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“Corporate Social Responsibility Communication's
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Abstract

In the face of global concerns such as the Fridays for Future movement and the imminent climate crisis, (employer) brands are facing increasing pressure to embrace their environmental responsibilities. Additionally, employees are becoming more interested in working for companies that take appropriate actions and acknowledge their responsibilities. The present research examines the extent to which the level of specificity in Corporate Social Responsibility (CSR) communication influences employer brand attractiveness and the intention to apply to a certain employer.

The study utilizes a quantitative approach using a survey to gather comprehensive data. The sample consists of Austrian citizens or individuals who have already lived in Austria for more than six years. The total sample consisted of 317 survey participants and assessed their perceptions of CSR communication, intention to apply to an employer brand, employer brand attractiveness, their cause involvement, importance, skepticism, beliefs towards CSR and the overall perceived environmental responsibility of the employer brand as well as their product category involvement with coffee. Statistical analyses, including regression and moderation analyses, are employed to examine the relationship between CSR communication specificity, CSR involvement, and employer brand attractiveness.

Firstly, the findings shed light on the impact of CSR initiatives and how they exert a significant positive influence on the attractiveness of the employer brand. The findings highlight the influence of CSR communication in resonating with a workforce increasingly drawn to organizations aligned with their values. While the respondents attributed a higher attractiveness to an employer brand with specific CSR communication than with no CSR communication, they did not differentiate between specific and vague CSR communication. This inference suggests that the act of communicating CSR, regardless of the degree of specificity, seems to hold a more substantial influence on employer brand attractiveness than the level of detail conveyed.

Moreover, the study shows a significant moderating role for CSR involvement in the relationship between CSR and employer brand attractiveness. This finding underscores the importance of active engagement in CSR communication as a means to increase the attractiveness of an employer brand.

Further enriching the discourse, the research reveals that the attractiveness of the employer brand serves as a significant mediator between CSR communication and candidates' intentions

to apply. This mediation underscores the pivotal role of the employer brand's attractiveness in translating CSR initiatives into tangible intentions. The results provide valuable insights for management seeking to enhance their employer brand and attract top talent. By effectively communicating CSR initiatives with appropriate specificity and involving employees in CSR efforts, companies can strengthen their employer brand and meet the growing expectations of environmentally conscious employees.

This study contributes to the existing literature by highlighting the importance of CSR involvement in shaping employer brand attractiveness. The findings offer practical implications for managers, stakeholders, and decision-makers, emphasizing the need to prioritize CSR involvement and personalized communication strategies to enhance employer brand attractiveness and address the environmental concerns of (potential) employees.

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1. Introduction

1.1. Introduction of the subject matter

Ever since McKinsey's Steven Hankin and others drew attention to the war for talent, it has been clear that it is not an employer's market but an employee's market (Michaels et. al, 2001). Qualified employees select their employers specifically according to various variables. For some employees, buzzwords such as flexitime, work-life balance, or free gym memberships cause their eyes to light up, while some others look for an employer that goes beyond acknowledging the employee's time and materialistic wishes. This group is looking for an employer who is also committed to contributing to social aspects and taking responsibility just like they are.

An important keyword in this context is Corporate Social Responsibility (CSR), whereby the company stresses its pledge to contribute to various societal issues with appropriate measures in practice. Once these arrangements are in place, companies may benefit from an improved brand image and reputation. Additionally, they can make use of an efficient human resource base (UNIDO, n.d.). One of the key elements for the success of CSR, according to Raineri and Paillé (2016), are the employees of the company who translate organizational policies into their own conduct. Past research (e.g., Hutchins & Sutherland, 2008) indicates that CSR is based on the three pillars of sustainability: social, environmental, and economic. This master's thesis will mainly examine the environmental pillar, which can also be found within the CSR framework as environmental CSR. This term describes the combination of environmental management with a company's corporate philosophy, products et cetera working together to lessen environmental effects (Rahman & Post, 2012).

The European Commission defines Corporate Social Responsibility as "the responsibility of enterprises for their impacts on society and outlines what an enterprise should do to meet that responsibility." (European Commission, 2011). CSR efforts are targeted at employees and stakeholders in general, with the goal to impact the success of the organization positively (European Commission, 2001).

Numerous journal articles and reports show that many Austrian companies are also engaging in CSR activities. In fact, it does not depend on how big these companies are, there are large top-500 companies as well as small and medium-sized companies that have introduced such measures. Examples are the large-scale companies A1 Telekom Austria AG Gruppe and

Austrian Airlines AG, but also Ashoka gemeinnützige GmbH with as little as 11 employees engage in CSR activities. Consulting firms have also recognized this development and offer to create appropriate CSR solutions for companies. Ultimately the question arises of how these companies can benefit from CSR. According to Sprinkle & Maines (2010), the benefit for companies with CSR strategies can be divided into three areas. Firstly, Sprinkle & Maines describe that firms partaking in these activities may have altruistic motivations, in the sense that they selflessly provide resources where they are needed. Secondly, companies may use CSR as a public relation mean to satisfy various stakeholders. In this sense, companies feel the urge to partake in CSR activities simply because they view it as their duty, e.g., to avoid negative publicity. Thirdly, firms believe that using CSR in the human resources framework facilitates recruiting, motivating, and retaining qualified personnel. Sprinkle & Maines states that several sources have identified the benefit of Human Resources (HR) as the most important benefit (Sprinkle & Maines, 2010).

Concerning the HR field, companies with an active CSR program are then able to attract and ultimately retain employees that want to go beyond the concept of working nine to five and make an impact on environmental and social matters. Companies with CSR programs are then able to stand out from other companies by giving a humanitarian touch to the dry corporate context and thus attracting skilled personnel to whom such an aspect is important.

Various scholars show that companies should motivate their employees to make sustainable choices in their workplace by introducing a performance management system (Renwick et al., 2013). At the same time, there are certainly many employees who are looking for an employer that facilitates such behavior.

1.2. Research questions

As described above, the communication of CSR messages has been researched extensively in employee retention, but less in employee attraction (see De Silva & De Silva Lokuwaduge, 2021; Lee & Chen, 2018).

