DALARNA UNIVERSITY

Degree Thesis

Employer Brand Dimensions and Employee Retention

A Quantitative Study Among Employees in a European Context.

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Course code: AFÖ26H
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Date of examination: 2025-06-04

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Abstract

In response to increasing employee turnover and talent shortages across Europe, this study empirically examines the relationship between employer brand dimensions and employee retention in a European context. Drawing on the framework developed by Tanwar and Prasad (2017), five employer brand dimensions were assessed: healthy work atmosphere, training and development, work-life balance, corporate social responsibility (CSR), and compensation and benefits. Data was collected from 87 white-collar employees working across Europe within a multinational organization. Using multiple linear regression analysis, the study identified CSR and compensation and benefits as significant positive predictors of employee retention, while the other dimensions showed no significant relationship. The findings suggest that internal ethical practices and perceived economic value might play a more influential role in retention than previously assumed. These insights contribute to the growing body of research on employer branding from the perspective of existing employees and offer practical implications for developing internal HRM practices with the explicit purpose of employee retention in European labor markets.

Keywords

Employer brand; Employer branding; Employee retention; Employer brand dimensions

1. Introduction

In today's knowledge-based economy, human capital is widely recognized as one of the most valuable organizational assets and a key resource for both organizational success and of long-term competitive advantage. While the topic of attracting new talent has received considerable attention from both practitioners and researchers, many organizations are now struggling to retain the talent they already have. European companies are experiencing increasing difficulties in building and maintaining a stable workforce and according to McKinsey (2022), nearly one in three European employees are considering leaving their jobs in the near term. Similarly, Randstad (2023) reports that only 14 percent of European employees are engaged at work, suggesting that employers are failing to foster strong organizational attachment, thereby increasing the risk of turnover among the remaining 86 percent. At the same time, employers are struggling to fill vacancies and the job vacancy rate in Europe nearly doubled between June 2020 and June 2022. Such trends, combined with ongoing skills shortages across industries and a growing number of workforce retirements, can negatively affect organizational stability and performance. As a result, organizations are not only losing valuable talent but also falling behind in areas such as innovation and digital development, factors that are important for Europe's long-term economic growth and competitiveness (McKinsey, 2022).

These challenges point to the need for strategies that strengthen employee loyalty and satisfaction, with the overall goal of retaining valuable talent. One strategy that has gained increasing attention in response to talent challenges is Employer Branding (EB), a concept that has evolved over the past two decades into a strategic approach for both attracting and retaining employees. EB focuses on shaping how an organization is perceived as an employer of choice (Backhaus & Tikoo, 2004; Gilani & Cunningham, 2017). At the core of this strategy is the Employer Value Proposition (EVP), which is designed to appeal not only to potential candidates but also to current employees (Backhaus & Tikoo, 2004; Theurer et al., 2018). Despite this dual focus, most of the existing research has concentrated on the outcomes of external employer branding, particularly its role in enhancing employer attractiveness and its ability to attract new talent (Alzaid & Dukhaykh, 2023; Chopra et al., 2024). Although employer branding has also been acknowledged for its potential to influence employee attitudes, foster engagement and support retention, empirical research examining these outcomes, especially retention, remain relatively limited (Alzaid & Dukhaykh, 2023; Chopra et al., 2024; Gilani & Cunningham, 2017; Tanwar & Prasad, 2017).

Given the growing shortage of qualified talent (Backhaus & Tikoo, 2004), alongside rising job vacancies, and increasing employee attrition across Europe (McKinsey, 2022; Randstad, 2023), it is becoming increasingly important for organizations not only to attract talent but also to retain it. As competition for skilled professionals intensifies, retaining talent is essential for maintaining organizational stability, productivity, and long-term competitiveness. A strong employer brand that consistently delivers on its promises can foster employee satisfaction, strengthen organizational commitment, and ultimately lead to improved retention outcomes (Yousf & Khurshid, 2021; Rodrigues & Sousa, 2024).

1.1. Problematization

The importance of an organization's employer brand has grown as a result of the current labor market dynamics in Europe, with increasing competition for talent and difficulties in retaining talent. However, it is only when organizations understand which dimensions of the employer brand that are valued by current employees, and incorporate these into the employer brand, that they can effectively retain talent and foster long-term commitment.

As mentioned earlier, most existing research on employer brand has focused on potential employees and their perceptions of employer brand attractiveness. In contrast, the perspectives of current employees remain relatively underexplored. This internal perspective is especially important in the context of employee retention, as existing employees are the ones who experience the employer brand in practice. Their perceptions not only shape retention outcomes but also influence the organization's ability to attract future talent (Rodrigues & Sousa, 2024). Tanwar and Prasad (2017) argue that although the employer brand dimensions valued by potential employees often align with those valued by current employees, the strength of an employer brand is measured by its ability to fulfill its promises to its existing workforce. This understanding can only be achieved by examining the employer brand from the perspective of existing employees. Current employees, who interact with the employer brand daily and are "living the brand", are considered the most credible source for evaluating whether the organization deliver on its promises, as they have direct experience of its culture, values and overall work environment (Tanwar & Prasad, 2017).

Only a limited number of studies have adopted the internal perspective proposed by Tanwar and Prasad (2017), and those that exist have been conducted primarily in non-European contexts such as India, Saudi Arabia, and Taiwan (Bharadwaj et al., 2021; Alzaid & Dukhaykh, 2023;

Tai et al., 2025). Considering the increasing difficulties European employers face in retaining talent, there is a need to investigate how specific employer brand dimensions are perceived by current employees in a European context, and how these perceptions relate to their intention to stay. Tanwar and Prasad (2017) propose five dimensions through which the employer brand can be understood: training and development, work-life balance, healthy work atmosphere, corporate social responsibility (CSR), and compensation and benefits. These dimensions reflect functional, psychological, and economic values that influence how employees experience and evaluate their employer. Although this framework has been applied in studies conducted in non-European contexts, its relevance to employee retention in Europe remains underexplored. To the best of the author's knowledge, no previous empirical study has investigated the relationship between these employer brand dimensions and employee retention within a European context.

Since European MNC´s needs to navigate a variety of national labor-market conditions, cultural values, workplace norms and employee expectations, the influence of each employer brand dimension might differ by country. Accordingly, this study examines one European MNC to assess how the predefined employer brand dimensions, as proposed by Tanwar and Prasad (2017), are perceived by current employees and how they impact employee retention across different European contexts.

1.2. Aim and research questions

Building on these considerations, the present study aims to empirically examine the relationships between employer brand dimensions and employee retention in a European context. In line with the aim of the study, the following research questions have been formulated:

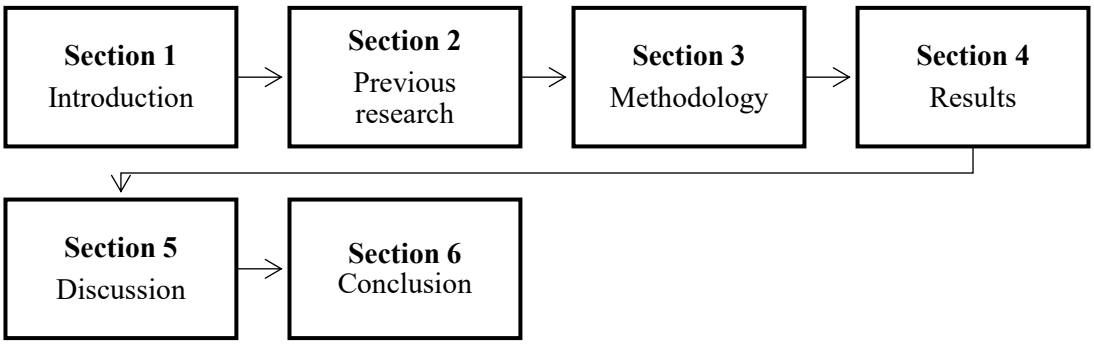
RQ1: Is there a relationship between the employer brand dimensions and employee retention?
RQ2: What dimensions of the employer brand should European employers focus on to improve employee retention?

1.3. Thesis outline

The structure of this thesis consists of six sections: introduction, previous research, methodology, results, discussion, and conclusions (see Figure 1.1). The first section introduces the research area and problem formulation. The second section presents previous research and includes literature relevant to the research topic along with the hypotheses of the study. The third section outlines the methodology and describes the implementation of the study. The fourth section presents the study's results and analysis. In the fifth section, the results and applied methods are discussed and linked to the literature review from section two. The final section summarizes the study, answers the research questions, provides recommendations, proposes practical implications, and clarifies the study's contribution to the field. Lastly, the limitations of the study are discussed, and suggestions for future research are provided.

Figure 1.1

Structure of the thesis



Note: Authors own illustration.

2. Literature review

2.1. Employer branding

Employer Branding (EB) refers to the integration of marketing principles into Human Resource Management (HRM) practices to both attract and retain employees (Backhaus & Tikoo, 2004; Edwards, 2010) and can be defined as "a strategy involving the internal and external promotion of a distinct image of what makes an organization unique and appealing as an employer to attract and retain employees" (Theurer et al., 2018, p. 155). This definition highlights the dual focus of EB: external branding to attract new talent and internal branding to motivate and retain existing members of the workforce (Ahmed et al., 2022; Chopra et al., 2024; Gilani & Cunningham., 2017). Rooted in the resource-based view, the EB concept emphasizes human capital as a critical differentiator and strategic asset for organizations (Barney, 1991) and is widely utilized by multinational corporations (MNCs) to highlight their competitive advantages and unique employer value propositions (Backhaus and Tikoo, 2004).

The Employer Value Proposition (EVP) represents the distinct set of benefits that an organization offers to its current and prospective employees (Theurer et al., 2018). Backhaus and Tikoo (2004) describe the EVP as a key component within EB that differentiates organizations in the labor market by highlighting their unique characteristics as employers. By articulating what makes an organization attractive such as a supportive work environment, career development opportunities and employee benefits, the EVP enables companies to enhance their appeal to prospective employees while reinforcing their competitive positioning. Developing an EVP involves examining and identifying the organization’s core values, culture, benefits, leadership style, and existing corporate image (Backhaus & Tikoo, 2004; Dyhre & Parment, 2013; Edwards, 2010; Gilani & Cunningham, 2017). This process leads to the articulation of specific and unique offerings that the organization can provide to its current and potential employees (Backhaus & Tikoo, 2004; Gilani & Cunningham, 2017; Theurer et al., 2018). In this way, the EVP represents the organization’s promise to its employees and serves to differentiate it as an attractive employer within the competitive labor market (Backhaus & Tikoo, 2004).

Once established, the EVP, along with its tangible and intangible employment offerings, is communicated both internally and externally to enhance awareness and reinforce the connection between the employer brand and its desirable attributes (Theurer et al., 2018).

While the external communication and marketing of the organization's employer brand primarily focuses on attracting prospective human capital (Backhaus & Tikoo, 2004), internal communication is designed to convey the EVP to existing employees and embed it within the organizational culture. The goal is for employees to embody behaviors that reflect the organization's values, hence bringing the brand to life, and enhance its attractiveness by sharing positive perceptions within their personal networks. Moreover, from a social exchange theory perspective, an EVP includes everything that an employer provides to an employee in return for retaining their loyalty and commitment. This means that employees reciprocate the offerings they receive from the employer in exchange for their efforts. Hence, fostering a strong internal employer brand should enhance satisfaction and commitment among employees, thereby enabling employee retention (Bharadwaj et al., 2021; Chopra et al., 2024). In conclusion employer branding could be described as a three-step process, where the initial step involves developing an EVP. This is followed by a combined internal and external communication and marketing effort aimed at establishing an attractive and differentiated employer brand among the organization's target groups (Backhaus & Tikoo, 2004; Gilani & Cunningham., 2017; Theurer et al., 2018).

2.2. Employer brand

Ambler and Barrow (1996) defines the employer brand as: "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, s. 187). The employer brand is intended to serve a differentiating function in relation to the organization's competitors by highlighting what is unique about employment within the organization. The creation of a unique and differentiated employer brand consequently provides the organization with opportunities to attract and retain employees (Backhaus & Tikoo, 2004; Theurer et al., 2018). One of the most widely cited definitions in the literature was coined by Backhaus and Tikoo (2004): the employer brand establishes the identity of the firm as an employer. It encompasses the firm's value system, policies and behaviors toward the objectives of attracting, motivating, and retaining the firm's current and potential employee´s" (Backhaus & Tikoo, 2004, s. 502).

2.3. Employee retention

Employee retention refers to an organizations ability to retain its employees over time and can be defined as "the effort by an employer to keep desirable workers to meet business objectives"

(Rappaport et al., 2003, as cited in Chopra et al., 2024, p. 706). High retention rates are important to organizational success, as they help to reduce turnover costs, preserve organizational knowledge and maintain productivity (Chopra et a., 2024). The consequences of high turnover extend beyond direct financial costs. Indirect costs related to attrition include weakened team stability, loss of institutional knowledge, reduced productivity, and lower employee morale (Bharadwaj & Yameen, 2021; Chopra et al., 2024; Rodrigues & Sousa, 2024).

