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Motivating factors behind work-related social media activities by employees: exploring the employer branding & social media relationship.

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Master of Science in Marketing

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Department of Marketing, Operations and Management

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Acknowledgements

Being a student has defined me as an individual since I can remember. Now when entering the job market full time, I cannot help but wonder who I am without all this, which is such a large part of my life. This master's was a surprise and introduced me to an area where I see myself working on. Although not everything went accordingly to my original plan, it gave me the opportunity to be where I am right now, making a dream come true, and hopefully many more experiences will come from it.

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Abstract

Both academic and employers have been giving increasing relevance to the concept of Employer Branding. Whereas creating new departments, conferences, surveys, national and international “best employer” pools, this construct that mixes both marketing and human resources, is everywhere. Social media work-related use by employees, and the motivations behind this are yet unstudied. The connection between these two large topics can be considered important for a branded-based strategic approach to human talent.

This thesis examines the potential factors that influence social media work-related behaviors by employees. It outlines the existent literature on employer branding dimensions and a scale on social media behaviors, proposing several hypotheses connecting the two. An online survey was developed based on existent scales and adapted to the reality of the study. Statistical analysis was applied to the data, with conclusions being drawn. A reflection upon the results was conducted.

The results reveal that some of the analyzed employer branding related dimensions contribute to specific work-related social media behaviors. Hypotheses were accepted and those who were not were commented. Statistical evidence suggests that aspects such as brand image perception, compensation and income, corporate social responsibility, training, and organizational culture, can affect social media work-related behaviors such as consumption, contribution, and creation, either simultaneously or separately. Even though conclusions and managerial implications were retrieved, some of the results imply that the connection between the variables should be further explored.

Keywords: employer branding, social media behaviors, work-related social media, employee value proposition, employees.

JEL Classification: M12 (Personnel Management); M31 (Marketing).

Resumo

O mundo organizacional tem dado cada vez mais relevância ao *employer branding*. Desde a criação de novos departamentos, conferências, pesquisas, estudos internacionais e nacionais de classificação de empregadores, este conceito que mistura marketing e recursos humanos está em todo o lado. Adicionalmente, o uso das redes sociais relacionado com o trabalho, pelos colaboradores, e as motivações que levam a tal ainda estão pouco estudadas. A conexão entre estes dois grandes tópicos pode ser considerada importante para uma abordagem estratégica para a gestão de talento.

Esta tese examina os fatores potenciais que influenciam os comportamentos relacionados com o uso de redes sociais em contexto profissional pelos funcionários. A revisão da literatura explora as dimensões do *employer branding*, e uma escala de comportamentos nas redes sociais, propondo várias hipóteses que ligam as duas. Foi desenvolvido um questionário online baseado em escalas existentes e adaptado à realidade do estudo.

Os resultados revelam que algumas das dimensões analisadas, relacionadas com o *employer branding* contribuem para comportamentos específicos de redes sociais num contexto profissional. Algumas hipóteses foram aceites e outras não. Os resultados estatísticos do estudo, sugerem que aspetos como perceção de imagem de marca, remuneração e salário, responsabilidade social corporativa, formação e cultura organizacional podem afetar comportamentos das redes sociais relacionados com o trabalho, como consumo, contribuição e criação, de forma simultânea ou separadamente. Apesar das conclusões e implicações do estudo, alguns dos resultados sugerem que a conexão entre as variáveis deverá ser mais explorada no futuro.

Palavras-chave: employer branding, comportamentos nas redes sociais, redes sociais no trabalho, colaboradores.

Classificação JEL: M12 (Gestão de Recursos Humanos); M31 (Marketing).

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Chapter 1 - Introduction

In the current context staying relevant is difficult and having the best products and services is not enough, businesses have been striving to gain competitive advantage. Employees are a fundamental piece of the organizations and often dismissed, that can positively or negatively affect other stakeholders (Yoganathan et al., 2021). Various studies agree that people's performance is directly associated with better results, and ultimately financial profit for the organization (Mosley, 2014).

Furthermore, besides investing in human resources policies to suppress these issues, both literature and managers agree on the impact of bridging human resources (HR) with marketing to succeed in the competitive marketplace (Kim & Legendre, 2021). Employer Branding is a concept and tool that has been gaining more supporters over the years, with some organizations even creating specific functions to focus on the HR aspect of their brand (Joglekar & Tan, 2022; Kurniawan et al., 2021). The concept is an excellent example of a synergy between the two areas, which aims to create awareness and communicate the company's identity, and to "sell it" as a prestige place to work, with strong values (Bejtkovský & Copca, 2020; Silva et al., 2021). While there has been some research on the importance of Employer Branding for companies, the development regarding its connection with social media (SM) is still lacking, specifically with its usage by employees (Cartwright et al., 2021).

1.1. Contextualization and Relevance

Organizations have been facing many challenges regarding talent management. Problems with potentializing, attracting and retaining the best people for the jobs are becoming more common, and simultaneously employees are demanding more from their employers (Oncioiu et al., 2022; Stahl et al., 2020). Likewise, the world of work has changed tremendously in the last few years. Globalization, digital transformation, environmental changes, and the pandemic are some of the factors that have brought along a strong need for reskilling. Moreover, to stay relevant, organizations must acknowledge how the market dynamics and business forces have changed.

Priorities have shifted. For instance, the focus on health and wellbeing has fast arisen (Microsoft, 2022). Mental health is now in the spotlight, with burnout levels achieving never seen before numbers, with 8 in 10 employees saying they are at risk (Mercer, 2022), indicating that both employees and employers should be more alert. Simultaneously, flexibility gained extreme popularity, being now one of the most important characteristics for employees to stay in their current organization right after job security and before competitive pay (Mercer, 2022; Microsoft, 2022). Therefore, switching job rates have been very high, leading to a new phenomenon called Great Resignation (Pew Research Center, 2022). In the recent post-pandemic period, many employees have reorganized their list of priorities which has made employees question whether their current job is the right one. Additionally, another

phenomenon which has also gained popularity, is Quiet Quitting (Zenger & Folkman, 2022). This one is about how employees have become disengaged with their job, but continue to work, while clearly separating it from the rest of their lives, establishing that it is not their central focus, and not accepting requests that go beyond their positions aiming for an improved work-life balance.

Moreover, organizations are responsible for creating meaningful relationships with their employees, even more so in these times of hybrid and remote work (Microsoft, 2022). Social media has presented itself as a good tool for brands to establish connections not only with consumers but also with employees (Schaarschmidt & Walsh, 2020). According to Hootsuite (2021), about 53,6% of the global population uses social media, and around 20% of these users treat it as a work network, increasing its potential for its HR usage. As such, SM is an opportunity to enhance working relationships, but also building up the brand and forming connections (Swani et al., 2021). Ultimately, these platforms present challenges but also several opportunities, in various areas, including for Employer Branding.

Even though social media in human resources is commonly associated with recruitment it is relevant to stress that it serves other purposes as well (Habets et al., 2021; Pitafi et al., 2020; Pitt et al., 2018). Moreover, SM usage promotes individual expression, since employees can develop their own content, and share it with their own audiences. Recent research has concluded that people with more extensive networks on social media have the tendency to create more content regarding their company (Korzynski et al., 2020). As such, employees can invest in their personal branding, and in building a social persona with its own identity, bridging both the personal and professional sides of social media (Jacobson, 2020). Some scholars believe that this usage is directly related with factors such as the size of the company, the hiring and recruiting policy, leadership, and strategy (Ruparel et al., 2020). Other authors, believe that some organizations directly induce employees into being brand ambassadors promoting their employers through their personal social media channels (Schaarschmidt & Walsh, 2020). Motivations behind these behaviors that affect the organization's reputation, and employer brand image perception, in an organic context are still undeveloped by the literature.

On the other hand, internal social media is also becoming more relevant. For example, Yammer, Microsoft's social media for internal corporate communication, has more than doubled its users in the last two years (Lee & Dawson, 2021). These types of platforms contribute to a change of the narrative, allowing the organizational culture and atmosphere to be more than just through physical and in person contact, which has obviously been exacerbated since the pandemic started. When interacting more on these social media networks, employees feel more connected and absorbed into the organization. As such, through these platforms employees can engage with colleagues, including people they do not usually work with, but also get access to more information regarding their employer (Men et al., 2020). Consequently, they facilitate communication between the internal stakeholders, increases employee engagement and motivation, organizational identification, and perceived organizational transparency (Ewing et al., 2019; Men et al., 2020).

1.2. The Research

The research problem this report will answer is understanding the reasons behind social media work-related behaviors, and how employers can entice these behaviors on their employees. This situation was highlighted due to direct observation of these work-related activities on social media, likewise, with further development of the topic it was considered relevant enough to be studied. Additionally, the research aim of this thesis dissertation is therefore to understand the drivers that lead employees to have social media behaviors related to their employer. Thus, this study is expected to allow establishing a connection between five dimensions that according to the literature review might affect the employer brand, and social media behaviors, through an adaptation of the COBRA scale, ultimately helping to understand if and how these attitudes can be potentialize. To achieve this objective, the following research question is proposed:

RQ: What motivates employees to actively interact with their employer's brand on social media?

This question will be the starting point for this master thesis and will be further developed through an extensive review of the literature as well as being consolidated with primary data. To further understand these motivations, this thesis has established five main research objectives:

- 1) Define the concept of employer brand and understand its importance for the employer company and the employee.*
- 2) Study relevant dimensions related to employer branding and choose the most relevant ones for this research.*
- 3) Understand social media behaviors by employees regarding their employer.*
- 4) Measure how these social media behaviors can be affected by the chosen employer branding related dimensions, through the conduction of an online survey.*
- 5) Reflect on the importance of employee related social media activity and how it can be beneficial for companies.*

These objectives will be explored through the development of the literature review, as well as the elaboration of the data analysis.

1.3. Expected Contributions

The increasing prominence of work-related social media usage suggests that employees do it for or due to specific reasons, however research on the matter is still lacking, thus further exploration on the topic, and understanding which factors might be behind these behaviors is important. This research is expected to further contribute to the still underdeveloped literature on social media usage by employees. Why and how employees interact with their employer's brand on social media, how it can impact the employer, as well as what they can do to promote these behaviors.

1.4. Structure of Dissertation

This master thesis' format is a dissertation, which is divided in eight chapters. First it starts with the introduction (the present section), which includes presenting the theme, contextualization, and relevance, as well as, showcasing the research questions, aim and objectives. This section is followed by the second chapter, the literature review, which further explores thematic concepts, defining and understanding them, through the works of previous authors relevant on the literature. This chapter is divided in five subsections, which delved into relevant topics. The third chapter focuses on dissecting the conceptual model, explaining why the dimensions were chosen, instead of others, interconnecting them with the previous chapter. Chapter four is the methodology, it explores the details of how the primary data were studied using an online survey, and every process developed before, during and after it. Hence, chapter five, consists of showcasing the outcome of the data analysis, as well as, discussing these results and connecting it with the presented literature review. This chapter is divided in five subchapters, including sample statistical analysis and discussion. Finally, conclusions and recommendations were drawn, and limitations of the study were reflected upon. To finish, the references and the appendix, the last one divided in seven parts.

Chapter 2 - Literature Review

2.1. Social Exchange Theory: The Employee-Employer Relationship

The social exchange theory has been around for about 60 years, since it was first mentioned in the sixties by Homans and further developed by Blau and Emerson (K. S. Cook & Rice, 2006). This theory was first associated with understanding psychological and sociological phenomena to understand processes and structures that build society. Furthermore, social exchange theory proposes that all social behavior results from exchange processes, in which benefits should be maximized and costs minimized (Emerson, 1976). According to researchers, the main reason to develop these strong, trusting, loyal and mutual relationships and commitments is reciprocity. As such, creating this bond is a bi-directional exchange, thus while something must be given, something should also be returned (Cropanzano & Mitchell, 2005). As such, relationships need to be evaluated and weighted for people to achieve balance. Thus, it is believed that individuals evaluate the potential benefits versus risks of every relationship. Ultimately this theory can be applied in various contexts, to deal with interactions between parties.

In the last few years, a more business-like perspective has been explored, aiming to understand corporate groups and its stakeholders and networks, specifically some connected this theory with employee and employer relationships (Chernyak-Hai & Rabenu, 2018; Gould-Williams & Davies, 2005; Y. Lee, 2022; Yin, 2018). Furthermore, social exchange theory has been associated with establishing a relation between quality of job performance and organizational indicators, such as, social interactions, organizational environment and culture, benefits, leadership, training, identification, diversity, flexibility, and others (Arsawan et al., 2020; Chernyak-Hai & Rabenu, 2018; Gould-Williams & Davies, 2005). Consequently, the concept is associated with other relevant indicators in the employee-employer relationship like job satisfaction, motivation, engagement and commitment (Arsawan et al., 2020; Cropanzano & Mitchell, 2005; Yin, 2018). Moreover, these traits are positively associated with better performances and improving organizational success, when employees feel that they are valued and well rewarded for their contributions, they have better behaviors and actions. Simultaneously, previous studies have indicated that job engagement and satisfaction diminish absenteeism and turnover, and on the other hand enhance performance indicators (Yin, 2018).

Social exchange theory closely relates to psychological contract, and this idea that when signing up to work in a company, employees form their own expectations regarding the work relationship (Chernyak-Hai & Rabenu, 2018). The psychological contract is an unwritten agreement between the employee and their employer about how the employment experience is going to work, like a brand promise. Thus, both parties have rights and obligations, as well as benefits starting from the first contact with the employer brand, whether through word of mouth, communication channels, such as social

media, informal interactions, and others, all of these have a direct impact on engagement, commitment, and loyalty levels (Moroko & Uncles, 2008).

However, lately employees look for different things from their employer than they did 20 years ago, and this should be taken into consideration, when trying to get their attention (Klimkiewicz & Oltra, 2017). Moreover, just like it will be further explored in this report, different generations have different ambitions, as such, it is relevant to understand how companies can attract the best employees and potentialize their talents to achieve great performance levels and ultimately competitive advantage.

2.2. Corporate Brand: Building an Organizational Identity

Some researchers believe that the concept of a brand goes as far as the old civilizations as the Greek and Mesopotamia, when merchants were already using marks and names to identify their products (Maurya & Mishra, 2012). Nowadays defining the concept has been a complex and much debated process, with authors commonly diverging but mainly complementing themselves throughout the years.

The American Marketing Association (AMA) defined the brand concept in 1960 as “A name, term, design, symbol, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from competitors”. AMA’s definition was further adapted in 2007 to “A name, term, design, symbol, or any other feature that identifies the seller’s goods or services as distinct from those of other sellers” which introduced the idea that brands are more than physical and objective traits such as symbols and names, thus opening possibilities for other differentiating factors between competitors (American Marketing Association, 2007). Other perspectives offered more views, such as seeing the brand as a relationship between the consumer and the company; as a personality that should fit with their consumer’s perceptions; as an image in the consumer’s minds with both functional and psychological characteristics; as valuing system that adds functional, social, emotional epistemic and conditional value; or even as an evolving entity that is vulnerable to external influences (Maurya & Mishra, 2012). Moreover, many scholars believe that these definitions are outdated and do not mirror the whole reach of defining what is a brand (Kotler et al., 2020).

Relevant authors have even changed and adapted their own definitions over the years. Aaker defined the brand as “more than a name and logo, (...) an organization’s promise to a customer to deliver what the brand stands for not only in terms of functional benefits but also emotional, self-expressive, and social benefits (...) more than delivering on a promise (...) it is also a journey, an evolving relationship based on the perceptions and experiences that a customer has every time”, acknowledging that the organization as a whole, must work to fulfil this promise (Aaker & David, 2014, pp.1). Furthermore, Kotler and contributors lastly updated their brand definition with “a name, term, sign, symbol or design, or a combination of these that identifies the maker or seller of a product or service” (Kotler et al., 2020, pp. 240), combining the service aspect along with the products.

Moreover, scholars agree that brands are a distinctive factor between competitors, that identify an organization, with concrete visual aspects, and are an assurance that companies are held accountable for delivering their promises. Thus, a brand is like an imprint that can only belong to one single player, either using signs and symbology, logos, taglines, and images, but also their own definition of a purpose, mission, and values (Burgess & Burgess, 2014; Holt, 2016). Thus, a brand is a promise that must be lived up to and reinforced: a promise of commitment, a promise of performance and a meaningful agreement that contributes to trust and ultimately satisfaction of the targeted segmentation (Campbell, 2002). Hence, believing and trusting in a brand decreases perceived risk, increases identification, strengthens the relationship ultimately maximizing the chance of a repeat purchase and loyalty. Therefore, this strong bond prevails, standing up to pressures and hurdles throughout various challenges and even negative experiences (Mosley, 2014).

Customers develop relationships and establish connections with brands, alas the same can happen with employees (Kotler et al., 2020). While in the customer context it is known to increase engagement, thus contributing to various aspects namely higher levels of awareness and loyalty (Swani et al., 2021), in the employee perspective is known to have the same effect (Ambler & Barrow, 1996; Barrow & Mosley, 2005; Graham & Cascio, 2018; Love & Singh, 2011; Moroko & Uncles, 2005; Mosley, 2005, 2014). Various scholars believe that employees must be a big part of the process of building a brand and as such they should be an organization's first market (Berthon et al., 2005; Moroko & Uncles, 2016).

2.3. Employer Branding: The Employer as a Brand

The concept of employer brand (EB) was first introduced into the academic world by Ambler and Barrow in 1996. They defined employer brand as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Ambler & Barrow, 1996, p. 197). The authors were the first ones to apply marketing and branding principles to employment, ultimately recognizing the impact that this type of branding had not only on the employees but also on customers. According to their research, employees and brands make an organization, thus, must be cohesively developed and cared for. Hence, they presented the idea that the quality of the employees directly affected the quality of the product and service delivered, and that the relationship between employees and employers should be a mutual beneficial one. Moreover, this perspective allows to see the employer as a brand, facilitating stronger relationships between the stakeholders (Ambler & Barrow, 1996).

Backhaus & Tikoo (2004) go beyond this definition and call it a targeted and long-term strategy, that contributes to better manage employees (potential and current) as well as other stakeholders' perceptions of the company and affect awareness levels. Moreover, employer branding should be seen as an attraction and retention mechanism, contributing to the creation of a strong and identifiable brand with symbolic and functional benefits, working as a differentiating factor (Backhaus & Tikoo, 2004). Just like the previous authors they believe EB should be unique, different, and identifiable, but not only

should they offer more than their competitors they must be wanted and desired by their target. Thus, like what happens with consumers and external branding, the employer brand wants to leverage better results and increase competitive advantage (Backhaus & Tikoo, 2004).

Likewise, various authors agree that the best companies focus their branding strategies not only on their customers but also on their employees. Satisfied and motivated employees are more productive and efficient, which will mainly lead to a better service and product, thus contributing to the consumer's satisfaction level and ultimately willingness to buy again, which is directly related with growth and profit revenue. A strong internal marketing leads to a strong external marketing (Kotler et al., 2020). Furthermore, having a diverse and qualified workforce starts on the development of a strong employer brand (Keppeler & Papenfuß, 2020). Attracting the best employees and human and intellectual capital leads to better results, constituting competitive advantage (Berthon et al., 2005).

Employer and workplace branding are becoming more common gaining voice with the popular "best employer" surveys all around the world (Dabirian et al., 2019; Graham & Cascio, 2018; Ruchika & Prasad, 2019; Yoganathan et al., 2021). Employer brands are relevant while applying the traditional branding principles to HR policies and practices, while creating an identity as an employer and being seen as desirable by their employees and other relevant stakeholders (Barrow & Mosley, 2005; Graham & Cascio, 2018; Love & Singh, 2011; Moroko & Uncles, 2016). Moreover, of course employer branding is related to different aspects of human resources management, affecting key factors, namely attraction of new talent, employee engagement, retention levels and rotativity, motivation, knowledge of organizational goals, commitment levels, understanding and living the culture and values of the company (Backhaus & Tikoo, 2004; Barrow & Mosley, 2005; Biswas & Suar, 2013; Mosley, 2005, 2014; Verma & Ahmad, 2016; Santos et al., 2019). What makes an employer brand successful is also to live up to their promises making sure they stay faithful to it throughout their behaviors, needing to be consistent throughout top managers but also operational functions (Gilani & Cunningham, 2017). Companies with strong employer brands tend to have lower costs of recruitment and acquisition of talent, have better relations with their employees, have higher retention levels, and can strategically adapt have better margins to negotiate (Moroko & Uncles, 2008).

As such, employer branding is all about developing a value proposition, that distinguishes, identifies, and attracts the best people, just like what happens with consumers. This can be called employer value proposition, which is about using marketing principles to showcase the employer's offerings to their employees (Ariyanto & Kustini, 2021; Browne, 2012; Pawar, 2020). For that they must be consistent throughout the whole process and reach the entire company: not only should they be looking outside for potential employees but also inside to focus on their own people. Thus, through internal branding they should first deliver the promise they are committed to their employees (Backhaus & Tikoo, 2004). Likewise, it can be defined as what companies have to offer in return of labor, skills set and the experience of their employees (Michington, 2005 in Browne, 2012).

Mainly what companies look for is employer brand equity. Just like with consumers, the concept is related to the added value that a certain brand offers to a product/ service (Kurniawan et al., 2021). Stockman (2020) summarized the definitions of other authors while saying that employer-based brand equity is “the value attached to a company's brand name, which derives from applicants' knowledge about an organization and the reputation or image of that company as an employer” (Stockman et al., 2020 p.2). To create employer brand equity organizations must fulfill their promises. Employer brand equity should be a mean to achieve the overall organization’s brand equity, believing that to have a strong and successful brand, companies must invest on internal brand management, which should be completely synchronized with the external brand. Likewise, the employer brand equity must be an adaptation, a perspective of the brand for the current and potential employees (King & Grace, 2009; Theurer et al., 2016).

Organizations often struggle with finding the correct strategies to improve their employer brand. Not enough available information, miscommunication problems, negative word of mouth from former employees are some of the problems that can prejudice companies’ reputation as employers (Moroko & Uncles, 2008; Mosley, 2014). Thus, it is of utmost importance for them to understand how organizations can potentialize their own strengths and how they can improve their brand reputation and image as an employer, and ultimately their employer brand, to attract and retain the best employees.

