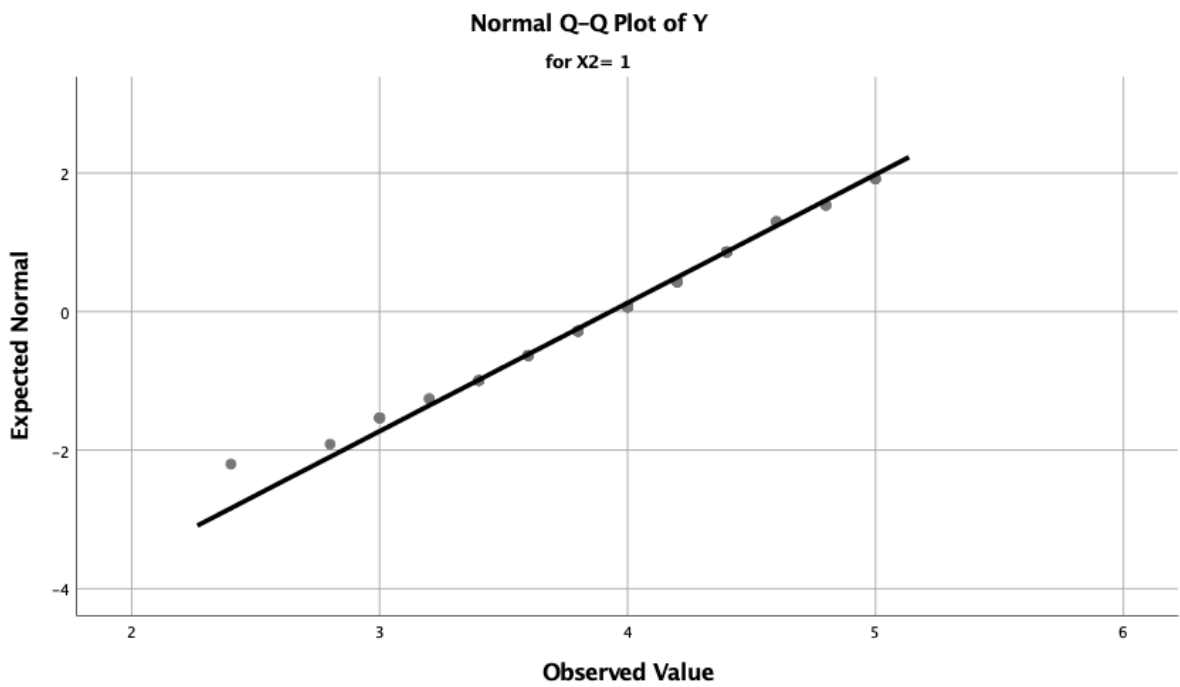


Figure 11. Q-Q plot of Organisational Attractiveness scores when Employer Branding is present

The distribution of organisational attractiveness scores when Employer Branding was not present, however, was not normally distributed as the Kolmogorov-Smirnov test statistics was significant i.e. $p < .05$ (see Table 10 above). Figure 12 below indicates that the scores do not resemble a straight line that would signify a normal distribution.

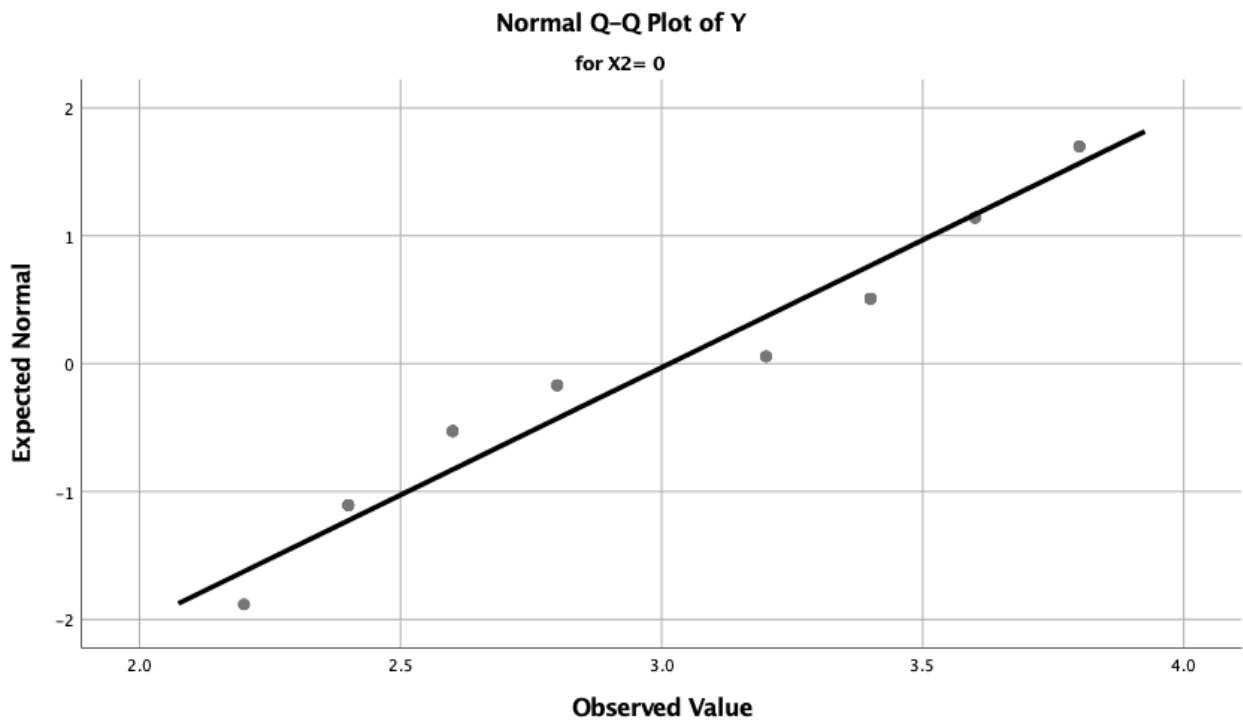


Figure 12. Q-Q plot of Organisational Attractiveness scores when Employer Branding is not present

Although the assumption of normality was violated, it has been suggested that an ANOVA is robust enough to withstand deviations from normality as the obtained scores are not extreme (Burns & Burns, 2008). Additionally, it is expected that the data would not be normally distributed in each group as the means and skewness of the data should be expected to be different for different conditions. As such, the data will be retained and used in further analyses.

Descriptive Statistics

Descriptive statistics of the organisational attractiveness variable per condition were calculated in order to allow for a numerical comparison of job attractiveness scores and are summarised in Table 11 (see below).

Table 11

Descriptive statistics of Organisational Attractiveness (Y) variable per condition

X1	X2	Mean	Std. Deviation	n
0	0	2.54	.19	32
	1	3.66	.54	33
	Total	3.11	.70	65
1	0	3.46	.18	34
	1	4.17	.41	38
	Total	3.84	.48	72
Total	0	3.02	.50	66
	1	3.93	.54	71
	Total	3.49	.69	137

Organisational Attractiveness (Y) was measured on a five-point Likert-type response scale.

CSR present or not.

The descriptive statistics for Organisational Attractiveness when CSR was present and not present indicates that when CSR was not present, the mean Organisational Attractiveness score ($M= 3.11$, $SD= .70$) was lower than when CSR was present ($M= 3.84$, $SD= .48$). This result suggests that Organisational Attractiveness scores were higher when CSR was present.