Research also indicates that employee retention is closely linked to factors such as job satisfaction (Bharadwaj et al., 2022) and employee engagement (Chopra et al., 2024), both of which influence employee's intention to remain with the organization (Bharadwaj et al., 2022; Chopra et al., 2024). A satisfied, motivated and committed workforce is more likely to remain with the organization and contribute to its overall success by bringing valuable knowledge, skills and experience, factors which positively impact organizational performance (Rodrigues & Sousa, 2024). This is particularly important in industries where competition for talent is high, and where turnover can be costly for organizations (Chopra et al., 2024).

2.4. Employer brand and retention

As mentioned earlier, organizations increasingly adopt EB strategies to enhance their workplace reputation and reduce employee turnover. Employer branding has been shown to positively influence several organizational outcomes, including employee commitment, job satisfaction, performance, loyalty, attraction and retention, all of which are closely linked to the strength of the employer brand. A strong employer brand not only increases job satisfaction, but also enhances organizational commitment and loyalty, thereby making it more likely that employees will remain with the organization (Backhaus & Tikoo, 2004; Chopra et al., 2024; Gilani & Cunningham, 2017). Research shows that EB supports retention by fostering an environment where employees feel aligned with the organization's values and culture (Backhaus & Tikoo, 2004; Chopra et al., 2024; Gilani & Cunningham, 2017).

Additionally, employees who feel valued are more likely to become brand ambassadors, promoting the organization to others and remaining loyal for longer periods (Gilani & Cunningham, 2017). Organizations that offer and deliver unique value propositions help employees feel more connected, which in turn increases their intention to stay (Khan et al., 2021). Providing both tangible and intangible benefits that align with employee's expectations

strengthen their attachment to the organization and contributes to improved retention outcomes (Chopra et al., 2025; Khan et al., 2021).

While many studies emphasize the role of EB in attracting and retaining talent, these outcomes are ultimately shaped by the strength and credibility of the employer brand as perceived by employees. To better understand how the employer brand might influence employee retention, the following section introduces the dimensions identified by Tanwar & Prasad (2017) and the hypotheses derived from them.

2.5. Dimensions of the employer brand and hypotheses development

As outlined earlier, employer attractiveness is a central tenet within EB. Thus, existing employees tend to be more engaged and more likely to remain in an organization, when they perceive the organization's employer brand as attractive (Yousf & Khurshid, 2021). To determine whether the employer brand effectively supports organizational objectives such as employee retention, it is essential to examine the various dimensions that constitute an employer brand. Given that the strength of an employer brand depends on the organization's ability to fulfill its promises to its employees, the perspective of current employees offers the most authentic measure of whether these commitments and stated values and norms are upheld (Tanwar & Prasad, 2017). Building on these insights, Tanwar and Prasad (2017) identified five dimensions designed to capture the employer brand from the perspective of current employees: Training and Development, Corporate Social Responsibility (CSR), Work-Life Balance, Healthy Work Atmosphere and Compensation and Benefits.

2.5.1. Healthy work atmosphere and employee retention

Drawing on Tanwar & Prasad (2017), a healthy work atmosphere is characterized as a supportive, low-stress environment that fosters a culture of teamwork and promotes employee well-being. Similarly, Alzaid and Dukhaykh (2023) indicate that a positive team spirit and mutual respect among colleague's help sustain such an environment and suggests that an EB strategy that includes a healthy work environment can enhance retention (Alzaid & Dukhaykh, 2023). Furthermore, when employees perceive their work environment positively, including managerial support and relationships with colleagues, retention tends to increase. A supportive environment characterized by trust and respect also fosters autonomy and emotional commitment, both of which are associated with higher retention (Tai et al., 2025). While empirical evidence supports the link between the healthy work atmosphere dimension of the

employer brand and retention in other geographical contexts (e.g., Tai et al., 2025), this relationship remains underexplored in Europe.

Global insights from Randstad's Workmonitor (2023) emphasize the importance of non-financial workplace factors, showing that employees value a positive work environment almost as highly as financial incentives. Improved working conditions have also been identified as important factors influencing employee's decisions on whether to stay or leave an organization. Notably, Randstad (2023) also reports that a toxic work environment is the leading cause for employee turnover globally. The relevance of the work environment for retention is supported by Griffeth et al. (2000), whose meta-analysis demonstrated that aspects such as autonomy, leadership, and collaborative relationship among team members are influential predictors of employee turnover. Building on these insights the authors hypothesize that in a European context:

Hypothesis 1: There is a positive relationship between a healthy work atmosphere and employee retention

2.5.2. Training and development and employee retention

Training and development initiatives are vital for enhancing employee retention, as they foster a reciprocal commitment in employees to reciprocate the organization's investment in their personal and professional growth (Fletcher et al., 2018). Previous research has shown that companies with a strong employer brand lower turnover by investing heavily in training and development initiatives (Kucherov and Zavyalova, 2012). Kashyap and Verma (2018) argued that any form of developmental support provided by the organization fosters increased organizational commitment and enhanced organizational identification and revealed a significant relationship between development and reduced turnover intentions. Additionally, Tanwar and Prasad (2016) identified training and development as an antecedent of employer branding and argues that employees regard opportunities for workplace development and flexible work arrangements as the most crucial benefits when evaluating potential employers. Moreover, empirical research reveals that training and development, as an employer brand dimension, had a significant impact on employee retention (Kahn et al., 2021; Tai et al., 2025). Hence, the authors hypothesize that in a European context:

Hypothesis 2: There is a positive relationship between training and development and employee retention

2.5.3. Work life balance and employee retention

Tanwar and Prasad (2016) suggest that implementing work-life balance strategies can enhance an organization's employer brand, which in turn leads to improved employee retention. Moreover, employees tend to favor organizations that offer flexible working hours and work-from-home options (Tanwar & Prasad, 2017). In previous research work-life balance has been proved to be a vital factor in decreasing absenteeism (De Stobbeleir et al., 2018) and as an important employer value proposition in employer branding (Dabirian et al., 2016). Kyndt et al. (2009) also identified a healthy balance between professional and personal life as one factor that can enhance employee retention. However, in small and medium sized startups, work-life balance did not have a significant effect on employee retention (Tai et al., 2025). Despite some contradictory results, work-life balance is suggested as one important contributor in an organization's employer branding strategy since it has been confirmed to be a factor that can lead to a positive impact on employee retention (Alzaid & Dukhaykh, 2023). Furthermore, data from a survey of 13,105 professionals in Sweden demonstrated that work-life balance and flexible working hours were identified as some of the most important factors when evaluating employers (Universum, 2024). Thus, the authors hypothesize that in a European context:

Hypothesis 3: There is a positive relationship between work life balance and employee retention

2.5.4. Corporate social responsibility and employee retention

Corporate Social Responsibility (CSR) could be defined as: "The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time." (Carroll, 1979, p. 500). Khan et al. (2021) argues that an organization's engagement in CSR activities enhances its image, enabling employees to develop a positive self-identity that, in turn, strengthens their intention to remain with the organization. Outside of the employer branding literature, Kim et al. (2020) demonstrated that different dimensions of CSR influenced employee retention through organizational identity and quality of work life. Employees tend to favor organizations that demonstrate CSR toward both society and their workforce. Ethical organizations instill a sense of meaning and purpose in their employees, a factor widely recognized as crucial for employee retention (Tanwar & Prasad, 2017).

In a thorough integrative literature review, Carlini et al. (2019) states that: "The CSR employer brand identity is used by a firm to improve their attractiveness during the recruitment process

and allows the firm to differentiate from competitors, thus providing a competitive advantage" (Carlini et al., 2019, p. 189)". Furthermore, empirical studies conducted in an Indian context depicted a significant positive impact of CSR on employee retention (Bharadwaj & Yameen, 2021; Khan et al., 2021). CSR has also been identified as an important employer brand dimension from the perspective of existing employees (Tanwar & Prasad, 2017). Hence, the authors hypothesize that in a European context:

Hypothesis 4: There is a positive relationship between Corporate social responsibility and employee retention

2.5.5. Compensation and benefits and employee retention

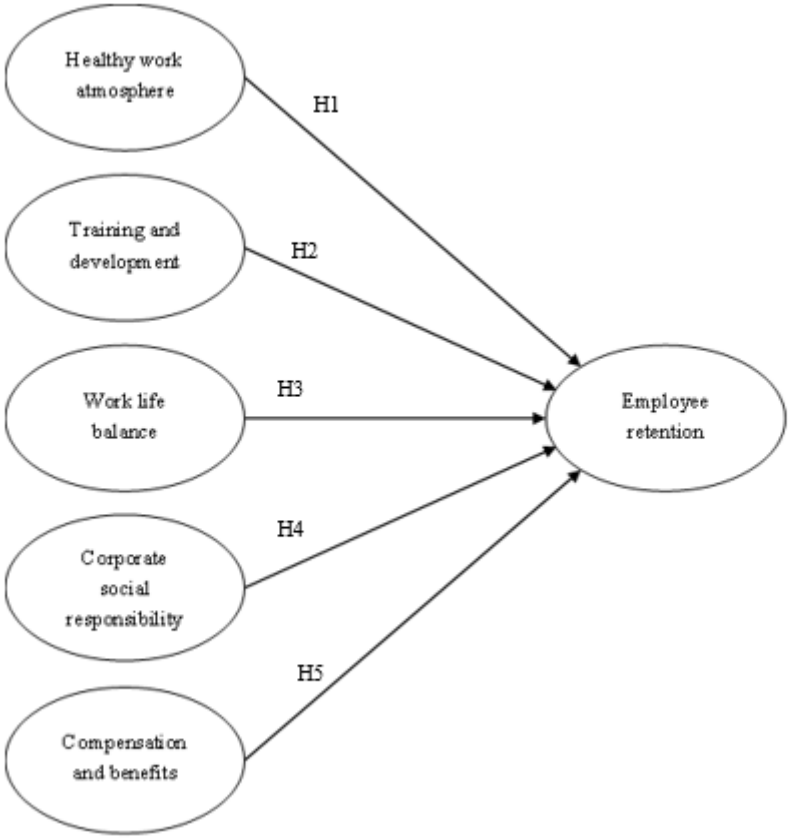
An effective compensation and benefits package not only enables a company to remain competitive in the market but also plays a crucial role in attracting and retaining talent (Tanwar & Prasad, 2017). Additionally, Gilani and Cunningham (2017) argue that a strong and attractive employer brand should include rewards, salary, and benefits. When employees view an employer as attractive, they are also more likely to feel engaged and involved in their work roles and assignments (Yousf & Khurshid, 2021). Tai et al. (2025) claims that compensation and benefits are among the most crucial factors for enhancing employee retention in start-ups. Additionally, providing adequate pay and acknowledging employees' efforts are seen as influential factors in enhancing retention (Kyndt et al., 2009). Yousf and Khurshid (2024) also demonstrated that among the various dimensions of employer branding, economic value is the second most significant predictor of engagement. This suggests that when employees receive appropriate compensation for their efforts, they tend to exhibit a higher level of engagement. According to Chopra et al., (2024) engagement stimulates a strong statistical relationship with employee retention and is also a reliable indicator of employee turnover. Finally, a survey consisting of 13,105 professionals in Sweden revealed that high future earnings was the single most important attribute (Universum, 2024). Hence, we hypothesize that in a European context:

Hypothesis 5: There is a positive relationship between compensation and benefits and employee retention

Based on previous research and the hypotheses outlined above, a research model has been constructed (see Figure 2).

Figure 2

"Research model"



Note: Made by the authors with inspiration from Chopra et al. (2024); Khan et al. (2021) and Kyndt et al. (2009).

Although each employer brand dimension is hypothesized to have a positive relationship with employee retention, it is important to acknowledge that employee retention is a multifaceted outcome that can be influenced by several dimensions simultaneously. Prior research indicates that these dimensions do not operate in isolation but could interact with one another in complex ways. For example, while a strong compensation and benefits package might enhance retention, its effect might be diminished if employees simultaneously perceive a lack of training opportunities or a toxic work environment. Moreover, under certain conditions, factors traditionally considered beneficial might instead negatively influence employee retention. For instance, employees who receive extensive training and development might feel more confident and marketable, potentially increasing their willingness to pursue opportunities elsewhere if advancement within the organization is perceived as limited. Moreover, while some employees

might value training when accompanied by clear promotion opportunities, others could perceive it as time-consuming and misaligned with their career goals, thus potentially reinforcing their intention to leave (Kyndt et al., 2009). These factors combined emphasize the need to examine the relationship between the dimensions of employer brand and employee retention, which this study seeks to address.

3. Methodology

3.1. Research design

To achieve the aim of the study, which was to empirically examine the relationships between employer brand dimensions and employee retention in a European context, a quantitative research design was employed. This design enabled a deductive approach, in which hypotheses were developed based on existing theory (e.g. Alzaid & Dukhaykh, 2021; Gilani & Cunningham, 2017; Tanwar & Prasad, 2017; Tai et al., 2025) and tested using empirical data from the study (Saunders et al., 2019). The hypotheses, grounded in previous literature, formed the foundation of the research model and were used to address both the aim and the explanatory research questions.