2.4. Understanding the Concept: Scales and Dimensions on Employer Branding

Other concepts in human resources management have been confused with the employer branding term, such as employer attractiveness, employer reputation, employer engagement, however the employer brand is more than each of these individually. It collects various perspectives and puts the marketing and the HR department of organizations working together towards a common goal (Moroko & Uncles, 2016). Furthermore, it is relevant to understand what are the factors and dimensions that matter in the employer branding theoretical review, to practically approach it in organizations. Along the years, researchers have developed these terms and its dimensions (Appendix 1). Even though the factors that directly influence employer branding are still underexplored, the literature on the matter has been growing.

When first introducing the concept Ambler and Barrow (1996) defined a three-dimension conceptualization of factors that influence employer brand, were they: functional, economic, and psychological. Moreover, Barrow, now joined by Mosley, developed another model in 2005, which they called the employer brand wheel, which focuses on the key factors that influence the employees’ experience. For the authors these were: working environment, reward system, post-employment, vision and leadership, policies and values, fairness and cooperation, corporate personality, external reputation, communication, recruitment and induction, development, and performance management (Barrow & Mosley, 2005).

Moroko and Uncles (2008) defended that employer branding shares three characteristics with corporate branding. Brand awareness is the first, which refers to being known by potential employees and their peers, where the company wants to be recognized by their identity, reputation, and policies, which goes along with the idea that for some potential employees it is even more important the attributes and characteristics of the company than the job opportunity itself. Secondly, more than being recognized, employer companies want to be seen as relevant in the market, specifically through the elaboration of an employer value proposition where the company, establishes the proposed benefits for their employees, just like the marketing department does for the consumers. Finally, companies must differentiate themselves to stand out in the middle of their competitors. On the other hand, the employer branding introduces new aspects and characteristics such as the psychological contract and the appropriation of brand values. The psychological contract is an unwritten agreement between the employee and their employer about how the employment experience is going to work, that corresponds to a brand promise. Thus, both parties have rights and obligations, as well as benefits starting from the first contact with the employer brand, whether through word of mouth, communication channels such as social media, informal interactions, and others. This contract has a direct impact on engagement, commitment, and loyalty levels. Moreover, there is commonly a wrong perception of the employer brand and its values. Even though there are various tools such as social media accounts, job searching websites, word of mouth recommendations, best employer's lists, company websites, and others. Likewise, a strong corporate brand is of utmost importance since it should be a mirror of the employer brand. This too must be total aligned to make sense. Moreover, it is important that the brand associations are accurate and convey the correct message, so an unfitness and miscommunication does not occur. Following these conclusions, they developed a dichotomic model which includes two dimensions: the attractiveness of the company, and the accuracy of the psychological contract, whether is fulfilled or not (Moroko & Uncles, 2008).

Mosley (2014), as one of the biggest experts in employer branding developed a broad model in which the key metrics of EB were divided in three subgroups. According to the author, the only way to fully assess the employer brand is to capture data in all the phases and stages of the talent lifecycle, therefore, besides studying the behavior of the potential or the current employees. He suggests a transversal process, separated by three main stages: brand reputation and experiences, mainly how the brand is perceived and experienced by their targets; followed by desired outcomes and behaviors, basically how the current brand perceptions and experiences lead to the desired behaviors; and marketing efficiency and effectiveness, how the communication content is leading up to the desired results.

On the same year, Zhu and colleagues also developed a study to discover the most important dimensions for employer branding, in the Chinese market (Zhu et al., 2014). First, compensation and benefits (1), referring to the financial rewards such as salary, insurance and even job security. Then, recognition (2), within the employer-employee relationship, and reward systems that congratulate good performances. Followed by opportunity for development (3), where employees can grow and learn

inside the organization through training sessions and career opportunities. Afterwards, work-life effectiveness (4), policies and procedures that allow employees to have a more balanced life, like for example work flexibility, working remotely and family friendly benefits. Finally, organization mark (5) relates to the symbolic value of the employer, whether through leadership, prestige, or even organization culture and the offered work experience.

Following this, according to the research of Berger-Remy and Michel (2015) employer brand creates meaning for employees through various ways. They developed a model divided in three categories: signification, direction, and sensation. Signification is all about the meaning that the brand has and can include other three components, which are common good, professional pride and security. Direction relates to the intention behind the action of the employer company, and is about factors such as constructed social utility, congruent values, and time horizon. Sensation refers to the senses that the brand provokes in employees, mainly attachment and pride within the external brand image. Likewise, the authors defend that a good employer brand includes these factors (Berger-Remy & Michel, 2015) .

Moreover, Tanwar also developed prominent research. He first identified four dimensions related with the employer brand: development value, diversity value, social value, and economic value, studying the impact of these dimensions in organizational commitment, which were directly associated with previous research from 2005, from Berthon and collaborators, on employer attractiveness (Tanwar, 2017). Later, together with Prasad, they developed a scale which divided the employer brand in 5 dimensions: work atmosphere, training and development, work-life balance, ethics and corporate social responsibility, and compensation and benefits (Tanwar & Prasad, 2017). This multi-dimensional scale aimed to contribute with a measurement tool from the employee's perspective. It was based on previous authors, and primary data through interviews and a questionnaire. This scale could also be grouped in the three-dimensional conceptualization from Ambler and Barrow, dividing the employer brand factors in psychological, economical, and functional.

Afterwards, Tanwar introduced the following four dimensions: work culture, ethics & corporate social responsibility (CSR), diversity, and salary & incentives (Tanwar & Kumar, 2019). Here the authors introduced social media, as well, and how it could lead to person-organization fit and being the employer of choice. Thus, the authors supported the idea that employer brand led to the employee feeling that they fit with the organization, through these dimensions. Ultimately their studies proved that the person-organization fit leads to being employer of choice with the help of social media. According to the authors social media, can be used for recruitment, but also promotion of the employer brand, facilitating communicating good internal policies and practices.

2.5. Employer Brand Perception and the Importance of Word-Of-Mouth

For some authors, potential and current employees have different perceptions of the employer brand and as such the dimensions can be different according with the target audience (Maxwell & Knox, 2009). For these authors, current employees are the ones who really know their organizations, its faults and

qualities, the behaviors the real feel of the culture. Like, what happens with consumers, happy and fulfilled employees become ambassadors of their company (Tanwar & Prasad, 2017).

Signaling theory suggests that people will rely on signals to make evaluations and judgements (Stockman et al., 2020). The truth is that even though companies can work towards developing their best employer brands, factors such as negative Word-of-Mouth (WOM) and not enough information can forbid the success of the organization (Lievens, 2007; Lievens & Slaughter, 2016; Stockman et al., 2020). Potential employees will evaluate candidate employers in every way possible, informing themselves on various details such as the organization environment, the culture, but even the reputation of the brand and the brand's association. All types of information, whether through WOM, information regarding the market, online reviews about the company can influence the perception. Thus, companies must make sure that they take control of the narrative encouraging former and current employees to interact with the brand on professional websites and networks such as Glassdoor, LinkedIn, Indeed, and others. The extent to which job seekers have prior knowledge about a potential employer affects job seekers' openness to negative WOM, lessening its impact on applicant attraction. Thus, in summary if an employer already has prior knowledge regarding the company, negative WOM would affect their perception less, due to the employer brand equity that was already established (Stockman et al., 2020). The power that organizations have on WOM is very limited, thus what they can do is promote actions and practices that affect their employees in a positive way (King & Grace, 2009).

However potential employees and job seekers look for various informative sources to learn more about their potential employer, and as such, positive WOM is very important and a beneficial aspect to make sure the company is still attractive and has a strong EB. More than ever, various employees use their personal social media to share work stories, their companies' policies, and corporate social responsibility behaviors, and an inside look at how it is to work there (Tanwar & Prasad, 2017). Likewise, social media in HR has been given more and more importance in the last decades. Professional social networks, online job reviews from current and older employees directly affect the reputation of a company. Therefore, social media contributes to building a stronger employer brand image (Ivens et al., 2021; Tanwar & Kumar, 2019).

2.6. Social Media and Human Resources Management

According to the Merriam-Webster Dictionary (Merriam-Webster Dictionary, n.d.) social media (SM) is "electronic forms of communication (...) through which users create online communities to share information, ideas, personal messages, and other content". Even though literature suggests that the topic was first mentioned in 1994, it has evidently suffered many changes throughout the years (Aichner et al., 2021). Nowadays, SM platforms are mainly socialization tools, that can be based on various types of content such as information, pictures, music, messages, videos, and can be used in different contexts, but mainly are still about sharing and fomenting connection between people (Aichner et al., 2021; Carr & Hayes, 2015).

SM is an opportunity to enhance relationships, but also build up the brand and form connections between brands and individuals (Swani et al., 2021). It is about bringing people together, creating new communities that would maybe not have met, leading to the existence of subcultures that interact through these platforms (Holt, 2016). Hence, in branding, SM was seen as a way to democratize brands, making it possible for companies to speak directly with their stakeholders, building a connection with their users and fostering the feeling of “belongness” (Carr & Hayes, 2015; Swani et al., 2021; Yan, 2011). The company’s customer brand influences the employer brand and vice-versa: both forming the corporate brand (Saini, 2020).

According to Hootsuite (2021), about 53,6% of the global population uses social media, and around 20% of these users use it as a work network, increasing its potential for its HR usage. Therefore, social media is one of the most used tools to promote a brand, whether for consumers, whether to employees. Pitt and collaborators developed a study on Glassdoor, a professional social media network, in which employees could evaluate their employers, and job search, analyzing job reviews, through employee’s used words and language. Moreover, with the results of their study they built the optimism-commonality matrix, where they established a relationship between positive attitude and behaviors towards the company and the social media behaviors (Pitt et al., 2018).

As previously mentioned, SM has also become a way to provide a different channel to communicate with potential employees. As such, job seekers use it has a tool to get to know more about companies and therefore companies should learn how to make the most of this (Stockman et al., 2020). Moreover, other studies have found that jobseekers perceive information regarding a company more reliable and credible if it is on company-controlled websites than independent ones, thus social media is an advantage to build and improve the corporate image, therefore contributing for higher levels of attraction and application intention (Kissel & Buttgen, 2015). Adding to this, work-related social media usage is associated with a positive impact on networking levels, intentions to continue in the organization, career prospects, retention, and organizational fitness (Ruparel et al., 2020).

As an example, recent studies discovered that around 80% of employees used their Twitter accounts to share work-related information, and about two thirds use it to do work-related activities (van Zoonen & Treem, 2019). These opinions, and direct communication of current employees, impact the brand’s external perception by stakeholders. Moreover, consequences of negative WOM of employees on social media are extremely detrimental for the employer, thus companies should understand what are the factors that lead to these social media behaviors, and on the other hand, how positive WOM positively affects brand image (Pitt et al., 2018).

2.7. The Consumer’s Online Based Activities (COBRAs)

For consumers, Muntinga and colleagues (2011) developed a methodology to fully understand what the motivations behind brand-related use of social media are, exploring the COBRA’s (Consumers’ Online Brand-Related Activities). This framework represents the levels of online brand-related behaviors,

which is a way to understand and perceive how active social media users are (Muntinga et al., 2011). The scale developed is thought to include the best way to access a multidimensional perspective with emotional, cognitive, and responsive aspects of the interaction between consumers and brands, measuring the effectiveness of a social media communication strategy (Schivinski, 2021).

According to this framework, consumer's activities can be divided into three different types: consuming, contributing and creating. First, Consumption (1) which is the minimum level of engagement, and basically when they do not participate and have a passive presence. This behavior can include watching a video, or reading a post on the brand's page, for example. Followed by Contribution (2) which is about interacting with others, reacting and participating in brand-related content. This can be seen while sharing on their own social media or comment directly on the posts. Finally, Creation (3) refers to consumers who create content, and are very involved in brand-related activities, for example through co-creation. This can be practically observed on creating posts from scratch, writing reviews and other brand-related content generated by the user (Muntinga et al., 2011; Schivinski et al., 2016; Cheung et al., 2021; Schivinski et al., 2021). Also evaluated were the motivations for these three types of activities. According to the authors, what drove this behavioral engagement were five factors: entertainment, social interaction and integration, personal identity, information and remuneration and empowerment (Muntinga et al., 2011; Schivinski et al., 2016b).

Even though consumers and employees' experiences are different, some authors believe that to further extend the research on the employer branding topic, testing consumer and corporate brands affirmations to check if they are similar in the employer perspective is an option (Moroko & Uncles, 2008; Pitt et al., 2019; Yoganathan et al., 2021). Academics cannot for sure assess if all the constructs used for consumers can be applied directly to the employee perspective. Thus, it is relevant to explore further if the COBRA model is applied to employees as well. Moreover, Korzynski and associates used this scale to measure employee engagement with company-related social media content (Korzynski et al., 2020).

2.8. Employee's Behaviors and Different Generations

A generation is defined as "a cohort of persons passing through time that come to share a common habitus, hexes and culture, a function of which is to provide them with a collective memory that serves to integrate the cohort over a finite period of time" (Eyerman & Turner 1998, p. 93). If we go even further, in the nineteenth century Mannheim (1952, in Benson & Brown, 2011, p.1844) defines generations as those who represent a "unique type of social location based on the dynamic interplay between being born in a particular year and the socio-political events that occur throughout the life course" sharing "a common location in the historical dimension of the social process".

Nowadays, generations are used mainly to aggregate patterns, since it is believed to exist a bond that is created with people from the same generation, who live similar experiences. Moreover, this shared experience can lead to common behaviors, values, attitudes and even motivations, which can be related

to economic crisis, social experiences, political events, and even technological findings. Though these differences are not always observed, it is used as a method for segmentizing population in various business fields being no different in marketing and human resources management (Benson & Brown, 2011; Dimock, 2019; Eyerman & Turner, 1998; Harber, 2011). Thus, it is important to know how the generation gap can influence motivations, satisfaction drivers, as well as attitudes at work. All in all, employees will possibly present different behaviors according to their generations, making it important for management to take these into consideration (Benson & Brown, 2011; Harber, 2011; Schwieger & Ladwig, 2018). Furthermore, companies must allow these differences to work in their favor, potentializing these differences.

In the literature, authors vary regarding the definition of the years that separate these generations. For this thesis dissertation the four generations that currently cooperate in the workforce will be defined as such: Baby Boomers, born between 1946 and 1964; Generation X, born between 1965 and 1980; Millennials or Gen Y between 1981 and 1996; Generation Z, between 1997 and 2009 (Kotler et al., 2021).

2.8.1. Generation Z

The youngest generation at work, Gen Z is the most global one. Growing during the “instant moment” era, where everything is quick and rewards are momentaneous, this generation though sharing some characteristics with its previous one – Millennials / Gen Y, it differentiates itself in various ways (Rue, 2018; Vițelar, 2019).

These younger workers, are bringing new skills to companies, are at ease with technology, and are great multitaskers (Ozkan & Solmaz, 2015). Besides, aiming for financial compensation and job security they look for transparent companies, and idealistic expectations and aspirations, growing opportunities, whether career or training related (Adecco, 2015). Preoccupied with social and environmental matters, this generation values corporate social responsibility practices, influencing the organizational culture (Ozkan & Solmaz, 2015). Diversity, equality, and inclusion are some of the characteristics that they look for in an employer (Iorgulescu, 2016; Schroth, 2019). Even though they are usually very confident in their own work, they look for mentorship and constructive feedback from their supervisors (Schwieger & Ladwig, 2018). Technology is a fundamental part of Gen Z’s lives, social media for example is a major part of their daily lives and has been since they were young (Kirchmayer, 2017; Kirchmayer & Fratričová, 2018; Madden, 2017; Reinikainen et al., 2020; Vițelar, 2019).

They are the most connected generation, using their various social media channels, from a professional point of view, Gen Z’s use their social media accounts to network and build a community (Schwieger & Ladwig, 2018). Likewise, social media has been seen as a very good promotional tool for recruitment, specifically for Gen Z. Furthermore, employers must understand how they can potentialize its benefits not only on a customer perspective but also an employee one. Furthermore, social media in a professional capacity can be more than just LinkedIn and hiring strategies (Adecco, 2015).

2.8.2. *Generation Y*

Generation Y, most commonly referred to as Millennials are born between 1981 and 1996. In general, they have, higher education levels than their predecessors. From early teenage years, this generation has been in contact with the new forms of communication such as the internet, thus making them comfortable with technologies, active social media users and avid online shoppers (Kotler et al., 2021). No strangers to change, adaptability and resiliency are some of the words most associated to them. Open minded, and aware of current matters such as diversity and inclusion. Work life balance are one of their priorities at work, not wanting to let work monopolize their lives. They are believed to attribute more value to rewards and financial compensation, social atmosphere, clear directions, mentoring and strategic leadership, and learning and development opportunities (Egerová et al., 2021). They are eager to make a difference and contribute to the organizational objectives (Naim & Lenka, 2018).

2.8.3. *Generation X*

Born between 1965 and 1980, Gen X, “the middle” generation experienced major shifts in the job world. They likely started using technologies and the internet at work, where digitalization first was introduced. It still is one of the most influential generations in the work context, since a large part currently occupies management roles (Kotler et al., 2021). Some characteristics attributed are being skeptical of authority, self-reliant, and wanting a work life balance (Kapoor & Solomon, 2011).

2.8.4. *Baby Boomers*

Born between 1946 and 1964, Baby Boomers are commonly very dedicated to their work. Even though they are now in a small percentage in the workplace, they are considered idealistic, competitive, authority and hierarchy fans, and resistant to change (Kapoor & Solomon, 2011). Boomers are also known for not being too comfortable with technology, when compared with the other generations (Lissitsa & Laor, 2021). Some authors agree that they commonly define themselves through work, professional achievements, and prestige, including through monetary compensation and material aspects (Harber, 2011).

In summary, all in all these four generations have different expectations, and when analyzing them is important to take this into consideration. Regarding the relationship with employer branding perception, these differences are yet undeveloped.

Chapter 3 - Conceptual Model & Research Hypothesis

To discern the main objectives of this report, as well as the extent of the developed study that will be presented, it is of utmost importance to understand its research model and respective hypothesis. Moreover, this thesis dissertation aims to understand what are the drivers that lead employees to have work related behaviors on their own social media accounts.

Thus, based on the presented literature review it was developed the following conceptual model:

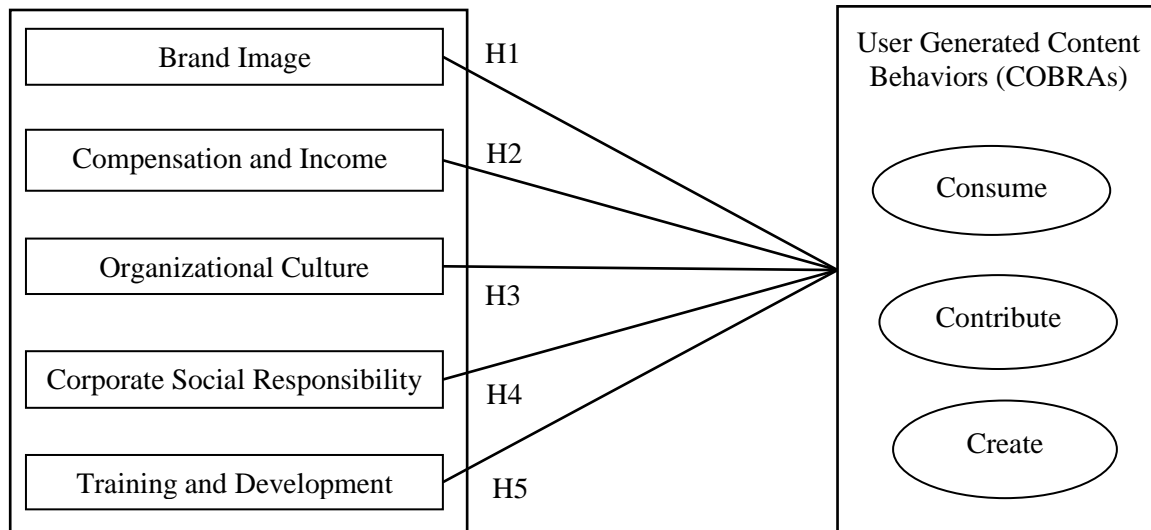


Figure 3.1. Conceptual Model

This model was achieved through the elaboration of an extensive research regarding definitions of relevant dimensions from various authors along the years. The chosen dimensions are Brand Image (1), Compensation and Income (2), Organizational Culture (3), Ethics and CSR (4) and Training and Development (5). Moreover, these concepts were listed and crossed grouping the main factors that are believed to lead to increased levels of attraction in the case of potential employees and motivation, engagement, and commitment in case of current employees, and consequently the employer brand.

Furthermore, it was decided to study if these dimensions affected the employee's social media behaviors, using the COBRA model. This model was developed for the consumers, in which the sigla stands for the Consumer's Online Based Related Activities. These social media behaviors are Consuming, Contributing and Creating content. Since this research studies the employee perspective, it is aimed to understand if the employees consume, contribute, and create company related content on their own social media accounts, adapting this consumer perspective to an employee one.

Based on the social exchange theory it is possible to affirm that organizational relationships are often based on reciprocity and exchanging values, as such, certain behaviors will potentially lead to certain results. Moreover, the objective of the research is to understand if these five dimensions can affect these three social media behaviors on employees.

Considering this and based on the literature review, it was possible to establish five relevant hypotheses worth exploring, with fifteen sub-hypotheses:

H1: *Employee's perception regarding the brand image of the employer motivates work-related social media behaviors.*

H1a: Employee's perception regarding the brand image of the employer motivates work-related social media consumption.

H1b: Employee's perception regarding the brand image of the employer motivates work-related social media contribution.

H1c: Employee's perception regarding the brand image of the employer motivates work-related social media creation.

The brand image of an organization affects not only the consumers, but every other stakeholder (Lievens & Slaughter, 2016). The reputation of a brand is an external perspective, by stakeholders and/or the rest of society, that reflect beliefs, impressions, and information regarding the brand (Awais Ilyas et al., 2019; Barrow & Mosley, 2005). Having a coherent brand and reinforcing it internally and externally is a way to make sure that the brand is homogeneous. Likewise, the prestige of the organization is a factor closely related with increased attraction and retention (Lievens & Slaughter, 2016). Thus, this dimension was considered relevant due to the potential direct impact that has on the perception of the employees of their current or potential employers. Bearing in mind the presented literature review, Brand Image is a factor that influences the employer-employee relationship, making it relevant to assess if it impacts the willingness to have work related social media behaviors

H2: *Employees' perception regarding compensation and income motivates employees' work-related social media behaviors.*

H2a: Employees' perception regarding compensation and income motivates work-related social media consumption.

H2b: Employees' perception regarding compensation and income motivates work-related social media contribution.

H2c: Employees' perception regarding compensation and income motivates work-related social media creation.