Studies by Kristof (1996), Verquer et al. (2003), Speckemeier & Tsivrikos (2022) indicate that employers must aim for a high person-organization-fit in order to increase overall satisfaction with a job, decrease the intent to quit, and increase the commitment to the organization. Ultimately, these factors lead to a high PO-fit, substantially increasing a potential employee's job pursuit intentions. PO-fit may be established by communicating a companies CSR policies.

Additionally, Robinson and Eilert (2018) examined the variations of CSR message communication. Companies either stated a specific cause they supported or formulated the message rather vague (i.e., mentioning the general issue). While the formulation of a general message implies flexibility for the company, the research findings indicate that, the study participants responded more positive to a specific rather than a general message.

In view of the increased intention to apply to Austrian employer brands, the following research question arises:

(1) How far can CSR policies lead to an increased intention to apply for employer brands with such measures over employer brands without such policies?

The answer to the first research question should subsequently enable a derivation of entrepreneurial implications and contribute to the question, whether employer brands should formulate specific CSR messages in their job advertisements or adhere to vague i.e., general messages to attract qualified personnel on the Austrian labor market.

While existing literature has explored the individual impacts of CSR involvement and employer branding, there is a research gap regarding the potential compensatory role of CSR in mitigating disadvantageous characteristics of employer brand attractiveness (see Speckemeier & Tsvirikos, 2022; H. Wang & Chen, 2022). This study aims to fill this gap by investigating how the extent of CSR involvement by employers in Austria can compensate for certain disadvantageous characteristics of their Employer Brand. The aim of the following question is to seek further answers and insight into the interplay between employer branding and CSR in the Austrian labor market:

(2) What degree of CSR message specificity has a bigger impact on the attractiveness of an employer brand?

1.3. Objective of the thesis

Even a first look at the interconnection between the CSR literature and employer branding literature shows that this matter has become more important than ever in recent years. Studies show that these responsibility measures have become increasingly popular. However, some companies still fail to communicate their CSR image effectively to attract qualified personnel (Kitzmueller & Shimshack, 2012; Puncheva-Michelotti et al., 2018). Conversely, studies in the

field of product marketing highlight the importance of communicating CSR measures efficiently and effectively (Chernev & Blair, 2015). The question arises whether these findings can also be applied to the employer branding context. Additionally, it is yet to be examined what the current situation in the domestic Austrian labor market looks like. However, comparatively little literature on this topic sheds light on the communication of CSR measures as part of employer branding and what impact it has (especially on Austrian) employees.

Moreover, the level of specificity in CSR messaging remains a largely untapped area of investigation within current research. Limited empirical research has been conducted in this domain, resulting in a significant gap in the comprehension of the potential impact of specificity or vagueness in CSR communication on the attractiveness of an employer brand and the intention to apply for a job. This underscores the necessity to examine the potential significance of varying degrees of specificity in CSR messages. Addressing this research gap would provide a deeper understanding of how the degree of CSR communication influences factors such as employer brand attractiveness and the intention to apply for a job.

The resulting research gap confirms the relevance of this master's thesis. The findings of these research efforts make an important contribution to current scientific exploration in the field of using CSR communication as a part of employer branding, as well as suggesting practice recommendations.

The knowledge gained through this work can help managers better address the challenge of enhancing the attractiveness of their employer brand. By focusing on fostering employee and stakeholder engagement in CSR initiatives, effectively communicating their involvement, customizing initiatives, and building a strong CSR culture, managers can more effectively attract and retain top talent, enhance the organization's reputation, and strengthen the overall appeal of their employer brand. These strategies provide actionable solutions to the problem of improving employer brand attractiveness and can guide managers in effectively managing their organization's CSR efforts to achieve desired outcomes.

1.4. Procedure & structure of the work

In the theoretical part of the paper, the definitions of employer branding and CSR are first described in more detail to establish an understanding of the two main concepts. In the context of employer branding, external and internal employer branding and their goals are defined in more detail. Since CSR is also the basis of this thesis, the goals are also defined here, as well

as other concepts that are essential for further understanding of this thesis. These concepts include shared value, the principle of environmental CSR, and potential criticism in the context of greenwashing. Subsequently, these two concepts are connected and linked in terms of the communication of CSR within the employer branding concept. The main focus is on the degree of specificity of CSR communication and how CSR can be used to attract personnel. Following the theoretical foundation of the thesis, the current state of the research is presented, and research questions and hypotheses are formulated.

In the empirical part of the thesis, the chosen methodology is first described, which includes a closer look at the experimental research design, the construction of the stimulus as well as the operationalization and the study procedure. In the following chapter, a detailed analysis of the collected data is provided. The sample and constructs are described in the context of descriptive statistics, all prerequisites for the subsequent use of the statistical tests are reviewed, and the results of the statistical analyses for testing the hypotheses are presented. Data analysis is followed by a detailed discussion of the results before implications for theory and management are discussed in the conclusion. The paper ends with an outline of the limitation and an outlook to possible future research.

2. Theoretical background and research status

This chapter provides a comprehensive overview of the theoretical foundations and current research status in the areas of employer branding, CSR, and the communication and perception of CSR. By delving into the various subchapters, valuable insights into these topics and their implications for organizations in today's dynamic business landscape can be gained by drawing upon relevant literature.

The chapter begins by providing definitions of the two main concepts of employer branding and CSR. Following, the subchapter on employer branding will explore various dimensions of employer branding, including internal and external employer branding strategies, and the objectives it aims to achieve.

Then, in the subchapter on CSR, an introduction to CSR is provided and its objectives are described. Additionally, this subchapter will explore the concept of creating shared value, broadening the concept of CSR. Furthermore, it will investigate the role of environmental CSR, which emphasizes an organization's commitment to mitigating its impact on the environment. A crucial consideration when discussing CSR is the issue of greenwashing, wherein organizations falsely present themselves as environmentally responsible. The subchapter will address this concern and discuss strategies for dealing with criticism related to greenwashing. Finally, the last subchapter will examine the intricacies of communicating CSR, exploring the difference between vague and specific messaging in CSR communication efforts. Moreover, the attitudes of job seekers towards CSR are examined, and the role CSR plays in attracting and retaining talent is highlighted. By understanding how individuals perceive CSR and its impact on organizational reputation, one can gain valuable insights into creating effective CSR communication strategies.