The study was explanatory in nature and focused on assessing the relationships between five employer brand dimensions: a healthy work atmosphere, training and development, work life balance, corporate social responsibility, and compensation and benefits and the outcome variable employee retention. These five dimensions served as independent variables, while employee retention was dependent variable. The use of a quantitative research method allowed for an objective assessment of these relationships and enabled statistical testing of the hypotheses to determine whether there was a statistically significant relationship between the variables included in the research model (Saunders et al., 2019).

3.2. Research strategy

To address the study's explanatory aim and research questions, a survey strategy was adopted. This approach allowed for the efficient collection of standardized data from a large number of respondents, which was later analyzed using multiple linear regression. The choice of strategy was also based on practical considerations, including the study's timeframe and available resources. Given that the aim and research questions required responses from a large sample, a quantitative cross-sectional design was considered appropriate. This design allowed the study to collect data from multiple respondents at a single point in time (Barmark & Djurfeldt, 2021; Saunders et al., 2019).

3.3. Population and sampling

The population targeted in the study consisted of white-collar employees working in various European business units of a multinational organization, and included employees across various countries such as Belgium, Denmark, Estonia. Finland, Germany, Ireland, Italy, Luxembourg, Netherlands, Norway, Poland, Spain, Sweden, Switzerland and the United Kingdom. Although the data were collected from a single organization, the inclusion of employees from multiple European countries and across different business units was considered to contribute to a geographical and functionally diverse sample. This breadth of representation was expected to provide a level of variation comparable to what might have been achieved by samplings from several different organizations. As such, the findings might still offer insights that extend beyond the specific organizational context and reflect broader patterns within the European white-collar workforce.

While probability sampling is generally preferred in quantitative research to enable generalizability (Saunders et al., 2019), it was not possible in this study due to the lack of access to a complete sampling frame of the target population. Consequently, a non-probability convenience sampling method was applied, which enabled practical and efficient data collection through the organization's internal distribution channels.

3.4. Operationalization of employer brand dimensions and employee retention

To measure dimensions of the employer brand, the study utilized the "Employer brand dimension scale" (EBD scale) which consists of 23 indicators that evaluates five predefined dimensions of employer brand (see Table 3.1).

Table 3.1

Employer brand dimension scale

Healthy work atmosphere	My organization provides autonomy to its employees to take decisions
	My organization offers opportunities to enjoy a group atmosphere
	I have friends at work who are ready to share my responsibility at work in my absence
	My organization recognizes me when I do good work
	My organization offers a relatively stress-free work environment

	My organization offers opportunity to work in teams
Training and development	My organization provides us with online training courses
	My organization organizes various conferences, workshops and training programmes 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
Work life balance	My organization provides flexible working hours
	My organization offers opportunities to work from home
	My organization provides on-site sports facility
Corporate social responsibility	My organization has fair attitude towards employees
	Employees are expected to follow all rules and regulations
	Humanitarian organization gives back to the society
	There is a confidential procedure to report misconduct at work.
Compensation and benefits	In general, the salary offered by my organization is high
	My organization provides overtime pay
	My organization provides good health benefits
	My organization provides insurance coverage for employees and dependents

Note: Developed by Tanwar and Prasad (2017).

Responses are rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The EBD scale is an instrument intended to measure the employer brand from the perspectives of existing employees (Tanwar & Prasad, 2017) and has been proven to inhibit good internal consistency when employed in other studies with a Cronbach's $\alpha = 0.96$ (Alzaid & Dukhaykh, 2023). Furthermore, when the scale has been divided into sub-dimensions, each one of the five sub-dimensions has proved to have satisfying Alpha-coefficient values: Corporate social responsibility (CSR) $\alpha = 0.87$, Training and Development (TD) $\alpha = 0.87$ (Khan et al., 2021), Healthy Work Atmosphere (HWA) $\alpha = 0.93$, Work Life Balance (WLB) $\alpha = 0.87$ and Compensation and Benefits (CB) $\alpha = 0.76$ (Tai et al., 2025).

Employee retention was measured through an employee retention scale that was validated by Kyndt et al. (2009) and consists of 11 indicators (see Table 3.2). In other employer branding

research, the scale has proven to inhibit good internal consistency α = 0.93 (Khan et al., 2021), α = 0.85 (Alzaid & Dukhaykh, 2023) and α = 0.91 (Chopra et al., 2024).

Table 3.2

Employee retention scale.

1	I'm planning on working for another company within a period of three years.
2	Within this company my work gives me satisfaction
3	If I wanted to do another job or function, I would look first at the possibilities within this company.
4	I see a future for myself within this company
5	It doesn't matter if I'm working for this company or another, as long as I have work.
6	If it were up to me, I will definitely be working for this company for the next five years.
7	If I could start over again, I would choose to work for another company.
8	If I received an attractive job offer from another company, I would take the job.
9	The work I'm doing is very important to me.
10	I love working for this company.
11	I have checked out a job in another company previously.

Note: Developed by Kyndt et al. (2009)

3.5. Questionnaire

The questionnaire (see Appendice C) was constructed using the web-based survey tool Microsoft Forms. Questions included were designed to address the study's purpose and research questions. The questionnaire was divided into five sections and contained a total of 40 questions. To gather background information, the first section of the questionnaire featured six questions concerning respondent´s gender identity, age, length of affiliation with the case organization, level of education, country of operation and occupation. Designed as a self-

administered survey, the questionnaire presented each respondent with the same set of mandatory questions in a predetermined order, using closed-ended response options. To facilitate the analysis of the relationships between employer brand dimensions and employee retention the questionnaire used previously mentioned scales: “Employer brand dimensions scale” and “Employee retention scale”.

Section two comprised of the EBD scale which included 23 items while section three comprised of the employee retention scale and included 11 items. Each of these indicators was rated on a five-point Likert scale, with response options ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The questionnaire was tested by a pilot group consisting of 13 participants that closely mirrored the final population, and based on their feedback, minor adjustments were made regarding formulations, headings, instructions, and the overall layout of the survey. Additionally, a cover letter outlining the study’s purpose, the importance of participation, and the rationale for selecting each respondent was included to encourage a higher response rate (Bell et al., 2022).

3.6. Data collection

Primary data was collected using a self-completed online questionnaire, which was considered appropriate for reaching a large scale, geographically dispersed population. This method enabled efficient and standardized data collection across multiple European countries within the study’s timeframe, while also allowing participants to respond anonymously and at their convenience (Saunders et al., 2019). The questionnaire was distributed internally to white-collar employees working across various European businesses units of a multinational organization. A designated organizational contact coordinated the distribution of the survey by forwarding the survey to HR Business Partners in each unit, who then were responsible for distributing it either directly or indirectly through local managers, which in turn was supposed to distribute it to their employees. While the total number of employees who received the survey could not be tracked, the chosen approach provided access to participants across multiple European countries.

Data collection took place between April 8th and May 4th, 2025, using the web-based platform Microsoft Forms. After the initial distribution a total of three reminders were sent by the organizational contact to the HR Business Partners to encourage further distribution of and participation in the survey. The survey yielded a total of 88 responses.

3.7. Data processing

Once the data collection was completed, Microsoft Forms enabled easy export of responses to Excel, which could then be imported into IBM SPSS Statistics 29 for statistical analysis. This process supported efficient data handling and quantification of data in SPSS and reduced the risk of manual input errors. To enable analysis of the collected data and address the study's purpose, research questions, and formulated hypotheses, the data first needed to be quantified and coded. In the survey, respondents answered multiple questions (indicators), each of which was assigned a variable name in SPSS, and all responses were recoded from text to numerical values (Barmark & Djurfeldt, 2021).

Employer brand dimensions were measured with the EBD scale on a 5-grade Likert scale and included 23 indicators (see Table 3.1). In SPSS, the responses were assigned values ranging from 1 to 5, where "strongly disagree" was coded as 1 and "strongly agree" was coded as 5. Similarly, employee retention was measured with the employee retention scale on a 5-grade Likert scale and included 11 indicators (see Table 3.2). Responses were assigned values ranging from 1 to 5, where "strongly disagree" was coded as 1 and "strongly agree" was coded as 5. To ensure consistency in the direction of responses, specific items in the employee retention scale that were phrased in a way where agreement indicated lower retention intention (e.g., "I'm planning on working for another company within a period of three years") were reverse-coded (Sharma & Misra, 2015). This means that higher values across all retention items reflect stronger intentions to remain with the organization. The reverse coding was applied before calculating the means and conducting further analyses. For transparency, the original item wording is retained in the results table, but the presented mean values are based on the recoded data. For example, a response of 1 (strongly disagree) was recoded to 5, and a response of 5 (strongly agree) was recoded to 1. Reverse coding was applied to the following items: RE1: I´m planning on working for another company within a period of three years, RE5: It doesn´t matter if I´m working for this company or another, as long as I have a work, RE7: If I could start over again, I would choose to work for another company, RE8: If I received an attractive job offer from another company, I would take the job and RE11: I have checked out a job in another company while working at my organization.

The next step in the data processing was to prepare the collected data for further analysis. Initially the data set was controlled for missing cases, and no missing cases were found thorough

frequencies statistics. Additionally, the data set was controlled for reluctant cases and respondent number 2 was deleted from the data set.

3.8. Data analysis

Typically, statistical relationships between one dependent and several independent variables are analyzed using Multiple Regression Analysis (MLRA) (Yan et al., 2009). Thus, the present study used IBM SPSS STATISTICS 29 to conduct MLRA and evaluate the research model (see Figure 1) and its presumed statistical relationships.

3.9. Reliability and validity

Ensuring satisfactory levels of validity and reliability in the data is essential for answering the study's aim of empirically examining which employer brand dimensions influence employee retention in a European context. Internal reliability, which is the most commonly examined type of reliability, is of particular relevance since it assesses the extent to which all items within a scale or subscale are correlated, indicating that they are measuring the same latent variable (Bell et al., 2022). To test the hypotheses, the study employes established scales that have exhibited high internal reliability in previous research. To measure employer brand dimensions, the EBD scale will be used $\alpha = 0.96$ (Alzaid & Dukhaykh, 2023) and employee retention will be measured with the employee retention scale $\alpha = 0.93$ (Khan et al., 2021).

Furthermore, the authors also conducted their own calculations of Cronbach's alpha for each scale, including all subdimensions (CSR, TD, HWA, WLB and CB) of the EBD scale, to thoroughly assess whether the indicators of the scale for each concept are consistent among themselves (Bell et al., 2022). As presented in the results section (Table 4.4), the Cronbach-Alpha results indicated problems with internal reliability since three of the subdimensions (WLB, CSR, CB) were below the suggested threshold of $\alpha \geq 0.7$ (Bell et al., 2022). It is likely that internal reliability is affected by both limited items (WLB: three items; CSR: four items; CB: four items) as well as cultural, contextual and industry specific factors. The original scale by Tanwar and Prasad (2017) was developed in the Indian IT-industry and when applied by Bussin and Mouton (2019) in a South African insurance company context the WLB and CB dimensions showed similar problems as in the present study. These recurring patterns suggest that cultural, contextual, and industry specific factors may influence how respondents interpret and respond to certain dimensions of the employer brand (Bussin & Mouton, 2019). Such influences may affect the perceived relevance of certain constructs in different labor markets

and/or cultural contexts. Given that the current study was conducted within a European setting it is reasonable that similar contextual factors contributed to the observed reliability issues (Sivertzen et al., 2013). For instance, constructs such as CSR may hold varying degrees of salience across cultural or industrial contexts, thereby affecting response patterns. While the decision was made to retain all items because of theoretical relevance and for the purposes of consistency and comparability, the challenges encountered in relation to internal reliability highlight the need for a comprehensive validation of the EBD scale subdimensions within a European context. It should be noted that the validation of a scale or measurement instrument is time-consuming and requires thorough preparation as well as advanced methodological skills (Sousa & Rojjanasrirat, 2011), which is why this step was omitted.

Validity in this study is addressed through measurement, internal, and external validity. Measurement validity evaluates how accurately the survey items capture the theoretical constructs they are intended to measure (Saunders et al., 2019). To address this, the study used previously validated scales: the EBD scale by Tanwar and Prasad (2017) and the employee retention scale from Kyndt et al. (2009). These instruments have shown strong predictive accuracy in prior research, supporting their suitability for operationalizing the constructs in the context of this study.

To improve face validity and enhance response rate, attention was given to the questionnaires design. A pilot test was conducted with 13 employees who closely reflected the target population. Feedback regarding the clarity of items, layout, instructions, and completion time was used to refine the questionnaire prior to its distribution. The structure of the questionnaire was optimized to promote respondents engagement by starting with demographic questions and limiting the completion time to approximately ten minutes. While these efforts were intended to reduce measurement errors and encourage participation, it is acknowledged that some degree of misunderstanding or subjective interpretation might still have occurred. This could introduce random error and potentially weakening the observed relationships (Saunders et al., 2019).