According to a study developed by Gallup (2017), the characteristic that is most valued by employees when applying for a job is income and benefits. Likewise, academic researchers defend that the economic value directly impacts employee attraction (Berthon et al., 2005; Sivertzen et al., 2013a; Tanwar & Prasad, 2017), whereas competitive salaries and monetary compensations tend to generate more satisfied and committed employees. Moreover, compensation is understood to include not only monetary income, but also every other benefit, such as insurances, retirement packages, bonuses, commissions, and many others. Salary and incentives are known to contribute to person-organization

fit, strengthening the relationship, and boosting morale (Tanwar & Kumar, 2019). Furthermore, remuneration is one of the motivating factors for consumers in the COBRA model, making it even more relevant to understand if it makes sense in the employee perspective (Cheung et al., 2021b; Muntinga et al., 2011; Schivinski, 2021b; Schivinski et al., 2019; Schivinski & Dabrowski, 2016). All in all, according to the review of the existent literature, Compensation and Income is a factor that influences the employer-employee relationship, making it relevant to assess if it impacts the willingness to have work related social media behaviors.

H3: *Employees' perception regarding organizational culture motivates employees' work-related social media behaviors.*

H3a: Employees' perception regarding organizational culture motivates work-related social media consumption.

H3b: Employees' perception regarding organizational culture motivates work-related social media contribution.

H3c: Employees' perception regarding organizational culture motivates work-related social media creation.

Social interaction is one of the most primary factors that humankind seeks, thus the sense of belonging, and connecting with other people is always present, even in a working environment. The atmosphere and culture of the organization should work towards establishing healthy and strong relationships, whether through good leadership, work life balance policies or the promotion of team spirit (Barrow & Mosley, 2005; Berthon et al., 2005; Sivertzen et al., 2013; Tanwar & Prasad, 2017). All of these make social value an attractive characteristic for employees. Moreover, work culture contributes to higher levels of person-organization fit, being closely related with higher levels of retention (Tanwar & Kumar, 2019). Simultaneously, social integration and interaction is one of COBRAs motivating dimensions for consumers to have social media activities (Cheung et al., 2021b; Muntinga et al., 2011; Schivinski, 2021b; Schivinski et al., 2019; Schivinski & Dabrowski, 2016). Considering the literature review, Organizational Atmosphere and Culture is a factor that influences the employer-employee relationship, making it relevant to assess if it impacts the willingness to have work related social media behaviors.

H4: *Employees' perception regarding CSR, motivates work-related social media behaviors.*

H4a: Employees' perception regarding CSR motivates work-related social media consumption.

H4b: Employees' perception regarding CSR motivates work-related social media contribution.

H4c: Employees' perception regarding CSR motivates work-related social media creation.

Corporate social responsibility (CSR) is a factor that has been gaining more and more importance in the workplace, in recent years. CSR is thought to be the company's responsibilities for the totality of their impact in society, environment, and stakeholders (Miller & Akdere, 2019). With globalization and

higher levels of awareness regarding the surrounding world, people have begun to care more. These factors can directly relate to engagement, commitment, and attraction, being a fundamental dimension to define what is a good place to work (Barrow & Mosley, 2005; Tanwar, 2017). CSR is more than macro policies that impact the society, it must be something which is first applied internally to its employees. Thus, when impregnated in every decision of the company, ethical concerns and social policies need to include direct and indirect stakeholders (Tanwar & Prasad, 2017). Moreover, employees are more avid to choose to work, or like to work in organizations with whom they share values with and have a common purpose (Tanwar & Kumar, 2019). To have an impact on their daily job but also on the surrounding world is an important characteristic for various employees - the application value, which is all about doing more, and having a positive impact, while always learning something and giving back (Barrow & Mosley, 2005; Berthon et al., 2005; Sivertzen et al., 2013). Hence, based on the literature review, it is possible to concur that CSR is a factor that influences the employer-employee relationship, making it relevant to assess if it impacts the willingness to have work related social media behaviors

H5: *Employee's perception regarding training and development motivates employees' work-related social media behaviors.*

H5a: Employee's perception regarding training and development motivates work-related social media consumption.

H5b: Employee's perception regarding training and development motivates work-related social media contribution.

H5c: Employee's perception regarding training and development motivates work-related social media creation.

Offering training and development opportunities to the employees is a crucial factor for employees. Employees want more than just a job; they want to feel that they are having an experience which is adding value to themselves and contributing to enlarging their skillset (Ariyanto & Kustini, 2021). Moreover, the development value is about giving the possibility to improve the career of the employee, recognizing efforts, and improving their careers (Barrow & Mosley, 2005; Berthon et al., 2005; Sivertzen et al., 2013; Tanwar & Prasad, 2017). Training opportunities, international ambitions and career expectations are also development opportunities, increasing engagement, satisfaction and commitment and lowering turnover rates (Barrow & Mosley, 2005; Tanwar & Prasad, 2017). Thus, having considered the literature review, training and development is a factor that influences the employer-employee relationship, making it relevant to assess if it impacts the willingness to have work related social media behaviors.

Chapter 4 - Methodology

This dissertation started by developing an extensive literature review of the topics related to the research question and the research objectives. The literature review aimed to make sure that the research was well sustained and based on relevant references and themes. Moreover, this thesis wants to study practical situations and test if the presented hypothesis can be proved, as well as meaningful and accurate. Thus, a practical study was conducted, using scientific techniques, to collect data and analyze its results. Hence, these techniques were used to understand which employer brand related factors are more prone to influence the willingness to use social media at work. During the process, changes had to be made to the initial proposition, adapting the research when necessary.

4.1. Target Population

Since a social media behavior scale was applied, one of the main characteristics of the target had to be being a social media user. This report aimed to understand if this social media behavior scale can be used for employees as well.

It is relevant to say that the target population had to be changed during the research period. First, the idea was to focus this study mainly on generation Z employees, however, it was not possible to proceed with this decision, since the main part of the answers were from people from Gen Y. Thus, the focus of this study moved on to approach people from all ages, with any work experience. The first decision to choose to focus on generation Z employees was based on various studies that connect this generation with social media, more than the previous ones. Thus, it would be relevant to further explore this relationship in a professional capacity, something that is still unexplored.

4.2. Structure of the Survey

The survey was composed by five groups of questions. Whilst clicking the link, respondents were led to the instructions. This text was purposely short, and straight to the point. No mentions of the theme were made to assure nonbiased answers. Information regarding the sake of the study, the degree and university, as well as the time to answer were considered relevant to improve answering levels. Hence, after reading this part, respondents were able to choose to proceed, or not, with the questionnaire.

The first section of the survey included two filter questions. These questions were meant to understand which of the respondents fit the target and were able to be a part of the sample. Therefore, if the respondent was a social media user, and/ or has had previous or present work experience. Consequently, if any of these options were answered negatively, respondents were immediately filtered out, and not considered in this study. Moreover, the survey proceeded with a second set of questions, focused on the relationship of the respondent with their own social media accounts, as well as, with their

employer's. Hence, questions included discerning which social media networks were most used by the respondents, if the employer had social media accounts, and if the employee has had any contact with them. Furthermore, there were two main sections of questions, directly based on the conceptual model, section 3 and 4.

Section three focuses on the relationship between the employer and the respondent. This part was based on extensive research regarding the themes, and the previously used scales to measure each dimension: Brand Image, Compensation and Income, Organizational Culture, Corporate Social Responsibility, and Training and Development. Brand Image (1) items were taken from a scale developed by Plumeyer et al., (2019), through the previous research of Aaker (1996), Martínez et al. (2009) and Martínez & de Chernatony (2004). These authors used Likert Scales to assess statements regarding the concept of brand image. This divided the statements in Functional Image, Affective Image, and Reputation; for this study the focus was on the last two. This scale was adapted to the point of view of the employee in terms of how they perceive their employer brand image. Compensation and Income (2), Work Culture (3), and Corporate Social Responsibility (4), were all adaptations from Tanwar & Kumar (2019). These authors developed a model that established four employer brand dimensions that affected the person-organization fit, hence, they relate this with social media usage. For this thesis, it was chosen to only proceed with three of the dimensions, due to being able to approach broader and different dimensions. Training and Development (5) was adapted from an older scale of Tanwar & Prasad (2017). In this study this item was considered the second most relevant dimension to influence the employer brand. Employees aim to gain knowledge and skills that is useful in the present and in the future positions.

Section four of the survey was focused on the COBRA constructs. In 2011, Mutinga and collaborators first introduced the COBRA Model. Afterwards, Schvisnki (2016) developed this consumer-based scale regarding social media behaviors even more, exploring its variables and how to measure it. This model connects the behavior of consumers on social media with brand performance, brand awareness and even purchase intentions (Schivinski et al., 2021). Moreover, on this thesis, the items of the model were adapted to an employee point of view, to understand if these behaviors are also applied to employees, and if it affects these factors on the employer brand perspective.

To finalize the survey, in the fifth and final section, demographic questions were developed to fathom the respondent as well their employer, to be able to further understand during the analysis, if these were, or were not, conditioning factors in this analysis. Gender, age, education level, type of contract, and organizational longevity, were some of the questions.

4.3. Data Collection

The presented study is based on primary and secondary data. Whether secondary data was explored through an extensive review of the existent relevant literature, the primary data was collected through

an online survey. This method was chosen since it is a reliable option to collect information from a quantitative point of view.

The concept of online surveys was first created in 1999, however when one of the first researches on the topic was developed (Evans & Mathur, 2005) these were not as respected as they are today. Nowadays, online surveys are one of the most used tools to collect quantitative information. Advantages of using this method include being able to reach a larger number of people; flexibility to make changes; its speed and timeliness; the convenience of being accessible everywhere and anywhere; easiness of data entry and analysis; diverse question typology; ability to obtain large samples easily; required completion of survey questions; and others (Evans & Mathur, 2018).

While developing this survey, the main goal was for the most people to answer so it had to be objective and user friendly (Evans & Mathur, 2018). Instructions were written clearly, and all the questions chosen were necessary and relevant for the development of the survey. Moreover, to improve user experience changes were made throughout the process of creating the survey, making it simpler and focused.

Questions that were not considered as relevant were deleted to assure that the average answering time did not exceed 7 minutes. Survey was available in both Portuguese and English, hence, respondents could easily choose their preferred language. Qualtrics was chosen as the platform to divulge the survey. This platform is available to ISCTE students. It is user friendly and facilitates data export, making it the reasonable choice.

Distribution of the survey happened between social media networks and survey exchanges groups. Platforms such as Facebook, Instagram and LinkedIn were considered relevant since this thesis was focused on social media users. Moreover, it was also shared with professionals responsible for HR departments of their companies, to divulge it with their colleagues and teams. The name of the respondents and their organizations remains anonymous.

Data collection started on the 4th of July and was closed on the 19th of August, gathering around 553 total entries. A total of 161 had to be excluded. Of this number, 44 answered “No” to the two filter questions, regarding if the respondent has had previous work experience and if they use social media. 117 were not considered due to incomplete answers. Moreover, the final number considered is 392.

4.4. Items and Scales

Various constructs were studied when developing the final survey, based on the conceptual model presented on the previous chapter. Some of these constructs were barely changed for the sake of this survey, whereas others, such as the COBRA model, which is a consumer-based model, had to be adapted. Moreover, adaptation of these scales was developed as seen in Appendix B. The final version of the survey is available in Appendix C.

To assure the cohesion of the survey, questions were divided in two main groups: the relationship between the respondent and their employer, as well as how could these factors affect their social media

behaviors. In addition, some questions regarding the employer were also asked, in terms of industry and size of the company. The same happened with the employee, to be able to categorize the respondents in various groups, further in the analysis.

The survey was based on closed questions from existent literature, with preformatted answers and scale of attitudes, through Likert scale responses (from 1 to 7), to choose the respondent's level of agreement with various statements. A Likert Scale is an aggregation scale, that allows respondents to establish a relation to a certain extent with given affirmations. Likewise, it is possible to inquiry about the respondent's opinions and perceptions regarding certain themes (Joshi et al., 2015). A 7-point Likert Scale allows for positive and negative answers as well as a neutral answer, in the middle, having symmetry both ways. This larger number of options allows the respondent to have a larger variation of answers, improving the chance of finding the actual right answer. Several studies believe that this scale may perform better than the 5-point scale (Joshi et al., 2015), making it the best option for this study.

The questions of the first main section of this survey focused on understanding how the five main constructs of the research model affected the respondents. Likewise, it was asked if their organization has or had any of the mentioned factors, according to the previous literature review. These affirmations had to be assessed in an "Agreement Scale" between *1 – Strongly disagree; 2 – Disagree; 3 – Somewhat disagree; 4 – Neither agree nor disagree; 5 – Somewhat agree; 6 – Agree; 7 – Strongly agree*. Moreover, the second main section included the adaptation of the COBRA scale, for an employer perspective, where respondents were asked how often they engaged in certain behaviors on their social media, regarding their employer. Thus, the items on this "Frequency Scale" were: *1 – Never; 2 – Rarely; 3 – Occasionally; 4 – Sometimes; 5 – Frequently; 6 – Usually; 7 – Every Time*.

4.5. Data Analysis

The analysis on IBM SPSS Statistics started by eliminating answers through the filter questions, secondly selecting answers with missing values, achieving a clear sample. This was followed by descriptive statistics, and frequency distribution to characterize the sample from the last section of the survey. Tables and graphics were developed in some cases to improve interpretation. Moreover, constructs had to be validated, thus, reliability and multidimensionality were tested through Cronbach's Alpha, and Principal Components Analysis. These tests suggested that some variables were not as relevant, and the Alpha was tested again to reconfirm reliability, and the initial hypothesis had to be revised. Afterwards the new hypotheses of the model were tested through Multiple Linear Regression. The test was applied to the overall sample and for each generation. Practical conclusions were drawn upon the results.

Chapter 5 - Results & Discussion

5.1. Filtering the results

The results were retrieved from Qualtrics on the 19th of August, with 517 total answers. As previously mentioned, the survey started with two filter questions. The main objective of these questions was to make sure only the right people were reached. Thus, these questions focused on whether people were social media users or not, and if they have had current or previous work experience. Moreover, these questions eliminated around 44 answers, which corresponds to approximately 8% of the total number of answers, decreasing the number of valid answers. Furthermore, proceeding with the filtering of the answers 117 missing values were detected. Some included entries that only answered half of the survey, whether others only answered the first introductory questions. Thus, the analysis had to proceed with 392 answers. Hence, approximately 71% of the total number of answers were usable.

5.2. Descriptive analysis

5.2.1. Sample characterization

To better understand the data is important to understand who took part in this study. Thus, it is of utmost importance to get to know not only the respondent but their employer, to make sure these factors are considered when final conclusions are drawn. Likewise, this part of the dissertation is focused on establishing the respondent profile, through socio-demographic characteristics (gender, generation, education level), employer characteristics (use of social media platforms, size of the company), and the employee-employer relationship (contractual longevity, type of contract, if the employee follows employer on social media, and for how long).

As seen before, the analyzed data corresponds of people who have or had previous work experience and are social media users. In terms of gender, 58,5% of the valid responses were female, whereas 41% were male. 0,5% did not want to answer or had a third gender.

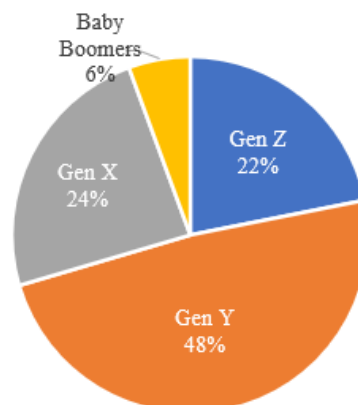


Figure 5.1. Generation Distribution

Regarding age, the responses were divided by generations in a new variable created in SPSS called Age by Generations. Hence, most of the respondents were from Gen Y/ Millennials, followed by Gen X, Gen Z, and finally Baby Boomers as illustrated by figure 3.

The most common academic degree of the respondents was bachelor's degree with 46,8% of the answers, followed by high school with 22,04%, close to master's degree around 20,4%, post-graduate degree corresponds to 5,1%, doctorate around 1,5% and the last 3,3% includes other options such as 9th grade and professional courses.

As previously mentioned, in addition to socio-demographic questions, other relevant questions were asked, regarding their experience as employees. Furthermore, 29,5% of the respondents have been employees of the mentioned organization for more than 5 years, 27,7% between 1 and 3 years, 16,3% are in the organization between 3 and 5 years, 15% between 6 months and 1 year, 11,5% less than 6 months. In addition, about 41,2% of the respondents work for large-sized business, meaning that these employer organizations have more than 250 workers. Thus, 27% for medium-sized businesses (50-249 workers); 22,1% for small-sized business (10-49); and 9,7% for micro-sized business (less than 10 people). In terms of contractual relationships, 35,6% of the respondents are in "open ended contracts", 29% "fixed term contracts", 10,9% in "internships or traineeships", 9,7% are "freelancers", 9,4% work "part time". The last 5,3% choose the option "Other", including business owners, and temporary jobs.

Around 89,3% of the respondents' employers have social media accounts. The most used social media platforms by respondents by order of importance are in the following figure 4: Facebook, Instagram, WhatsApp, Facebook Messenger, LinkedIn, Twitter, Telegram, Snapchat, and finally the most unpopular platform is TikTok (3,6%).

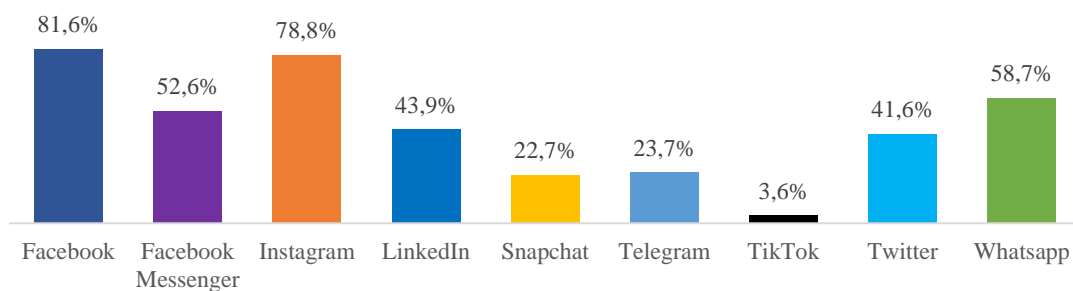


Figure 5.2. Most used social media platforms

Moreover, 38% of the employees started following their employer after starting working. Whether around 21,4% started following them during the recruitment process, and 16,1% before applying. 14,3% do not follow their employer even though they have a social media account. Moreover, these employees follow their employer the most on three platform: on Facebook, Instagram and LinkedIn, as seen in figure 5.

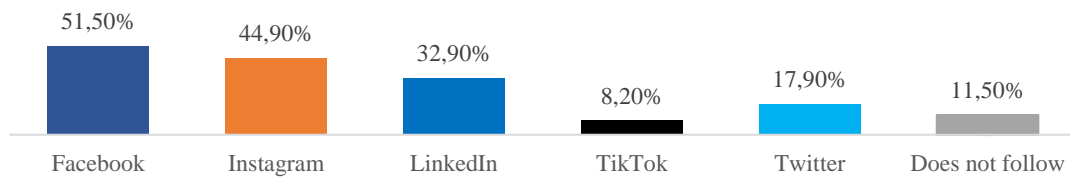


Figure 5.3. Social media platforms where employees follow employers

5.2.2. Construct Description

Regarding the constructs of this model, seven item Likert Scales were used. Thus, the answers must be further explored. The aim of these questions is to understand the relationship between the respondent and their employer organization, and how it can affect their social media behaviors.

5.2.2.1. Employer Branding Dimensions

Regarding employer branding, respondents were asked their agreement level with affirmations regarding the 5 dimensions that affect how they perceive their employer's brand.

On the first set of questions, Brand Image (1) it is relevant to stress that almost half (49,5%) of the respondents strongly agree that their employer's "brand is nice" and two thirds (75,8%) overall agree. Also, 55,1% of the employers strongly agree they really know their employer's consumer having a "clear impression of the type of people who consume the brand", making the total agreement level 75,3%. In addition, 72,4% overall agree that "the brand is interesting", 68,6% of the respondents agree that the "brand does not disappoint its customers", the "brand has a personality that distinguishes itself from competitors", and that "the brand has a personality". Moreover, 67,1% agree that it is "one of the best brands in the sector", 66,4% that "the brand is consolidated in the market", 64,1% that "the brand is different from competing brands", and 60,4% that their employer brand "provides a good 'value for money'". According to these answers, respondents only attribute slightly lower levels to if "there is no reason to buy this brand instead of others", where 48,2% overall agree, and 32,4% disagree or somewhat disagree. Thus, none of the respondents strongly disagrees with any of these statements. Commonly between 16% and 24% of the respondents neither agree nor disagree. The respondents commonly agree with the statements, with its an average answer of 5,40.

On the second dimension, Compensation and Income (2), the situation is lightly different. Even though most of the respondents chose options between strongly agree and somewhat agree, they are not as sure as in the previous section where most of the answers had the highest level of agreement. On the sensible topic that it is monetary compensation, answers are much more spread out than related to the brand image. Thus, 58,5% overall agrees that their "organization offers additional benefits to motivate employees", 57,7% that it "provides good health benefits", 54,2% that they "offer an attractive overall compensation package", and 54,1% overall agree that the "organization offers above average

compensation and perks”. Around 25% and 29% of the respondents disagree with these statements. The mean of answers is 4,54.

Regarding Organizational Culture (3), 62,8% of the respondents overall agree their employer “provides autonomy to its employees to take decisions”, 78,3% agree that “there exist friendly relationships among co-workers”, 65,1% believe that their “organization offers job security”, and 64,3% that the “organization provides flexible working hours”. Furthermore, they agree that 57,2% that the “organization provides opportunities to work from home” whereas 32,3% do not allow it at all. The mean is 4,91.

On Corporate Social Responsibility (4), 66,6% globally agree that “the organization has a fair attitude towards employees”, 65,8% agree that the organization “is humanitarian and gives back to the society”, 55,2% that it “gives an adequate contribution towards charities”. Moreover, as it would be awaited, 80,1% overall agree that their “organization expects employees to follow rules and regulations”. The mean answer is considerable positive, being 5,05.

Finally, Training and Development (5), 62,8% globally agree that their employer offers “good internal training opportunities”, 60,7% “skill development is a continuous process in this organization”, 58,7% offers good “online training opportunities”, 55,6% that the “organization communicates clear advancement path for its employees”, 53,8% overall agree that they “invest heavily in training and development of its employees”. Whether the organization provides conferences, workshops, and training programs on a regular basis, or not 56,4% agree. If the organization offers opportunities to work on foreign projects, 46,8% overall agree. Regarding central tendency measures, the mean is 4,48.