2.1. Main Definitions

This section presents the main definitions of the two focal concepts in this master's thesis, employer branding and CSR.

2.1.1. Employer branding

Employer branding as defined by Ambler and Barrow (1996), is “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (p. 187). The definition by Ambler and Barrow emphasizes the perception of the company as an employer in the minds of its current and potential employees,

and the overall benefits that are associated with being employed by that company. The definition emphasizes the indispensability of employer branding in today's business world since hardly any company can still afford not to take employer branding measures. While brand management in the areas of product and corporate branding has been known for a substantial amount of time, the term employer branding was only first coined in 1996 by Tim Ambler and Simon Barrow in their article "The Employer Brand" in the *Journal of Brand Management*. In the scholarly article, Ambler and Barrow conclude that linking marketing and Human Resources (HR) leads to an advantage in both lines of business and, moreover, to a comparable measure of performance, such as trust and commitment on behalf of the employees (Ambler & Barrow, 1996). In this very first article about employer branding, Ambler and Barrow initially described employer branding as a value-neutral concept that defines the identity of the brand. Whereas more recent employer branding literature agrees that employer branding efforts ultimately must lead to a preference of an employer ("employer of choice"). Employer branding can thus be described as brand management in the field of Human Resources. Companies utilize employer branding to recruit potential employees and to involve existing employees in the company's culture and strategy (Backhaus & Tikoo, 2004).

Silicon Valley professor and Human Resources thought leader, Dr. John Sullivan's definition of the employer brand describes it as a targeted, long-term strategy. Based on this definition, employer branding refers to the deliberate management of the knowledge and beliefs held by employees, prospective employees, and other relevant stakeholders concerning an organization's reputation as an employer (Sullivan, 2004). Naturally, there are already other numerous definitions of employer branding. Lloyd (2002) describes employer branding as the "sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work" (p. 65).

As mentioned above, employer branding differentiates between internal and external marketing. The target group of internal employer branding measures focuses on retaining the employees working for the company, whereas external measures focus on attracting qualified personnel to the labor market (Theurer et al., 2018). As the focus of the master's thesis is on exploring how effective CSR communication influences the perception of potential employees in the Austrian labor market, future research will primarily concentrate on the external aspects of employer branding.

2.1.2. Corporate Social Responsibility

Definitions of CSR stem from the CSR pyramid by Carroll (1991), which can be found in chapter 2.3.1. Derived from this, definitions have further evolved, and given the numerous possible strategies, scholars are still in disagreement about an exact definition. However, academics stress the importance of establishing a definition, due to the omnipresence of CSR and the ever-growing resources the private and public sectors invest in such measures. With an appropriate definition in place, CSR measures can be regulated more precisely. That is the scope, purpose, definition of responsible parties, resource allocation, and how the costs and benefits are to be distributed in the organization. Due to the growing utilization of CSR activities, it also seems increasingly important to enact legislation and introduce national and international laws in this regard. In addition, programs and educational workshops aimed at CSR representatives are increasingly being offered (Sheehy, 2015).

As the number of definitions continues to grow, researchers are increasingly trying to establish a common understanding of CSR. For this purpose, Dahlsrud (2008) reviewed 37 definitions of CSR and categorized them into five dimensions: environmental, social, economic, stakeholder, and voluntariness. The responsibilities of the organization are specified in the environmental, social, and economic dimensions. The stakeholder dimension entails giving equal consideration to all potential stakeholders in the decisions and actions of the firm, while the principle of voluntariness suggests that companies should embrace responsibilities that go beyond mere compliance with legal obligations. A widely used definition by the Commission of the European Communities (2001), defines CSR as *“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”* (p. 4). In a more recent memo from the European Commission in 2011, the definition has been simplified and summarizes CSR as *“the responsibility of enterprises for their impacts on society and outlines what an enterprise should do to meet that responsibility”* (p. 1). Another broadly used definition is by the World Business Council for Sustainable Development and describes how businesses are increasingly acknowledging their responsibility to promote sustainable economic development by collaborating with employees, their families, the local community, and society at large to enhance their overall well-being and quality of life (World Business Council for Sustainable Development, 1999).

CSR initiatives that align with social and environmental values can be a powerful tool for attracting and retaining the top talent described above. Today's employees place a high value on working for socially responsible organizations. Companies that prioritize CSR are more likely to attract individuals who seek purposeful work and a positive impact on society, hence the following definition of CSR seems appropriate:

“Proactive corporate social responsibility (CSR) involves business practices adopted voluntarily by firms that go beyond regulatory requirements in order to actively support sustainable economic, social and environmental development, and thereby contribute broadly and positively to society.”

(Torugsa et al., 2013, p. 2).

2.2. Employer Branding

A definition of employer branding can be found above in chapter 2.1.1.

As an introduction to employer branding, the following chapter shall describe the objectives of employer branding measures and campaigns.

Given that the primary focus of the master's thesis centers on examining the influence of effective CSR communication in attracting qualified personnel in the (Austrian) labor market, with less emphasis on personnel retention, this chapter mainly focuses on external employer branding. However, a brief introduction to internal employer branding is also provided since external employer branding builds on internal employer branding. Ultimately, the objectives of employer branding measures are discussed.

2.2.1. Internal employer branding

Internal employer branding, also frequently referred to as internal marketing, can be classified as the perceptions of organizational identity and culture. These perceptions foster employee brand loyalty and, ultimately, increase employee productivity (Backhaus & Tikoo, 2004). In order to cultivate and project a favorable organizational image, the development of an employer brand message is undertaken. This message is then communicated to external stakeholders as well as internal stakeholders such as employees. Employer brand messages have a significant impact on the formation of organizational identity by shaping how individuals within the organization develop an understanding of the uniqueness of the organization in question (Backhaus, 2016).