Internal validity considers whether the observed relationships between the dimensions of employer brand and employee retention reflect true relationships or if they are influenced by extraneous factors or flaws in the study design (Saunders et al., 2019). As this study adopted a cross-sectional and non-experimental approach, causal inferences cannot be made. Therefore, the relationships identified through MLRA should be interpreted as correlational.

External validity addresses the extent to which the study's findings can be generalized beyond the sample. While the use of non-probability convenience sampling limits generalizability, certain aspects support some external relevance. The sample includes employees from multiple European countries and business units within a single multinational organization, which could reflect broader patterns within the European white-collar workforce. However, as the data was collected from only one organization, it means that the findings might still be influenced by this organization's unique culture and practices, which might not be representative of other multinational organizations operating in Europe. Moreover, the use of non-probability convenience sampling introduces self-selection bias and an unknown sampling frame, which limits the representativeness of the sample (Saunders et al., 2019). In addition, differences in participation across countries resulted in an uneven distribution of responses, with a particularly large share coming from Sweden, which could skew the findings. Despite efforts to increase participation through reminders, clear communication, and information about confidentiality and anonymity, some countries had notably lower response rates. These imbalances might have influenced how employer brand dimensions were perceived across national groups, potentially introducing response bias that affected the findings. To address this issue and explore whether country-based differences could have introduced bias, an ANOVA group analysis was carried out using the five largest national subgroups in the sample (see Table 4.7). This analysis made it possible to examine whether perceptions of employer brand dimensions differed significantly between countries and to assess whether the uneven sample distribution impacted the results.

While generalizability is a central objective in quantitative research, the combination of non-probability convenience sampling and the use of data from a single organization significantly limits the study's ability to extend conclusions beyond the specific organization. Although the sample included participants from several European countries, and no significant differences were found across national subgroups, the findings should still be interpreted with caution. Due to the absence of a known sampling frame and the potential for self-selection bias, even generalizations within the organization are limited.

3.10.Ethical considerations

To meet the ethical research requirements established by the Swedish Research Council, the study adhere to the ethical guidelines outlined in "Research ethics guidelines for theses and dissertations work at Dalarna University" (Dalarna University, 2019), as well as the ethical principles suggested by Saunders et al. (2019). These guidelines were applied throughout the research process, including the design, data collection, data management, data analysis and the reporting of findings to uphold responsible research practices and protect participants' rights (Saunders et al., 2019).

To verify the clarity and appropriateness of the questionnaire, a pilot test was conducted with participants representative of the target population. The final version of the questionnaire was reviewed by the organizational contact and the thesis supervisor at Dalarna University prior to distribution.

Participation in the study was entirely voluntary. Respondents were informed about the purpose of the study, the anonymity and confidentiality of their responses, and their right to withdraw at any time without providing a reason. No personal or sensitive data were collected, and as responses could not be traced back to individuals, the study did not fall under GDRP regulations. All data were anonymized, securely stored during the research process, and used solely for the purpose of this study. The data will be deleted upon completion of the study, and the results were reported transparently and objectively to accurately reflect the collected data.

4. Results and analysis

4.1. Descriptive statistics and demographic characteristics

The data collection process generated a total of 88 responses, of which 87 were retained for analysis after the exclusion of one reluctant case. As a first step to establish a basic understanding of the collected data and to provide an overview of the sample composition, the analysis began with an examination of the respondent's demographic characteristics (see Table 4.1). The data displayed relatively balanced gender distribution, with women accounting for 55,2% of respondents and men for 43,7%, while 1,1% preferred not to disclose their gender. In terms of age, the largest group of respondents (48,3%) were between 30 and 44 years old, followed by those under 30 (27,6%), while 17,2% were between 45 and 59. A smaller share (6,9%) was 60 years or older. Regarding affiliation with the organization, respondents displayed varying levels of tenure. Employees with one to two years constituted 24,1 percent of the sample, followed by those with three to five years (23%) and less than one year (18,4%). Participants with six to ten years and over eleven years of tenure accounted for 16,1% and 17,2% respectively.

Respondents had a generally high educational background, with the majority (62,1%) holding a master´s degree. This was followed by 23% with a bachelor's degree, while smaller proportions reported having completed high school (9,2%), higher vocational education (2,3%), doctoral studies (2,3%), or an officer's degree (1,1%). The distribution of occupational roles indicated that the largest group worked within Engineering and Science (28,7%), followed by Human Resources (26,4%). Project and Program Management as well as Sales, Marketing and Product Management each accounted for 6,9% of the sample, while 5,7% were employed in Administration, Facilities and Secreterial services and another 5,7% in IT, Telecom and Internet-related roles. Additionally, a combined category labelled "Other occupations", which included various roles with lower individual representation, accounted for 19,7% of the sample.

Although the sample included participants from various European countries, the geographically distribution of responses was uneven. Notably, nearly half of the respondents (49,4%) were based in Sweden, which represents a considerable share of the sample. Poland represented the second largest group with 19,5% of the responses, followed by Germany at 11,5%, while Switzerland and the United Kingdom each accounted for 8% of the responses. A smaller group

(3,6%) was based in Austria Ireland and Spain, which were combined into a single category due to their low individual representation.

Table 4.1

Demographics characteristics of the sample

Demographics characteristics	**Frequency**	**Percent**
Gender		
Female	48	55,2%
Male	38	43,7%
Prefer not to say	1	1,1%
Age		
Under 30	24	27,6%
30–44	42	48,3%
45–59	15	17,2%
60 and above	6	6,9%
Affiliation with the organization		
Less than 1 year	16	18,4%
1–2 years	21	24,1%
3–5 years	20	23%
6–10 years	14	16,1%
11 or more	15	17,2%
Prefer not to say	45	1,1%
Educational background		
High school	8	9,2%
Higher vocational education	2	2,3%
Officer´s degree	1	1,1%
Bachelor's degree	20	23%
Master's degree	54	62,1%
PhD	2	2,3%
Country based in (top five)		
Germany	10	11,5%
Poland	17	19,5%
Sweden	43	49,4%
Switzerland	7	8%
United Kingdom	7	8%
Austria, Ireland and Spain	3	3,6%
Occupation (top five)		
Engineering & Science	25	28,7%
Human Resources	23	26,4%
Project & Program Management	6	6,9%
Sales, Marketing & Product Management	6	6,9%
Administration, facilities and secreterial	5	5,7%
IT, Telecom & Internet	5	5,7%
Other occupations	17	19,7%

Note. Compiled by the authors based on the results of the descriptive analysis in IBM SPSS STATISTICS 29.

Furthermore, a descriptive analysis was conducted to examine the mean values and standard deviations for each of the employer brand dimensions and the retention variable (see Table 4.2). This analysis provided an overview of how respondents rated each variable and to assess the degree of consensus with each variable and indicator. The five employer brand dimensions: Healthy Work Atmosphere (HWA), Training and Development (TD), Work-Life Balance (WLB), Corporate Social Responsibility (CSR), and Compensation and Benefits (CB), together with Employee Retention (RE), were measured on a 5-point Likert scale, with higher values indicating stronger agreement.

Based on the mean score, it can be identified that the dimension CSR received the highest mean score (M = 4,16, SD = 0,45), followed by WLB (M = 4,06, SD = 0,57) and TD (M = 3,96, SD = 0,66). This was followed by HWA (M = 3,91, SD = 0,55) and the lowest score among the independent variables appeared to be CB (M = 3,63, SD = 0,69). Regarding the study's dependent variable, RE (M = 3,19, SD = 0,62), the mean score suggests a moderate level of retention intention across respondents.

Table 4.2

Descriptive statistics

Variables with their associated indicators N=87	**Mean**	**Std. Deviation**
Healthy Work Atmosphere (HWA)	**3,91**	**0,55**
HWA1: My organization provides autonomy to its employees to take decisions	3,91	0,71
HWA2: My organization offers opportunities to enjoy a group atmosphere	4,25	0,70
HWA3: I have friends at work who are ready to share my responsibility at work in my absence	3,94	0,98
HWA4: My organization recognizes me when I do good work	3,82	0,96
HWA5: My organization offers a relatively stress-free work environment	3,33	1,02
HWA6: My organization offers opportunity to work in teams	4,20	0,76
Training and Development (TD)	**3,96**	**0,66**
TD1: My organization provides us with online training courses	4,56	0,54
TD2: My organization organizes various conferences, workshops and training programmes on regular basis	4,06	0,91
TD3: My organization offers opportunities to work on foreign projects	4,10	1,00

TD4: My organization invests heavily in training and development of its employees	3,86	0,94
TD5: Skill development is a continuous process in my organization	3,91	0,92
TD6: My organization communicates clear advancement path for its employees	3,24	1,01
Work Life Balance (WLB)	**4,06**	**0,57**
WLB1: My organization provides flexible working hours	4,39	0,69
WLB2: My organization offers opportunities to work from home	4,63	0,63
WLB3: My organization provides on-site sports facility	3,16	1,28
Corporate Social Responsibility (CSR)	**4,16**	**0,45**
CSR1: My organization has fair attitude towards employees	3,98	0,78
CSR2: Employees are expected to follow all rules and regulations	4,36	0,57
CSR3: Humanitarian organization gives back to the society	4,04	0,81
CSR4: There is a confidential procedure to report misconduct at work	4,29	0,71
Compensation and Benefits (CB)	**3,63**	**0,69**
CB1: In general, the salary offered by my organization is high	3,18	0,96
CB2: My organization provides overtime pay	3,71	1,07
CB3: My organization provides good health benefits	3,87	0,83
CB4: My organization provides insurance coverage for employees and dependents	3,75	1,04
Retention (RE)	**3,80**	**0,62**
RE1: I'm planning on working for another company within a period of three years	3,79	1,07
RE2: Within this company my work gives me satisfaction	4,02	0,66
RE3: If I wanted to do another job or function, I would look first at the possibilities within this company	4,28	0,85
RE4: I see a future for myself within this company	4,16	0,79
RE5: It doesn't matter if I'm working for this company or another, as long as I have work	3,61	1,07
RE6: If it were up to me, I will definitely be working for this company for the next five years	3,99	0,87
RE7: If I could start over again, I would choose to work for another company	4,08	0,90
RE8: If I received an attractive job offer from another company, I would take the job	2,90	0,93
RE9: The work I'm doing is very important to me	3,89	0,87
RE10: I love working for this company	3,86	0,89
RE11: I have checked out a job in another company previously	3,17	1,32

Note. Mean values for the retention items reflect reverse-coded data to ensure that higher scores consistently indicate stronger retention intentions. Original item wording is retained for transparency.

4.2. Multicollinearity

Prior to hypothesis testing, multicollinearity diagnostics were performed to verify that no variance inflation affected the independent variables (Saunders et al., 2019). According to

Daoud (2017) Variance Inflation Factors (VIF) is a tool to measure and quantify how much variance inflation there is between the independent variables. VIF value 1 = not correlated, VIF value 1< (VIF) < 5 = moderately correlated, VIF value >5 = highly correlated. As presented in Table 4.3, none of the independent variables displayed VIF values above 2.5, suggesting only moderate levels of intercorrelation. Therefore, concerns regarding multicollinearity adversely affecting the estimation of relationships between independent and dependent variables are substantially mitigated (Daoud, 2017)

Table 4.3

Variance inflation factors

Independent variable	Variance inflation factor
HWA	1,1621
TD	2,026
WLB	1,183
CSR	1,373
CB	1,333

Note: Conducted by the authors in IBM SPSS Statistics 29.

4.3. Internal consistency

All scales used in the study were tested for internal reliability by performing Cronbach's alpha analyses. As previously outlined, Cronbach's alpha is among the most widely used techniques for assessing the internal reliability of indicators (Collier, 2020). A Cronbach's alpha value greater than 0.7 is generally considered acceptable while a coefficient of 1 indicates a perfect correlation (Bell et al., 2022). Cronbach's alpha values for all scales in the study are presented below in Table 4.4.

Table 4.4

Overview of Cronbach's alpha values for each scale utilized in the study.

Scale	Number of items	Acceptable Cronbach-alpha value	Alphavalue
Employer brand dimension scale	23	>0,7	α=0,850
Healthy work atmosphere	6	>0,7	α=0,711
Training and development	6	>0,7	α=0,822
Work life balance	3	>0,7	α=0,217
Corporate social responsibility	4	>0,7	α=0,460
Compensation and benefits	4	>0,7	α=0,665
Employee retention	11	>0,7	α=0,867

Note: Conducted by the authors in IBM SPSS Statistics 29.