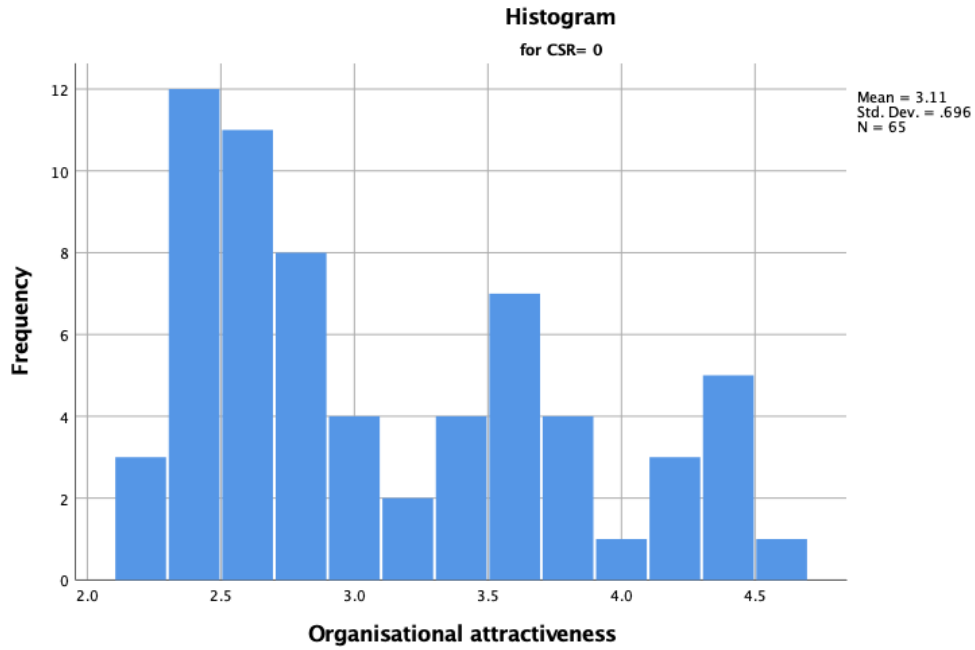


Figure 13. Histogram of CSR not present

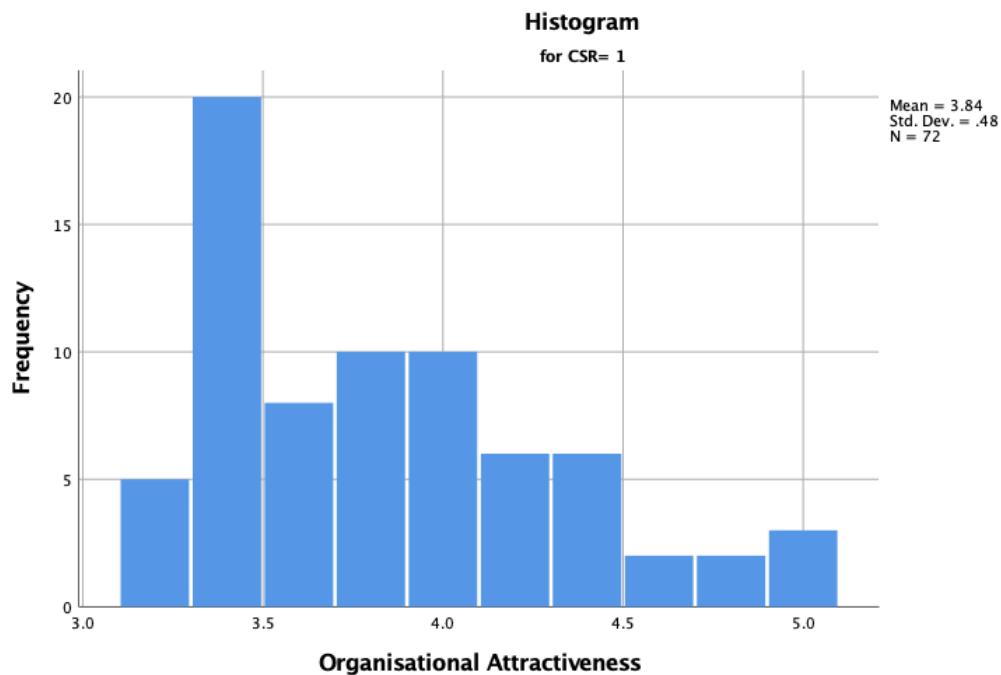


Figure 14. Histogram of CSR present

Figure 15 below shows that the organisational attractiveness mean was higher when CSR was present compared to when CSR was not present. Moreover, the organisational attractiveness scores for CSR present were more clustered towards the high end of the scale compared to CSR

not present. This further indicates that having CSR present was more attractive than when CSR was not present.

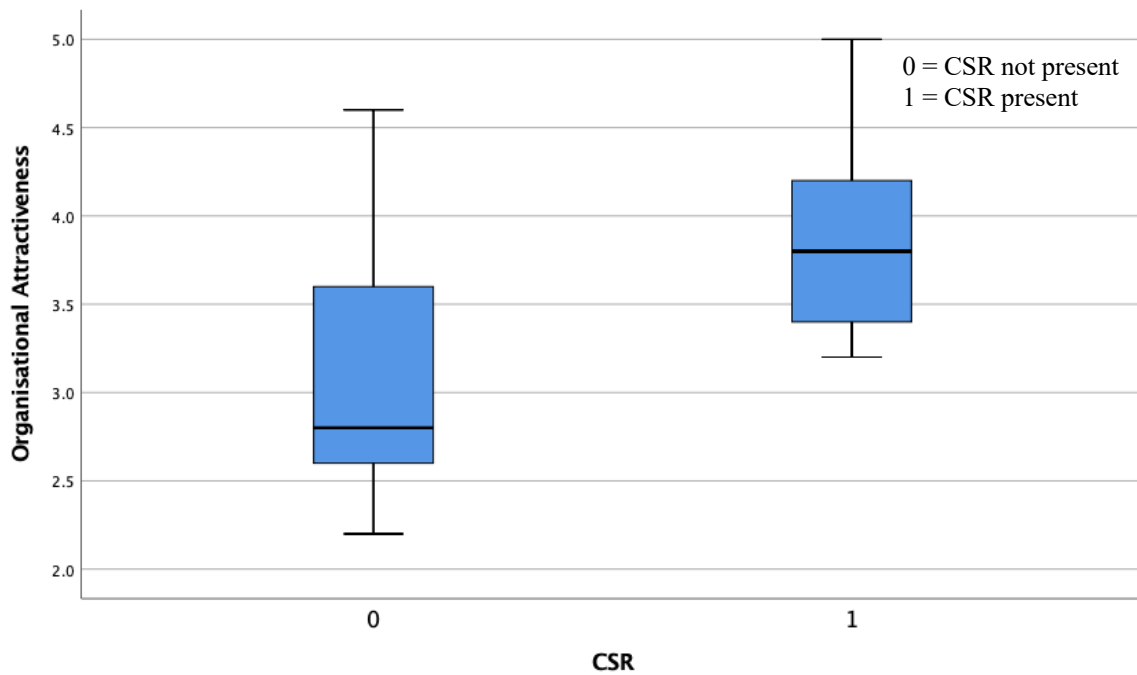


Figure 15. Boxplot of CSR and Organisational Attractiveness

Employer brand present or not.

The descriptive statistics for Organisational Attractiveness when a desirable Employer Brand was present and not present indicates that when a desirable Employer Brand was not present, the mean Organisational Attractiveness score ($M= 3.02$, $SD= .50$) was lower than when a desirable Employer Brand was present ($M= 3.93$, $SD= .54$). This result is depicted in Figures 16 and 17 below which suggest that Organisational Attractiveness scores were higher when a desirable Employer Brand was present.