Organizational identity can be dynamic in the sense that it may be adjusted when organizational insiders change their interpretations of the identity or it can be confirmed via the employer brand message (Gioia et al., 2000). In addition to organizational identity, the provision of organizational support and infrastructure as well as organizational culture are equally important to retain current employees and attract potential employees (external employer branding) (Jain & Bhatt, 2015). The main objective of internal employer branding is to establish a strong and positive employer brand image among employees, leading to increased employee engagement, loyalty, and commitment. This, in turn, can contribute to improved organizational performance and competitiveness (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004).

2.2.2. External employer branding

As briefly mentioned before, the external marketing of the employer brand primarily aims at external target groups such as potential employees. Simultaneously, the product and corporate brands are to be supported and enhanced. Internal employer branding measures lay the foundation for external employer branding measures. This implies that both strategies must be in accordance with one another to ultimately achieve positive employee engagement and increase employee satisfaction. This approach clarifies the cross-sectional task of employer branding between marketing and HR (Mosley, 2007).

The main objective of external branding is to establish a positive association between the brand and potential (qualified) personnel (Backhaus, 2016). These associations influence the employer's image positively and are a crucial factor in attracting qualified personnel. Moreover, employer brand images can be portrayed via *instrumental* and *symbolic elements* (Backhaus & Tikoo, 2004). *Instrumental elements* include objective information about what it is like to work in the company. This includes compensation, benefits, location, and office hours among other things (Lievens et al., 2007). *Symbolic elements*, on the other hand, are constructs that the potential employees create with regard to gaining prestige or social approval once they are working for the respective company (Backhaus & Tikoo, 2004). Establishing a suitable employer image that stands out from the competition, helps potential employees to understand the values of the company and to assess whether they value the same qualities. Past research has found evidence that employees want and cherish this fit between person-organization which is directly related to the attractiveness of an organization (Cable & Judge, 1996).

2.2.3. Objectives of employer branding

At this point, one of the most important works in the employer branding literature must also be mentioned: “The war for talent“ by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod (2001). The authors examined 77 major US companies in terms of their efforts in the “war for talents”. The focus here was primarily on exploring talent development measures as well as practices and challenges faced by companies in cooperation with their Human Resources departments. Within these 77 companies, 400 executive employees and 6,000 managers from a “Top 200” ranking list were interviewed about understanding the perspective of direct management. Additionally, the authors conducted 20 case studies with selected companies, that are “rich” in talent regarding their employees. Results show that the respective war for talent can be won once the companies set management of talent as their top priority. Subsequently, the companies must establish their “Employee Value Proposition” (synonymous with Employer Value Proposition). The Employee Value Proposition will facilitate attracting qualified personnel as well as retaining existing personnel. In its essence, the Employee Value Proposition must answer why talented and ambitious employees want to work for company X and not a competing company Y. The proposition, therefore, is an ongoing process and has to be adapted and improved continuously to recruit and keep qualified personnel (Michaels et al., 2001). Once the Employee Value Proposition has been established and embedded in the company, the company may market it to potential target groups, hiring agencies, and social media for example (Backhaus & Tikoo, 2004).

Therefore, the main objective of employer branding measures is to portray a positive and attractive employer image on the labor market and much more to potential and existing employees. Moreover, the employer brand also contributes to establishing competitive advantages by attracting and retaining top talent, increasing employee engagement, and improving their reputation as an employer of choice (Backhaus, 2016).

2.3. Corporate Social Responsibility

The following chapter shall define how a company may take responsibility using appropriate strategies and policies, namely through CSR. A definition of CSR can be found in chapter 2.1.2. above. This chapter begins by providing an in-depth introduction to Corporate Social Responsibility (CSR). Building upon the introduction, the next subchapter delves into the objectives of CSR. The various motivations that drive organizations to embrace CSR initiatives are examined. These objectives may include strengthening stakeholder relationships as well as

attracting and retaining talent. By aligning CSR objectives with business goals, companies can leverage their commitment to social and environmental responsibility for both societal and organizational benefits. The following subchapter explores the broader concept of CSR regarding the concept of creating shared value (CSV), which emphasizes the integration of societal and economic goals. Another vital component of CSR is environmental CSR, which focuses on minimizing an organization's ecological footprint and promoting sustainable practices. This subchapter delves into the sustainability framework established by the United Nations, which provides a comprehensive blueprint for organizations to address pressing environmental issues. Finally, the chapter concludes with an examination of practical examples of CSR initiatives implemented by Austrian firms. By examining these examples, it is possible to gain insight into how organizations may effectively integrate environmental concerns into their business operations.

2.3.1. Introduction to CSR

Corporate Social Responsibility in general is simultaneously a fundamental as well as a topic with completely new directions in the management field. While many questions have already been answered and direction has been given, there are just as many issues that still need to be answered and influences that still need to be considered. To answer these questions and to give direction, it seems logical to create a common understanding by establishing a shared definition of the CSR framework (Galan, 2006).

According to Archie B. Carroll (1991), Corporate Social Responsibility can be divided into four levels, illustrated by a pyramid. The basis lays the required economic category or domain. This category states that companies must at least cover their costs to survive. The higher level, legal, is also required and states that companies must obey the law they are subject to in their home country. More precisely this means that companies must not engage in illegal activities and must comply with the law. The third ethical level goes beyond the legal dimension and describes that companies are expected to act fairly and ethically beyond existing laws. This category, in contrast to the two below, is merely expected and not required. Finally, the tip of the pyramid describes the philanthropic aspect of Corporate Social Responsibility. This category describes the desired charitable social engagement that goes beyond societal expectations and how the company can be a good corporate citizen (Carroll, 1991).



Figure 1: The Pyramid of Corporate Social Responsibility

Source: Carroll (1991)

Additionally, it must also be noted that a company may respond to CSR issues with various corporate strategies. For example, *reactive*, *defensive*, *accommodative*, and *proactive* strategies. These strategies have been incorporated into the Reactive-Defensive-Accommodative-Proactive (RDAP) Scale by Clarkson (1995), which can be found below.