5.2.2.2. Social Media Behaviors

Regarding COBRAS’s it was used a frequency 7 item Likert scale ranging from *never* to *every time*. However, globally responses ranged from *rarely* to *every time*, thus the option *never* was not used once by the employees. The overall mean was 4,53.

Furthermore, regarding the Consumption category in the COBRAs, the following items related to the respondents’ employer were ranked between *frequently* and *every time*: 71,2% “follow the employer”; 70,6% “read news”; 70,4% chose this evaluation when they “read posts”; 69,1% “read reviews”, 67,9% “watch pictures and graphics”, and 63,8% “follow brands”. The average response was 5,19.

Moreover, on Contribution, respondents often chose less frequency options, with a mean of 4,44. The option *rarely*, was commonly the most used, specifically 38,3% say they *rarely* “comment on posts”; 38% “comment on videos”; 37,8%, “comment on pictures”; in addition, 31,4% *rarely* “repost and share with online community posts related to the employer and its activities”. On the other hand, even though around 20% *rarely* engages in these behaviors, almost 60% respondents like posts and pictures related to their employer, *frequently*, *usually* or *every time*.

Regarding Creation, around half of the responses is either *rarely* or *occasionally*. Thus, the negative answers have a higher level than in the previous answers. Hence, regarding “writing posts related to the employer on forums”, 48,5% of the respondents chose *rarely*; if they “post videos related to the employer” 48% also agree with *rarely*, while 23% says they do it every time. Moreover, 44,4% *rarely* “write reviews related to the employer on job searching related websites and forums”, 16% do it occasionally or sometimes, and 39,5% do it *frequently, usually* or *every time*. If they “initiate and create content related to the employer brand” on social networks such as Facebook, Instagram, and others, 42,6% of respondents do it rarely, 18,2% do it *occasionally* or *sometimes*, and 39,2% do it *frequently, usually* or *every time*. In terms of LinkedIn, the distribution is similar, however a little higher in the positive answers, 41,6% chose *rarely*, 22,2% *every time*, 10,5% *usually*, and 11,5% *frequently*. Finally, if they “post pictures and graphics (...) on social media networks” 41,6% chose *rarely* and 21,4% *every time*. The mean answer of Creation is 3,95.

5.3. Construct Validation

5.3.1. Reliability Analysis - Cronbach’s Alpha Coefficient

Reliability analysis aims to measure the consistency of a measure, for that, Cronbach’s Alpha Coefficient was applied (Field, 2018). Moreover, this test aims to calculate reliability, hence, to understand the relation within items of a scale. This coefficient value can be between zero and one, and the higher it is, the stronger is the connection, however, in the literature there is still no consensus, with some saying that it is enough to be more than 0,5 and others 0,7. For this analysis the standard value considered is 0,7 (Laureano & Botelho, 2017). On Appendix D.5, it is possible to check the tables from the SPSS output.

Moreover, the Cronbach’ Alpha Coefficients are the following for each dimension on EB dimensions: 0,904 in “Brand Image”; 0,917 in “Compensation and Income”; 0,818 in “Organizational culture”; 0,797 in “Corporate Social Responsibility”; and finally, 0,931 in “Training and Development”. These high values indicate a strong reliability of the data. Regarding the Cronbach’s Alpha if Item is Deleted the coefficients are all lower than the overall value except for four cases, as shown in table 1:

Construct	Cronbach’s Alpha	Item of the survey	Cronbach’s Alpha if Item is Deleted
Brand Image (1)	0,904	7.1.1. The brand is nice	0,897
		7.1.2. The brand distinguishes from competitors	0,890
		7.1.3. The brand does not disappoint customers	0,894
		7.1.4. The brand is one of the best in the sector	0,890
		7.1.5. The brand is consolidated in the market	0,897
		7.1.6. The brand provides “value for money”	0,894
		7.1.7. There is no reason to buy the brand instead of others	0,911
		7.1.8. The brand has personality	0,891
		7.1.9. The brand is interesting	0,892
		7.1.10. I have a good impression of the consumers	0,901
		7.1.11. The brand is different from competing brands	0,891

Compensation and Income (2)	0,917	7.2.1. The organization offers above average compensation and perks	0,900
		7.2.2. The organization offers additional benefits to motivate employees	0,878
		7.2.3. The organization offers an attractive overall compensation package	0,869
		7.2.4. The organization offers good health benefits	0,919
Organizational Culture (3)	0,818	7.3.1. This organization provides autonomy to its employees to take decisions	0,768
		7.3.2. There exists a friendly relationship among individual co-workers	0,807
		7.3.3. The organization provides opportunity to work from home	0,792
		7.3.4. This organization offers job security	0,786
		7.3.5. This organization provides flexible working hours	0,752
Corporate Social Responsibility (4)	0,797	7.4.1. This organization has a fair attitude towards employees	0,730
		7.4.2. Employees are expected to follow all rules and regulations	0,855
		7.4.3. This organization is humanitarian and gives back to the society	0,643
		7.4.4. This organization gives adequate contributing towards charities	0,701
Training and Development (5)	0,931	7.5.1. This organization offers good training opportunities	0,920
		7.5.2. This organization provides me online training courses	0,924
		7.5.3. This organization organizes various conferences, workshops, and training programs on a regular basis	0,920
		7.5.4. This organization provides international opportunities	0,933
		7.5.5. This organization invest highly on training and development	0,913
		7.5.6. Skill development is a continuous process in this organization	0,913
		7.5.7. This organization communicates clear advancement path for its employees	0,917

Table 5.1. Compilation of Cronbach's Alpha Coefficients for EB dimensions

The exceptions are items 7.1.7, 7.2.4, 7.4.2 and 7.5.4. On Brand Image, the value of the item number 7 “There is no reason to buy the brand instead of others” if deleted, increases the original from 0,904, to 0,911. On Compensation and Income, the coefficient improves slightly from 0,917 to 0,919 on item number 4 “This organization provides good health benefits”. Adding to this, regarding CSR on the item 2 “Employees are expected to follow all rules and regulations”, if eliminated the overall Cronbach’s Alpha Coefficient increases to 0,855, from the original 0,797. Finally, on Training and Development, item 4, “This organization provides international opportunities”, the coefficient improves from 0,931 to 0,933. However, all values are higher than 0,7 except for variable 7.4.3., which contribute for the reliability of the sample.

In the case of the COBRA’s, regarding how often the respondents engage in certain behaviors in their social media, the analysis detected the following values: “Consume” has a Cronbach’s Alpha Coefficient of 0,950; “Contribution” of 0,956; and “Creation” of 0,977. However, there is only one case

that decreases the overall alpha value, as seen in table 2, on the construct Consume, in which item 4 “I follow brands related to my EB” improves slightly from 0,950 to 0,952.

Construct	Cronbach's Alpha	Item of the survey	Cronbach's Alpha if Item is Deleted
Consume (A)	0,950	8.1.1. I read posts relate to my EB and their activities on SM	0,939
		8.1.2. I read news related to my EB and their activities on SM	0,935
		8.1.3. I watch pictures and graphics related to my EB on SM websites	0,937
		8.1.4. I follow brands related to my EB	0,952
		8.1.5. I follow my employer on SM websites	0,942
		8.1.6. I read reviews related to my EB	0,942
Contribute (B)	0,956	8.2.1. I comment on videos related to my EB	0,946
		8.2.2. I comment on posts related to my EB	0,944
		8.2.3. I comment on pictures related to my EB	0,944
		8.2.4. I repost and share with my online community posts related to my EB and their activities	0,949
		8.2.5. I “like” picture and graphics related to my EB	0,953
		8.2.6. I “like” posts related to my EB	0,953
Create (C)	0,977	8.3.1. I initiate posts related to my EB on professional networks (e.g. LinkedIn)	0,973
		8.3.2. I initiate and create content (posts, stories, etc.) related to my EB on other SM sites (e.g. Facebook, Instagram, Twitter, others)	0,973
		8.2.3. I post pictures and graphics related to my EB on SM websites	0,974
		8.2.4. I write reviews related to my EB on job searching websites and forums (e.g. Indeed, Glassdoor, others)	0,974
		8.2.5. I write posts related to my EB on forums	0,972
		8.2.6. I post videos related to my EB	0,970

Table 5.2. Compilation of Cronbach's Alpha Coefficients for COBRAs

However, for now, the test is going to proceed without variable 7.4.2, “Employees are expected to follow all rules and regulations”, because the elimination of the item improves the most the Cronbach's Alpha Coefficient, from 0,797 to 0,855.

5.3.2. Multidimensionality Test - Principal Components Analysis

The Principal Components Analysis (PCA) has the objective to extract the most relevant information from the data set, compressing the dimensionality by transforming a large set of variables into a smaller one – the principal components (Abdi & Williams, 2010). This approach indicates how linear components are part of the data, and how each variable contributes to a component (Field, 2018). The complete SPSS output can be found in Appendix D.6.

For this test, two different groups of questions were put together on SPSS: the employer branding dimensions (group 1) and the COBRAs (group 2). However, to apply the test, some assumptions had to be met (Field, 2018).

First, variables are metrical and codified as “ordinal” in SPSS due to being a 7-point Likert Scale, which means that each codified number has a correspondent meaning. This is valid for both groups of

questions, and their two scales (agreement and frequency). This is a positive sign to follow through with the PCA test.

Moreover, the sample must be large enough, and even though authors do not completely agree in a criterion, for this thesis a good sample is going to be considered 10 times the number of analyzed variables. This means that there are at least 10 participants per variable (Field, 2018). In addition, the total number of valid answers is 392, hence, the number of items for the first section is 31 (minus the one eliminated on the last subchapter which leaves us with 30); and for the second group is 18. Thus, for the EB Dimensions $30 \times 10 = 300 < 392$, and for the COBRAs $18 \times 10 = 180 < 392$. Hence, this assumption holds, for both groups, indicating to proceed with the test.

Furthermore, it is necessary to make sure that the measures of the sample are adequate, hence, the Kayser-Meyer-Olkin test was observed. This test is responsible for the decision of how many principal components to extract. It consists of a number between 0 and 1, that to be accepted will be higher than 0,7 and the closer it is to 1 the better, because it means that the patterns of correlations are compact and therefore the analysis is reliable (Field, 2018). For the Employer Branding dimensions questions, the KMO test presents itself with a value of 0,955. This value is higher than 0,7, allowing to proceed with the test ($KMO = 0,955 > 0,7$). The same occurs with the COBRA's questions ($KMO = 0,955 > 0,7$). This indicates that the variables are distinct from each other and very suitable to proceed with the PCA. The KMO should be followed by the Barlett's test, which aims to understand correlation between variables (Field, 2018). This hypothesis test aims to make sure that the data is suitable for reduction, because to be able to conduct the PCA the variables must be correlated; likewise, the null hypothesis (*Ho: the initial variables are not correlated*) needs to be rejected. Hence, regarding Barlett's test, both groups of questions have a p-value of 0, making it lower than 5 ($Sig = 0 < 5\%$), thus the null hypothesis is indeed rejected, which indicated that the variables are very correlated. Accordingly, both the KMO and the Barlett's test are favorable to continue with the Principal Components Analysis.

Moreover, the Keiser's Criterion was applied. This criterion aims to evaluate the eigenvalues of the sample, that have a total value higher than 1. This indicates 5 principal components for the first group (table 3), and 2 for the second group (table 4).

Proceeding with the analysis, the Percentage of Explained Variance is assessed. This criterion is about retaining the values higher than 70% to assure that the minimum variance is explained (Field, 2018). Thus, this suggests that for the first group of question six principal components should be extracted, accounting for 72,116% of the total variance of the 30 valid variables (table 3). For the second group, the COBRA's, according to this criterion, only one principal component should be extracted, accounting for 72,018% of the total variance (table 4)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14,416	48,052	48,052	14,416	48,052	48,052	6,253	20,842	20,842
2	2,332	7,774	55,826	2,332	7,774	55,826	5,937	19,789	40,632
3	1,246	4,153	59,979	1,246	4,153	59,979	3,447	11,490	52,122
4	1,081	3,604	63,582	1,081	3,604	63,582	3,122	10,407	62,529
5	1,004	3,348	66,931	1,004	3,348	66,931	1,320	4,402	66,931
6	,825	2,751	69,682						
7	,730	2,434	72,116						
8	,711	2,371	74,487						

Table 5.3. Total Variance Explained for EB dimensions (excerpt of original table)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12,963	72,018	72,018	12,963	72,018	72,018	7,896	43,868	43,868
2	1,967	10,928	82,947	1,967	10,928	82,947	5,737	31,874	75,742
3	,510	2,832	85,779	,510	2,832	85,779	1,807	10,037	85,779
4	,453	2,516	88,295						

Table 5.4. Total Variance Explained for COBRAs (excerpt of original table)

These two tests are not in agreement with how many principal components should be chosen, the Kaiser's Criterion suggests 5 and 2, while the Percentage of Explained Variance Criterion suggests 7 and 1, for the EB Dimensions and COBRA's, respectively. Furthermore, another criterion was explored.

Next, when applying Rotation to check the loading value, the results are not identical with the former. The Rotated Component Matrix table allows to maximize the dispersion between the variables. Here low values are ignored (< 0,3) and the focus is on the location of the higher values, which indicate what each item contributes to each principal component (PC), obtaining a more simplified structure. In this method, the objective is to get components that are not correlated with each other.

	Component				
	1	2	3	4	5
Q7.1. Brand Image_1 - The brand is nice	,676	,128	,158	,232	-,109
Q7.1. Brand Image_2 - The brand has a personality that distinguishes itself from competitors brands	,766	,162	,181	,107	,059
Q7.1. Brand Image_3 - The brand doesn't disappoint its customers	,685	,105	,194	,189	,067
Q7.1. Brand Image_4 - The brand is one of the best brands in the sector	,659	,161	,329	,167	,252
Q7.1. Brand Image_5 - The brand is very consolidated in the market	,505	,182	,237	,214	,388
Q7.1. Brand Image_6 - The brand provides a good value for money	,664	,155	,247	,130	,065
Q7.1. Brand Image_7 - There is no reason to buy the brand instead of others	,344	,129	-,003	,057	,665
Q7.1. Brand Image_8 - The brand has personality	,720	,240	,159	,112	,111
Q7.1. Brand Image_9 - The brand is interesting	,721	,244	,119	,128	,087
Q7.1. Brand Image_10 - I have a clear impression of the type of people who consume the brand	,589	,364	-,043	,027	,011
Q7.1. Brand Image_11 - This brand is different from competing brands	,687	,249	,200	,099	,202
Q7.2. Compensation_1 - This organisation offers above average compensation and perks	,296	,301	,727	,262	,012
Q7.2. Compensation_2 - This organisation offers additional benefits to motivate employees	,308	,384	,727	,237	,015
Q7.2. Compensation_3 - This organisation offers an attractive overall compensation package	,335	,398	,726	,239	,012
Q7.2. Compensation_4 - This organisation provides good health benefits	,252	,381	,697	,086	,032
Q7.3. Culture_1 - This organisation provides autonomy to its employees to take decisions.	,314	,320	,222	,635	-,042
Q7.3. Culture_2 - There exists a friendly relationship among individual co-workers	,440	,334	,061	,415	-,333
Q7.3. Culture_3 - This organisation provides opportunity to work from home	,086	,260	,244	,693	,283
Q7.3. Culture_4 - This organisation offers job security	,308	,494	,250	,369	-,092
Q7.3. Culture_5 - This organisation provides flexible working hours	,173	,308	,128	,785	,079
Q7.4. CSR_1 - This organisation has fair attitude towards employees	,428	,397	,235	,544	-,241
Q7.4. CSR_3 - This organisation is humanitarian and gives back to the society	,412	,618	,248	,170	-,248
Q7.4. CSR_4 - This organisation gives adequate contribution towards charities	,370	,628	,266	,119	-,176
Q7.5. Training + Devel_1 - This organisation offers good internal training opportunities	,274	,687	,237	,321	-,017
Q7.5. Training + Devel_2 - This organisation provides us online training courses.	,160	,739	,181	,182	,244
Q7.5. Training + Devel_3 - This organisation organises various conferences, workshops and training programs on regular basis.	,181	,759	,230	,152	,231
Q7.5. Training + Devel_4 - This organisation offers opportunities to work on foreign projects.	,125	,502	,421	,321	,287
Q7.5. Training + Devel_5 - This organisation invests heavily in training and development of its employees.	,210	,727	,279	,325	,133
Q7.5. Training + Devel_6 - Skill development is a continuous process in this organisation.	,228	,752	,277	,320	,052
Q7.5. Training + Devel_7 - This organisation communicates clear advancement path for its employees.	,340	,660	,350	,287	,061

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 8 iterations.

Table 5.5. Rotated Component Matrix for Employer Branding Dimensions

Moreover, for group 1, the rotated component matrix (table 5, on the previous page) suggests that 4 components should be extracted: PC1 corresponds to the original dimension 1, Brand Image; PC2 is the mixture of dimensions 4 and 5, CSR and Training and Development, indicating a relation between the variables, and leading up to a new dimension; PC3 corresponds to dimension 2, Compensation and Income; while PC4 is about Organizational Culture. Moreover, item 7 of brand image, item 1 of CSR, and items 2 and 4 of organizational culture should be eliminated to improve interpretation.

However, when checking the loading values on the matrix (table 6), 2 principal components were obtained. On PC1, Consumption stays independent; while on PC2, Contribution and Creation are put together, indicating a relation between both variables. Therefore, for the sake of the interpretation, items 5 and 6 of Contribution should be eliminated.

	Component	
	1	2
Q8.1 - CONSUME_1 - I read posts related to my employer's brand and their activities on social media	,294	,857
Q8.1 - CONSUME_2 - I read news related to my employer's brand and their activities on social network sites	,284	,899
Q8.1 - CONSUME_3 - I watch pictures / graphics related to my employer's brand on social network sites	,319	,865
Q8.1 - CONSUME_4 - I follow brands related to my employer's brand	,387	,668
Q8.1 - CONSUME_5 - I follow my employer on social networks sites	,304	,758
Q8.1 - CONSUME_6 - I read reviews related to my employer brand	,354	,793
Q8.2 - CONTRIBUTE_1 - I comment on videos related to my employer brand	,829	,374
Q8.2 - CONTRIBUTE_2 - I comment on posts related to my employer brand	,819	,405
Q8.2 - CONTRIBUTE_3 - I comment on pictures related to my employer brand	,813	,410
Q8.2 - CONTRIBUTE_4 - I repost and share with my online community posts related to my employer brand and their activities	,645	,414
Q8.2 - CONTRIBUTE_5 - I "like" picture/graphics related to my employer brand	,414	,549
Q8.2 - CONTRIBUTE_6 - I "like" posts related to my employer brand	,414	,585
Q8.3 - CREATE_1 - I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	,835	,309
Q8.3 - CREATE_2 - I initiate and create content (posts, stories, etc) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	,849	,319
Q8.3 - CREATE_3 - I post pictures / graphics related to my employer brand on social network sites	,818	,325
Q8.3 - CREATE_4 - I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	,893	,268
Q8.3 - CREATE_5 - I write posts related to my employer brand on forums	,898	,246
Q8.3 - CREATE_6 - I post videos related to my employer's brand	,889	,279

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

Table 5.6. Rotated Component Matrix for COBRAs

In conclusion, the Rotation Matrix Criterion suggests choosing to extract 4 principal components on the first group, and 2 on the second group. Thus, 6 new variables must be built, summing their averages, now called Scores.

Thus, in terms of social media behaviors we have the two principal components, “Consume Score” and “Contribute and Create Score”. Followed by the EB dimensions, “Brand Image Score”, “CSR and Training Score”, “Compensation and Income Score” and “Organizational Culture Score”. It is relevant to notice that these new variables will not include the items that were affecting interpretation, meaning former items: 7 of brand image, 2 and 4 of culture, 1 and 2 of CSR, and 5 and 6 of contribute.

Therefore, to proceed with the hypothesis testing the variables must be updated. In total, instead of original 8 (5+3) constructs, now only the 6 (4+2) will be analyzed. Which of course has inherent risks

associated, like losing some information, however it reduces the dimensionality of the data, avoiding repetition. These variables are going to be used for subsequent studies to test the hypothesis.

Furthermore, reliability of the data was once again checked, and the Cronbach's Alpha was calculated again but with the changes in the variables. As it is possible to see in table 7, almost all the values improved with the changes except one, organizational culture, however it is still higher than 0,7, indicating that the reliability of the test is enough.

Construct	New Cronbach's Alpha	Initial Cronbach's Alpha
Brand Image	0,911	0,904
Compensation & Income	0,917	0,917
Organizational Culture	0,792	0,818
Training & CSR	0,936	0,797 & 0,931
Consume	0,950	0,950
Contribute & Create	0,980	0,956 & 0,977

Table 5.7. Reliability of the new hypothesis

5.4. Hypothesis Testing

Instead of the original conceptual model with 5 dimensions, the model was updated, 2 of the 5 dimensions are together (CSR and Training & Development), and on COBRAs social media behaviors of Contribution and Creation also turned into only one variable. The new hypotheses agree that Brand Image, CSR & Training, Compensation and Income, and Organizational Culture are predictors of the two social media behaviors, Consume and Contribute & Create. Thus, the revisited hypotheses are:

Original & Revised Hypotheses
H1 Original: <i>Employee's perception regarding Brand Image motivates employee's work-related social media behaviors</i>
H1a Original: <i>Employee's perception regarding the Brand Image of the employer motivates work-related social media consumption.</i>
H1b Revised: <i>Employee's perception regarding the Brand Image of the employer motivates work-related social media contribution and creation.</i>
H2 Original: <i>Employee's perception regarding Compensation and Income motivates employee's work-related social media behaviors</i>
H2a Original: <i>Employee's perception regarding Compensation and Income motivates work-related social media consumption.</i>
H2b Revised: <i>Employee's perception regarding Compensation and Income motivates work-related social media contribution and creation.</i>
H3 Original: <i>Employee's perception regarding Organizational Culture motivates employee's work-related social media behaviors</i>
H3a Original: <i>Employee's perception regarding Organizational Culture motivates work-related social media consumption.</i>
H3b Revised: <i>Employee's perception regarding Organizational Culture motivates work-related social media contribution and creation</i>
H4 Revised: <i>Employee's perception regarding CSR & training motivates employee's work-related social media behaviors</i>
H4a Revised: <i>Employee's perception regarding CSR and Training motivates work-related social media consumption.</i>
H4b Revised: <i>Employee's perception regarding CSR and Training motivates work-related social media contribution and creation.</i>

Table 5.8. Hypothesis Revision

The chosen test on SPSS was Multiple Linear Regression, to facilitate the study of causality relationships between one dependent variable and the four independent ones. Thus, this analysis was done first for Consume and second for Contribute & Create.