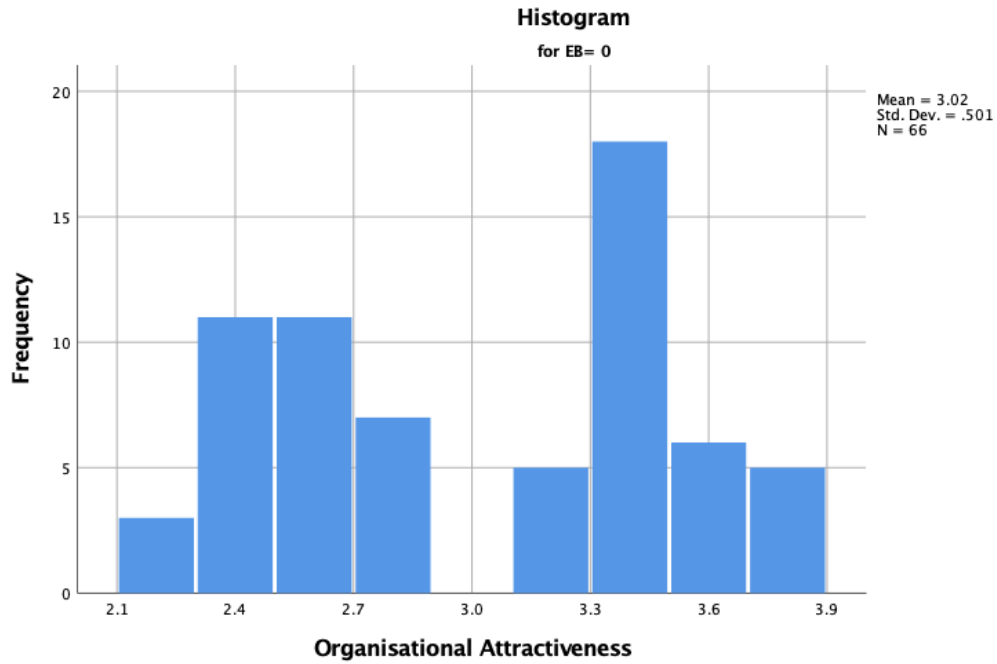


Figure 16. Histogram of a desirable Employer Brand not present

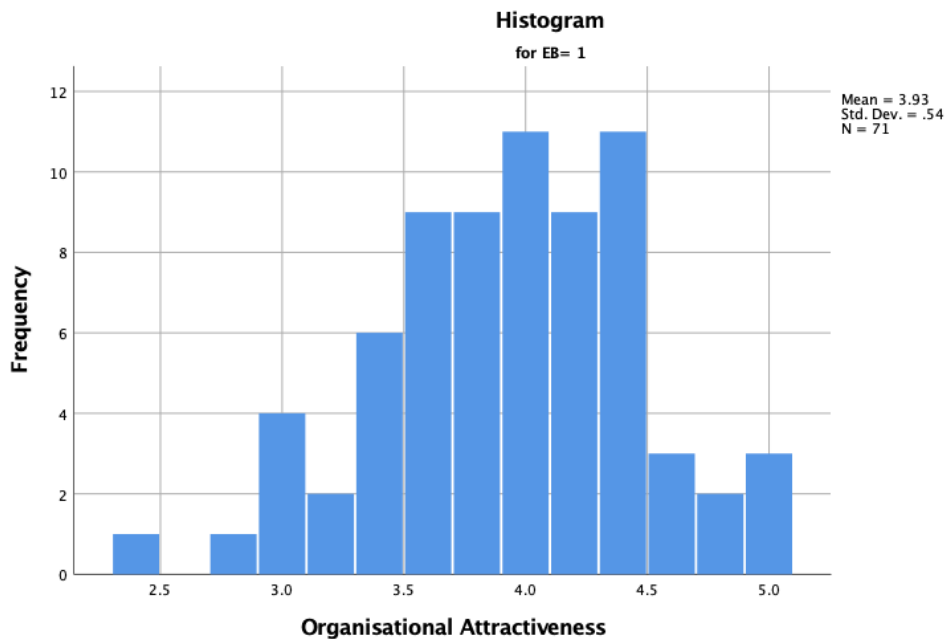


Figure 17. Histogram of a desirable Employer Brand present

Figure 18 (see below) seems to indicate that when a desirable Employer brand was present, the scores were skewed to the left. This suggests that the scores were clustered at the higher end of the scale which suggests that having a desirable Employer brand present was more attractive than having no desirable Employer brand.

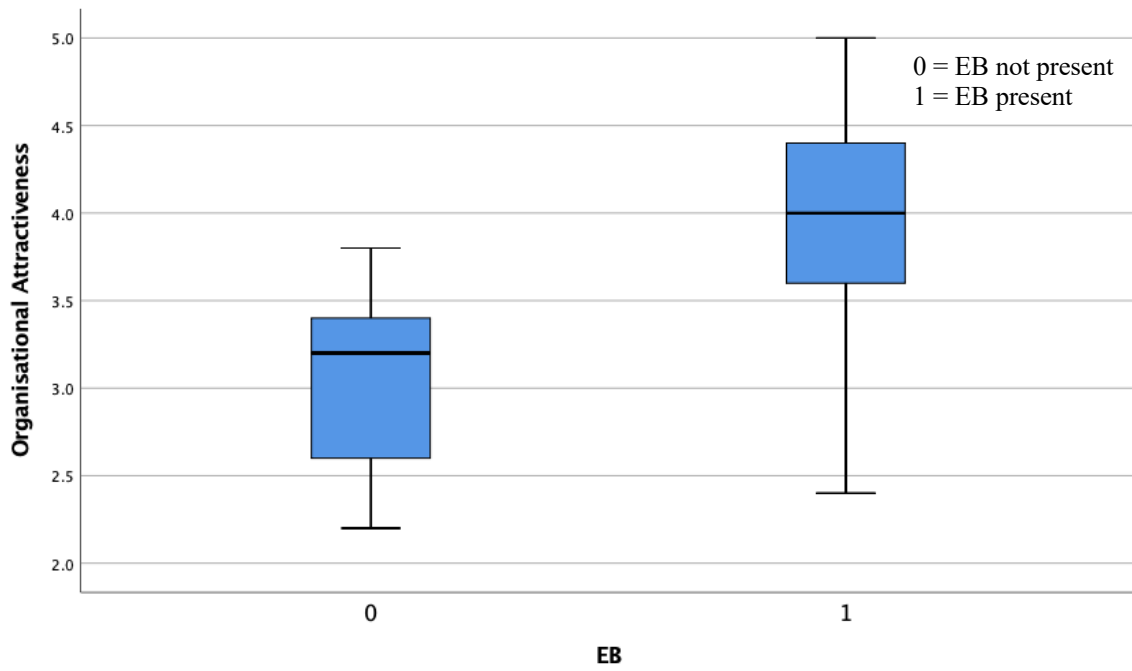


Figure 18. Boxplot of a desirable Employer Brand and Organisational Attractiveness

An interaction effect can usually be seen as a set of non-parallel lines. As can be seen in the graphs below (see Figures 19 and 20) the lines do not appear to be parallel, which suggests that there may be a statistically significant interaction effect. This will be assessed in the next section using a full factorial ANOVA.