Rating	Posture or strategy	Performance
1. Reactive	Deny responsibility	Doing less than required
2. Defensive	Admit responsibility but fight it	Doing the least that is required
3. Accommodative	Accept responsibility	Doing all that is required
4. Proactive	Anticipate responsibility	Doing more than is required

Figure 2 RDAP Scale by Clarkson (1995)

Firms following a *reactive* strategy respond to allegations of socially irresponsible behavior by denying responsibility, with the motive of trying to save or uphold their image but doing less than required (Murray & Vogel, 1997; Clarkson, 1995). A *Defensive* strategy allocates a budget in case of an emergency or a change in the environment where action is needed. However, these actions may only proceed if the protection of shareholder value can be guaranteed. Firms face accountability with the goal of protecting shareholder value with the minimum possible input (Fang et al., 2010; Clarkson, 1995). With an *accommodative* strategy, firms accept responsibility regarding the economy, legal, and ethics. This strategy facilitates the reaction and adaption of firms to different situations by reacting exactly to the right extent and for the right (ethical) reasons (Higgins, 1994; Clarkson, 1995). Finally, companies may also follow a *proactive* strategy and are actively involved in and encourage CSR activities (Du et al., 2007).

The firm's objective with this strategy is to appear as a firm engaging in social responsibility activities, regardless of whether potentially negative CSR information (e.g., via negative publicity) is received or not (Shimp, 2007).

Examples of Austrian firms following a proactive strategy are A1 and refurbished. One can find the sustainability strategy of A1 on its corporate website, which promises that "the A1 Telekom Austria Group actively assumes its ecological and social responsibility by promoting more efficient, resource-friendly, and thus more sustainable ways of working and living." (A1, n.d.). With the help of digitizing processes, the company aims to minimize its own ecological footprint (A1, n.d.).

In contrast to A1, refurbished's website does not provide a clear statement regarding its CSR activities. However, a quick look at their website indicates that refurbished does take appropriate measures aligned with CSR principles. refurbished is committed to extending the lifecycle of electronic devices, thereby reducing resource waste and electronic waste. By selling refurbished products, the demand for new devices is reduced, which in turn decreases energy and resource consumption in the manufacturing of new devices. Besides environmental matters, the company also engages in social projects and supports initiatives that promote education and equal opportunities. Through partnerships with nonprofit organizations and educational institutions, refurbished contributes to creating positive change in society. Overall, refurbished demonstrates a clear commitment to CSR and sustainability through its business model, transparency, and social engagement. It addresses environmental and social challenges and promotes sustainable transformation in the electronics industry (refurbished, n.d.).

Research examining differences between reactive and proactive strategies shows consumers attribute more positive traits to proactive CSR strategies than reactive ones because they perceive proactive CSR measures as more altruistic (Becker-Olsen et al., 2006).

2.3.2. Objectives of CSR

After a definition is established, one must also ask what organizations are hoping to achieve by investing a lot of money and other resources in CSR measures. One of these effects is the product halo effect as described by Chernev and Blair. The authors describe how CSR can influence the consumers' perceptions of a company's products. This goes as far as consumers

viewing a company's product that partakes in CSR activities as superior to other products, simply because of their prosocial actions (Chernev & Blair, 2015).

CSR has numerous, additional benefits, which can be divided into benefits for the company and benefits for society. The benefits in the field of human resources are the opportunity for companies to gain a clean conscience. Scholars Perry and Towers (2013) argue that doing good lies deeply within each individual and by doing good via CSR actions, employees and management are left with a sense of fulfillment. In addition, employees are also motivated more effectively. The authors argue that the main reason why any company should adopt a CSR strategy is the opportunity to continuously better society (Perry & Towers, 2013).

The literature shows that the main reason why companies use CSR activities to attract qualified personnel is that they expect to establish a positive employer image, which will ultimately lead to competitive advantages in the field of human resources (i.e., applicants preferring to work for the company A with CSR measures in place over working for company B without such measures) (Davis, 1973; Fombrun & Shanley, 1990). In summary, CSR involvement has numerous benefits and is becoming increasingly important for businesses as consumers, investors, and other stakeholders demand that companies take responsibility for their impacts on society and the environment. Overall, it can be said that CSR involvement has a positive influence on organizational attractiveness (Waples & Brachle, 2020). However, organizations must keep in mind that some consumers are also rather skeptical of companies' CSR efforts. Therefore, organizations often face greenwashing allegations (see chapter 2.2.5.) when companies use CSR solely as a marketing medium. These firms tend to focus their CSR measures on obvious features while simultaneously ignoring the hidden aspects (Wu et al., 2020).

2.3.3. Creating shared value

As an influential part of the broader concept of CSR, the shared value concept was first introduced by Michael E. Porter and Mark R. Kramer in 2006 in the Harvard Business Review article "Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility". The concept was taken up again and expanded in 2011 in the article "Creating Shared Value: Redefining Capitalism and the Role of the Corporation in Society". The idea behind creating shared value is the interrelation between the competitiveness of a company and the prosperity of the society in which the company operates, i.e., the intercorrelation between

business strategy and CSR. Organizations that can identify the connection between social and economic progress are then able to possibly promote global growth. Businesses may create this growth by identifying and addressing social or environmental challenges that intersect with their core business activities. The approach of shared value expands the notion that social and environmental issues are philanthropic causes, but business opportunities. The term value is expanded to the general view of benefits and compares the benefits to costs (Porter & Kramer, 2006 + 2011).

There are three main differences between CSR and creating shared value (CSV). Firstly, CSV is motivated by the company's economic interests and is therefore internal. The model considers meeting social needs as a part of business activities that can directly affect the economic value of the company. Conversely, CSR is the response to external pressures from stakeholders. CSR can improve the company's reputation, which indirectly influences economic growth through the company's corporate image (Dembek et al., 2016; McWilliams & Siegel, 2001; Wójcik, 2016). Secondly, the concept of CSR favors social value over economic value (Wójcik, 2016). Social value is often created at the cost of corporate interests since the value is redistributed (Dembek et al., 2016). In contrast, the CSV model assumes that social value and economic value hold equal importance and that the creation of one value should not sacrifice the other. Instead, the value can be shared when increasing the total value created. Literature suggests that corporations should continue investing in social initiatives as long as it is profitable (Porter & Kramer, 2011).