When proceeding with the analysis, it is possible to detect that the third dimension, Compensation and Income, is not significantly relevant for the Consumption behavior. Simultaneously, variables Brand Image and Organizational Culture are not significant for Contribute & Create. Therefore, they were eliminated.

Moreover, regarding the significance level, in (table 7), *Stepwise* was chosen as a method to do the linear regression analysis. For the Consume behavior, significant relationships were found with CSR & Training, Brand Image and Culture, by order of importance. For Contribute and Create, the significant relationships are with variable CSR & Training and Compensation & Income. For instance, the R Squared values tell us that 37,9% of the Consumption behaviors are explained by the three first variables, and 37,2% of the Contribute & Create behaviors are explained by the last two.

Predictors	Social Media Behaviors:					
	Consume			Contribute & Create		
	Significance	Coefficient	R Square	Significance	Coefficient	R Square
Brand Image	0,005	0,149	0,379	NS	NS	0,372
CSR & Training	0,000	0,411		0,000	0,404	
Compensation & Income	NS	NS		0,000	0,242	
Organizational Culture	0,026	0,126		NS	NS	

Table 5.9. Multiple Regression Analysis: Summary of the SPSS Output on Appendix D.7.
(NS = Not Significant)

These results suggest that Brand Image, Organizational Culture and CSR & Training, are predictors of employees work-related social media Consumption, validating hypotheses H1a, H3a and H4a, and on the other hand, rejecting hypothesis H2a. Moreover, CSR & Training, and Compensation & Income are predictors of work-related social media Contribution & Creation, validating hypotheses H4b and H2b, and rejecting H1b and H3b.

5.4.1. Age generation

Furthermore, this report explored how the respondents from each generation reacted. While assessing the results, different generations were separated, to see if the results stayed the same. The number of respondents for each generation were checked. Gen Y as previously mentioned had the higher number with 188 answers, followed by Gen X with 94, and Gen Z with 86. Baby Boomers had the lowest number with only 24 respondents. This led us to focus this differentiation only on the first three generations, since 24 is lower than 30 which was the minimum number considered. Moreover, the results were indeed a bit different depending on each generation.

Regarding Consumption of work-related social media, for Gen Z, the only predictors that were considered significant were CSR & Training and Organizational Culture, explaining around 42,8% of the answers. Moving forward, for Gen Y, which make up for almost half of the respondents, three

predictors were found significant, Organizational Culture, Compensation & Income, and Brand Image, explaining around 41% of the *Consumption* answers. For Gen X, significance was found with the variable CSR & Training, for Consumption, explaining 29,5% of the results.

For Contribute & Create, in the case of Gen Z, Compensation & Income and CSR & Training, are thought to be predictors, explaining around 34,1% of the results. Moreover, Gen Y only considers CSR & Training as a predictor, explaining 35,3% of the results of social media Contribution & Creation. Similar results, for Gen X, once again having a significant relationship with CSR & Training, making up for 25% of the answers on this behavior.

Predictors	Social Media Behaviors:					
	Consume			Contribute & Create		
	Significance	Coefficient	R Square	Significance	Coefficient	R Square
Gen Z						
Brand Image	NS	NS	0,428	NS	NS	0,341
CSR & Training	0,000	0,443		0,024	0,289	
Compensation & Income	NS	NS		0,008	0,343	
Organizational Culture	0,008	0,284		NS	NS	
Gen Y / Millennials						
Brand Image	0,014	0,080	0,410	NS	NS	0,353
CSR & Training	NS	NS		0,000	0,594	
Compensation & Income	0,000	0,096		NS	NS	
Organizational Culture	0,005	0,184		NS	NS	
Gen X						
Brand Image	NS	NS	0,295	NS	NS	0,250
CSR & Training	0,000	0,543		0,000	0,500	
Compensation & Income	NS	NS		NS	NS	
Organizational Culture	NS	NS		NS	NS	

Table 5.10. Multiple Regression Analysis for each Generation: Summary of Appendix D.8. (NS=Not Significant)

5.5. Discussion of results

This study aimed to understand factors lead to employee's social media work-related behaviors, and how can the employers promote those onto their employees. Thus, the analysis agreed with the proposal but also had unexpected results that should be further explained.

Following through with the new eight sub-hypothesis, only five were validated when the sample was analyzed. The following table summarizes the total twelve hypothesis which were or were not validated:

Revised Hypotheses	Validated
H1: <i>Employee's perception regarding Brand Image motivates employee's work-related social media behaviors</i>	Yes
H1a: <i>Employee's perception regarding the Brand Image of the employer motivates work-related social media consumption.</i>	Yes
H1b: <i>Employee's perception regarding the Brand Image of the employer motivates work-related social media contribution and creation.</i>	No
H2: <i>Employee's perception regarding Compensation and Income motivates employee's work-related social media behaviors</i>	Yes
H2a: <i>Employee's perception regarding Compensation and Income motivates work-related social media consumption.</i>	No

H2b: <i>Employee's perception regarding Compensation and Income motivates work-related social media contribution and creation.</i>	Yes
H3: <i>Employee's perception regarding Organizational Culture motivates employee's work-related social media behaviors</i>	Yes
H3a: <i>Employee's perception regarding Organizational Culture motivates work-related social media consumption.</i>	Yes
H3b: <i>Employee's perception regarding Organizational Culture motivates work-related social media contribution and creation</i>	No
H4: <i>Employee's perception regarding CSR & training motivates employee's work-related social media behaviors</i>	Yes
H4a: <i>Employee's perception regarding CSR and Training motivates work-related social media consumption.</i>	Yes
H4b: <i>Employee's perception regarding CSR and Training motivates work-related social media contribution and creation.</i>	Yes

Table 5.11. Summary of the results of the hypothesis testing

Furthermore, a causality relationship was established between the social media behaviors and employer branding dimensions. First the behavior Consume and employer branding related dimensions, Brand Image perception, CSR & Training, and Organizational Culture. Secondly, the Contribute & Create behaviors, were related to CSR & Training, and Compensation & Income. On the other hand, to summarize the hypotheses that were not approved, according to this research, brand image and organizational culture do not motivate work-related social media contribution and creation behaviors. In addition, compensation & income, does not motivate consumption behaviors. Thus, brand image and organizational culture are not predictors of contribution & creation behaviors, and compensation & income is not by itself a predictor of social media work related consumption.

For starters, brand image perception of employees is often connected in literature with satisfaction, commitment, and lower levels of turnover (Foroudi et al., 2020). Organizational culture is also connected to higher levels of retention and motivation (Tanwar, 2017). However, the result of this study defends that both dimensions only affect social media behavior consumption and not contribution & creation. This might suggest that brand image and organizational culture are not strong enough factors to lead to behaviors that are indicators of higher levels of engagement as contribute & create. On the opposite side, compensation & income apparently only affect the more robust behaviors, contribute & create. Monetary compensation is still the most important factor that contributes to higher levels of attraction and retention of employees (Jamal Ali & Anwar, 2021). This can indicate that the employees who receive more are likely to enjoy working in their company and, as such, they can be more engaged with the employer's social media. Moreover, CSR & Training is the only variable considered relevant for both behaviors.

Furthermore, the sample was divided in four according to the generations that had enough answers, which resulted in interesting conclusions, going along with the idea that generation of the employee can indeed be a differentiating factor. Thus, the reasons behind the various social media behaviors can change depending on the age, as the literature suggests. The following table 10 summarizes the results

conveyed in subchapter 5.4.1., comparing the results of each generation with the ones for the overall sample of the respondents of the survey:

Population	Work-related social media Consumption	Work-related social media Contribution and Creation
Overall sample	CSR & Training Brand Image Organizational Culture	CSR & Training Compensation & Income
Gen Z	CSR & Training Organizational Culture	Compensation & Income CSR & Training
Gen Y	Organizational Culture Compensation & Income Brand Image	CSR & Training
Gen X	CSR & Training	CSR & Training

Table 5.12. Summary of results of the predictors of social media behaviors, per generation

Each generation has specific motivating factors for satisfaction and motivation in the workplace. Moreover, from the factors chosen, literature suggests younger generations would prefer nonmaterial factors, and older generations would prioritize monetary compensations (Dimock, 2019; Mahmoud et al., 2021; Törn-Laapio & Ekonen, 2021). However, this is not always observed in this study. The results of the survey suggest that older generation, Gen X prioritizes CSR & Training, apparently affecting their willingness to have social media work-related behaviors, as Consume, Contribute and Create. Afterwards, Gen Y, the generation with the strongest presence in the study, that makes up for 48% of the respondents, has contrasting results. Regarding the consumption of work-related social media, this is thought to be affected by organizational culture, compensation & income, and Brand Image. On the other hand, CSR & training are the only factors that might influence contribution and creation. Thus, the highest level of engaging behaviors on social media is only connected with CSR & Training, which could indicate that the respondents from this generation feel like these practices are the “plus” factor that motivate them. Finally, for Gen Z, CSR & training affect both social media activities. Organizational culture also affects consumption, in addition, compensation & income affect contribution & creation. For the younger generation the focus on compensation is relevant to highlight, since it is associated to higher engagement, opposite to the previous generation. It suggests that organizational culture and CSR & training are important but do not necessary lead to creating content associated to their employer.

Moreover, is relevant to stress that this was the first time that a relationship between the COBRA’s and relevant dimensions for the employee were connected. Thus, the results suggest interesting conclusions from this study. It would be beneficial to further study these results.

Chapter 6 - Conclusion & Recommendations

Some companies consider user-generated content on social media better than any type of promotion. As seen in this thesis, literature agrees that the same type of positive behaviors by employees contribute to a better image as a brand but also as an employer. The employer brand is so impactful for the employees and their expectations throughout their path into the organization that even after finishing their contractual relationship it has a long-standing effect, having the potential to affect and influence other potential employees' perceptions and ideas (Graham & Cascio, 2018).

Even though employer branding has been gaining more popularity in recent years, it is a concept that has existed for more than 25 years (Ambler & Barrow, 1996; Moroko & Uncles, 2016). This thesis has mentioned how the research on social media as an employer branding tool from the employee perspective is insufficient. The relationship between these two factors is a strategic opportunity underexplored by companies and understudied by literature. Both academia and organizations are belittling the potential of the mentioned connection and their advantages (Eger et al., 2018; Kurniawan et al., 2021; Smith et al., 2021). Moreover, this thesis contributes to both research and management because it proves that the theme is indeed relevant and an opportunity worth exploring.

6.1. Main Conclusions

The research started by reviewing the available literature on employer branding, and social media activities. Moreover, since there was no specific scale on employee's social media activities, a scale which is used for consumers (COBRA's) was applied to the employees. After the scale was adapted, dimensions that affect the employer branding perception were further studied. The model was built with the objective of understanding if it is possible to establish a causality relationship, based on the social exchange theory, between the employer branding related dimensions and the social media behaviors. Five main hypotheses were created, further divided in fifteen sub-hypotheses. An online survey was developed based on scales for each dimension. Statistical analysis was conducted on SPSS to further understand if the proposed hypothesis could be indeed correct. Reliability and multidimensionality tests suggested a revision of the initial hypothesis, adapting the original versions, to reduce redundancy and improve reliability. Moreover, the new hypotheses were tested, and conclusions were drawn.

This thesis aimed to identify the reasons behind employees' work-related social media behaviors regarding the employer company. Based on a literature review and data analysis, it can be concluded that factors known to influence the employer brand perception contribute to certain social media behaviors, from employees. The results indicate that brand image perception, organizational culture, compensation and income, corporate social responsibility and training can be antecedents of work-related social media activities, such as consumption, contribution, or creation. Even though three of the

revised sub-hypotheses were denied, the rest were accepted. Overall, main hypotheses 1, 2, 3 and 4 were accepted indicating statistical evidence of a relationship between the employer branding dimensions and the social media activities. The research objectives were achieved, and the research question was answered.

The present report clearly illustrates that companies that have a strong brand image, that promote a healthy organizational culture, offer adequate monetary compensations, bet on corporate social responsibility, and invest in training have more benefits than the ones who do not. This study goes beyond that and assesses how each one of the dimensions affects each one of the three social media brand related activities. The chosen approach is thought to have offered an extensive overview of the existent literature related to the topic. Even though the conceptual model had to be adapted it was a good starting point. In addition, some results did not match the initial expectations, however their relevance persists. Revised hypotheses were both accepted and denied, contributing to the complexity of the research. Concluding now it is possible to answer the proposed research question in the beginning:

RQ: What motivates employees to actively interact with their employer's brand on social media?

Employer brand related dimensions, such as brand image perception, corporate social responsibility and organizational culture motivate work-related social media consumption, in addition, corporate social responsibility and compensation and income affect social media work-related contribution and creation.

6.2. Contributions to research

Mobilizing employees to produce and interact with the organization's social media relevant content, should mainly start with the organization itself. The employers themselves must firstly have a strong digital presence, on professional networks, such as LinkedIn, but also mainstream SM like Facebook, Instagram and even Twitter. On one hand, some studies believe that the main reasons for employees to engage on these behaviors is mainly intrinsic and related to their own characteristics as individuals (Korzynski et al., 2020), on another hand, employees might avoid these behaviors not to mix both work and non-work lives, preferring to have strict boundaries in terms of what they do with their own social media (van Zoonen & Banghart, 2018). For instance, it is relevant for both academia and organizations to understand how these behaviors can be potentialized.

This research adds to the literature, since it tried to establish the connection between the five dimensions, that are believed to affect the employer branding perception of the employees, and the willingness to have certain social media work-related behaviors. The thesis agrees with the literature on the importance of the five chosen dimensions on the employer branding perception by employees. Thus, overall, the analysis agrees that employees give relevance to the variables, however, on some cases, the direct connection with the willingness to have social media work-related behaviors is yet to be further explained. Moreover, it is highlighted that it was the first time that both the COBRA scale and the mentioned dimensions were put together, which contribute to the relevancy of the study.

6.3. Managerial implications

As the number of social media users is continuously growing (Hootsuite, 2022), marketers have already defined it in their communication and marketing strategy as a must. It is an opportunity to establish the brand and to strengthen the brand connection to the customers and other potential targets, improving for example, brand awareness and brand loyalty (Swani et al., 2021). Nonetheless, its potential is still very much concentrated on the consumers. Although human resources approaches have increased their use on social media, it is often as a recruitment tool to promote job vacancies and facilitating selection process, in a unilateral conversation on the employer company's part (Oncioiu et al., 2022). However, it can be much more.

Moreover, the digitalization of the workplace has come to stay (Accenture, 2021; Gallup, 2021). Various managers agree that the changes that have happened in the last few years, and have been accelerated by the pandemic, will be the future (J. Cook, 2022). This includes the importance of being able to establish connections and creating an organizational culture at a distance. For instance, social media platforms can be a good tool to do so. Not only the external platforms, but also internal platforms that stimulate engagement and increase the connection inside companies, and ultimately translate into a better external image (L. Lee & Dawson, 2021).

The current research contributes to decrease the gap in the literature. Thus, it is relevant to stress, whatsoever, that of the total number of valid respondents of the survey, almost 90% have social media accounts. And of these, when the employer also has social media accounts, around 85% follow them on social media, mainly on Facebook, Instagram, and LinkedIn. These numbers tell us the importance of using social media from the employee's perspective as a source of competitive advantage to strengthen the external and internal perception of the brand.

Although this thesis suggests that factors such as brand image perception, organizational culture, compensation and income, corporate social responsibility, and training, can be related to social media behaviors, such as consumption, contribution and creating, it is still a challenge to do it in practice. Even though there is a relation, it is almost impossible to predict how the employee would react, even if the company promotes these positive practices. Thus, an organization can do their own part, but if the social media interaction is supposed to be spontaneous and organic it is harder to control. Remarkably employers can do their own part but there are no guarantees.

6.4. Research limitations

This report provides useful insights into the importance of social media usage from employees, to have a strong employer brand, and how can these behaviors be promoted. Nonetheless there are some limitations. On the model, the choice of the five dimensions related to employer brand can be seen as a limitation, since the literature on employer branding dimensions is underexplored. Even though extensive theoretical research was conducted there could have been more aspects that influence it.

On the survey, the scales used for the questions could have been more similar in terms of number of questions, to establish equality. Thus, the scales used on employer branding, were not all used together beforehand. In addition, the fact that the COBRA scale adaption was adapted from the consumer's perspective can also be seen as risk, even though it was done before. Moreover, the data collection, was developed based on the researcher contact network, even though it was expanded through other open websites it might still affect the characteristics of the respondents. Hence, the answers can be biased to the context of the people who had access to the survey. For instance, younger respondents have a higher impact on the survey, with generation y and z making up for around 70% of the answers, which could be related.

Another limitation is the fact that the type of content of the social media interaction that it was referred in the study, was not assessed, which can be detrimental to correctly understand the employee's behavior. Also, not considered in this study, were the reasons behind the fact that the employees might not want to engage in these behaviors. Leadership problems, being introverted, doing a job they do not like, could be options. For instance, the biggest limitation is indeed how underdeveloped the topic is in the literature, creating more hurdles on being able to explain better the results.

6.5. Suggestions & Recommendations for further development

Suggestions and recommendations, include further exploring the theme with more practical and empirical research. Also, relevant would be to assess other demographic factors besides generation, such as education and gender, for example, and even job characteristics such as type of contract, longevity in the organization which was not possible to do due to time constraints. Moreover, the generational differences mentioned in this research can also be further studied as a mediator factor and not only by sample division.

Factors not mentioned and analyzed in the model such as, organizational identification, pride in the organization, the business' success, team dynamics, leadership are also relevant to assess as employer brand related factors, and might impact the willingness to create, contribute or consume social media content. Thus, all of these must be further developed, and a connection has to be clearly established. Also not considered was the type of social media content produced by both the employer and the employee which might affect the willingness to participate, or the quality of the interaction. Moreover, introducing the possibility of any type of direct incentives or obligations to engage on social media with the employer brand, could be interesting to study both negative and positive effects.

Marketing and human resources are two key aspects of the company, and both work towards creating the brand. This study proves that the usage of social media by employees regarding their companies, is directly related with the employer brand, thus it is on the best interest of scholars and managers to be able to study it and promote it more.

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Appendix

Appendix A - Employer Branding Scales based on Existent Literature

Authors	Font	Name of the model	Dimensions
Berthon et al, 2005	<i>International Journal of Advertising</i>	Employer Attractiveness (EmpAt) Scale	<ol style="list-style-type: none"> Social Value Development Value Application Value Interest Value Economic Value
Barrow & Mosley, 2005	<i>The Employer Brand: Bringing the Best of Brand Management to People at Work</i> (book)	Employer Brand Wheel	<ol style="list-style-type: none"> Working environment Reward system Post-employment Vision and leadership Policies and values Fairness and cooperation Corporate personality External reputation Communication Recruitment and induction Development, and performance management
Moroko & Uncles, 2008	<i>Journal of Brand Management</i>	Employer Branding Characteristics	<ol style="list-style-type: none"> Brand awareness Employee Value Proposition Differentiation from competitors Psychological contract Brand values
		Employer brand success characteristics	<p>Typology of brand success characteristics:</p> <p>Managerial implications of brand success characteristics:</p>
Mosley, 2014	<i>Employer brand management practical lessons from the worlds leading employers</i> (book)	Key Employer Brand Measures	<p><i>Process Efficiency and Effectiveness</i> EXT</p> <ol style="list-style-type: none"> Accurate workforce planning and targeting Impact of marketing content and media relative to cost Effective recruitment process design and delivery Applicant/candidate satisfaction with recruitment practices

			<p>INT</p> <p>5. New joiner satisfaction with on-boarding practices</p> <p>6. Impact of internal communication content and media relative to cost</p> <p>7. Effective HR process design and delivery</p> <p>8. Employee satisfaction with people management and communication practices</p> <p><i>Brand Reputation and Experience</i></p> <p>EXT (Employer Brand Reputation)</p> <p>9. Brand awareness and familiarity</p> <p>10. Brand image strength and consistency</p> <p>11. Relative appeal and differentiation</p> <p>INT</p> <p>12. Internal fulfillment of your employer brand promises</p> <p><i>Desired Behaviors and Outcomes</i></p> <p>EXT</p> <p>13. Talent pool reach and engagement</p> <p>14. Consideration and preference</p> <p>15. Quality and diversity of applications and hires</p> <p>16. Cost per hire/Time to hire</p> <p>17. Conversion rate and premium</p> <p>18. Positive word of mouth (likes/shares etc.)</p> <p>INT</p> <p>19. Talent bench strength</p> <p>20. Engagement and retention</p> <p>21. Performance</p> <p>22. Advocacy and referral</p>
Zhu et al, 2014	Social Behavior and Personality: An International Journal	Employer Branding Dimensions	<p>1. Compensation and Benefits</p> <p>2. Recognition</p> <p>3. Opportunity for development</p> <p>4. Work-life effectiveness</p> <p>5. Organization</p>
Berger-Remy and Michel, 2015	Recherche et Applications en Marketing	The meaning that the brand gives employees	<p>Signification</p> <p>1. Common good</p> <p>2. Professional pride</p> <p>3. Security</p> <p>Direction</p> <p>4. Constructed social utility</p> <p>5. Congruent values</p> <p>6. Time horizon</p> <p>Sensation</p> <p>7. Attachment</p> <p>8. Pride within the external brand image</p>
Tanwar, 2017	Asia-Pacific Journal of Management Research and Innovation	Items for Measuring Employer Branding	<p>1. Development value</p> <p>2. Diversity value</p> <p>3. Social value</p> <p>4. Economic value</p>
Tanwar & Prasad, 2017	Personnel Review	Employer Brand Scale	<p>1. Work atmosphere</p> <p>2. Training and development</p> <p>3. Work-life balance</p> <p>4. Corporate social responsibility</p> <p>5. Compensation and benefits</p>
Tanwar & Kumar, 2019	Personnel Review	Major dimensions of Employer Brand	<p>1. Work culture</p> <p>2. Ethics and corporate social responsibility (CSR)</p> <p>3. Diversity</p> <p>4. Salary and incentives</p>

Appendix B - Survey Questions Adaptation

Appendix B.1. - COBRA Scales

Reference	Dimensions	Adapted Item	Original Item
Adapted from Schvinski et al. (2021)	CONSUMPTION	I read posts related to my employer's brand and their activities on social media	I read posts related to brand X on social media
		I read news related to my employer's brand and their activities on social network sites	I read fan pages related to brand X on social network sites
		I watch pictures / graphics related to my employer's brand on social network sites	I watch pictures / graphics related to brand X
		I follow brands related to my employer's brand	I follow brands related to brand X
		I follow my employer on social network sites	I follow brand X on social network sites
		I read reviews related to my employer brand	I read brand X related reviews
	CONTRIBUTION	I comment on videos related to my employer brand	I comment on videos related to brand X
		I comment on posts related to my employer brand	I comment on posts related to brand X
		I comment on pictures related to my employer brand	I comment on pictures related to brand X
		I share and repost with my online community posts related to my employer brand and their activities	I share brand X related posts
		I "like" picture/graphics related to my employer brand	I "like" picture/graphics related to brand X
		I "like" posts related to my employer brand	I "like" posts related to brand X
	CREATION	I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	I initiate posts related to brand X on blogs
		I initiate and create content (posts, stories, etc.) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	I initiate posts related to brand X on social network sites
		I post pictures / graphics related to my employer brand on social network sites	I post pictures / graphics related to brand X
		I write reviews related to my employer brand on job searching related websites and forums (XX)	I write reviews related to brand X
		I write posts related to my employer brand on forums	I write posts related to brand X on forums
		I post videos that show my employer brand	I post videos that show brand X

Appendix B.2. - Employer Branding Scale

Reference	Dimensions	Item
Adapted from Plumeyer et al. (2019)	Brand Image	The brand is nice
		The brand has a personality that distinguishes itself from competitors' brands
		It is a brand that does not disappoint its customers
		It is one of the best brands in the sector
		The brand is very consolidated in the market
		The brand provides a good "value for money"
		There is no reason to buy the brand instead of others
		The brand has personality
		The brand is interesting
		I have a clear impression of the type of people who consume the brand
		This brand is different from competing brands
Adapted from Tanwar & Kumar (2019)	Compensation and Income	This organization offers above average compensation and rewards
		This organization offers additional benefits are offered to motivate employees
		This organization offers an attractive overall compensation package
		This organization provides good health benefits
Adapted from Tanwar & Kumar (2019)	Work Culture	This organization provides autonomy to its employees to take decisions.
		There exists a friendly relationship among individual co-workers
		This organization provides opportunity to work from home
		This organization provides recognition/appreciation from management
		This organization offers job security
		This organization provides flexible working hours
Adapted from Tanwar & Kumar (2019)	Corporate Social Responsibility	This organization has fair attitude towards employees
		Employees are expected to follow all rules and regulations
		This organization is humanitarian gives back to the society
		This organization gives adequate contribution towards charities
Adapted from Tanwar & Kumar (2017)	Training and Development	My organization provides us online training courses.
		My organization organizes various conferences, workshops, and training programs on regular basis.
		My organization offers opportunities to work on foreign projects.
		My organization invests heavily in training and development of its employees.
		Skill development is a continuous process in my organization.
		My organization communicates clear advancement path for its employees.