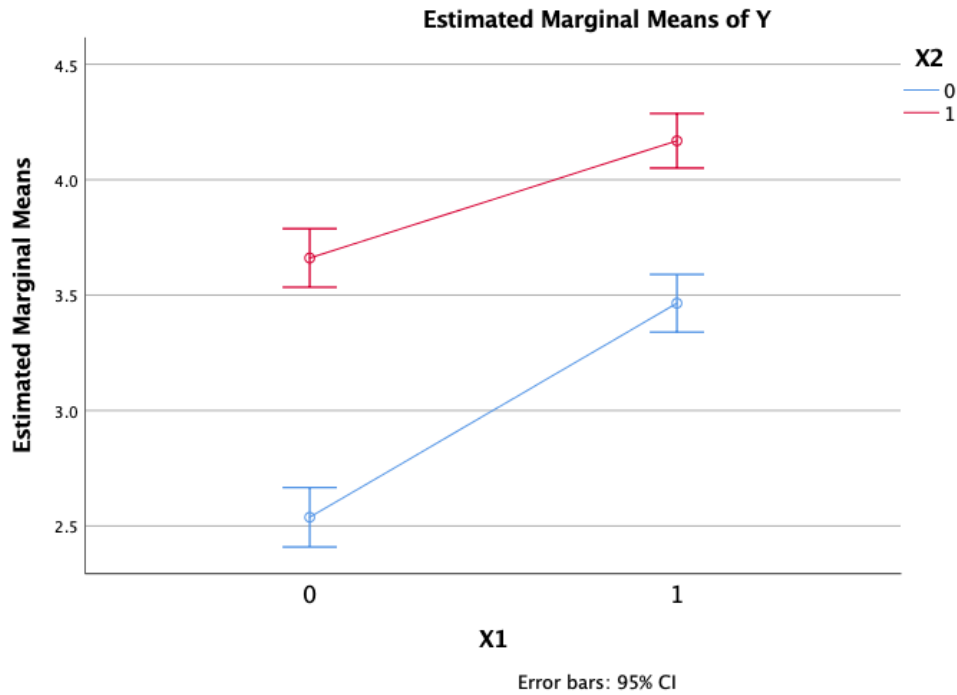


Figure 19. Plotting marginal means using line graphs

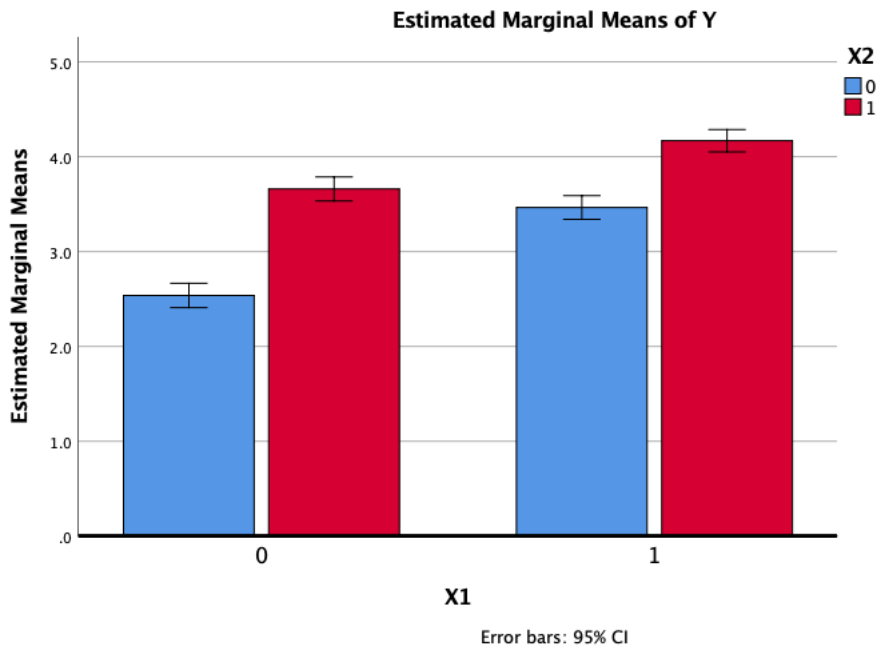


Figure 20. Plotting marginal means using bar graphs

Influence of CSR and Employer Brand on Organisational Attractiveness

A full factorial analysis of variance (ANOVA) was conducted to assess the effect of CSR and employer branding on organisational attractiveness. CSR included two levels (present and absent) and employer branding included two levels (present and absent). Each experimental

condition is required to have a minimum of 30 participants per condition in order to conduct a factorial ANOVA (Pallant, 2011). The descriptive statistics of each experimental condition indicated that each experimental condition had a sufficient number of respondents to conduct a full factorial ANOVA on the data (i.e. all conditions > 30 respondents).

As the homogeneity of variance assumption was violated, the significance level used in the ANOVA analysis was .01. As the realised sample size is $n=137$ (>100), one can assume sufficient power. The results of the factorial ANOVA are presented in Table 12 below. Both the main and interaction effects were statistically significant at the .01 significance level.

Table 12

ANOVA results for CSR, Employer Branding and Organisational attractiveness

Dependent Variable: Organisational Attractiveness							
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power^b
Corrected Model	47.50 ^a	3	15.84	116.91	.000	.73	1.000
Intercept	1631.16	1	1631.16	12043.38	.000	.99	1.000
CSR	17.56	1	17.56	129.64	.000	.49	1.000
EB	28.46	1	28.46	210.10	.000	.61	1.000
CSR * EB	1.50	1	1.50	11.07	.001	.08	.910
Error	18.01	133	.14				
Total	1734.68	137					
Corrected Total	65.52	136					

a. $R^2 = .725$ (Adjusted R Squared = .719)

b. Computed using alpha = .05

Figure 21 below depicts that the least attractive option was when both CSR and a desirable Employer brand were not present (i.e. Condition 4). Contrastingly, the most attractive option was when both CSR and a desirable Employer brand were present (i.e. Condition 1).

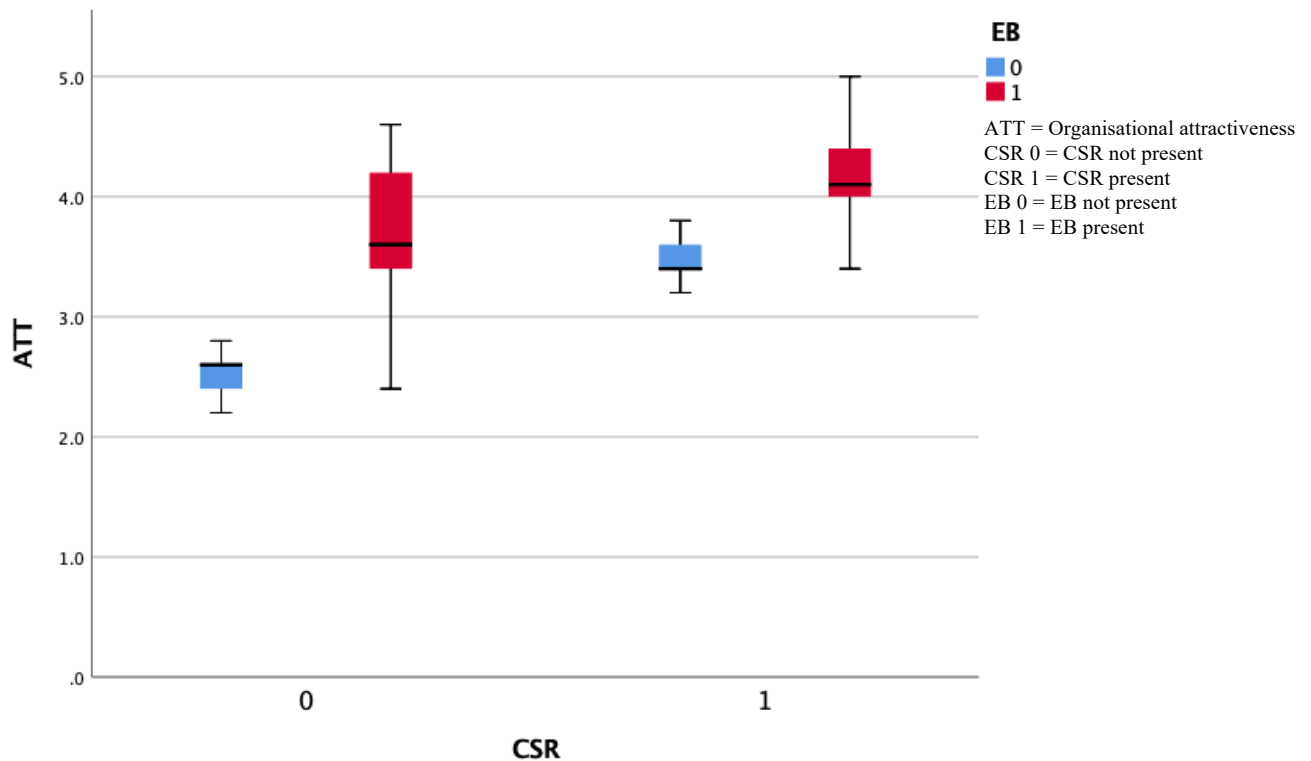


Figure 21. Box plot of CSR and a desirable Employer brand

As suggested in Figure 21, there was a statistically significant main effect for CSR [$F(1, 133)=129.64, p < .01$]. This indicates that there is a significant difference between CSR present ($M=3.84, SD=.48$) and CSR not present ($M=3.10, SD=.70$). The effect size was large as the partial eta squared was equal to .49. This indicates that 49% of the change in the Organisational Attractiveness can be accounted for by CSR.