Finally, the third difference between CSR and CSV lies in the employees' engagement with the concepts. Not all employees will engage with the company's CSR activities to the same extent. The employees of a company should not be viewed as a homogenous group, but rather a heterogenous group with diverse beliefs and values (Rodrigo & Arenas, 2008). This implies that each employee's awareness of the company's CSR is different and depends on whether it serves their self-interests (Slack et al., 2015). In contrast, CSV is a part of the company's core business, where the contribution of each employee impacts the achievement of the company's social goals. Therefore, the efforts of each employee are recorded in their performance appraisals (Dembek et al., 2016; Wójcik, 2016). Each employee is consequently also responsible for the success of the company's prosocial actions within the framework of their job responsibilities (Slack et al., 2015).

The two concepts can also be brought into connection with each other. The company's employer/employee value proposition, as described in chapters 2.2.3 and 2.1.1., can be utilized to attract potential employees whose values align with the company's values for example. This alignment can positively impact employee performance, motivation, and workplace morale. The result is a mutually beneficial outcome (business, employees, and society), creating the win-win-win scenario that is predominant in the shared value model for all parties involved, i.e., business, employees, and society.

2.3.4. Environmental CSR

Environmental CSR is a part of the CSR process and describes environmental protection as a responsibility of an organization (Chuang & Huang, 2018). Past research has shown evidence that environmental CSR can be viewed from three different angles. The first angle views environmental CSR as an action-based view and describes its activities as a series of voluntary environmental initiatives (Christmann, 2004). Some researchers narrow this viewpoint down and define it as related to resources or energy (Punte et al., 2005). The second view is process-based and defines that environmental CSR involves streamlining organizational processes to minimize the impact on the environment. Finally, the third view considers environmental CSR as the provision of eco-friendly goods and services by companies and is therefore product-based (Gilley et al., 2000).

According to Yin et al. (2021, p. 3), environmental CSR is:

“(...) the integration of environmental management awareness into a business’s operating philosophy, products, activities, and equipment to reduce its impact on the environment. Environmental CSR is a management strategy; it can influence the psychological traits of employees and activate behaviors.”

2.3.4.1. Sustainability framework by the United Nations

Another step towards a greener future and especially how companies can contribute to it is the commitment of all UN member states to solve several global challenges. The Agenda for Sustainable Development was introduced in 2015 and presents a 15-year plan which envisions the implementation of the so-called Sustainable Development Goals (SDGs) by 2030. The goals comprise a seventeen-item list of goals and targets around people, planet, prosperity, peace, and partnership. To reach these goals by 2030, the initiative of each individual is needed as well as the commitment of companies (UN General Assembly, 2015). The commitment of companies

is to be increased by the UN Global Compact, which is a voluntary initiative launched by the United Nations in 2000 to encourage businesses worldwide to adopt sustainable and socially responsible policies and practices. The initiative is based on ten principles that cover four key areas: human rights, labor, environment, and anti-corruption. The key area of environment includes three intertwined principles that follow the idea of using a precautionary and more responsible approach regarding environmental issues to promote greater environmental responsibility while using more sustainable technologies and fewer input materials (UN Global Compact, n.d.).

Companies that commit to these policies and practices are required to submit the annual Communication on Progress (COP) report to make their progress transparent. The COP of each company is available to the public on the UN Global Compact website. Additionally, the UN Global Compact Office reviews the COP reports to ensure that they meet the minimum reporting requirements and that companies are making meaningful progress in implementing the principles. Furthermore, unplanned audits of participating companies are conducted to ensure that the companies are following the Global Compact's principles. Additionally, the UN Global Compact provides a network for participating firms to collaborate and share best practices on sustainability issues. Thereby the companies shall learn from each other and moreover include other stakeholders such as the civil public, governments, and organizations to promote sustainable practices and to encourage these companies to make progress on implementing the ten principles (UN Global Compact, n.d.).

Building on the aforementioned example of the Austrian telecommunications provider A1, it should be noted that the company adheres to the principles of the UN Global Compact (A1, n.d.).

2.3.4.2. Practical examples of CSR in Austrian firms

While there are numerous ways to classify CSR activities by companies, researchers Pelozo and Shang (2011) categorize CSR activities into three general categories: philanthropy, business practices, or product related. According to the literature, the most prominent form of CSR activities is philanthropy with cause-related marketing. This describes a case when a commercial exchange is made with a donation to a charity attached to it. Other forms of philanthropy include donations of cash and product (not tied to a sale) and community involvement, employee volunteerism, and such.

Austrian drugstore company BIPA for example donated a tree for every purchase of its sustainable private label “bi good” during a live shopping event in the summer of 2022. In total 350 trees were planted in the fall of 2022 in the Waldviertel region by the NPO Wald4Leben. In the narrower field of employer branding, the cooperation partner (an Online platform for renewed cell phones, tablets, and laptops) planted 113 trees for each of its employees for the occasion of Country Overshoot Day (Wald4Leben, n.d.).

CSR activities related to the business practices of the firm are the next most common form. The most popular form of activities related to business practices are environmental protection practices by companies (e.g., pollution levels and recycling) (Peloza & Shang, 2011). Red Bull, the Austrian beverage manufacturer, for example, pursues the approach of circular packaging by UNESDA within its recycling strategy. UNESDA, the representative body of the European soft drinks industry, has committed to ensuring that all beverage packaging in the EU will be completely circular by 2030. This involves collecting 90% of all packaging, producing PET bottles entirely from recycled and/or renewable materials, and increasing the usage of refillable containers. By 2025 UNESDA pledges to collect 50% recycled content for plastic packaging and to provide 100% recyclability for all packaging. Red Bull encourages its consumers to recycle their beverage cans after consumption to start this cycle (UNESDA, n.d.; Red Bull, n.d.).