Appendix C – Distributed Survey

Appendix C.1. - Survey in English

The presented survey is part of a research being developed for a thesis to obtain a Master Thesis Degree in Marketing, from ISCTE Business School.

The collected data is confidential and will only be used for academic purposes.

It takes around 7 minutes to complete.

Your participation is appreciated.

Have you ever had any type of work experience?

No, I have never worked before
Yes, less than 3 months
Yes, 3 to 12 months
Yes, 1 to 2 years
Yes, 2 to 3 years
Yes, 3 to 5 years
Yes, 5 years or more



Do you use social media?

Yes
No



What social media platforms do you use?

Facebook

Facebook Messenger

Instagram

LinkedIn

Snapchat

Telegram

TikTok

Twitter

Whatsapp



Answer the following questions regarding your current employer.
In case you are unemployed you can use your last employer.

Does the employer have social media accounts (e.g. Facebook, Instagram, LinkedIn)?

Yes

No



In which social platforms do you follow their activities?

Facebook

Instagram

LinkedIn

TikTok

Twitter

I do not follow my employer in any social media

When did you start following your employer?

- Before applying
- While participating in the recruitment process
- After starting my contractual relationship
- I do not follow my employer in any social media



Establish your agreement level with the following affirmations regarding your employer:

	1 = strongly disagree	2 = disagree	3 = somewhat disagree	4 = neither agree nor disagree	5 = somewhat agree	6 = agree	7 = strongly agree
The brand is nice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand has a personality that distinguishes itself from competitors brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand doesn't disappoint its customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand is one of the best brands in the sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand is very consolidated in the market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand provides a good value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is no reason to buy the brand instead of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand has personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand is interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear impression of the type of people who consume the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand is different from competing brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = strongly disagree	2 = disagree	3 = somewhat disagree	4 = neither agree nor disagree	5 = somewhat agree	6 = agree	7 = strongly agree
This organisation offers above average compensation and perks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation offers additional benefits to motivate employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation offers an attractive overall compensation package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation provides good health benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Establish your agreement level with the following affirmations regarding your employer:

	1 = strongly disagree	2 = disagree	3 = somewhat disagree	4 = neither agree nor disagree	5 = somewhat agree	6 = agree	7 = strongly agree
This organisation provides autonomy to its employees to take decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There exists a friendly relationship among individual co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation provides opportunity to work from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation offers job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation provides flexible working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = strongly disagree	2 = disagree	3 = somewhat disagree	4 = neither agree nor disagree	5 = somewhat agree	6 = agree	7 = strongly agree
This organisation has fair attitude towards employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are expected to follow all rules and regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation is humanitarian and gives back to the society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation gives adequate contribution towards charities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = strongly disagree	2 = disagree	3 = somewhat disagree	4 = neither agree nor disagree	5 = somewhat agree	6 = agree	7 = strongly agree
This organisation offers good internal training opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation provides us online training courses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation organises various conferences, workshops and training programs on regular basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation offers opportunities to work on foreign projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation invests heavily in training and development of its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skill development is a continuous process in this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation communicates clear advancement path for its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Establish how often do you engage in any of these behaviors:

	1 = never	2 = rarely	3 = occasionally	4 = sometimes	5 = frequently	6 = usually	7 = every time
I read posts related to my employer's brand and their activities on social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I read news related to my employer's brand and their activities on social network sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I watch pictures / graphics related to my employer's brand on social network sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I follow brands related to my employer's brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I follow my employer on social network sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I read reviews related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = never	2 = rarely	3 = occasionally	4 = sometimes	5 = frequently	6 = usually	7 = every time
I comment on videos related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I comment on posts related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I comment on pictures related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I repost and share with my online community posts related to my employer brand and their activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I "like" picture/graphics related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I "like" posts related to my employer brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = never	2 = rarely	3 = occasionally	4 = sometimes	5 = frequently	6 = usually	7 = every time
I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I initiate and create content (posts, stories, etc.) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I post pictures / graphics related to my employer brand on social network sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I write posts related to my employer brand on forums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I post videos related to my employer's brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What gender do you identify with?

- Male
- Female
- Other / Prefer not to say

What is your age?

18 23 28 33 38 43 48 53 58 63 68

Age

What is your highest completed academic degree?

- Lower than High School
- High School
- Bachelor Degree
- Post-Graduate Degree
- Masters Degree
- Doctorate Degree
- Other



What is the size of the mentioned employer organization?

- Micro-sized business (less than 10 employees)
- Small-sized business (10 to 49 employees)
- Medium-sized business (50 to 249 employees)
- Large-sized business (more than 250 employees)

Which of the following options refer to your contractual situation?

- Internship
- Fixed-term contract
- Open-ended contract
- Freelancer
- Part-time contract
- Other

For how long have you worked in that organization?

- less than 6 months
- 6 months to 1 year
- 1 year to 3 years
- 3 to 5 years
- more than 5 years



We thank you for your time spent taking this survey.
Your response has been recorded.

Appendix C.2. - Survey in Portuguese

Português ▾
O presente questionário faz parte de uma pesquisa realizada no âmbito de uma Dissertação para a obtenção do grau de Mestre em Marketing, na ISCTE Business School.

Os dados recolhidos são confidenciais e serão apenas usados em contexto académico.

O estudo é anónimo e voluntário.

Demora cerca de 7 minutos a responder.

Obrigada.

Português ▾

Tem experiência profissional?

É utilizador de redes sociais?

Não, nunca trabalhei antes
 Sim, menos de 3 meses
 Sim, entre 3 a 12 meses
 Sim, entre 1 a 2 anos
 Sim, entre 2 a 3 anos
 Sim, entre 3 a 5 anos
 Sim, mais de 5 anos
 Não

→

Português ▾

Tem experiência profissional?

É utilizador de redes sociais?

Sim
 Não

→

Português ▾

Que plataformas de redes sociais utiliza habitualmente?

- Facebook
- Facebook Messenger
- Instagram
- LinkedIn
- Snapchat
- Telegram
- TikTok
- Twitter
- Whatsapp

[→](#)

Português ▾

As próximas perguntas são relativas à sua entidade empregadora atual. Caso não esteja de momento empregado/a, poderá utilizar como referência o seu último empregador.

A organização empregadora tem redes sociais (ex: Facebook, Instagram, LinkedIn)?

- Sim
- Não

[→](#)

Português ▾

Em qual das redes sociais segue a atividades da organização empregadora?

- Facebook
- Instagram
- LinkedIn
- TikTok
- Twitter
- Não sigo o meu empregador nas redes sociais

Quando começou a seguir a entidade empregadora nas redes sociais?

- Antes da candidatura
- Durante o processo de recrutamento
- Depois do início da relação contratual
- Não sigo o meu empregador nas redes sociais

[→](#)

Estabeleça o seu nível de concordância com as seguintes afirmações relativas à sua organização empregadora:

	1 = discordo totalmente	2	3	4 = concordo	5	6	7 = concordo totalmente
A marca é agradável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca tem uma personalidade que permite distingui-la das marcas competidoras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca não desaponta os seus clientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca é uma das melhores no seu setor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca está muito consolidada no mercado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca proporciona uma boa relação custo-benefício	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não há uma razão para comprar produtos ou serviços desta marca em vez das competidoras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca tem personalidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca é interessante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho uma impressão clara de quem são os consumidores da marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta marca é diferente das marcas competidoras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = discordo totalmente	2	3	4 = concordo	5	6	7 = concordo totalmente
Esta organização oferece compensação e outros benefícios acima da média	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização oferece benefícios adicionais para motivar os seus colaboradores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização oferece um pacote de compensação atrativo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização proporciona benefícios relacionados com a minha saúde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Estabeleça o seu nível de concordância com as seguintes afirmações relativas à organização empregadora:

	1 = discordo totalmente	2	3	4 = concordo	5	6	7 = concordo totalmente
Esta organização providencia autonomia de decisão aos seus trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existe uma relação amigável entre os colegas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização permite trabalhar a partir de casa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização oferece um trabalho seguro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização providencia flexibilidade horária	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = discordo totalmente	2	3	4 = concordo	5	6	7 = concordo totalmente
Esta organização tem uma atitude justa relativamente aos seus trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É esperado que os trabalhadores sigam todas as regras e regulamentos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização tem uma vertente humanitária forte e "dá de volta" a sociedade que a rodeia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização dá uma contribuição adequada para causas sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = discordo totalmente	2	3	4 = concordo	5	6	7 = concordo totalmente
Esta organização oferece boas oportunidades de formação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização oferece cursos de formação online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização organiza várias conferências, workshops, e programas de formação de forma regular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização oferece oportunidades para trabalhar no estrangeiro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização investe fortemente na formação e desenvolvimento dos seus trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O desenvolvimento de competências é um processo contínuo nesta organização	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta organização comunica de forma clara o caminho que os seus trabalhadores devem seguir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Estabeleça com que frequência tem estes comportamentos:

	1 = muito pouco frequente	2	3	4 = frequentemente	5	6	7 = muito frequente
Eu leio publicações relacionadas com a marca do meu empregador e as suas atividades nas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu leio notícias relacionadas com a marca do meu empregador e as suas atividades nas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu vejo imagens, vídeos ou gráficos relacionados com a marca do meu empregador e as suas atividades nas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sigo marcas relacionadas com a marca do meu empregador	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sigo o meu empregador nas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu leio comentários nas redes sociais sobre a minha organização empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = muito pouco frequente	2	3	4 = frequentemente	5	6	7 = muito frequente
Eu comento em vídeos relacionados com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu comento em publicações relacionadas com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu comento em fotos relacionadas com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu partilho publicações relacionadas com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu coloco "gosto" em imagens, vídeos e gráficos relacionados com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu coloco "gosto" em publicações relacionadas com a minha marca empregadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 = muito pouco frequente	2	3	4 = frequentemente	5	6	7 = muito frequentemente
Eu inicio publicações relacionadas com a minha marca empregadora em redes sociais profissionais (ex: LinkedIn)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu inicio e crio conteúdo (ex: publicações, histórias, etc.) relacionadas com a minha marca empregadora noutras redes sociais (ex: Facebook, Instagram, Twitter, Tiktok)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu faço publicações de fotos ou gráficos relacionados com a minha marca empregadora, nestas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu escrevo avaliações e comentários, relacionados com a minha experiência com a marca empregadora, em plataformas de recrutamento online (ex: indeed, Glassdoor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu escrevo publicações relacionadas com a minha marca empregadora em fóruns online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu publico vídeos relacionados com a minha marca empregadora, nas redes sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Português ▾

Com que género se identifica?

- Masculino
- Feminino
- Outro / Prefiro não dizer

Qual a sua idade?

18 23 28 33 38 43 48 53 58 63 68

Idade

Qual o seu grau académico mais elevado completo?

Menos do que Secundário

Secundário

Licenciatura

Pós Graduação

Mestrado

Doutoramento

Outro

Qual é o tamanho da organização sobre a qual respondeu neste questionário?

Micro Empresa (até 10 trabalhadores)

Pequena Empresa (entre 10 a 49 trabalhadores)

Média empresa (entre 50 a 249 trabalhadores)

Grande empresa (mais de 250 trabalhadores)

Qual das seguintes opções se adequa à sua situação contratual com esta organização?

Estágio

Contrato a termo certo

Contrato sem termo

Freelancer / Recibos Verdes

Contrato trabalho a tempo parcial (part-time)

Outro

Há quanto tempo trabalha nesta organização?



Agradecemos a sua participação neste inquérito.
A sua resposta foi registada.

Appendix D– Data Analysis

Appendix D.1. - Obtaining the Sample: Filter questions and missing values

Q1. Work Experience				Q2. Social Media Usage			
		Frequency	Percent			Frequency	Percent
Valid	No, I have never worked before	30	5,8	Valid	No	14	2,7

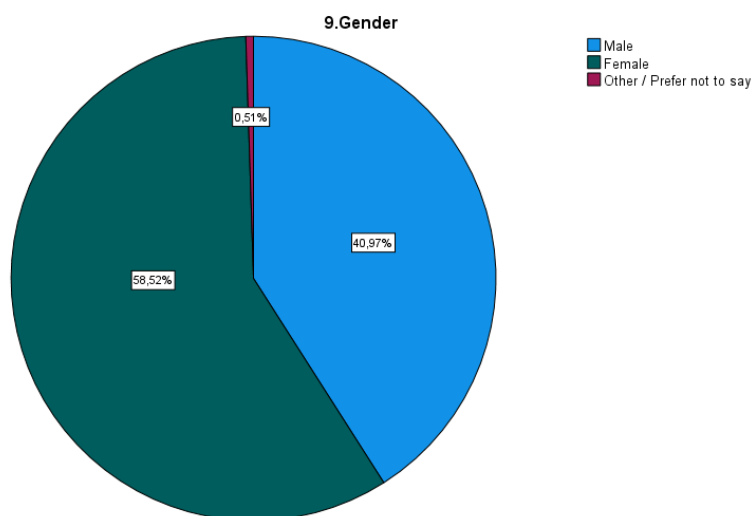
14. Organizational Longevity			
		Frequency	Percent
Valid	Less than 6 months	47	9,1
	6 months to 1 year	61	11,8
	1 year to 3 years	109	21,1
	3 to 5 years	64	12,4
	More than 5 years	1	,2
	More than 5 years	118	22,8
Total		400	77,4
Missing	System	117	22,6
Total		517	100,0

Appendix D.2. - Sample Characterization (SPSS Output)

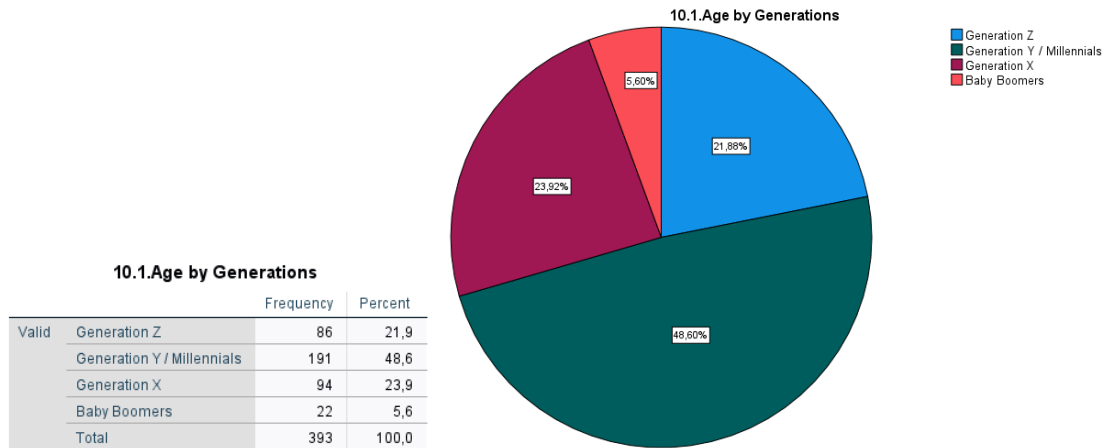
Appendix D.2.1. The employee

1) Gender Distribution

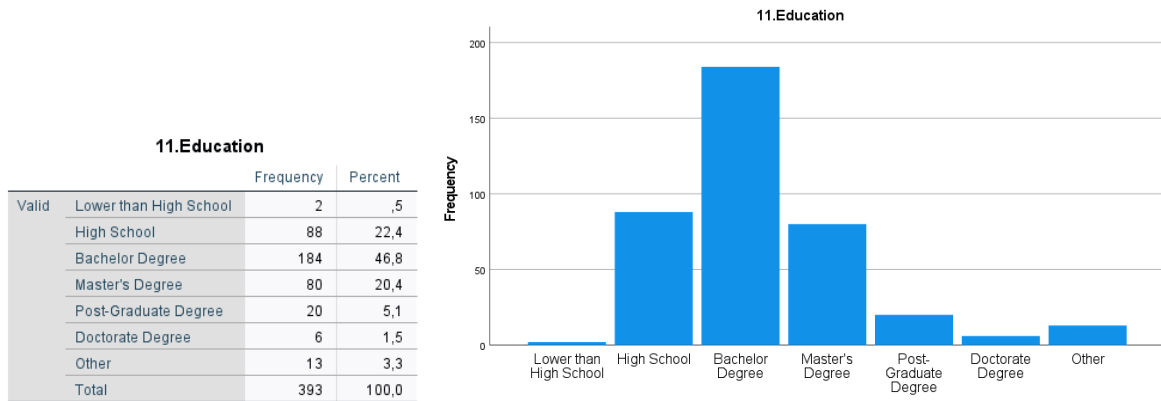
9. Gender			
		Frequency	Percent
Valid	Male	161	41,0
	Female	230	58,5
	Other / Prefer not to say	2	,5
Total		393	100,0



2) Age Distribution by Generation

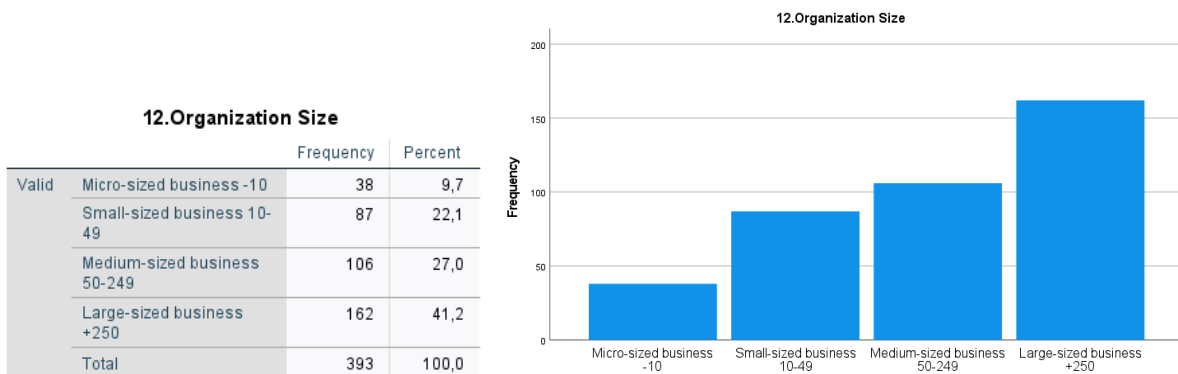


3) Education Level



Appendix D.2.2. The Employer Organization

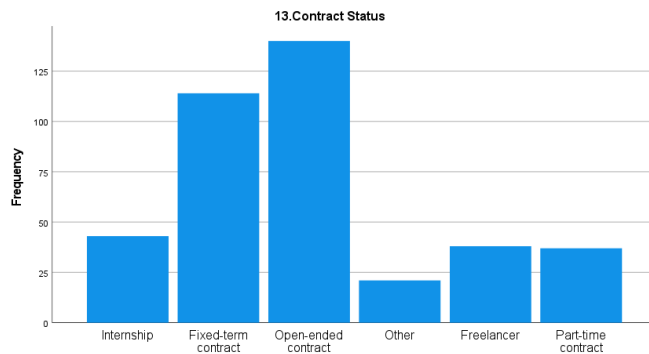
1) Size of the employer organization



2) Contractual status

13.Contract Status

		Frequency	Percent
Valid	Internship	43	10,9
	Fixed-term contract	114	29,0
	Open-ended contract	140	35,6
	Other	21	5,3
	Freelancer	38	9,7
	Part-time contract	37	9,4
	Total	393	100,0