A statistically significant main effect for Employer Branding [$F(1, 133)=210.10, p < .01$] was also found. This indicates that there is a significant difference between levels of Employer Branding present ($M=3.93, SD=.54$) and Employer Branding not present ($M=3.02, SD=.50$). The effect size was large as the partial eta squared was equal to .61. This indicates that 61% of the change in the Organisational Attractiveness can be accounted for by Employer Branding.

As was also suggested in the plots of the marginal means (see Figure 19 & 20), the interaction effect between CSR and Employer Branding was also revealed to be statistically significant [$F(1, 133)=11.07, p < .01$]. This indicates that when both a desirable Employer brand and CSR are present (joint effect) there is an increase in organisational attractiveness, thus supporting Hypothesis 1. However, the effect size was moderate as the partial eta squared was equal to .08.

This indicates that only 8% of the change in the Organisational Attractiveness can be accounted for by the joint effects of CSR and Employer Branding.

Based on the results reported above, it was concluded that support for H₁ was found, i.e. that statistically significant main effects and interaction effects between CSR, employer branding and organisational attractiveness were present. This suggests that when CSR is present there is an increase in organisational attractiveness and, when a desirable employer brand is present there is an increase in organisational attractiveness.

The Relative Importance of CSR and EB Amongst Typical Total Reward Elements

The Preference Lab software was used to calculate part-utility worths needed to assess the relative importance of the six attributes (i.e. total reward elements, employer brand and CSR) and the corresponding levels of each. In other words the relative importance of CSR and EB was assessed, through CBC analysis, in relation to the typical reward elements that are used as inducements to attract prospective employees.

The relative importance of each attribute was calculated. This was done using the generated utilities of each attribute's three levels. In order to determine the relative importance of each individual attribute, the difference between the highest and lowest utility per individual attribute was divided by the sum of the range across the utilities of all six attributes. Utility values should add up to 1 within each attribute and, a positive utility value is interpreted as greater than a negative utility value.

Relative importance of attributes in the overall sample.

The results of the CBC analysis, summarised in Table 13 below, revealed that remuneration was ranked first and was deemed to be the most important attribute (relative importance =37.55%). Work-life balance was ranked as the second most important attribute (relative importance =21.06%). CSR was ranked as the third most important attribute (relative importance =19.78%). Career development and advancement (relative importance =11.75%), employer brand (relative importance =6.89%) and, performance management and recognition (relative importance =2.95%) were ranked as the fourth fifth and sixth most important attributes respectively.

As seen in Table 13 (see below, within five of the six attributes, namely ‘Remuneration’, Work-life balance’, ‘Career development & advancement’, ‘Employer brand’ and, ‘CSR’, the third level 3, i.e. the highest level was deemed as the most preferred option, followed by the second level i.e. the intermediate level and lastly, the first level i.e. the lowest level. Contrastingly, within the attribute ‘Performance management & recognition’, the second level was deemed as the most preferred option, followed by the third level and then lastly the first level. This highlights that participants prefer to receive performance feedback and recognition annually as opposed to seldomly or continuously.

Table 13

Attributes and levels for the conjoint task in the overall sample

Attribute	Level	Level description	Utility	Relative importance of attribute	Ranking
Remuneration	1	Below median salary; No benefits; No bonuses	-562,75	37.55%	1
	2	Median salary; Some benefits; 13 th cheque	174,10		
	3	Well-above median salary; Extensive benefits; Substantial ST & LT bonuses	388,65		
Work-life balance	1	No flexibility in work arrangements	-319,93	21.06%	2
	2	Some flexibility in work arrangements	106,23		
	3	Highly flexible work arrangements	213,70		
CSR	1	Makes no contribution to social causes whatsoever	-308,87	19.78%	3
	2	Makes some contribution to social causes	116,66		
	3	Funding and contributing to social causes are a main priority	192,21		
Career development & advancement	1	Seldom have any development or promotion opportunities	-191,74	11.75%	4
	2	Some in-house development & promotion opportunities	85,70		
	3	Extensive internal/external development & promotion opportunities	106,04		
Employer brand	1	Not ranked as a “Best company to work for”	-97,63	6.89%	5
	2	Ranked amongst “Top 100 Best companies to work for”	20,61		
	3	Ranked amongst “Top 5 Best companies to work for”	77,02		
Performance management & recognition	1	Performance feedback & recognition is seldom provided	-43,62	2.95%	6
	2	Performance feedback & recognition is provided annually	31,21		
	3	Performance feedback & recognition is provided continuously	12,41		

Note. 1 = lowest level, 2= intermediate level, 3= highest level

Cluster Analysis

To further understand the data the conjoint utilities were then used to identify segments in the sample. By means of a two-step cluster analysis it was determined that that relative importance of the attributes differed between different cohorts in the sample (see Table 14 below). A two-cluster as well as a three-cluster solution was found using cluster analysis, and then confirmed using discriminant analysis.

Differences between the relative importance of attributes in the 2-cluster solution.

As can be seen from the relative importance percentages in Table 14 below, the attributes remuneration, career development and advancement, and employer brand were deemed as marginally more important to Cluster 1 than they were to Cluster 2. Contrastingly, the remaining attributes namely work-life balance, performance management and recognition and CSR were deemed as marginally more important to Cluster 2 as compared to Cluster 1. Although there were minor differences noted in the relative importance of the attributes, the rankings of the attributes stayed the same which indicates that in general, the importance of attributes between the two clusters was the same (see Figure 22 below).

Table 14

Comparison table of the 2 cluster solution

Attribute	Relative importance (%)		Rank	
	Cluster 1	Cluster 2	Cluster 1	Cluster 2
Remuneration	39.46	35.61	1	1
Work-life balance	19.81	22.34	2	2
Career development & advancement	12.49	11.01	4	4
Performance management & recognition	2.39	3.53	6	6
Employer brand	6.97	6.82	5	5
CSR	18.88	20.69	3	3

Utility equation for Cluster 1:

$$Y(OA) = 501.08 + 39.46*Rem + 19.81*WLB + 12.49*CDA + 2.39*PMR + 6.97*EB + 18.88*CSR$$

Utility equation for Cluster 2:

$$Y(OA) = 501.08 + 35.61*Rem + 22.34*WLB + 11.01*CDA + 3.53*PMR + 6.82*EB + 20.69*CSR$$



Figure 22. Bar graph showing relative importance of attributes for the 2-cluster solution

As can be seen in Table 15 below, cluster 1's general demographic make-up was predominantly black females with their first undergraduate degree or national diploma who are not currently working. Cluster 2's general demographic make-up was predominantly black females with their first postgraduate degree or postgraduate diploma who are not currently working.