Finally, the third category of CSR activities includes product-related features, this is the least common form. Product-related features mostly include the claim that a product generates fewer pollutants when used, among overall product quality, organic products, and biodegradability (Peloza & Shang, 2011). The Austrian cheese manufacturer WOERLE contributes to the environment by using solar power to generate electricity and rainwater to cool their buildings. Additionally, they source their fresh milk from farms within a maximum radius of 50 km, and they reward their farmers with up to € 50 per ton of CO₂ saved. With these measures, the ecological footprint of WOERLE cheese can be reduced significantly. As of the 28th of February 2023, WOERLE saved 8.343 tons of CO₂ (WOERLE, n.d.).

2.3.5. Dealing with criticism – greenwashing

As mentioned above, a company may face backlash regarding its CSR efforts through corporate greenwashing accusations. Greenwashing is a rather new topic and phenomenon, for which the

literature has not yet agreed on a generally applicable definition. In the following, some definitions from the literature are given to achieve at least an approximation of the term.

Deegan describes corporate greenwashing as attempting to maximize stakeholders' credibility perceptions by restructuring corporate reports for example (Deegan, 2002).

Wu et al. follow a more general definition of greenwashing, which defines it as a practice where companies focus on more obvious components of CSR while ignoring certain hidden aspects. According to Wu et al., these companies imitate the socially responsible behavior of other corporations with the goal of profit maximization. The authors state that there are three assumptions to be considered. To begin with, the paper imputes an information asymmetry between companies and consumers regarding the company's motives within the CSR framework and notes that the companies' motives and activities remain undisclosed to the consumer. Next, the authors show that companies' mixed emotions regarding CSR investments must be considered. The authors distinguish between two types of firms in this aspect: profit maximizers and socially responsible firms. While profit maximizers solely base their CSR decisions and communication on the approach that maximizes profit, the so-called socially responsible firms have a genuine interest in partaking in prosocial action (Wu et al., 2020). Other studies in the field of emotional involvement, specifically the affectivity of CEOs in CSR decisions, show a positive correlation between positive CEO affectivity and the company's commitment to CSR activities. In this context, it seems to be important that the CEO is aware of the influence of his emotions, as this can affect the overall CSR strategy of the company (L. Wang et al., 2022). Lastly, the aspect of information asymmetry is addressed once again with regard to lower price sensitivity regarding products by socially responsible companies (see also Chernev & Blair, 2015). However, the consumers are subject to information asymmetry as they can only make decisions based on the information the companies are willing to disclose (Wu et al., 2020).

Henceforth, it seems essential that the theory and especially the distinction between signaling versus actual greenwashing (legitimacy theory) needs to be addressed. Signaling with the intent of reporting CSR measures as a method and signal to communicate a firm's CSR commitment to stakeholders derives from voluntary disclosure theory. Voluntary disclosure theory reduces information asymmetry between external and internal stakeholders, ultimately improving the company's information environment. Conversely, legitimacy theory classifies CSR reporting as means to claim the legitimacy of the firms' actions, e.g., greenwashing actions. Research within

the voluntary disclosure theory framework shows a positive relationship between CSR communication and environmental performance. Legitimacy theory on the other hand shows a negative relationship between the two factors. The research findings back the voluntary disclosure theory (Lu & Wang, 2021).

Additionally, it must be acknowledged that the severity of corporate greenwashing allegations also strongly depends on the business sector the company works in. A study conducted in the energy sector showed that while corporate greenwashing allegations are comparatively high, these allegations can be reduced by making sure that the economic motives are also communicated in addition to communicating ecological motives for such investments. The implications of this study show the importance of a suitable and credible communication strategy, more details can be found in the following chapter 2.3. (de Vries et al., 2015).

Scholars Speckemeier and Tsvirikos examined how greenwashing allegations influence employer branding and the search for employment by interviewing 941 job seekers. The study hypothesizes that a job advertisement's perceived authenticity is negatively impacted by misleading green marketing and by the organizations' perceived green image. The results of the study show that the respondents attributed the most importance to authentic green marketing efforts. Nevertheless, the results indicate that green marketing efforts do not always increase job attraction. Green marketing efforts may indeed lead to an even smaller number of applications when a company's perceived green brand is low. Additionally, the results show that the negative impact of greenwashing allegations increases even further for job seekers who attribute great importance to the environment. This leads to increased rejection of the job. The study additionally underlines the importance of person-organization fit (Speckemeier & Tsvirikos, 2022). The literature describes person-organization fit (PO fit) as a multidimensional construct that can be divided into two main types: person-job fit, and person-organization fit. Generally, PO fit can be described as the fit between a person and an organization and hence refers to the compatibility between the individual employee and their employer in terms of their values, goals, and beliefs. Moreover, PO fit correlates with overall satisfaction with a job, intent to quit, and commitment to the organization (Kristof, 1996; Verquer et al., 2003). To reexamine the study by Speckemeier and Tsvirikos, the research findings regarding PO fit show that potential employees with a high PO fit do not change their job pursuit intentions even if the company engages in deceptive marketing. In summary, however, the authors emphasize that

their findings shall demonstrate how job attractiveness as viewed by job applicants decreases when employers give false information (Speckemeier & Tsvirikos, 2022).

2.4. Communication and perception of CSR

This chapter focuses on the communication of CSR and the perception thereof by job seekers. Firstly, this section illustrates how CSR messages can be designed effectively using sensegiving, sensemaking, and the communication strategies derived from these processes. Since messages can be designed specifically or non-specific (i.e., vague), this chapter will also discuss the difference between message specificity and vagueness. Furthermore, this section analyzes how CSR may be used to attract qualified personnel. Finally, this chapter concludes with the perception of CSR activities as perceived by potential applicants and examines their attitude towards these activities.