3) Organizational longevity

14.Organizational Longevity

		Frequency	Percent
Valid	Less than 6 months	45	11,5
	6 months to 1 year	59	15,0
	1 year to 3 years	109	27,7
	3 to 5 years	64	16,3
	More than 5 years	116	29,5
Total	393	100,0	



Appendix D.2.3. Employee on Social Media Usage

1) Most used social media platforms

Q3.1.Social Media Platforms - Facebook

		Frequency	Percent
Valid	Doesn't Use	72	18,4
	Uses	320	81,6
	Total	392	100,0

Q3.2.Social Media Platforms - FB Messenger

		Frequency	Percent
Valid	Doesn't Use	186	47,4
	Uses	206	52,6
	Total	392	100,0

Q3.3.Social Media Platforms - Instagram

		Frequency	Percent
Valid	Doesn't Use	83	21,2
	Uses	309	78,8
	Total	392	100,0

Q3.4.Social Media Platforms - LinkedIn

		Frequency	Percent
Valid	Doesn't Use	220	56,1
	Uses	172	43,9
	Total	392	100,0

Q3.5.Social Media Platforms - Snapchat

		Frequency	Percent
Valid	Doesn't Use	303	77,3
	Uses	89	22,7
	Total	392	100,0

Q3.6.Social Media Platforms - Telegram

		Frequency	Percent
Valid	Doesn't Use	299	76,3
	Uses	93	23,7
	Total	392	100,0

Q3.7.Social Media Platforms - TikTok

		Frequency	Percent
Valid	Doesn't Use	378	96,4
	Uses	14	3,6
	Total	392	100,0

Q3.8.Social Media Platforms - Twitter

		Frequency	Percent
Valid	Doesn't Use	229	58,4
	Uses	163	41,6
	Total	392	100,0

Q3.9.Social Media Platforms - Whatsapp

		Frequency	Percent
Valid	Doesn't Use	162	41,3
	Uses	230	58,7
	Total	392	100,0

2) Platforms in which employees follow their employers

Q5.1. Follows Employer on Facebook

		Frequency	Percent
Valid	Doesn't Follow	190	48,5
	Follows	202	51,5
Total		392	100,0

Q5.2. Follows Employer on Instagram

		Frequency	Percent
Valid	Doesn't Follow	216	55,1
	Follows	176	44,9
Total		392	100,0

Q5.3. Follows Employer on LinkedIn

		Frequency	Percent
Valid	Doesn't Follow	263	67,1
	Follows	129	32,9
Total		392	100,0

Q5.4. Follows Employer on TikTok

		Frequency	Percent
Valid	Doesn't Follow	360	91,8
	Follows	32	8,2
Total		392	100,0

Q5.5. Follows Employer on Twitter

		Frequency	Percent
Valid	Doesn't Follow	322	82,1
	Follows	70	17,9
Total		392	100,0

Q5.6. Does not follow the employer on social media

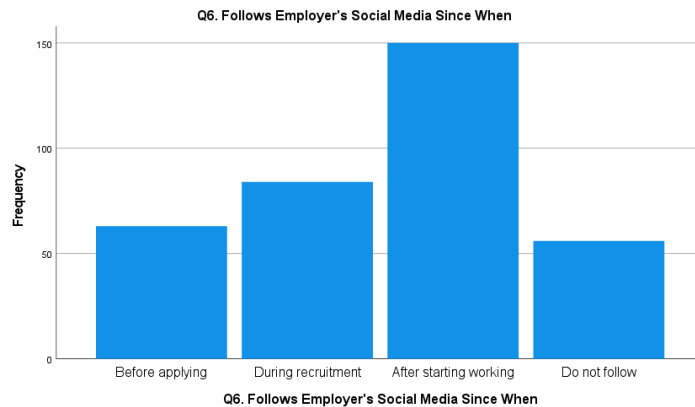
		Frequency	Percent
Valid	Follows employer on social media platforms	347	88,5
	Doesn't follow the employer on any social media platform	45	11,5
Total		392	100,0

Appendix D.2.4. Employer on Social Media Usage

1) When employee started following employer on social media

Q6. Follows Employer's Social Media Since When

		Frequency	Percent
Valid	Before applying	63	16,0
	During recruitment	84	21,4
	After starting working	150	38,2
	Do not follow	56	14,2
	Total	353	89,8
Missing	System	40	10,2
Total		393	100,0



*These missing values, are people whose employers do not have social media accounts

Appendix D.3. - Descriptive Analysis

Appendix D.3.1. Demographic questions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q4. Follows Employer's On Social Media	392	1	2	1,11	,310
Q6. Follows Employer's Social Media Since When	352	1	4	2,56	,962
9. Gender	392	1	3	1,59	,502
10. Age	392	18	68	35,90	11,357
11. Education	392	1	7	3,24	1,120
12. Organization Size	392	1	4	2,99	1,011
13. Contract Status	392	1	6	3,02	1,423
14. Organizational Longevity	392	1	6	3,66	1,727
10.1. Age by Generations	392	1	4	2,13	,812
Valid N (listwise)	352				

Appendix D.3.2. EB dimensions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q7.1. Brand Image_1 - The brand is nice	392	2	7	5,70	1,428
Q7.1. Brand Image_2 - The brand has a personality that distinguishes itself from competitors brands	392	2	7	5,41	1,579
Q7.1. Brand Image_3 - The brand doesn't disappoint its customers	392	2	7	5,42	1,570
Q7.1. Brand Image_4 - The brand is one of the best brands in the sector	392	2	7	5,44	1,558
Q7.1. Brand Image_5 - The brand is very consolidated in the market	392	2	7	5,42	1,532
Q7.1. Brand Image_6 - The brand provides a good value for money	392	2	7	5,52	1,515
Q7.1. Brand Image_7 - There is no reason to buy the brand instead of others	392	2	7	4,58	1,779
Q7.1. Brand Image_8 - The brand has personality	392	2	7	5,42	1,540
Q7.1. Brand Image_9 - The brand is interesting	392	2	7	5,53	1,486
Q7.1. Brand Image_10 - I have a clear impression of the type of people who consume the brand	392	2	7	5,77	1,491
Q7.1. Brand Image_11 - This brand is different from competing brands	392	2	7	5,22	1,602
Q7.2. Compensation_1 - This organisation offers above average compensation and perks	392	1	7	4,53	1,773
Q7.2. Compensation_2 - This organisation offers additional benefits to motivate employees	392	1	7	4,56	1,830
Q7.2. Compensation_3 - This organisation offers an attractive overall compensation package	392	1	7	4,43	1,839
Q7.2. Compensation_4 - This organisation provides good health benefits	392	1	7	4,62	1,849
Q7.3. Culture_1 - This organisation provides autonomy to its employees to take decisions.	392	1	7	4,77	1,646
Q7.3. Culture_2 - There exists a friendly relationship among individual co-workers	392	1	7	5,46	1,349
Q7.3. Culture_3 - This organisation provides opportunity to work from home	392	1	7	4,43	2,119
Q7.3. Culture_4 - This organisation offers job security	392	1	7	5,05	1,598
Q7.3. Culture_5 - This organisation provides flexible working hours	392	1	7	4,82	1,870
Q7.4. CSR_1 - This organisation has fair attitude towards employees	392	1	7	4,99	1,615
Q7.4. CSR_2 - Employees are expected to follow all rules and regulations	392	1	7	5,65	1,256
Q7.4. CSR_3 - This organisation is humanitarian and gives back to the society	392	1	7	4,91	1,668
Q7.4. CSR_4 - This organisation gives adequate contribution towards charities	392	1	7	4,68	1,688
Q7.5. Training + Devel_1 - This organisation offers good internal training opportunities	392	1	7	4,85	1,709
Q7.5. Training + Devel_2 - This organisation provides us online training courses.	392	1	7	4,48	1,985
Q7.5. Training + Devel_3 - This organisation organises various conferences, workshops and training programs on regular basis.	392	1	7	4,50	1,876
Q7.5. Training + Devel_4 - This organisation organises various conferences, workshops and training programs on regular basis.	392	1	7	3,86	2,175
Q7.5. Training + Devel_5 - This organisation invests heavily in training and development of its employees.	392	1	7	4,40	1,828
Q7.5. Training + Devel_6 - Skill development is a continuous process in this organisation.	392	1	7	4,72	1,762
Q7.5. Training + Devel_7 - This organisation communicates clear advancement path for its employees.	392	1	7	4,53	1,803
Valid N (listwise)	392				

Appendix D.3.3. COBRA's

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q8.1 - CONSUME_1 - I read posts related to my employer's brand and their activities on social media	392	2	7	5,20	1,720
Q8.1 - CONSUME_2 - I read news related to my employer's brand and their activities on social network sites	392	2	7	5,19	1,746
Q8.1 - CONSUME_3 - I watch pictures / graphics related to my employer's brand on social network sites	392	2	7	5,11	1,758
Q8.1 - CONSUME_4 - I follow brands related to my employer's brand	392	2	7	5,05	1,868
Q8.1 - CONSUME_5 - I follow my employer on social networks sites	392	2	7	5,32	1,893
Q8.1 - CONSUME_6 - I read reviews related to my employer brand	392	2	7	5,24	1,806
Q8.2 - CONTRIBUTE_1 - I comment on videos related to my employer brand	392	2	7	4,14	2,035
Q8.2 - CONTRIBUTE_2 - I comment on posts related to my employer brand	392	2	7	4,10	2,019
Q8.2 - CONTRIBUTE_3 - I comment on pictures related to my employer brand	392	2	7	4,09	2,006
Q8.2 - CONTRIBUTE_4 - I repost and share with my online community posts related to my employer brand and their activities	392	2	7	4,41	2,022
Q8.2 - CONTRIBUTE_5 - I "like" picture/graphics related to my employer brand	392	2	7	4,97	1,943
Q8.2 - CONTRIBUTE_6 - I "like" posts related to my employer brand	392	2	7	4,95	1,933
Q8.3 - CREATE_1 - I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	392	2	7	4,07	2,072
Q8.3 - CREATE_2 - I initiate and create content (posts, stories, etc) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	392	2	7	3,93	2,049
Q8.3 - CREATE_3 - I post pictures / graphics related to my employer brand on social network sites	392	2	7	4,08	2,086
Q8.3 - CREATE_4 - I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	392	2	7	3,89	2,024
Q8.3 - CREATE_5 - I write posts related to my employer brand on forums	392	2	7	3,82	2,062
Q8.3 - CREATE_6 - I post videos related to my employer's brand	392	2	7	3,89	2,117
Valid N (listwise)	392				

Appendix D.4. - Item Scales

Appendix D.4.1. Employer Branding Dimensions Distribution

	Strongly disagree Row N %	Disagree Row N %	Somewhat disagree Row N %	Neither agree nor disagree Row N %	Somewhere agree Row N %	Agree Row N %	Strongly agree Row N %	Total Row N %
Q7.1. Brand Image_1 - The brand is nice	0,0%	1,0%	6,1%	17,1%	23,2%	3,1%	49,5%	100,0%
Q7.1. Brand Image_2 - The brand has a personality that distinguishes itself from competitors brands	0,0%	4,1%	8,7%	18,6%	22,2%	3,3%	43,1%	100,0%
Q7.1. Brand Image_3 - The brand doesn't disappoint its customers	0,0%	2,3%	12,2%	16,8%	21,9%	3,3%	43,4%	100,0%
Q7.1. Brand Image_4 - The brand is one of the best brands in the sector	0,0%	2,6%	9,4%	20,9%	19,4%	3,6%	44,1%	100,0%
Q7.1. Brand Image_5 - The brand is very consolidated in the market	0,0%	3,1%	6,6%	24,0%	20,7%	3,1%	42,6%	100,0%
Q7.1. Brand Image_6 - The brand provides a good value for money	0,0%	1,5%	8,9%	20,2%	20,9%	2,6%	45,9%	100,0%
Q7.1. Brand Image_7 - There is no reason to buy the brand instead of others	0,0%	15,8%	16,6%	19,4%	13,5%	11,2%	23,5%	100,0%
Q7.1. Brand Image_8 - The brand has personality	0,0%	3,8%	6,6%	20,9%	23,2%	3,1%	42,3%	100,0%
Q7.1. Brand Image_9 - The brand is interesting	0,0%	2,8%	5,9%	18,9%	24,7%	3,3%	44,4%	100,0%
Q7.1. Brand Image_10 - I have a clear impression of the type of people who consume the brand	0,0%	2,8%	4,1%	17,9%	18,9%	1,3%	55,1%	100,0%
Q7.1. Brand Image_11 - This brand is different from competing brands	0,0%	4,3%	12,0%	19,6%	23,2%	3,1%	37,8%	100,0%
Q7.2. Compensation_1 - This organisation offers above average compensation and perks	8,4%	6,6%	12,0%	18,6%	18,9%	22,2%	13,3%	100,0%
Q7.2. Compensation_2 - This organisation offers additional benefits to motivate employees	9,7%	6,9%	11,0%	14,0%	21,2%	23,5%	13,8%	100,0%
Q7.2. Compensation_3 - This organisation offers an attractive overall compensation package	10,5%	7,9%	10,5%	17,1%	20,2%	21,2%	12,8%	100,0%
Q7.2. Compensation_4 - This organisation provides good health benefits	10,2%	5,9%	9,4%	16,8%	15,8%	27,6%	14,3%	100,0%
Q7.3. Culture_1 - This organisation provides autonomy to its employees to take decisions.	5,4%	5,9%	10,2%	15,8%	24,0%	25,0%	13,8%	100,0%
Q7.3. Culture_2 - There exists a friendly relationship among individual co-workers	1,8%	1,8%	4,1%	14,0%	21,4%	33,4%	23,5%	100,0%
Q7.3. Culture_3 - This organisation provides opportunity to work from home	16,3%	8,9%	7,1%	10,5%	17,1%	20,2%	19,9%	100,0%
Q7.3. Culture_4 - This organisation offers job security	4,1%	3,8%	7,7%	19,4%	16,6%	29,6%	18,9%	100,0%
Q7.3. Culture_5 - This organisation provides flexible working hours	9,7%	5,1%	7,9%	13,0%	20,7%	22,7%	20,9%	100,0%
Q7.4. CSR_1 - This organisation has fair attitude towards employees	4,8%	3,8%	8,4%	16,3%	21,2%	27,8%	17,6%	100,0%
Q7.4. CSR_2 - Employees are expected to follow all rules and regulations	0,5%	1,0%	4,6%	13,8%	15,3%	36,2%	28,6%	100,0%
Q7.4. CSR_3 - This organisation is humanitarian and gives back to the society	5,6%	5,4%	7,9%	15,3%	22,2%	27,0%	16,6%	100,0%
Q7.4. CSR_4 - This organisation gives adequate contribution towards charities	6,6%	5,9%	8,2%	24,2%	16,1%	25,8%	13,3%	100,0%
Q7.5. Training + Devel_1 - This organisation offers good internal training opportunities	5,6%	5,6%	10,2%	15,8%	19,9%	25,0%	17,9%	100,0%
Q7.5. Training + Devel_2 - This organisation provides us online training courses.	14,5%	7,7%	5,6%	13,5%	18,1%	26,8%	13,8%	100,0%
Q7.5. Training + Devel_3 - This organisation organises various conferences, workshops and training programs on regular basis.	10,5%	9,2%	7,7%	16,3%	19,9%	22,2%	14,3%	100,0%
Q7.5. Training + Devel_4 - This organisation organises various conferences, workshops and training programs on regular basis.	25,8%	8,9%	7,9%	11,2%	13,8%	21,4%	11,0%	100,0%
Q7.5. Training + Devel_5 - This organisation invests heavily in training and development of its employees.	9,9%	8,4%	12,5%	15,3%	20,2%	21,9%	11,7%	100,0%
Q7.5. Training + Devel_6 - Skill development is a continuous process in this organisation.	7,7%	6,4%	8,9%	16,3%	18,9%	27,3%	14,5%	100,0%
Q7.5. Training + Devel_7 - This organisation communicates clear advancement path for its employees.	8,7%	7,9%	10,5%	17,3%	19,1%	23,0%	13,5%	100,0%

Appendix D.4.2. COBRA's distribution of answers

	Rarely Row N %	Occasionally Row N %	Sometimes Row N %	Frequently Row N %	Usually Row N %	Every time Row N %
Q8.1 - CONSUME_1 - I read posts related to my employer's brand and their activities on social media	13,0%	6,4%	10,2%	20,4%	17,9%	32,1%
Q8.1 - CONSUME_2 - I read news related to my employer's brand and their activities on social network sites	13,8%	6,6%	8,9%	21,4%	16,3%	32,9%
Q8.1 - CONSUME_3 - I watch pictures / graphics related to my employer's brand on social network sites	13,8%	8,4%	9,9%	20,2%	16,3%	31,4%
Q8.1 - CONSUME_4 - I follow brands related to my employer's brand	16,6%	9,2%	10,5%	14,5%	15,1%	34,2%
Q8.1 - CONSUME_5 - I follow my employer on social networks sites	16,3%	6,9%	5,6%	14,3%	13,3%	43,6%
Q8.1 - CONSUME_6 - I read reviews related to my employer brand	13,3%	8,9%	8,7%	17,3%	13,3%	38,5%
Q8.2 - CONTRIBUTE_1 - I comment on videos related to my employer brand	38,0%	9,9%	7,1%	12,5%	10,2%	22,2%
Q8.2 - CONTRIBUTE_2 - I comment on posts related to my employer brand	38,3%	9,9%	7,9%	12,8%	9,7%	21,4%
Q8.2 - CONTRIBUTE_3 - I comment on pictures related to my employer brand	37,8%	10,5%	8,9%	11,0%	11,5%	20,4%
Q8.2 - CONTRIBUTE_4 - I repost and share with my online community posts related to my employer brand and their activities	31,4%	9,2%	9,9%	12,0%	12,0%	25,5%
Q8.2 - CONTRIBUTE_5 - I "like" picture/graphics related to my employer brand	21,4%	6,6%	7,7%	16,3%	14,0%	33,9%
Q8.2 - CONTRIBUTE_6 - I "like" posts related to my employer brand	20,4%	8,2%	7,9%	16,6%	13,0%	33,9%
Q8.3 - CREATE_1 - I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	41,6%	9,2%	5,1%	11,5%	10,5%	22,2%
Q8.3 - CREATE_2 - I initiate and create content (posts, stories, etc) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	42,6%	12,8%	5,4%	9,4%	8,4%	21,4%
Q8.3 - CREATE_3 - I post pictures / graphics related to my employer brand on social network sites	41,8%	8,9%	5,9%	8,7%	12,5%	22,2%
Q8.3 - CREATE_4 - I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	44,4%	9,4%	6,6%	11,2%	8,7%	19,6%
Q8.3 - CREATE_5 - I write posts related to my employer brand on forums	48,5%	8,7%	4,8%	7,7%	11,2%	19,1%
Q8.3 - CREATE_6 - I post videos related to my employer's brand	48,0%	8,9%	3,8%	8,2%	8,2%	23,0%

Appendix D.5. - Cronbach's Alpha Test

Appendix D.5.1. EB Dimensions: Agreement Likert Scale

1) Brand Image

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,904	,906	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7.1. Brand Image_1 - The brand is nice	53,73	127,188	,624	,453	,897
Q7.1. Brand Image_2 - The brand has a personality that distinguishes itself from competitors brands	54,02	121,225	,737	,586	,890
Q7.1. Brand Image_3 - The brand doesn't disappoint its customers	54,01	123,772	,661	,461	,894
Q7.1. Brand Image_4 - The brand is one of the best brands in the sector	53,99	121,644	,735	,590	,890
Q7.1. Brand Image_5 - The brand is very consolidated in the market	54,01	125,987	,611	,435	,897
Q7.1. Brand Image_6 - The brand provides a good value for money	53,91	124,581	,664	,481	,894
Q7.1. Brand Image_7 - There is no reason to buy the brand instead of others	54,85	130,369	,389	,227	,911
Q7.1. Brand Image_8 - The brand has personality	54,01	122,399	,721	,608	,891
Q7.1. Brand Image_9 - The brand is interesting	53,90	123,589	,712	,604	,892
Q7.1. Brand Image_10 - I have a clear impression of the type of people who consume the brand	53,66	128,629	,546	,318	,901
Q7.1. Brand Image_11 - This brand is different from competing brands	54,21	121,190	,725	,559	,891

2) Compensation and Income

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,917	,917	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7.2. Compensation_1 - This organisation offers above average compensation and perks	13,61	25,349	,787	,662	,900
Q7.2. Compensation_2 - This organisation offers additional benefits to motivate employees	13,58	23,974	,850	,730	,878
Q7.2. Compensation_3 - This organisation offers an attractive overall compensation package	13,70	23,560	,874	,772	,869
Q7.2. Compensation_4 - This organisation provides good health benefits	13,51	25,499	,730	,555	,919

3) Organizational Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,818	,823	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7.3. Culture_1 - This organisation provides autonomy to its employees to take decisions.	19,75	29,164	,659	,443	,768
Q7.3. Culture_2 - There exists a friendly relationship among individual co-workers	19,07	33,578	,524	,333	,807
Q7.3. Culture_3 - This organisation provides opportunity to work from home	20,09	26,050	,603	,423	,792
Q7.3. Culture_4 - This organisation offers job security	19,48	30,480	,598	,384	,786
Q7.3. Culture_5 - This organisation provides flexible working hours	19,71	26,549	,703	,514	,752

4) Corporate Social Responsibility

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,797	,785	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7.4. CSR_1 - This organisation has fair attitude towards employees	15,23	14,037	,639	,429	,730
Q7.4. CSR_2 - Employees are expected to follow all rules and regulations	14,57	19,151	,333	,130	,855
Q7.4. CSR_3 - This organisation is humanitarian and gives back to the society	15,32	12,320	,793	,696	,643
Q7.4. CSR_4 - This organisation gives adequate contribution towards charities	15,55	13,077	,693	,632	,701

5) Training and Development

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,931	,934	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q7.5. Training + Devel_1 - This organisation offers good internal training opportunities	26,51	93,918	,780	,667	,920
Q7.5. Training + Devel_2 - This organisation provides us online training courses.	26,87	90,833	,737	,569	,924
Q7.5. Training + Devel_3 - This organisation organises various conferences, workshops and training programs on regular basis.	26,86	91,231	,779	,628	,920
Q7.5. Training + Devel_4 - This organisation offers opportunities to work on foreign projects.	27,49	90,281	,669	,485	,933
Q7.5. Training + Devel_5 - This organisation invests heavily in training and development of its employees.	26,96	89,638	,858	,764	,913
Q7.5. Training + Devel_6 - Skill development is a continuous process in this organisation.	26,63	90,811	,856	,742	,913
Q7.5. Training + Devel_7 - This organisation communicates clear advancement path for its employees.	26,82	91,368	,813	,686	,917