Individuals in Cluster 1 can be said to be marginally more experienced, have been employed in their current organisation for longer, have been employed in their current position for slightly longer, and are older than those in cluster 2 (see Table 16 below). Those in cluster 1 had notably more master's degrees and were more specialised in their fields as compared to those in Cluster 2. No major differences between the clusters were found.

Table 15

Demographic statistics of the 2-cluster solution

		Cluster 1	Cluster 2	
Race	White	22	27	
	black	41	37	
Sex	Male	20	28	
	Female	48	40	
Highest qualification	Grade 12 or Matric	11	12	
	First undergraduate degree or national diploma	23	22	
	First postgraduate degree or postgraduate diploma	20	24	
	Masters' degree	13	7	
	Doctorate	1	2	
	Prefer not to answer	1	0	
	Current level in organisation	Not applicable	16	13
		Non- managerial/non- supervisory	11	10
		Supervisor/Team Leader	5	4
Middle Management		1	8	
Senior Management		8	5	
Executive		5	7	
Specialist		12	7	
Prefer not to answer/other		2	1	

Table 16

Means of the 2-cluster solution

	Cluster 1	Cluster 2
Years of experience	14.64	13.79
Years employed in current organisation	7.17	4.58
Years employed in current position	4.82	4.26
Age	38.77	35.93

Differences Between the Relative Importance of Attributes in the 3-Cluster Solution.

As can be seen in the relative importance percentages in Table 17 below, the attribute Remuneration was most important to those in Cluster 1 as compared to Clusters 2 and 3. The attribute Work-life balance was most important to cluster 3 as compared to clusters 1 and 2. The attribute Career development and Advancement was most important to cluster 1 as compared to Clusters 2 and 3. The attribute Performance management and Recognition was most important to Cluster 1 as compared to clusters 2 and 3. The attribute Employer brand was most important to Cluster 2 as compared to clusters 1 and 3. Lastly, the attribute CSR was most important to cluster 3 as compared to clusters 1 and 2 .

As can be seen in Table 17 and Figure 23 below, the relative importance of each of the attributes was ranked the same way in all groups for four of the six attributes. The other two attributes, CSR and Work-life balance, differed, however, in that those in cluster 2 ranked CSR as more important than Work-life balance.

Table 17

Comparison table of the 3 cluster solution

Attribute	Relative importance (%)			Rank		
	Cluster 1	Cluster 2	Cluster 3	Cluster 1	Cluster 2	Cluster 3
Remuneration	42.24	37.17	35.03	1	1	1
Work-life balance	20.28	19.93	21.99	2	3	2
Career development & advancement	12.22	12.05	11.53	4	4	4
Performance management & recognition	3.82	2.98	3.70	6	6	6
Employer brand	5.41	7.59	6.92	5	5	5
CSR	16.03	20.28	20.82	3	2	3

Utility equation for Cluster 1:

$$Y(OA) = 501.08 + 42.24*Rem + 20.28*WLB + 12.22*CDA + 3.82*PMR + 5.41*EB + 16.03*CSR$$

Utility equation for Cluster 2:

$$Y(OA) = 501.08 + 37.17*Rem + 19.93*WLB + 12.05*CDA + 2.98*PMR + 7.59*EB + 20.28*CSR$$

Utility equation for Cluster 3:

$$Y(OA) = 501.08 + 35.03*Rem + 21.99*WLB + 11.53*CDA + 3.70*PMR + 6.92*EB + 20.82*CSR$$

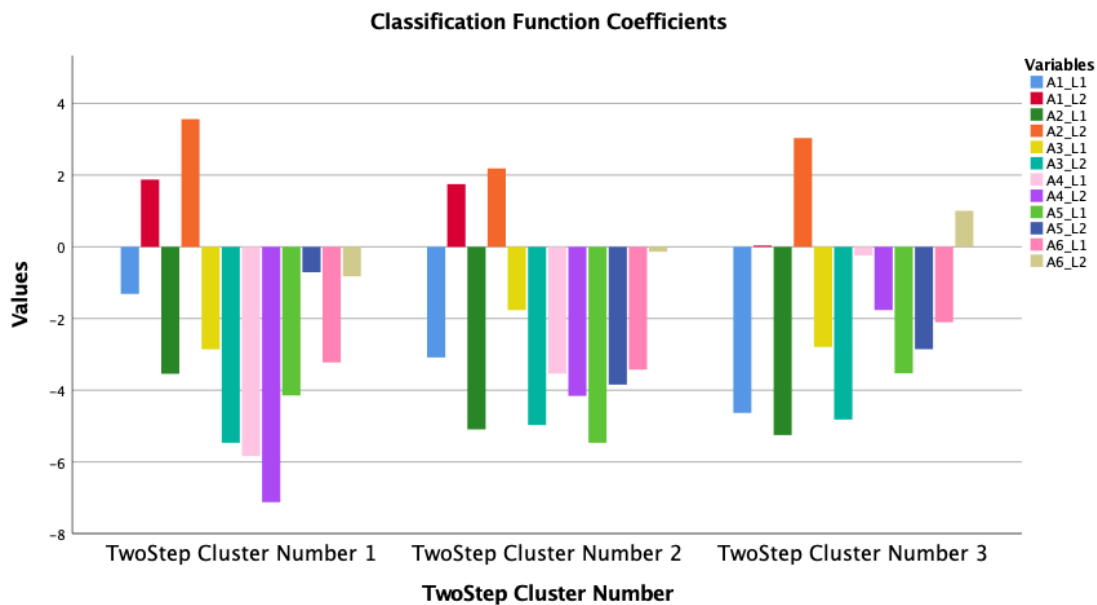


Figure 23. Bar graph showing relative importance of attributes for the 3-cluster solution

As can be seen in Table 18 below, Cluster 1's general demographic make-up was predominantly black females with their first undergraduate degree or national diploma and who are not currently working. Cluster 2's general demographic make-up was black females with their first undergraduate degree or national diploma and who are either specialists in their field or working in a non-managerial or non-supervisory role. Cluster 3's general demographic make-up was black females with their first postgraduate degree or postgraduate diploma and who are either not currently working or are working in a non-managerial or non-supervisory role. Table 19 shows that all of the individuals across the clusters were of similar ages and had over ten years of experience, however, those in cluster 2 were notably the most experienced and the oldest.

Table 18

Demographic statistics of the 3-cluster solution

		Cluster 1	Cluster 2	Cluster 3	
Race	White	7	18	24	
	black	15	30	33	
Sex	Male	22	14	25	
	Female	41	37	35	
Highest qualification	Grade 12 or Matric	5	7	11	
	First undergraduate degree or national diploma	10	17	18	
	First postgraduate degree or postgraduate diploma	8	15	21	
	Masters' degree	3	10	7	
	Doctorate	0	1	2	
	Prefer not to answer	0	1	0	
	Current level in organisation	Not applicable	7	10	12
		Non-managerial/non-supervisory	2	10	9
		Supervisor/Team Leader	4	2	3
Middle Management		1	2	6	
Senior Management		3	5	5	
Executive		1	5	6	
Specialist		2	10	7	
Prefer not to answer/other		2	0	1	

Table 19

Means of the 3-cluster solution

	Cluster 1	Cluster 2	Cluster 3
Years of experience	12.50	16.47	13.05
Years employed in current organisation	6.19	7.14	4.56
Years employed in current position	4.79	4.66	4.31
Age	36.04	40.49	35.27

From the discussion above, it can be seen that different segments or clusters of respondents emerged from the data and these segments of individuals appear to have different sets of preferences. This supports the notion that CSR is of relatively high importance for OA for certain groups of individuals, while less so amongst others.

This chapter included the review of the results of the present study. The following chapter, Chapter 5, includes a discussion on the results of the present study.

CHAPTER 5

Discussion

Following on from the results discussed in Chapter 5, the present chapter includes a discussion on the results of the present study as well as an overview of the theoretical contributions, practical implications and recommendations, and limitations.