As shown in the table above, the EBD scale was tested both as a whole and by separating it into its respective dimensions, as this approach more accurately reflected the study's research model. When the authors divided the EBD scale according to its dimensions, it became evident that three of them (WLB, CB and CSR) fell below the recommended thresholds for Cronbach's alpha, indicating issues with internal consistency (Collier, 2020). According to Ursachi et al. (2015), reliability concerns are most likely to emerge in scales containing relatively few items: WLB; three items, CSR; four items and CB; four items. Furthermore, Bussin and Mouton (2019) also encountered challenges regarding internal reliability when applying the subdimensions in a South African context, with Cronbach's alpha values for WLB and CB below the recommended cutoff of 0.7. These results were likely influenced by contextual and industry-specific factors, and it is reasonable to assume that similar influences may be present in the current study. All remaining scales displayed Cronbach's alpha values above 0.7, suggesting satisfactory internal consistency (Collier, 2020). As mentioned earlier (see Section 3.9), no adjustments were made, and the analysis was conducted based on the original scales.

4.4. Multiple linear regression analysis

To test the study's hypotheses, a multiple linear regression analysis was conducted and the five employer brand dimensions: healthy work atmosphere, training and development, work life balance, corporate social responsibility, and compensation and benefits were entered as independent variables, and employee retention was entered as the dependent variable.

As shown in Table 4.5, the overall regression model was statistically significant, F (5, 81) = 8.18, p <0 .001, indicating that the set of independent variables collectively predict employee retention. The adjusted R^2 was .295, suggesting that 29.5% of the variance in employee retention can be explained by the five employer brand dimensions. Based on this result, the null hypotheses for the overall model, which posits that none of the independent variables have a relationship with the dependent variable, was rejected. In the next step, each predictor was examined individually to determine whether the specific hypothesis (H1-H5) could be supported.

Table 4.5

ANOVA Summary for multiple linear regression predicting employee retention

Source	SS	df	MS	F	p
Regression	1337,61	5	267,52	8,18	<0.001***
Residual	2648,83	81	32,70		
Total	3986,44	86			

Note. Dependent variable: Employee retention. Adjusted R^2 = .295, SM= Sum of Squares, MS = Mean Square***p < .001.

As presented in Table 4.6, two of the five employer brand dimensions significantly predicted employee retention. Corporate social responsibility was a significant positive predictor for employee retention (β = .438, t = 4.13, p < .001), supporting H4 and indicating that greater perceptions of CSR are associated with higher employee retention. Similarly, compensation and benefits significantly predicted employee retention (β = .322, t = 3.08, p < .05), supporting H5. Thus, the null hypotheses for H4 and H5 were rejected.

In contrast, healthy work atmosphere, training and development, and work-life balance did not show statically significant effects on employee retention ($p > .05$ for all). Therefore, the null hypothesis for H1, H2, and H3 were retained, indicating that these variables did not significantly influence employee retention within the sample studied.

Table 4.6

Results of the multiple linear regression analysis

Variables	B	SE	β	t	p	Interpretation
Healthy work atmosphere	0,119	0,237	0,058	0,504	0,616	Not significant → H1 not supported
Training and development	-0,386	0,223	-0,223	-1,729	0,088	Not significant → H2 not supported
Work life balance	0,430	0,393	0,108	1,096	0,276	Not significant → H3 not supported
Corporate social responsibility	1,665	0,404	0,438	4,126	<0,001***	Significant → H4 supported
Compensation and benefits	0,794	0,258	0,322	3,081	0,003**	Significant → H5 supported

Note. N = 87. $R^2 = .295$, $F(5, 81) = 8.18$, $p < .001$. B = unstandardized regression coefficient; SE = standard error; β = standardized beta coefficient. *p < .05. **p < .01. ***p < .001.

4.5. ANOVA group analysis

To assess whether the overrepresentation from certain countries introduced bias in perceptions of employer brand (EB) dimensions, an ANOVA group analysis was conducted to compare responses across the five largest national subgroups in the sample. This approach helped determine whether demographic imbalances affected the findings and addressed concerns about sample representativeness. A series of one-way ANOVA was conducted using Sweden, Poland, Germany, UK and Switzerland as group factors. The dimensions assessed were HWA, TD, WLB, CSR and CB. As shown in Table 4.7, one-way ANOVA indicated that there were differences between groups regarding training and development ($F(4, 79) = 3.556$, $p = .010$) and work-life balance ($F(4, 79) = 2.623$, $p = .041$). However, post hoc comparisons using the

Tukey HSD test revealed that none of the pairwise group differences reached statistical significance at the p <.05 level. This suggests that while there is some overall group-level variation in responses, no specific country pairing showed a reliably different perception of these employer brand dimensions.

Table 4.7

ANOVA Summary for group analysis

Variables	**SS (Between groups)**	**df (Between groups)**	**MS (Between groups)**	**F**	**p**
Healthy work atmosphere	39,732	4	9,933	0,873	0,484
Training and development	197,152	4	49,288	3,556	0,010**
Work life balance	28,090	4	7,022	2,623	0,041*
Corporate social responsibility	19,296	4	4,824	1,570	0,190
Compensation and benefits	64,202	4	16,050	2,192	0,077

Note. SM= Sum of Squares, MS = Mean Square. *p < .05. **p < .01.

Thus, the findings indicate that although minor variation exists across countries, the differences are not strong or consistent enough to attribute meaningful variance to national context. In practical terms, perceptions of employer brand dimensions were relatively similar across these European countries, especially for HWA, CSR, and CB, where no significant differences were found.

5. Discussion

The aim of the study was to empirically examine the relationship between five employer brand dimensions: Healthy Work Atmosphere (HWA), Training and Development (TD), Work-Life Balance (WLB), Corporate Social Responsibility (CSR), and Compensation and Benefits (CB), and employee retention in a European context. The findings revealed that two out of these dimensions, CSR and CB, were significant positive predictors of employee retention. This indicates that employees are more likely to remain with organizations that not only offer attractive compensation and benefits packages but also operate ethically and contribute to society. These findings are in line with earlier research conducted in non-European context, such as those by Khan et al., 2021; Tanwar & Prasad, 2017 and Chopra et al., 2024, suggesting that CSR and CB could be universal factors that contribute to employee retention. Furthermore, the absence of statistically significant differences in how employer brand dimensions were perceived across the five largest national groups (Sweden, Poland, Germany, UK and Switzerland) implies that these dimensions were interpreted in a relatively consistent way across respondents. This finding offers support to the idea that the significant relationships identified between CSR, CB, and employee retention might be robust across different national contexts. While generalizability is limited, the results provide preliminary evidence that these two dimensions might resonate similarly among white-collar employees across parts of the European workforce.

In contrast, the remaining three dimensions, HWA, TD and WLB, did not show statistically significant effects on employee retention in this study, and thus hypotheses H1, H2, and H3 were not supported. This outcome contrasts with prior research that identified these factors as important contributors to retention (e.g., Kucherov & Zavyalova, 2012; Alzaid & Dukhaykh, 2023). Several potential explanations could account for this discrepancy. First, these aspects might already be relatively well-established or taken for granted within the organization, thereby leading them to be seen as baseline rather than differentiating factors, thus reducing their perceived impact. It is also worth noting that the original scale used in the study was developed in a non-European context, and cultural or organizational differences might influence how respondents interpret and prioritize various employer brand dimensions.

The following section discusses each dimension in more detail.

5.1. CSR and employee retention

CSR was found to be the strongest predictor of employee retention in this study, supporting hypothesis H4. This finding is consistent with previous research (Bharadwaj & Yameen, 2021; Khan et al., 2021; Kim et al., 2020, Tanwar & Prasad, 2017), where CSR significantly influenced employee retention. As mentioned earlier, employees appear to value working for organizations that demonstrate strong ethical standards and engage in socially responsible practices. In a European context, where cultural norms emphasize labor rights, equity and transparency, this finding implies that internal ethical practices likely act as signals of the organization's values, helping employees assess whether their employer aligns with their own moral and social expectations. This suggests that employees are more likely to stay when they feel aligned with their organization's values. This is also noted by Tanwar and Prasad (2017), which suggests that when employees perceive their employer as committed to societal contributions and ethical conduct, they are more likely to feel a sense of pride and identification with the organization. Thus, our findings support previous findings that CSR activities can reinforce the emotional connection employees feel with their employer, which in turn strengthens their intention to remain with the organizations (Khan et al., 2021; Tanwar & Prasad, 2017).

5.2. Compensation & benefits and employee retention

This study also found a significant positive relationship between compensation and benefits and employee retention, supporting H5. The positive relationship between CB and retention indicates that when employees feel that they are adequately compensated and receive benefits that align with their needs and expectations, they are more likely to perceive the organization as a desirable long-term employer. This supports findings from previous literature, which highlights the significance of economic value and tangible benefits as important factors for enhancing employee engagement and retention (Chopra et al., 2024, Kyndt et al., 2009, Tai et al., 2025). Although some recent studies suggest that psychological and societal factors are becoming increasingly important, our findings indicate that financial compensation remain an important factor in employee decision making, particularly in contexts such as Europe. The lack of significant differences across national groups also suggests that the importance of CB might be broadly shared among European white-collar employees. Interestingly, while Tanwar & Prasad (2017) found CB to be the least influential EB dimension in a non-European context, the current results highlight its continued relevance within the European labor market,

suggesting that compensations and benefits should not be overlooked when developing the employer value proposition and/or evaluate the organizations employer brand.

5.3. Healthy work atmosphere and employee retention

Although previous research has emphasized the importance of a heathy work atmosphere in reducing turnover and increasing employee retention (Alzaid & Dukhaykh, 2023; Tai et al., 2025), this study did not find a significant relationship between this dimension and employee retention. This result also contrasts with global insights from Randstads Workmonitor (2023), which highlights the value employees place on non-financial workplace factors and indicates that a positive work atmosphere is nearly as important as compensation.

One possible explanation for the lack of significance between HWA and employee retention in this study might lie in the contextual normalization of workplace atmosphere standards within parts of Europe. In countries like Sweden, Poland and Germany, where many respondents were based, healthy work conditions, and collaborative environments might be perceived as minimum expectations rather than distinguishing features. It might be that some employer brand attributes function as hygiene factors and that their absence can cause dissatisfaction, but their presence alone might not be enough to inspire loyalty. Thus, even though employees value a healthy work atmosphere, it might no longer act as a unique retention driver in context where such environments are already institutionalized and expected.

5.4. Training & Development and employee retention

Contrary to previous findings (Kashyap & Verma, 2018; Kahn et al., 2021; Tai et al., 2025), this study did not find a significant relationship between the training and development dimension and employee retention. More unexpectedly, the regression analysis yielded a negative beta coefficient, indicating that higher perceptions of training and development were slightly associated with lower retention intentions, although not significantly so. This stands in contrast to established literature that generally positions training and development as a central component of employee commitment and retention strategies. One possible explanation is that in well-developed European labor markets, access to training is expected and no longer viewed as a differentiating factor. Employees might also perceive the training provided to be generic or misaligned with their personal goals, thus limiting its impact on retention. Additionally, since the scale was originally developed outside Europe, the meaning or relevance of training and development might differ culturally, which could influence the results. This suggests that

while training and development remains important, its role in retention might vary depending on context and expectations.

5.5. Work-life balance and employee retention

Despite being frequently identified in a non-European context as an important factor in reducing turnover and strengthening the employer brand (Alzaid & Dukhaykh, 2023; Kyndt et al., 2009; Tanwar & Prasad, 2017), this study did not find a significant relationship between work-life balance and employee retention. One possible explanation is that while work-life balance might be highly valued in many European countries, it might have become so standardized, particularly in the aftermath of the COVID-19 pandemic, that it no longer has the same differentiating impact as in regions where such practices are less common. In countries like Sweden, Poland and Germany, where remote work and flexible hour have become common practice, WLB might be perceived as a basic expectation rather than a compelling reason to remain with an organization. Hence, in this context, WLB may lack the salience needed to influence retention decisions, particularly when compared to other dimensions such as corporate social responsibility or compensation and benefits, which may carry greater symbolic or material significance. This suggests that in highly regulated or progressive work environments where WLB is already embedded or institutionalized, it may no longer serve as a strategic lever for employer branding unless organizations offer particularly innovative or individualized approaches.

One explanation could also lie in the poor internal reliability of this dimension as the Cronbach´s alpha for the WLB subscale was notably low ($\alpha = 0.217$). Such low reliability severely undermines the credibility of any conclusions drawn from this variable, including its effect on retention. This might be partially explained by the limited number of items (three) used to capture the construct, which can reduce scale reliability even when the items are conceptually coherent. Therefore, the non-significant result might be more reflective of measurement limitations than of the actual irrelevance of work-life balance to employee retention.

6. Conclusions

6.1. Theoretical and practical implications

This study contributes to the existing body of research by examining the employer brand dimensions, as proposed by Tanwar and Prasad (2017), and their impact on employee retention from the perspective of current employees within the European labor market. To the best of the author´s knowledge, this represents the first empirical application of the EBD subdimensions in a European context. The significant relationship between CSR, Compensation and Benefits (CB) and employee retention in this study supports existing research from non-European contexts, suggesting that CSR and CB are not only relevant but also consistently influential on retaining employees across cultural settings.