Appendix D.5.2. COBRA's: Frequency Likert Scale

1) Consumption

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,950	,951	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q8.1. CONSUME_1 - I read posts related to my employer's brand and their activities on social media	25,91	66,116	,872	,808	,939
Q8.1 - CONSUME_2 - I read news related to my employer's brand and their activities on social network sites	25,92	64,999	,903	,846	,935
Q8.1 - CONSUME_3 - I watch pictures / graphics related to my employer's brand on social network sites	26,00	65,343	,880	,801	,937
Q8.1 - CONSUME_4 - I follow brands related to my employer's brand	26,06	66,838	,757	,594	,952
Q8.1 - CONSUME_5 - I follow my employer on social networks sites	25,79	64,332	,841	,718	,942
Q8.1 - CONSUME_6 - I read reviews related to my employer brand	25,87	65,629	,839	,720	,942

2) Contribution

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,956	,956	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q8.2 - CONTRIBUTE_1 - I comment on videos related to my employer brand	22,52	81,053	,880	,894	,946
Q8.2 - CONTRIBUTE_2 - I comment on posts related to my employer brand	22,55	80,749	,900	,922	,944
Q8.2 - CONTRIBUTE_3 - I comment on pictures related to my employer brand	22,56	80,927	,901	,913	,944
Q8.2 - CONTRIBUTE_4 - I repost and share with my online community posts related to my employer brand and their activities	22,25	82,008	,856	,744	,949
Q8.2 - CONTRIBUTE_5 - I "like" picture/graphics related to my employer brand	21,69	84,374	,821	,872	,953
Q8.2 - CONTRIBUTE_6 - I "like" posts related to my employer brand	21,70	84,569	,820	,870	,953

3) Creation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,977	,977	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q8.3 - CREATE_1 - I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	19,60	96,456	,921	,856	,973
Q8.3 - CREATE_2 - I initiate and create content (posts, stories, etc) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	19,74	96,832	,923	,865	,973
Q8.3 - CREATE_3 - I post pictures / graphics related to my employer brand on social network sites	19,59	96,519	,912	,854	,974
Q8.3 - CREATE_4 - I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	19,77	97,629	,913	,862	,974
Q8.3 - CREATE_5 - I write posts related to my employer brand on forums	19,85	96,457	,927	,890	,972
Q8.3 - CREATE_6 - I post videos related to my employer's brand	19,78	94,729	,947	,903	,970

Appendix D.6. - Principal Components Analysis

Appendix D.6.1. EB Dimensions

1) KMO and Barlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,955
Bartlett's Test of Sphericity	Approx. Chi-Square	8799,968
	df	465
	Sig.	,000

2) Total Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14,587	47,056	47,056	14,587	47,056	47,056	6,555	21,147	21,147
2	2,425	7,822	54,878	2,425	7,822	54,878	6,482	20,910	42,056
3	1,316	4,244	59,122	1,316	4,244	59,122	3,196	10,310	52,366
4	1,107	3,572	62,695	1,107	3,572	62,695	2,898	9,350	61,716
5	1,030	3,323	66,018	1,030	3,323	66,018	1,334	4,302	66,018
6	,846	2,729	68,746						
7	,815	2,629	71,375						
8	,713	2,301	73,676						
9	,661	2,132	75,808						
10	,640	2,066	77,873						
11	,588	1,897	79,770						
12	,546	1,761	81,531						
13	,530	1,711	83,242						
14	,522	1,683	84,925						
15	,460	1,485	86,410						
16	,431	1,391	87,801						
17	,415	1,338	89,138						
18	,399	1,287	90,426						
19	,355	1,146	91,572						
20	,310	1,001	92,573						
21	,287	,927	93,500						
22	,270	,870	94,370						
23	,255	,822	95,192						
24	,244	,786	95,979						
25	,223	,721	96,700						
26	,214	,691	97,391						
27	,192	,621	98,012						
28	,180	,582	98,593						
29	,157	,506	99,099						
30	,146	,472	99,571						
31	,133	,429	100,000						

Extraction Method: Principal Component Analysis.

3) Rotated Component Matrix

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Q7.1. Brand Image_1 - The brand is nice	,676	,125	,234	,163	-,099
Q7.1. Brand Image_2 - The brand has a personality that distinguishes itself from competitors brands	,762	,164	,111	,184	,072
Q7.1. Brand Image_3 - The brand doesn't disappoint its customers	,660	,084	,200	,258	,095
Q7.1. Brand Image_4 - The brand is one of the best brands in the sector	,661	,200	,171	,284	,256
Q7.1. Brand Image_5 - The brand is very consolidated in the market	,504	,218	,218	,192	,389
Q7.1. Brand Image_6 - The brand provides a good value for money	,669	,181	,130	,212	,069
Q7.1. Brand Image_7 - There is no reason to buy the brand instead of others	,336	,137	,066	-,021	,665
Q7.1. Brand Image_8 - The brand has personality	,709	,232	,119	,175	,127
Q7.1. Brand Image_9 - The brand is interesting	,695	,211	,139	,186	,114
Q7.1. Brand Image_10 - I have a clear impression of the type of people who consume the brand	,596	,363	,018	-,084	,009
Q7.1. Brand Image_11 - This brand is different from competing brands	,681	,256	,105	,193	,212
Q7.2. Compensation_1 - This organisation offers above average compensation and perks	,297	,366	,273	,681	,016
Q7.2. Compensation_2 - This organisation offers additional benefits to motivate employees	,316	,458	,245	,653	,012
Q7.2. Compensation_3 - This organisation offers an attractive overall compensation package	,340	,469	,248	,660	,011
Q7.2. Compensation_4 - This organisation provides good health benefits	,277	,476	,088	,571	,015
Q7.3. Culture_1 - This organisation provides autonomy to its employees to take decisions.	,308	,327	,637	,209	-,042
Q7.3. Culture_2 - There exists a friendly relationship among individual co-workers	,469	,351	,403	-,021	-,353
Q7.3. Culture_3 - This organisation provides opportunity to work from home	,098	,303	,697	,163	,262
Q7.3. Culture_4 - This organisation offers job security	,318	,520	,365	,184	-,103
Q7.3. Culture_5 - This organisation provides flexible working hours	,168	,311	,789	,107	,072
Q7.4. CSR_1 - This organisation has fair attitude towards employees	,422	,389	,547	,240	-,236
Q7.4. CSR_2 - Employees are expected to follow all rules and regulations	,595	,270	,114	-,337	-,141
Q7.4. CSR_3 - This organisation is humanitarian and gives back to the society	,411	,606	,175	,242	-,246
Q7.4. CSR_4 - This organisation gives adequate contribution towards charities	,357	,608	,127	,288	-,165
Q7.5. Training + Devel_1 - This organisation offers good internal training opportunities	,277	,694	,323	,191	-,026
Q7.5. Training + Devel_2 - This organisation provides us online training courses.	,176	,774	,180	,072	,219
Q7.5. Training + Devel_3 - This organisation organises various conferences, workshops and training programs on regular basis.	,183	,777	,156	,165	,218
Q7.5. Training + Devel_4 - This organisation offers opportunities to work on foreign projects.	,123	,540	,332	,368	,280
Q7.5. Training + Devel_5 - This organisation invests heavily in training and development of its employees.	,211	,739	,331	,230	,124
Q7.5. Training + Devel_6 - Skill development is a continuous process in this organisation.	,238	,771	,323	,205	,036
Q7.5. Training + Devel_7 - This organisation communicates clear advancement path for its employees.	,325	,663	,297	,345	,068

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Appendix D.7. - Hypothesis Analysis – Full Sample

Appendix D.7.1. Consume

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,595 ^a	,355	,353	,80442578	
2	,609 ^b	,371	,367	,79535555	
3	,615 ^c	,379	,374	,79131839	2,110

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Predictors: (Constant), PC2_CSRandTraining_NEWScore, PC1_Brand_Image_NEWScore

c. Predictors: (Constant), PC2_CSRandTraining_NEWScore, PC1_Brand_Image_NEWScore, PC4_Culture_NEWScore

d. Dependent Variable: PC1_Consume_NEWScore

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	6,835E-17	,041		,000	1,000	-,080	,080					
	PC2_CSRandTraining_NEWScore	,595	,041	,595	14,637	,000	,515	,675	,595	,595	,595	1,000	1,000
2	(Constant)	7,093E-17	,040		,000	1,000	-,079	,079					
	PC2_CSRandTraining_NEWScore	,487	,053	,487	9,220	,000	,383	,591	,595	,423	,371	,579	1,727
	PC1_Brand_Image_NEWScore	,167	,053	,167	3,154	,002	,063	,271	,483	,158	,127	,579	1,727
3	(Constant)	8,344E-17	,040		,000	1,000	-,079	,079					
	PC2_CSRandTraining_NEWScore	,411	,063	,411	6,555	,000	,288	,534	,595	,316	,262	,407	2,456
	PC1_Brand_Image_NEWScore	,149	,053	,149	2,812	,005	,045	,254	,483	,141	,113	,567	1,764
	PC4_Culture_NEWScore	,126	,056	,126	2,231	,026	,015	,236	,491	,113	,089	,505	1,979

a. Dependent Variable: PC1_Consume_NEWScore

Appendix D.7.2. Contribute and Create

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,590 ^a	,348	,346	,80843244	
2	,610 ^b	,372	,369	,79457294	1,900

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Predictors: (Constant), PC2_CSRandTraining_NEWScore, PC3_Compensation_NEWScore

c. Dependent Variable: PC2_ContributeandCreate_NEWScore

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-5,829E-17	,041		,000	1,000	-,080	,080					
	PC2_CSRandTraining_NEWScore	,590	,041	,590	14,431	,000	,510	,670	,590	,590	,590	1,000	1,000
2	(Constant)	-2,401E-17	,040		,000	1,000	-,079	,079					
	PC2_CSRandTraining_NEWScore	,404	,063	,404	6,405	,000	,280	,528	,590	,309	,257	,406	2,460
	PC3_Compensation_NEWScore	,242	,063	,242	3,837	,000	,118	,366	,553	,191	,154	,406	2,460

a. Dependent Variable: PC2_ContributeandCreate_NEWScore

Appendix D.6.2. COBRA's

1) KMO and Barlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,955
Bartlett's Test of Sphericity	Approx. Chi-Square	10556,686
	df	153
	Sig.	,000

2) Total Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12,963	72,018	72,018	12,963	72,018	72,018	8,196	45,532	45,532
2	1,967	10,928	82,947	1,967	10,928	82,947	6,735	37,415	82,947
3	,510	2,832	85,779						
4	,453	2,516	88,295						
5	,380	2,113	90,407						
6	,265	1,474	91,882						
7	,248	1,376	93,258						
8	,212	1,179	94,437						
9	,174	,967	95,404						
10	,157	,874	96,279						
11	,140	,778	97,057						
12	,109	,607	97,664						
13	,094	,520	98,184						
14	,089	,497	98,680						
15	,079	,440	99,121						
16	,065	,361	99,481						
17	,057	,319	99,800						
18	,036	,200	100,000						

Extraction Method: Principal Component Analysis.

3) Rotated Component Matrix

Rotated Component Matrix^a

	Component		
	1	2	3
Q8.1 - CONSUME_1 - I read posts related to my employer's brand and their activities on social media	,294	,857	,176
Q8.1 - CONSUME_2 - I read news related to my employer's brand and their activities on social network sites	,284	,899	,133
Q8.1 - CONSUME_3 - I watch pictures / graphics related to my employer's brand on social network sites	,319	,865	,133
Q8.1 - CONSUME_4 - I follow brands related to my employer's brand	,387	,668	,273
Q8.1 - CONSUME_5 - I follow my employer on social networks sites	,304	,758	,380
Q8.1 - CONSUME_6 - I read reviews related to my employer brand	,354	,793	,183
Q8.2 - CONTRIBUTE_1 - I comment on videos related to my employer brand	,829	,374	,164
Q8.2 - CONTRIBUTE_2 - I comment on posts related to my employer brand	,819	,405	,166
Q8.2 - CONTRIBUTE_3 - I comment on pictures related to my employer brand	,813	,410	,181
Q8.2 - CONTRIBUTE_4 - I repost and share with my online community posts related to my employer brand and their activities	,645	,414	,479
Q8.2 - CONTRIBUTE_5 - I "like" picture/graphics related to my employer brand	,414	,549	,683
Q8.2 - CONTRIBUTE_6 - I "like" posts related to my employer brand	,414	,585	,645
Q8.3 - CREATE_1 - I initiate posts related to my employer brand on professional networks (e.g. LinkedIn)	,835	,309	,264
Q8.3 - CREATE_2 - I initiate and create content (posts, stories, etc) related to my employer brand on other social network sites (e.g. Facebook, Instagram, Twitter, others)	,849	,319	,220
Q8.3 - CREATE_3 - I post pictures / graphics related to my employer brand on social network sites	,818	,325	,301
Q8.3 - CREATE_4 - I write reviews related to my employer brand on job searching related websites and forums (e.g. Indeed, Glassdoor, others)	,893	,268	,109
Q8.3 - CREATE_5 - I write posts related to my employer brand on forums	,898	,246	,168
Q8.3 - CREATE_6 - I post videos related to my employer's brand	,889	,279	,202

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Appendix D.8. - Hypothesis Analysis Testing For Each Generation

Appendix D.8.1. Consume vs Generations

Consume X Gen Z

Model Summary^{c,d}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 1 Generation Z (Selected)	10.1. Age by Generations = 1 Generation Z (Unselected)					F Change	df1	df2		10.1. Age by Generations = 1 Generation Z (Selected)	10.1. Age by Generations = 1 Generation Z (Unselected)
1	,613 ^a		,376	,369	,72182966	,376	50,640	1	84	,000		
2	,654 ^b	,599	,428	,414	,69540492	,052	7,505	1	83	,008	1,872	2,099

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Predictors: (Constant), PC2_CSRandTraining_NEWScore, PC1_Brand_Image_NEWScore

c. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 1 Generation Z.

d. Dependent Variable: PC1_Consume_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	,064	,078		,818	,416	-,092	,220					
	PC2_CSRandTraining_NEWScore	,632	,089	,613	7,116	,000	4,455	,808	,613	,613	,613	1,000	1,000
2	(Constant)	,119	,078		1,522	,132	-,036	,274					
	PC2_CSRandTraining_NEWScore	,456	,107	,443	4,268	,000	,244	,669	,613	,424	,354	,640	1,562
	PC1_Brand_Image_NEWScore	,261	,095	,284	2,740	,008	,071	,450	,550	,288	,227	,640	1,562

a. Dependent Variable: PC1_Consume_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 1 Generation Z

Consume X Gen Y

Model Summary^{d,e}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 2 Generation Y / Millennials (Selected)	10.1. Age by Generations = 2 Generation Y / Millennials (Unselected)					F Change	df1	df2		10.1. Age by Generations = 2 Generation Y / Millennials (Selected)	10.1. Age by Generations = 2 Generation Y / Millennials (Unselected)
1	,598 ^a		,357	,354	,80291073	,357	105,104	1	189	,000		
2	,625 ^b		,391	,384	,78371175	,034	10,373	1	188	,002		
3	,641 ^c	,514	,410	,401	,77322004	,019	6,137	1	187	,014	2,141	2,259

a. Predictors: (Constant), PC3_Compensation_NEWScore

b. Predictors: (Constant), PC3_Compensation_NEWScore, PC4_Culture_NEWScore

c. Predictors: (Constant), PC3_Compensation_NEWScore, PC4_Culture_NEWScore, PC1_Brand_Image_NEWScore

d. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 2 Generation Y / Millennials.

e. Dependent Variable: PC1_Consume_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-,044	,061		-,729	,467	-,164	,076					
	PC3_Compensation_NEWScore	,645	,063	,598	10,252	,000	,521	,769	,598	,598	,598	1,000	1,000
2	(Constant)	-,045	,059		-,763	,446	-,162	,072					
	PC3_Compensation_NEWScore	,444	,088	,411	5,068	,000	,271	,617	,598	,347	,288	,492	2,034
	PC4_Culture_NEWScore	,287	,089	,261	3,221	,002	,111	,462	,555	,229	,183	,492	2,034
3	(Constant)	-,054	,059		-,916	,361	-,169	,062					
	PC3_Compensation_NEWScore	,341	,096	,316	3,555	,000	,152	,530	,598	,252	,200	,399	2,505
	PC4_Culture_NEWScore	,250	,089	,229	2,815	,005	,075	,426	,555	,202	,158	,478	2,090
	PC1_Brand_Image_NEWScore	,197	,080	,184	2,477	,014	,040	,354	,513	,178	,139	,569	1,759

a. Dependent Variable: PC1_Consume_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 2 Generation Y / Millennials

Consume X Gen X

Model Summary^{b,c}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 3 Generation X (Selected)	10.1. Age by Generations = 3 Generation X (Unselected)					F Change	df1	df2		10.1. Age by Generations = 3 Generation X (Selected)	10.1. Age by Generations = 3 Generation X (Unselected)
1	,543 ^a	,597	,295	,288	,87612067	,295	38,560	1	92	,000	2,262	1,914

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 3 Generation X.

c. Dependent Variable: PC1_Consume_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	-,109	,095		-1,154	,252	-,298	,079						
	PC2_CSRandTraining_NEWScore	,550	,089	,543	6,210	,000	,374	,726	,543	,543	,543	1,000	1,000	

a. Dependent Variable: PC1_Consume_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 3 Generation X

Consume X Baby Boomers

Model Summary^{b,c}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 4 Baby Boomers (Selected)	10.1. Age by Generations = 4 Baby Boomers (Unselected)					F Change	df1	df2		10.1. Age by Generations = 4 Baby Boomers (Selected)	10.1. Age by Generations = 4 Baby Boomers (Unselected)
1	,721 ^a	,591	,520	,495	,70322485	,520	20,590	1	19	,000	1,946	1,815

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 4 Baby Boomers.

c. Dependent Variable: PC1_Consume_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	,253	,160		1,576	,132	-,083	,589					
	PC2_CSRandTraining_NEWScore	,605	,133	,721	4,538	,000	,326	,884	,721	,721	,721	1,000	1,000

a. Dependent Variable: PC1_Consume_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 4 Baby Boomers

Appendix D8.2. Contribute & Create vs Generations

Contribute & Create X Gen Z

Model Summary^{c,d}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 1 Generation Z (Selected)	10.1. Age by Generations = 1 Generation Z (Unselected)					F Change	df1	df2		10.1. Age by Generations = 1 Generation Z (Selected)	10.1. Age by Generations = 1 Generation Z (Unselected)
1	,547 ^a		,300	,291	,78244709	,300	35,939	1	84	,000		
2	,584 ^b	,611	,341	,325	,76333707	,042	5,258	1	83	,024	1,455	1,897

a. Predictors: (Constant), PC3_Compensation_NEWScore

b. Predictors: (Constant), PC3_Compensation_NEWScore, PC2_CSRandTraining_NEWScore

c. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 1 Generation Z.

d. Dependent Variable: PC2_ContributeandCreate_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	,074	,086		,856	,395	-,097	,245						
	PC3_Compensation_NE WSCORE	,580	,097	,547	5,995	,000	,388	,773	,547	,547	,547	1,000	1,000	
2	(Constant)	,066	,084		,789	,432	-,101	,233						
	PC3_Compensation_NE WSCORE	,364	,133	,343	2,728	,008	,099	,629	,547	,287	,243	,501	1,997	
	PC2_CSRandTraining_NE WSCORE	,304	,133	,289	2,293	,024	,040	,568	,531	,244	,204	,501	1,997	

a. Dependent Variable: PC2_ContributeandCreate_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 1 Generation Z

Contribute & Create X Gen Y

Model Summary^{b,c}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 2 Generation Y / Millennials (Selected)	10.1. Age by Generations = 2 Generation Y / Millennials (Unselected)					F Change	df1	df2		10.1. Age by Generations = 2 Generation Y / Millennials (Selected)	10.1. Age by Generations = 2 Generation Y / Millennials (Unselected)
1	,594 ^a	,540	,353	,350	,84021447	,353	103,216	1	189	,000	1,928	1,674

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 2 Generation Y / Millennials.

c. Dependent Variable: PC2_ContributeandCreate_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	,079	,063		1,256	,211	-,045	,203					
	PC2_CSRandTraining_NE WSCORE	,646	,064	,594	10,160	,000	,521	,772	,594	,594	,594	1,000	1,000

a. Dependent Variable: PC2_ContributeandCreate_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 2 Generation Y / Millennials

Contribute & Create X Gen X

Model Summary^{b,c}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 3 Generation X (Selected)	10.1. Age by Generations = 3 Generation X (Unselected)					F Change	df1	df2		10.1. Age by Generations = 3 Generation X (Selected)	10.1. Age by Generations = 3 Generation X (Unselected)
1	,500 ^a	,596	,250	,241	,70492218	,250	30,597	1	92	,000	2,019	1,389

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 3 Generation X.

c. Dependent Variable: PC2_ContributeandCreate_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-,311	,076		-4,076	,000	-,463	-,159					
	PC2_CSRandTraining_NE WSCORE	,394	,071	,500	5,531	,000	,253	,536	,500	,500	,500	1,000	1,000

a. Dependent Variable: PC2_ContributeandCreate_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 3 Generation X

Contribute & Create X Baby Boomers

Model Summary^{a,c}

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson Statistic	
	10.1. Age by Generations = 4 Baby Boomers (Selected)	10.1. Age by Generations ~ 4 Baby Boomers (Unselected)					F Change	df1	df2		10.1. Age by Generations = 4 Baby Boomers (Selected)	10.1. Age by Generations ~ 4 Baby Boomers (Unselected)
1	,703 ^a	,584	,494	,468	,75416544	,494	18,567	1	19	,000	1,128	1,795

a. Predictors: (Constant), PC2_CSRandTraining_NEWScore

b. Unless noted otherwise, statistics are based only on cases for which 10.1. Age by Generations = 4 Baby Boomers.

c. Dependent Variable: PC2_ContributeandCreate_NEWScore

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	,146	,172		,851	,406	-,214	,507						
	PC2_CSRandTraining_NEWScore	,616	,143	,703	4,309	,000	,317	,916	,703	,703	,703	1,000	1,000	

a. Dependent Variable: PC2_ContributeandCreate_NEWScore

b. Selecting only cases for which 10.1. Age by Generations = 4 Baby Boomers