An organisation's human capital has become a vital source of competitive advantage for organisations (Aguinis et al., 2012). Due to the scarcity of, and competition for talent there is what is referred to as a war for talent and organisations are being forced to find new innovative ways to attract motivate/engage and retain highly sought after employees talent (Aguinis et al., 2012). However, diminished financial resources and constrained budgets as a result of the economic slowdown has meant that talent management strategies and practices have had to place their focus on non-financially centred offers to attract talent (Sparrow et al., 2013; Thompson et al., 2015). CSR and EB were cited as factors that could increase OA in this study.

The research objectives of the present study were investigated using experimental approach that allowed for causal inferences to be made. A quantitative approach was used to collect and analyse the collected data. Having validated the used scales in the present study using a Principal Component Analysis (PCA), the findings were deemed valid in the population. The first objective of this study was to establish whether causal relationships between perceptions of CSR, perceived employer brand and organisational attractiveness do exist. It was investigated in the present study, through Hypothesis 1, whether CSR (CSR present or not) and Employer Brand (desirable employer brand present or not) had statistically significant main and interaction effects on perceived Organisational Attractiveness. A 2² full-factorial experiment (2² within-subjects Analysis of Variance (ANOVA) was used to assess Hypothesis 1.

The second objective was to explore and assess the relative importance of employer brand and CSR perceptions when compared to typical a typical mix of reward elements or inducements that are on offer when employees are being recruited to join an organisation. To address the second objective of the present study, Choice-based modelling (CBM) or choice-based conjoint analysis, an example of a fractional experiment, was used.

The following findings are highlighted from this study:

1. There were significant main and interaction effects between CSR, EB and OA.
2. CSR was ranked as the third most important attribute out of the proposed six attributes
3. EB was ranked as the fifth most important attribute out of the proposed six attributes

Influence of CSR and Employer Brand on Organisational Attractiveness

The results of this study revealed a statistically significant main effect for CSR on organisational attractiveness. This indicates that a significant difference in organisational attractiveness between CSR being present and CSR not being present was found and suggests that when CSR was present the organisation was deemed as more attractive. The results also suggested that 49% of the change in the Organisational Attractiveness could be accounted for by CSR.

A statistically significant main effect for Employer Branding was also found. This, too, indicates that a significant difference in organisational attractiveness between EB being present and EB not being present was found and suggests that when EB was present the organisation was deemed as more attractive. The results also indicated that 61% of the change in the Organisational Attractiveness could be accounted for by EB. It can, therefore, be concluded that CSR and EB increase OA but EB increases OA more than CSR does.

The results of this study also revealed a statistically significant interaction effect between CSR and Employer Branding. This indicates that when both CSR and EB were present there was an increase in OA. It was, however, determined by the results that only 8% of the change in OA could be accounted for by the joint effect. It can, therefore, be concluded that both when CSR and EB are both present there is an increase OA. It can, therefore, be concluded that H1 is supported in that, significant main effects and interaction effects were found.

These resulting main effects of CSR on OA directly support and are consistent with other studies who found that CSR is a predictor of OA (Albinger & Freeman, 2000; Duarte et al., 2017; Marin & Ruiz, 2007; Turban & Greening, 1997). A strong positive correlation between organisations that take their CSR practices seriously and organisations deemed to be desirable and good employers was found by Barrow and Mosley (2011). Turban and Greening (1997) also found that organisations with positive CSR initiatives were viewed as more attractive employers and were subsequently able to recruit the highly sought-after talent. Finally,

Greening and Turban (2000) in their research manipulated CSR and found that when CSR levels were high potential employees had greater perceptions of organisational attractiveness and were also more likely to actually seek and pursue employment with these organisations. This result could be explained through Signalling Theory (explained in Chapter 2). The CSR practices of the organisation may have served as a signal of the organisation's commitment and concern for issues beyond organisational profit and success which could have influenced the participant's view that this sense of concern would be extended to the people working for the organisation.

These resulting main effects of EB on OA directly support and are consistent with other studies who found that EB positively influences organisational attractiveness as its main aim is to differentiate the organisation from its competitors in order to allow the organisation to be seen as the more desirable place to work (Edwards, 2010; Tanwar & Prasad, 2016). Additionally, Cable and Graham (2000) state that increased perceptions of positive reputation (synonymous with employer branding), lead to more positive evaluations of organisational attractiveness as the prospective employees feel a greater sense of pride from working for the organisation. This result could be explained by Social identity theory (see Chapter 2). Social identity theory states that an individual will derive a greater sense of self-worth and pride when being affiliated with a reputable organisation that has a positive image in the market.

Finally the resulting interaction effect between CSR and Employer Branding on OA are consistent with research done by Maden et al. (2012) who found that CSR had a positive effect on corporate reputation (synonymous with employer branding), which subsequently affects the behaviours of stakeholders.

The Relative Importance of CSR and EB, as Compared to Traditional Financial and Non-Financial Reward Elements

The second objective of the present study was to explore and assess the relative importance of employer brand and CSR perceptions when compared to typical a typical mix of reward elements or inducements that are on offer when employees are being recruited to join an organisation.

The results of this study showed that CSR and EB were ranked as the third and fifth most important attributes respectively (in relation to the other four attributes). It was also determined that the preferred level of the attribute 'Performance management & recognition' was the

second level (i.e. the intermediate level), however, in all of the other attributes the most preferred level was the third level (i.e. the highest level). These results indicate that CSR is ranked as more important to individuals when evaluating a prospective employer organisation than employer branding is. These results also indicate that participants prefer to receive performance feedback and recognition annually as opposed to seldomly or continuously.

Results of the statistical analysis also showed that segments emerged from the data. As mentioned in the previous chapter, a 2-cluster solution and a 3-cluster solution to explain these segments was found. No substantial differences were found between the clusters in the 2-cluster solution, however, the 3-cluster solution highlighted some noteworthy differences between the 3-clusters. The cluster analysis showed that the individuals in cluster 1 were predominantly black females with their first undergraduate degree or national diploma and who are not currently working. The cluster analysis showed that the individuals in cluster 2 had the most work experience out of all the clusters and were the oldest. It was also determined that employer branding was the most important to those in cluster 2 as compared to the individuals in clusters 1 and 3. Additionally, it was determined that those in cluster 2 were unique as they were the only cluster that ranked CSR as more important than work-life balance to them. Cluster 2's general demographic make-up was black females with their first undergraduate degree or national diploma and who are either specialists in their field or working in a non-managerial or non-supervisory role. It can be speculated that EB was most important to those in cluster 2 because of their demographic characteristics. Perhaps EB is most important to older individuals and those with more work experience as their past experiences are more extensive and have shaped their views.

It is also possible that CSR is viewed as more important than work-life balance to specialists and older individuals with extensive work experience as age is a determinant of CSR and they already have established careers and work routines. This is supported by Coutinho et al. (2018) who state that age can determine CSR perceptions. Cho and Hu (2009) state that as one ages one's values, attitudes, and lifestyle changes. As these individuals have specialised in their field, it indicates that they are highly committed to their careers and perhaps no longer seek (lifestyle change) or value a work-life balance anymore. Their career may be so demanding at such a specialised level that they may have had a shift in attitude and no longer believe that a work-life balance is always achievable.

The cluster analysis also showed CSR was the most important to those in cluster 3 as compared to those clusters 1 and 2. Cluster 3's general demographic make-up was black females with their first postgraduate degree or postgraduate diploma and who are either not currently working or are working in a non-managerial or non-supervisory role. It can be speculated that the reason CSR was most important to those in cluster 3 as compared to clusters 1 and 2 lies in the group characteristics. Perhaps CSR is more important to highly qualified individuals (postgraduate degree vs undergraduate degree because these individuals have worked and earned previously and are now looking for something more rewarding intrinsically. This, again, attests to the notion that ageing is accompanied by changes in values, attitudes and lifestyle (Cho & Hu, 2009).