The findings have several implications for the field of Human Resource Management practitioners. Most notably, the findings indicate that Corporate Social Responsibility (CSR) and Compensation and Benefits (CB) are significant predictors of employee retention. Thus, organizations should strategically integrate these two dimensions into their employer value proposition (EVP). CSR initiatives need to be more than symbolic and organizations are advised to communicate their ethical values and societal contributions both internally and externally. Employees' perception of authentic CSR appears to strengthen organizational identification, which enhances loyalty and retention. HR practitioners can contribute by embedding CSR values into leadership development, internal communication, and ethical governance practices. Furthermore, compensation and benefits remain a foundational aspect of the employment relationship. Despite growing interest in non-financial incentives, this study confirms that tangible rewards, when perceived as fair and aligned with employee expectations, still matter. Employers should regularly evaluate their benefits offerings to ensure they remain competitive and relevant across different European markets. In this context, HR practitioners have a strategic opportunity to not only administer compensation systems, but also to shape them in ways that reinforce the EVP and respond to evolving workforce needs.

Hence, pinpointing the employer brand around core CSR values as well as an attractive compensation and benefits package will provide positive perceptions to the targeted employees. By integrating these aspects into both internal and external communication strategies and actively promoting them, European employers can cultivate an appealing employer identity, thereby retaining talent and strengthening their competitiveness in the labor market.

Furthermore, these insights offer substantial value for HR practitioners tasked with ensuring and developing the organization's internal HR service delivery to ensure that the organization delivers on its employer value proposition.

6.2. Suggestions for future research

Future research could seek to revalidate the employer brand scales subdimensions within a European context, particularly considering the internal reliability concerns observed in the subdimensions: work-life balance, corporate social responsibility, and compensation and benefits. Moreover, while this study focused on testing direct relationships between employer brand dimensions and retention, future research could explore the inclusion of mediating and moderating variables. For instance, constructs such as organizational commitment, perceived organizational support, or job satisfaction could be tested as mediators in explaining how the employer brand dimensions influences retention. Similarly, individual characteristics such as age, tenure, or job role could moderate these relationships and provide further insights into when and for whom, and under what conditions, employer brand dimensions are most influential. Since the current study relied on a relatively small convenience sample from a single multinational organization, future research would benefit from larger, more diverse samples across multiple organizations or sectors. Other quantitative statistical methods such as structural equation modelling could also be used, in particular with regards to larger sampling sizes. Comparative studies across industries (e.g., public vs private) or organizational size (e.g., SMEs vs MNEs) could provide a deeper understanding of how employer brand dimensions function in different contexts. The cross-sectional design of the present study limits the ability to draw causal conclusions. A longitudinal research design could assess how changes in perceptions of employer brand dimensions influence retention and actual turnover behavior over time, thereby offering stronger evidence of causality.

Finally, future research could benefit from the use of mixed-method approaches. While this study used a quantitative design, combining surveys with qualitative methods such as interviews or focus groups could provide a deeper understanding of how employees perceive and prioritize different elements of the employer brand. This could be particularly valuable for explaining why certain dimensions, such as CSR and CB, emerge as strong predictors of retention in some contexts but not in others.

6.3. Limitations

While this study offers important insights into the relationship between employer brand dimensions and employee retention within a European context, it is necessary to acknowledge its limitations and suggest potential directions for future research. The use of a non-probability convenience sampling method, together with a relatively small sample size (n=87) and the overrepresentation of respondents from a limited number of countries, resulted in a lack of representativeness in the sample. This imbalance in the geographic distribution of responses might have introduced sampling bias and limit the generalizability of the findings beyond the organizational context studied. Moreover, the overrepresentation from countries such as Sweden, Poland and Germany might reflect regional perceptions that are not necessarily representative of the broader European workforce. Since no formal non-response analysis was conducted, it is also not possible to determine whether systematic differences exist between those who chose to participate and those who did not. Since the distribution was carried out internally through organizational channels and participation was voluntary, the study is subject to self-selection bias.

Furthermore, as the survey was distributed without access to a complete sampling frame, the total number of employees who received the invitation is unknown. This also means that the actual response rate could not be calculated. All data was collected from a single multinational organization, which might reflect organizational-specific or cultural characteristics, not generalizable to other organizations or sectors. Additionally, this study employed the EBD scale, which was originally developed in a non-European context (Tanwar & Prasad, 2017), which might have limited its applicability. Notably, three subdimensions of the EBD scale: Corporate Social Responsibility (CSR), Work-Life Balance (WLB), and Compensation and Benefits (CB) exhibited Cronbach's alpha values below the commonly accepted threshold of 0.7, with WLB showing particularly low reliability. This suggests that the items within these subscales may not consistently capture the intended constructs, thereby reducing the precision and interpretability of the results related to these dimensions. Altogether, these factors limit the generalizability of the findings and might have influenced how certain employer brand dimensions were perceived and evaluated. Thus, these limitations should be accounted for when interpretating the results and conclusions drawn from this study.

6.4. Summary

The purpose of this study was to empirically examine the relationships between employer brand dimensions and employee retention in a European context. The findings offer valuable insights into which specific employer brand dimensions matter most for retaining existing employees. Among the five dimensions assessed, corporate social responsibility and compensation and benefits were found to be significantly linked with employee retention. This suggests that employees are more likely to stay when they perceive their employer as both ethically responsible and economically fair. In contrast, healthy work atmosphere, training and development, and work-life balance did not show a statically significant effect on retention in this context. This might suggest that some employer brand dimensions are increasingly seen as baseline expectations rather than differentiating factors that influence employee's decision to stay.

These findings indicate that organization should focus on strengthening CSR and compensation and benefits within their employer value proposition. At the same time, while the remaining dimensions did not show statistically significant effects, this does not necessarily diminish their relevance, as contextual or organizational factors and limitations in research design might have influenced the results. Overall, this study adds to the growing body of research on employer branding by identifying which employer brand dimensions appears most influential in supporting retention, particularly from the perspective of current employees within the European labor market.

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AI disclosure statement

ChatGPT was utilized shortly before the final submission to assist with minor language improvements, including grammar, spelling and clarity. Based on suggestions small adjustments were made prior to submission.

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Appendices

Appendice A

Healthy work atmosphere	My organization provides autonomy to its employees to take decisions
	My organization offers opportunities to enjoy a group atmosphere
	I have friends at work who are ready to share my responsibility at work in my absence
	My organization recognizes me when I do good work
	My organization offers a relatively stress-free work environment
	My organization offers opportunity to work in teams
Training and development	My organization provides us with online training courses
	My organization organizes various conferences, workshops and training programmes 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
Work life balance	My organization provides flexible working hours
	My organization offers opportunities to work from home
	My organization provides on-site sports facility
Corporate social responsibility	My organization has fair attitude towards employees
	Employees are expected to follow all rules and regulations
	Humanitarian organization gives back to the society
	There is a confidential procedure to report misconduct at work.
Compensation and benefits	In general, the salary offered by my organization is high
	My organization provides overtime pay
	My organization provides good health benefits
	My organization provides insurance coverage for employees and dependents

Appendice B

1	I'm planning on working for another company within a period of three years.
2	Within this company my work gives me satisfaction
3	If I wanted to do another job or function, I would look first at the possibilities within this company.
4	I see a future for myself within this company
5	It doesn't matter if I'm working for this company or another, as long as I have work.
6	If it were up to me, I will definitely be working for this company for the next five years.
7	If I could start over again, I would choose to work for another company.
8	If I received an attractive job offer from another company, I would take the job.
9	The work I'm doing is very important to me.
10	I love working for this company.
11	I have checked out a job in another company previously.

Appendice C

Invitation to Participate in a Master's Thesis Survey

We are two students from Dalarna University, currently completing our *Master Program in Business Studies with an International Focus*. As part of our final thesis, we are conducting a study in the field of Human Resource Management (HRM), with a specific focus on **employer branding and employee retention**.

The purpose of this study is to explore how current employees perceive various predefined dimensions of the employer brand, and how these perceptions influences their intention to remain with their employer.

The survey is short and will take approximately 10 minutes to complete. Your participation is **completely anonymous and voluntary**, and **no personal or sensitive data** will be collected. Collected data will be deleted upon the completion of the thesis. You can withdraw at any time without providing any explanation.

To reduce the risk of missing data, all survey questions are set as mandatory. By starting the questionnaire, you confirm that you have read the information provided and consent to participating in the study.

Your participation is highly valuable and contributes to expanding academic knowledge within the area of employer branding and employee retention, while also supporting our thesis work.

For the best user experience, we recommend completing the survey on a computer.

If you have any questions or would like to receive a summary of the study's results once completed, you are welcome to contact us:

h21thehe@du.se
h21kribe@du.se

Thank you very much for your valuable participation!

Kind regards,
Theres Hedin & Kristoffer Bergqvist

Background Information

1. Which of the following best represents your gender identification? *

- ◯ Female
- ◯ Male
- ◯ Non-binary
- ◯ Prefer not to say
- ◯ Annat

2. What is your age? *

- ◯ Under 30
- ◯ 30-44
- ◯ 45-59
- ◯ 60 and above
- ◯ Prefer not to say

3. Length of affiliation with [redacted] *

- ◯ Less than 1 year
- ◯ 1-2 years
- ◯ 3-5 years
- ◯ 6-10 years
- ◯ 11 or more
- ◯ Prefer not to say

4. What is your level of academic education? *

Välj ditt svar

5. Which country are you currently based in? *

Välj ditt svar

6. Which of the following best describes your occupation *

Välj ditt svar

You will now be asked to respond to 23 statements about your organization. Responses are rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

7. ***Please specify to what degree the following statements correspond with your experience at*** [redacted] *

	ıtrongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
My organization provides autonomy to its employees to take decisions	◯	◯	◯	◯	◯
My organization offers opportunities to enjoy a group atmosphere	◯	◯	◯	◯	◯
I have friends at work who are ready to share my responsibility at work in my absence	◯	◯	◯	◯	◯
My organization recognizes me when I do good work	◯	◯	◯	◯	◯
My organization offers a relatively stress-free work environment	◯	◯	◯	◯	◯
My organization offers opportunity to work in teams	◯	◯	◯	◯	◯

8. ***Please specify to what degree the following statements correspond with your experience at*** [redacted] *

	Strongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
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	○	○	○	○	○

10. ***Please specify to what degree the following statements correspond with your experience at*** [redacted] *

	1 - Strongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
My organization has fair attitude towards employees	○	○	○	○	○
Employees are expected to follow all rules and regulations	○	○	○	○	○
My organization gives back to the society	○	○	○	○	○
There is a confidential procedure to report misconduct at work	○	○	○	○	○

11. ***Please specify to what degree the following statements correspond with your experience at*** [redacted] *

	1 - Strongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
In general, the salary offered by my organization is high	○	○	○	○	○
My organization provides overtime pay	○	○	○	○	○
My organization provides good health benefits	○	○	○	○	○
My organization provides insurance coverage for employees and dependents	○	○	○	○	○

You will now be asked to respond to 11 statements about your intention to stay at [redacted]. Responses are rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

12. ***Please specify to what extent you agree or disagree with the following statements.*** *

	1 · Strongly disagree	2 · Disagree	3 · Neither agree nor disagree	4 · Agree	5 · Strongly agree
I'm planning on working for another company within a period of three years	○	○	○	○	○
Within this company my work gives me satisfaction	○	○	○	○	○
If I wanted to do another job or function, I would look first at the possibilities within this company	○	○	○	○	○
I see a future for myself within this company	○	○	○	○	○
It doesn't matter if I'm working for this company or another, as long as I have work	○	○	○	○	○
If it were up to me, I will definitely be working for this company for the next five years	○	○	○	○	○
If I could start over again, I would choose to work for another company	○	○	○	○	○
If I received an attractive job offer from another company, I would take the job	○	○	○	○	○
The work I'm doing is very important to me	○	○	○	○	○
I love working for this company	○	○	○	○	○
I have checked out a job in another company while working at my organization	○	○	○	○	○

You will now be asked to respond to four general statements about [redacted]. Responses are rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

13. ***Please specify to what extent you agree or disagree with the following statements.*** *

	1 · Strongly disagree	2 · Disagree	3 · Neither agree nor disagree	4 · Agree	5 · Strongly agree
My organization is highly recommended as the best place to work	○	○	○	○	○
My organization takes every possible step to keep us engaged and motivated	○	○	○	○	○
I firmly believe that the characteristics borne by my employer differentiate it from its competitors	○	○	○	○	○
I believe that my organization involves its employees in decision making	○	○	○	○	○

Don't forget to submit your response by clicking the button below. Thank you very much!