Finally, certain attributes may be more important to some individuals based on what they already have in their job. For example, CSR may be most important to those in cluster 3 because they already have all of the other non-financial attributes in their job.

Limitations

The limitations of the present study are consistent with the limitations of convenience sampling, as the realised sample was not representative of any population. Therefore, the findings of the research study cannot be generalised. Inferences were, therefore, made in accordance with conventions when dealing with probability statistics. Threats to validity were mitigated for as far as possible.

Furthermore, mono-method bias is a limitation of the proposed study, as the single version measures used may not have provided for construct validity. The self-report nature of the questionnaires may also be subject to self-report bias and, therefore, results may have been influenced by respondents wanting to convey positive perceptions of themselves and their character. To mitigate for the risk of social desirability bias, the survey was completed anonymously. Finally, the survey was exclusively conducted online and not face to face with a field worker or the researchers, which reduced the pressure to conform to expectations and so encouraged truthful responses.

Finally, issues with normality being violated were encountered which could be seen as a limitation. Although the data was not normally distributed, it was deemed appropriate to conduct statistical analyses on the data as, in line with recommendations made by Burns and

Burns (2008), ANOVA is robust enough to handle deviations from normality because the obtained scores were not extreme. Additionally, it was expected that the data would not be normally distributed in each group as the means and skewness of the data should be different for different conditions in any case.

Theoretical and Practical Contribution

The present study hopefully contributes to the understanding of the role of CSR and employer branding in talent attraction and so contributes to the broader literature in this field of study, as well as provides a new perspective on the importance of CSR.

The investigation of people's perceptions of CSR and perceived employer brand on organisational attractiveness hopefully allows for a better understanding of the impact of wider range of non-tangible reward elements on organisational attractiveness and talent attraction, i.e. over and above the typical non-financial reward elements. This knowledge can then be used by organisations to inform talent attraction strategies, practices and policies that will assist in attracting highly sought-after talent and subsequently promote organisational success.

Furthermore, the information resulting from the present study hopefully also provides insights into the importance of CSR for organisations and so allow top management to view CSR in a different or new light. CSR is often considered to be more of a legalistic/compliance requirement for most large organisations - seen as the right thing to do, rather than something that they want to do. The results of the present study hopefully provide evidence of the benefits of CSR as it relates to vital aspects of organisational functioning and survival. By understanding the positive causal effect of CSR on EB and desirable organisational outcomes such as OA, one can use this knowledge to also make a compelling business case for CSR. Augmenting the argument that CSR is the right thing to do on the one hand, with evidence that CSR makes good business sense, makes a strong win-win case for organisations to make greater social investments with obvious benefits for communities and society at large.

Conclusion

This study highlighted the importance of investigating the effect of non-financial rewards CSR and EB on OA and made recommendations for practical application of these results in organisations. The limitations of this study were considered, and it would be beneficial for future research to expand on this research in light of the limitations. Finally, the results of this study

contributed to the discourse on the relationship between CSR, EB and OA. The above discussion further reinforces the value this study's results pose to organisations and indicates that it is a necessary topic for organisations to be concerned with. This study highlights that CSR and EB are important variables for organisations to consider when recruiting highly sought after talent.

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Annexure A: Recruitment Posters for a Fictitious Organisation



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IN YOUR SUCCESS!**



If you are a hard-working, results-driven individual, we want to hear from you. Visit jobs@xyx.com to view available positions.

**LET US HELP YOU
START A NEW CAREER**

Annexure B: The Consent Form



Welcome to the research study!

Dear Respondent,

My name is Narisha Ramdenee and I am collecting data. I want to invite you to participate in a research study with the title ***The Role of Corporate Social Responsibility Perceptions on Perceived Employer Brand and Organisational Attractiveness***. Please take some time to read the information provided below.

What is this research about?

It is envisaged that new knowledge will be gleaned from the data that is collected, which will contribute to our better understanding of how Corporate Social Responsibility (CSR) initiatives affect employer brand perceptions and organisational attractiveness, as it relates to talent attraction.

The findings of the research study may be disseminated by means of typical research output channels, including conference presentations, published conference papers, journal articles, popular articles, textbooks, and books at the discretion of the researchers. Personal anonymity and confidentiality will always be maintained when doing so.

What do we need from you?

You will be presented with information relevant to this topic and asked to answer some questions about it. Please take some time to familiarise yourself with the information provided below. You are welcome to ask us any question(s) and/or request further clarification regarding any aspect of the study or the information provided here.

Are there any risks for you in participating?

You are not required to disclose your name or any other personal identifier anywhere in the questionnaire. All responses collected will be treated confidentially. Data will be stored in accordance with best practice guidelines and privacy legislation. Please note that your participation in this research study is completely voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. The UCT Commerce Research in Ethics Committee has approved this research study. If you agree to participate in the research study, the survey should take you around 20 minutes to complete.

Are there any benefits for you in participating?

We will be grateful if you participate in the research study; however, you will not necessarily benefit personally from taking part in the research study. Your time and effort will, however, contribute to our understanding of this field of study and, ultimately, the insights will benefit many people and organisations.

Do you have any further questions?

If you would like to contact the principal investigators to discuss this research study, please email Narisha Ramdenee at rndnar002@myuct.ac.za and/or Professor Anton Schlechter at anton.schlechter@uct.ac.za.

Thank you in advance for your participation and contribution.

What next?

By clicking the button below, you acknowledge that:

- you are at least 18 years of age
- your participation in the study is voluntary
- you are aware that you may choose to terminate your participation in the study at any time and for any reason
- you are satisfied with the issues of risk, privacy, confidentiality and the use of the information you share with us, as described above
- you are giving your consent to participate in the study

Proceed to next page

Annexure C: Example of Organisational Attractiveness Scale Question

Considering the poster provided, indicate your level of agreement or disagreement on a five-point scale where "1= Strongly Disagree, and '5= Strongly Agree" for each of the statements below.

You do not have to think too hard about each statement. We are interested in your first reaction to each statement. There are no right or wrong answers.



	(1) Strongly disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly agree
1. For me, this would be a good organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I would not be interested in this organisation, except as a last resort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. This organisation is attractive to me for employment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am interested in learning more about this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. This organisation is very appealing to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annexure D: Example of a Choice-Based Conjoint Task

Considering each of the combinations of organisational attributes and reward offerings below, choose the combination (reward offering) that you find the most attractive. If none of the combinations appeal to you, you may choose the blank option.

In other words, if you were presented with these job offerings which one would you most likely accept. Answer as honestly and instinctively as you can. Do not think too hard about your choices. There are no right or wrong answers.

	Option 1	Option 2	Option 3	Option 4
Remuneration:	Median salary; Some benefits; 13th cheque	Below median salary; No benefits; No bonuses	Well-above median salary; Extensive benefits; Substantial short term & long term bonuses	
Work-Life Balance:	Highly flexible work arrangements	Some flexibility in work arrangements	No flexibility in work arrangements	
Career Development & Advancement:	Some in-house development & promotion opportunities	Seldom have any development or promotion opportunities	Extensive internal/external development & promotion opportunities	
Performance Management & Recognition:	Performance feedback & recognition is provided annually	Performance feedback & recognition is seldom provided	Performance feedback & recognition is provided continuously	
Employer Brand:	Ranked amongst "Top 100 Best companies to work for"	Not ranked as a "Best company to work for"	Ranked amongst "Top 5 Best companies to work for"	
Corporate Social Responsibility:	Makes some contribution to social causes	Funding and contributing to social causes are a main priority	Makes no contribution to social causes whatsoever	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	