Appendice D

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	48	55,2	55,2	55,2
	Male	38	43,7	43,7	98,9
	Prefer not to say	1	1,1	1,1	100,0
	Total	87	100,0	100,0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-44	42	48,3	48,3	48,3
	45-59	15	17,2	17,2	65,5
	60 and above	6	6,9	6,9	72,4
	Under 30	24	27,6	27,6	100,0
	Total	87	100,0	100,0	

Affiliation with the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	21	24,1	24,1	24,1
	11 or more	15	17,2	17,2	41,4
	3-5 years	20	23,0	23,0	64,4
	6-10 years	14	16,1	16,1	80,5
	Less than 1 year	16	18,4	18,4	98,9
	Prefer not to say	1	1,1	1,1	100,0
	Total	87	100,0	100,0	

Academic education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors degree	20	23,0	23,0	23,0
	High school	8	9,2	9,2	32,2
	Higher Vocational Education	1	1,1	1,1	33,3
	Masters degree	54	62,1	62,1	95,4
	Officers degree	1	1,1	1,1	96,6
	Phd	2	2,3	2,3	98,9
	YH	1	1,1	1,1	100,0
	Total	87	100,0	100,0	

Which country are you currently based in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Austria	1	1,1	1,1	1,1
	Germany	10	11,5	11,5	12,6
	Ireland	1	1,1	1,1	13,8
	Poland	17	19,5	19,5	33,3
	Spain	1	1,1	1,1	34,5
	Sweden	43	49,4	49,4	83,9
	Switzerland	7	8,0	8,0	92,0
	United Kingdom	7	8,0	8,0	100,0
	Total	87	100,0	100,0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration, facilities and secreterial	5	5,7	5,7	5,7
	Benefits, Communication, Administration	1	1,1	1,1	6,9
	Communications and corporate affairs	3	3,4	3,4	10,3
	Creative & Design	3	3,4	3,4	13,8
	Data Analytics, Warehousing & Business Intelligence	1	1,1	1,1	14,9
	Engineering & Science	25	28,7	28,7	43,7
	Finance	1	1,1	1,1	44,8
	Human Resources	23	26,4	26,4	71,3
	Intern	1	1,1	1,1	72,4
	IT, Telecom & Internet	5	5,7	5,7	78,2
	Legal, Compliance & Audit	1	1,1	1,1	79,3
	Production & Skilled Trades	1	1,1	1,1	80,5
	Project & Program Management	6	6,9	6,9	87,4
	Quality Management	2	2,3	2,3	89,7
	Sales, Marketing & Product Management	6	6,9	6,9	96,6
	Supply Chain	3	3,4	3,4	100,0
	Total	87	100,0	100,0	

Mean values EB dimension sand employee retention

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
HWAMEAN	87	2,50	5,00	3,9080	,55321
TDMEAN	87	1,83	5,00	3,9559	,65566
WLBMEAN	87	2,67	5,00	4,0613	,56953
CSRMEAN	87	3,00	5,00	4,1638	,44758
CBMEAN	87	1,75	5,00	3,6293	,69032
REMEAN	87	1,91	4,91	3,7952	,61894
Valid N (listwise)	87				

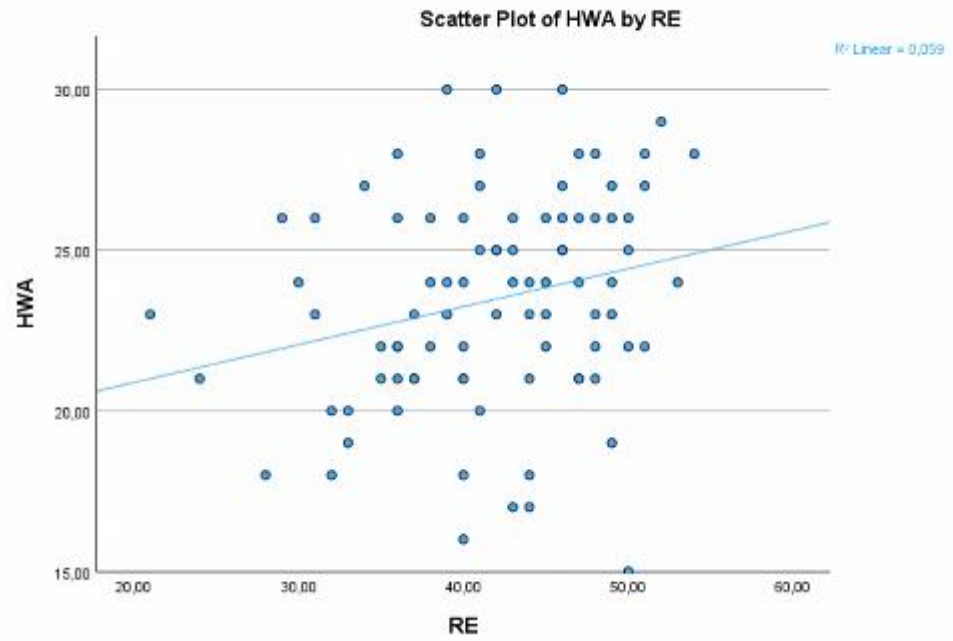
Mean values per indicator

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
HWA1	87	2,00	5,00	3,9080	,70928
HWA2	87	2,00	5,00	4,2529	,70246
HWA3	87	1,00	5,00	3,9425	,98070
HWA4	87	1,00	5,00	3,8161	,95879
HWA5	87	1,00	5,00	3,3333	1,01920
HWA6	87	2,00	5,00	4,1954	,76003
TD1	87	3,00	5,00	4,5632	,54348
TD2	87	2,00	5,00	4,0575	,90677
TD3	87	1,00	5,00	4,1034	1,00040
TD4	87	1,00	5,00	3,8621	,94219
TD5	87	1,00	5,00	3,9080	,92299
TD6	87	1,00	5,00	3,2414	1,01116
WLB1	87	2,00	5,00	4,3908	,68804
WLB2	87	2,00	5,00	4,6322	,63089
WLB3	87	1,00	5,00	3,1609	1,27474
CSR1	87	2,00	5,00	3,9770	,77725
CSR2	87	3,00	5,00	4,3563	,57013
CSR3	87	2,00	5,00	4,0345	,81338
CSR4	87	2,00	5,00	4,2874	,71379
CB1	87	1,00	5,00	3,1839	,95879
CB2	87	1,00	5,00	3,7126	1,06649
CB3	87	1,00	5,00	3,8736	,83254
CB4	87	1,00	5,00	3,7471	1,03675
RE1	87	1,00	5,00	3,7931	1,06899
RE2	87	2,00	5,00	4,0230	,66432
RE3	87	1,00	5,00	4,2759	,84482
RE4	87	1,00	5,00	4,1609	,79055
RE5	87	1,00	5,00	3,6092	1,07136
RE6	87	1,00	5,00	3,9885	,86930
RE7	87	1,00	5,00	4,0805	,90500
RE8	87	1,00	5,00	2,8966	,92804
RE9	87	1,00	5,00	3,8851	,86838
RE10	87	1,00	5,00	3,8621	,89146
RE11	87	1,00	5,00	3,1724	1,32250
Valid N (listwise)	87				

Scatterplots

GGraph



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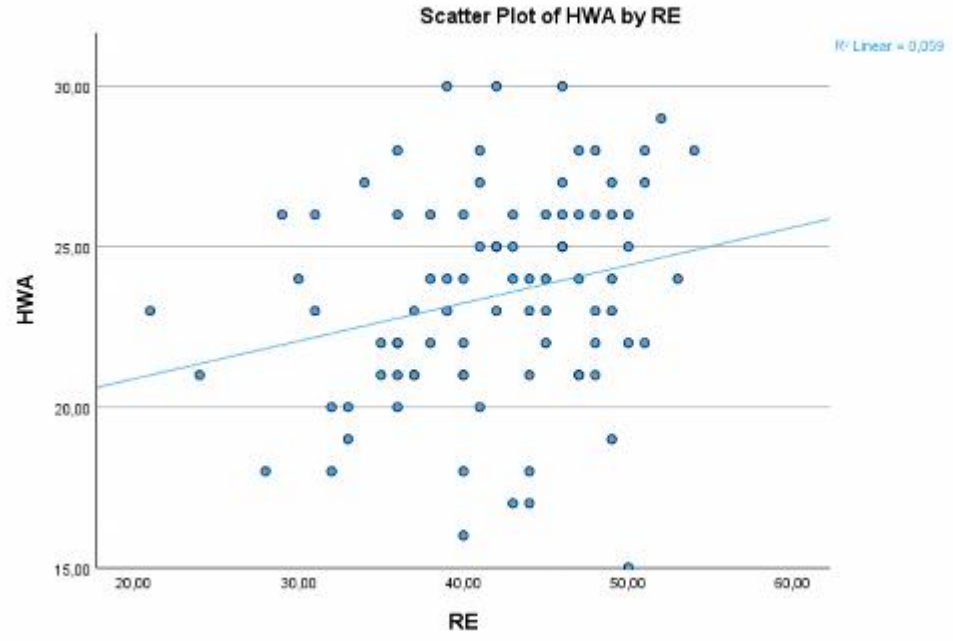

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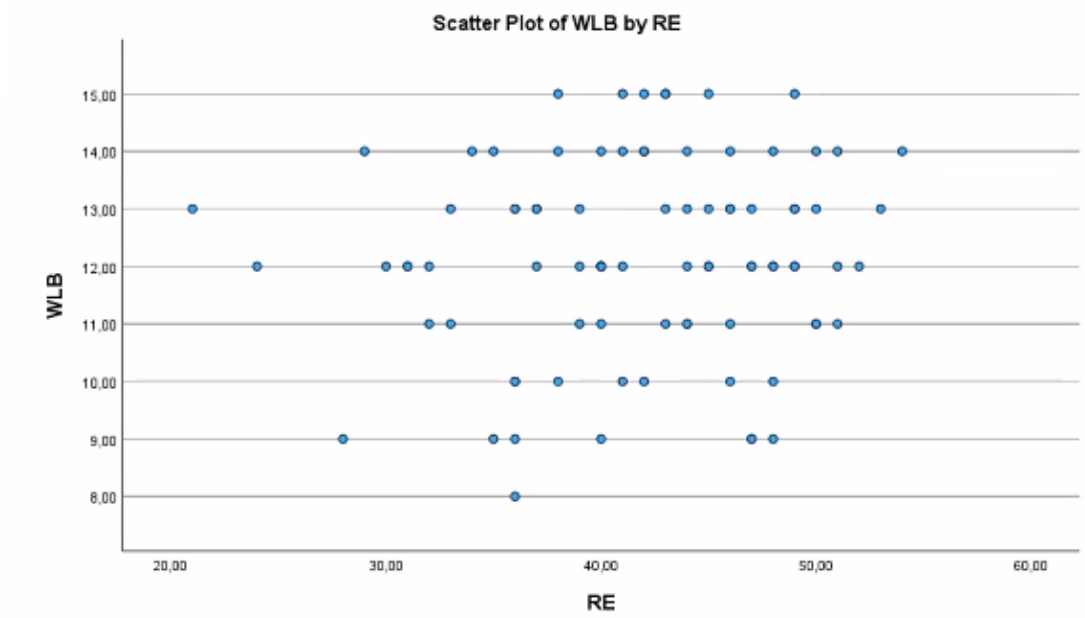

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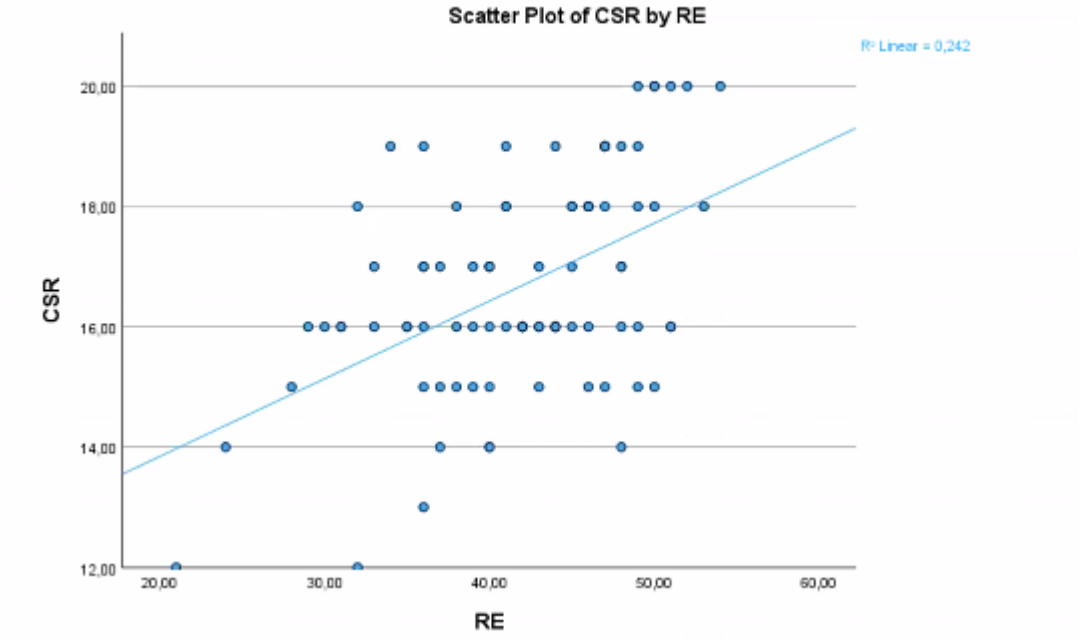

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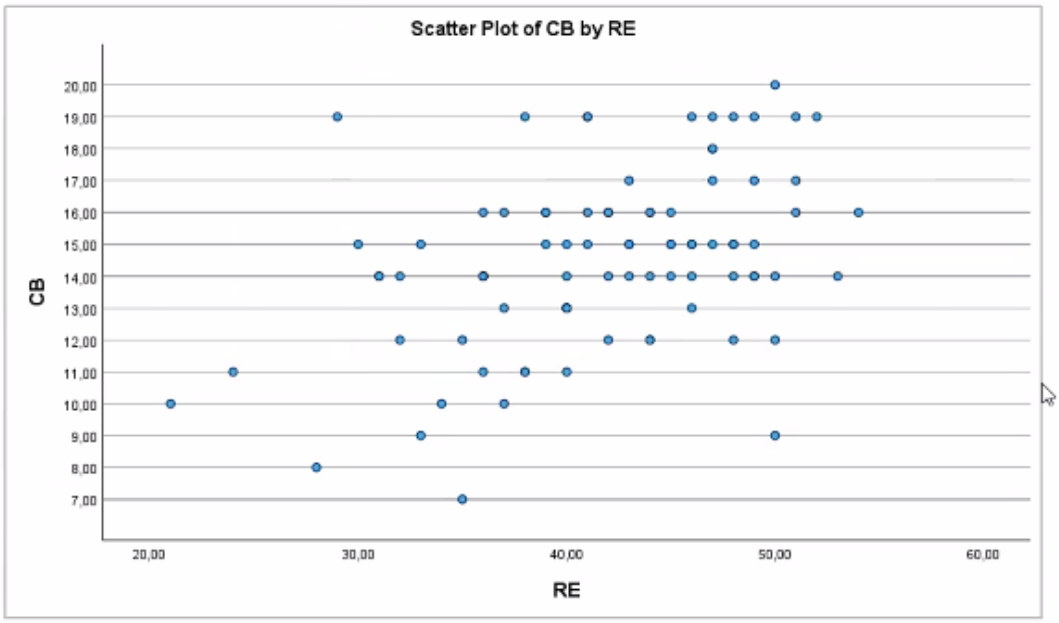

Cronbach alpha

The whole EB scale;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,850	,853	23

HWA;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,711	,726	6

TD;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,822	,823	6

WLB;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,217	,379	3

CSR;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,460	,481	4

CB;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,665	,675	4

RE;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,867	,881	11

Pearsons

Correlations

		HWA	TD	WLB	CSR	CB	RE
HWA	Pearson Correlation	1	,588**	,151	,398**	,387**	,242*
	Sig. (2-tailed)		<,001	,162	<,001	<,001	,024
	N	87	87	87	87	87	87
TD	Pearson Correlation	,588**	1	,372**	,454**	,436**	,191
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	,077
	N	87	87	87	87	87	87
WLB	Pearson Correlation	,151	,372**	1	,074	,108	,101
	Sig. (2-tailed)	,162	<,001		,495	,320	,352
	N	87	87	87	87	87	87
CSR	Pearson Correlation	,398**	,454**	,074	1	,385**	,492**
	Sig. (2-tailed)	<,001	<,001	,495		<,001	<,001
	N	87	87	87	87	87	87
CB	Pearson Correlation	,387**	,436**	,108	,385**	1	,428**
	Sig. (2-tailed)	<,001	<,001	,320	<,001		<,001
	N	87	87	87	87	87	87
RE	Pearson Correlation	,242*	,191	,101	,492**	,428**	1
	Sig. (2-tailed)	,024	,077	,352	<,001	<,001	
	N	87	87	87	87	87	87

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

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

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CB, WLB, CSR, HWA, TD[b]	.	Enter

a. Dependent Variable: RE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,579[a]	,336	,295	5,71853

a. Predictors: (Constant), CB, WLB, CSR, HWA, TD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1337,609	5	267,522	8,181	<,001[b]
	Residual	2648,828	81	32,702		
	Total	3986,437	86			

a. Dependent Variable: RE

b. Predictors: (Constant), CB, WLB, CSR, HWA, TD

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3,602	7,367		,489	,626
	HWA	,119	,237	,058	,504	,616
	TD	-,386	,223	-,223	-1,729	,088
	WLB	,430	,393	,108	1,096	,276
	CSR	1,665	,404	,438	4,126	<,001
	CB	,794	,258	,322	3,081	,003

a. Dependent Variable: RE

ANOVA group analysis

ANOVA

CSR

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19,296	4	4,824	1,570	,190
Within Groups	242,739	79	3,073		
Total	262,036	83			

Multiple Comparisons

Dependent Variable: CSR

Tukey HSD

(I) Newcountry	(J) Newcountry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1,00	2,00	,63748	,50220	,711	-,7645	2,0395
	3,00	,91395	,61540	,575	-,8041	2,6320
	4,00	-,90033	,71443	,716	-2,8949	1,0942
	5,00	,52824	,71443	,947	-1,4663	2,5228
2,00	1,00	-,63748	,50220	,711	-2,0395	,7645
	3,00	,27647	,69858	,995	-1,6738	2,2267
	4,00	-1,53782	,78721	,298	-3,7355	,6599
	5,00	-,10924	,78721	1,000	-2,3070	2,0885
3,00	1,00	-,91395	,61540	,575	-2,6320	,8041
	2,00	-,27647	,69858	,995	-2,2267	1,6738
	4,00	-1,81429	,86384	,230	-4,2259	,5974
	5,00	-,38571	,86384	,992	-2,7974	2,0259
4,00	1,00	,90033	,71443	,716	-1,0942	2,8949
	2,00	1,53782	,78721	,298	-,6599	3,7355
	3,00	1,81429	,86384	,230	-,5974	4,2259
	5,00	1,42857	,93696	,550	-1,1872	4,0444
5,00	1,00	-,52824	,71443	,947	-2,5228	1,4663
	2,00	,10924	,78721	1,000	-2,0885	2,3070
	3,00	,38571	,86384	,992	-2,0259	2,7974
	4,00	-1,42857	,93696	,550	-4,0444	1,1872

ANOVA

HWA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39,732	4	9,933	,873	,484
Within Groups	898,840	79	11,378		
Total	938,571	83			

Multiple Comparisons

Dependent Variable: HWA

Tukey HSD

(I) Newcountry	(J) Newcountry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound

1,00	2,00	-,64295	,96637	,963	-3,3409	2,0549
	3,00	1,25116	1,18422	,828	-2,0549	4,5572
	4,00	1,07973	1,37477	,934	-2,7583	4,9178
	5,00	1,36545	1,37477	,858	-2,4726	5,2035
2,00	1,00	,64295	,96637	,963	-2,0549	3,3409
	3,00	1,89412	1,34427	,624	-1,8588	5,6470
	4,00	1,72269	1,51482	,786	-2,5063	5,9517
	5,00	2,00840	1,51482	,676	-2,2206	6,2374
3,00	1,00	-1,25116	1,18422	,828	-4,5572	2,0549
	2,00	-1,89412	1,34427	,624	-5,6470	1,8588
	4,00	-,17143	1,66228	1,000	-4,8121	4,4693
	5,00	,11429	1,66228	1,000	-4,5264	4,7550
4,00	1,00	-1,07973	1,37477	,934	-4,9178	2,7583
	2,00	-1,72269	1,51482	,786	-5,9517	2,5063
	3,00	,17143	1,66228	1,000	-4,4693	4,8121
	5,00	,28571	1,80299	1,000	-4,7478	5,3193
5,00	1,00	-1,36545	1,37477	,858	-5,2035	2,4726
	2,00	-2,00840	1,51482	,676	-6,2374	2,2206
	3,00	-,11429	1,66228	1,000	-4,7550	4,5264
	4,00	-,28571	1,80299	1,000	-5,3193	4,7478

ANOVA

TD

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	197,152	4	49,288	3,556	,010
Within Groups	1094,991	79	13,861		
Total	1292,143	83			

Multiple Comparisons

Dependent Variable: TD

Tukey HSD

(I) Newcountry	(J) Newcountry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1,00	2,00	,20246	1,06662	1,000	-2,7753	3,1802
	3,00	2,69070	1,30706	,248	-,9583	6,3397
	4,00	3,79070	1,51738	,101	-,4455	8,0269

	5,00	3,93355	1,51738	,082	-,3026	8,1697
2,00	1,00	-,20246	1,06662	1,000	-3,1802	2,7753
	3,00	2,48824	1,48371	,454	-1,6540	6,6304
	4,00	3,58824	1,67195	,211	-1,0795	8,2560
	5,00	3,73109	1,67195	,179	-,9366	8,3988
3,00	1,00	-2,69070	1,30706	,248	-6,3397	,9583
	2,00	-2,48824	1,48371	,454	-6,6304	1,6540
	4,00	1,10000	1,83471	,975	-4,0221	6,2221
	5,00	1,24286	1,83471	,961	-3,8792	6,3650
4,00	1,00	-3,79070	1,51738	,101	-8,0269	,4455
	2,00	-3,58824	1,67195	,211	-8,2560	1,0795
	3,00	-1,10000	1,83471	,975	-6,2221	4,0221
	5,00	,14286	1,99002	1,000	-5,4128	5,6986
5,00	1,00	-3,93355	1,51738	,082	-8,1697	,3026
	2,00	-3,73109	1,67195	,179	-8,3988	,9366
	3,00	-1,24286	1,83471	,961	-6,3650	3,8792
	4,00	-,14286	1,99002	1,000	-5,6986	5,4128

ANOVA

CB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	64,202	4	16,050	2,192	,077
Within Groups	578,370	79	7,321		
Total	642,571	83			

Multiple Comparisons

Dependent Variable: CB

Tukey HSD

(I) Newcountry	(J) Newcountry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1,00	2,00	1,14911	,77519	,577	-1,0150	3,3133
	3,00	1,12558	,94993	,760	-1,5264	3,7776
	4,00	2,61130	1,10279	,135	-,4674	5,6900
	5,00	2,03987	1,10279	,353	-1,0389	5,1186
2,00	1,00	-1,14911	,77519	,577	-3,3133	1,0150
	3,00	-,02353	1,07832	1,000	-3,0340	2,9869

	4,00	1,46218	1,21513	,749	-1,9302	4,8546
	5,00	,89076	1,21513	,948	-2,5016	4,2831
3,00	1,00	-1,12558	,94993	,760	-3,7776	1,5264
	2,00	,02353	1,07832	1,000	-2,9869	3,0340
	4,00	1,48571	1,33341	,799	-2,2369	5,2083
	5,00	,91429	1,33341	,959	-2,8083	4,6369
4,00	1,00	-2,61130	1,10279	,135	-5,6900	,4674
	2,00	-1,46218	1,21513	,749	-4,8546	1,9302
	3,00	-1,48571	1,33341	,799	-5,2083	2,2369
	5,00	-,57143	1,44629	,995	-4,6092	3,4663
5,00	1,00	-2,03987	1,10279	,353	-5,1186	1,0389
	2,00	-,89076	1,21513	,948	-4,2831	2,5016
	3,00	-,91429	1,33341	,959	-4,6369	2,8083
	4,00	,57143	1,44629	,995	-3,4663	4,6092

ANOVA

RE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	287,888	4	71,972	1,632	,174
Within Groups	3484,351	79	44,106		
Total	3772,238	83			

ANOVA

WLB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	28,090	4	7,022	2,623	,041
Within Groups	211,470	79	2,677		
Total	239,560	83			

Multiple Comparisons

Dependent Variable: WLB

Tukey HSD

(I) Newcountry	(J) Newcountry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1,00	2,00	-,24077	,46874	,986	-1,5494	1,0678

	3,00	,76512	,57440	,672	-,8385	2,3687
	4,00	,89369	,66683	,667	-,9679	2,7553
	5,00	1,75083	,66683	,075	-,1108	3,6125
2,00	1,00	,24077	,46874	,986	-1,0678	1,5494
	3,00	1,00588	,65203	,538	-,8144	2,8262
	4,00	1,13445	,73476	,537	-,9168	3,1857
	5,00	1,99160	,73476	,061	-,0597	4,0429
3,00	1,00	-,76512	,57440	,672	-2,3687	,8385
	2,00	-1,00588	,65203	,538	-2,8262	,8144
	4,00	,12857	,80628	1,000	-2,1224	2,3795
	5,00	,98571	,80628	,738	-1,2652	3,2367
4,00	1,00	-,89369	,66683	,667	-2,7553	,9679
	2,00	-1,13445	,73476	,537	-3,1857	,9168
	3,00	-,12857	,80628	1,000	-2,3795	2,1224
	5,00	,85714	,87453	,863	-1,5844	3,2987
5,00	1,00	-1,75083	,66683	,075	-3,6125	,1108
	2,00	-1,99160	,73476	,061	-4,0429	,0597
	3,00	-,98571	,80628	,738	-3,2367	1,2652
	4,00	-,85714	,87453	,863	-3,2987	1,5844