2.4.1. Communicating CSR

The communication of CSR refers to the way companies communicate their efforts, initiatives, and achievements to internal as well as external stakeholders such as employees, applicants, customers, investors, regulators, and the public. Effective communication of CSR aids companies to build and maintain their reputation, increase transparency, and foster trust and loyalty among stakeholders. Moreover, it helps companies to understand the expectations and needs of stakeholders and to make informed decisions that align with their values and priorities. The communication of CSR can take many forms, including annual reports, sustainability reports, press releases, social media posts, and stakeholder engagement initiatives. In recent years, the importance of CSR and its communication has increased, as stakeholders demand greater accountability and transparency from companies.

2.4.1.1. *Designing CSR messages effectively*

According to Isaksson et al. (2014), the key to communicating the implementation of a CSR strategy is a holistic approach that assumes the intercorrelation between a company's various business matters. Additionally, to strengthen the strategic goal of the company it is vital to communicate internally as well as externally. As described earlier, the timing of CSR communication (e.g., RDAP Scale by Clarkson (1995)) also plays a crucial role. Isaksson and others show that CSR communication needs to be designed and communicated effectively via multiple channels. Communication can be done using a pull-, push-strategy, or a combination of both. Communication channels using a pull strategy include the usage of social media, the

company website, and such, while a push strategy includes press releases and other reporting mechanisms. According to the authors, the key to effective CSR communication is design and timing, as well as the interaction and alternation of internal and external CSR communication. These factors become more important as organizations place greater emphasis on achieving a high level of CSR performance. The authors show that the external and internal communication of prosocial actions shall strengthen organizational identification and sense of belonging amongst current employees as well as other stakeholders. Ultimately, this improves job security and performance of employees, while simultaneously increasing the support of CSR activities introduced by the employer. This goes to show that effective CSR communication benefits all stakeholders and is an important factor when considering the identity of an organization (Isaksson et al., 2014).

2.4.1.2. *Sensegiving, sensemaking, and the communication strategies derived from them*

According to Morsing and Schultz (2006), three types of strategies regarding the communication of a firm's prosocial actions can be found. The foundation of these strategies is derived from the iterative process of sensemaking and sensegiving (Morsing & Schultz, 2006). The term sensemaking was coined by Gioia & Chittipeddi (1991) and describes the process of finding out from others what they want and attributing meaning to it. In the iterative process, sensegiving focuses particularly on the managerial procedures that aid sensemaking inside organizations and more precisely its efforts to influence how someone interprets or understands something (i.e., makes sense of something). However, to incorporate sensemaking and sensegiving in the CSR communication sphere, the internally focused definitions introduced by Gioia & Chittipeddi must be reformed to incorporate the external view of stakeholders. To ensure that managers and external stakeholders support and contribute to corporate CSR efforts more strongly, the awareness of mutual expectations must be improved. This can be achieved by engaging both parties of management and external stakeholders in the progressive iterations of the sensemaking and sensegiving processes (Gioia & Chittipeddi, 1991).

The first communication strategy, the *stakeholder information strategy*, by Morsing and Schultz simply informs the public, mainly the stakeholders, about the companies' CSR efforts. Since this strategy is based on one-way communication and sensegiving, the stakeholders simply receive the information and are not required to process the information any further. The purpose of this strategy is to merely inform the public about its good intentions via appropriate public relations measures such as newsletters, pamphlets et cetera, without the need to convince

them to an opinion. Using this strategy, top management anticipates that by continuously informing the public about the companies' CSR efforts, stakeholders will remain to positively support the company. The two other types of CSR communication strategy, *stakeholder response strategy*, and *stakeholder involvement strategy*, also require the stakeholder to respond to the information he/she is presented in the way that they must make some sense of the communication message they are receiving implying two-way communication. However, the *stakeholder response strategy* implies that the communication is asymmetric, while the *stakeholder involvement strategy* is symmetric. The main difference between both two-way communication strategies is that in the *stakeholder response strategy* an asymmetry of public relations' effects in favor of the company, which implies that the company does not change because of public relations. Instead, the company seeks to alter societal perceptions and behavior by engaging with the stakeholders via market research to find out the strengths and weaknesses of the firm's CSR efforts. The main disadvantage of the *stakeholder response strategy* is that the company defines the questions it will ask the stakeholders, which implies the existence of a framework wherein the company generally only wants answers to the questions it brings up itself, without paying any attention to genuine, open feedback and discourse. This suggests that the *stakeholder response strategy* although labeled as a two-way communication approach is essentially a one-way communication approach that aims to strengthen the company's mission and vision. Finally, the *stakeholder involvement strategy* as a two-way symmetric communication method stresses the importance of dialogue exchange between the company and its stakeholders. Persuasion is voluntary on both sides and change processes result from the exchange of sensegiving and sensemaking with both parties actively participating. This strategy goes beyond the stakeholder response strategy and its marketing research efforts by actively involving stakeholders in the company's CSR approach.

In addition to the theory summarized above, the paper also conducted a reputation study in Denmark, Sweden, and Norway to empirically analyze the CSR communication challenge and the practices in everyday business. The results confirm that involving stakeholders in CSR communication is becoming increasingly important to ensure continuous matching regarding stakeholder expectations and the company. The paper identifies three fields of significance for management regarding CSR communication. First and foremost, the paper questions the hypothesis that management must enhance their company's "stakeholder information strategy" to better inform the public about CSR projects, which thus strengthens legitimacy and builds positive reputations. The authors note that this strategy's focus is not broad enough regarding

sensegiving and increases the risk of the “self-promoters paradox”. Secondly, the study found that minimal releases, e.g., annual reports and websites are growing in popularity as opposed to corporate advertising or releases regarding CSR communication. Management must consider that while fewer channels can be reached, this communication technique also permits the most amount of flexibility while simultaneously emphasizing the content of releases. To avoid the “self-promoters paradox” and to guarantee a truthful insight into the company’s CSR strategy, the authors suggest endorsement via a third party, e.g., by involving external stakeholders in the sensegiving and sensemaking process, in which they encourage CSR initiatives via messaging efforts. However, the authors underline that the strategies described above must not be disregarded. In fact, managers must be mindful of the interdependency between sensegiving and sensemaking to proactively and continuously include external stakeholders in the actual CSR communication of the company (Morsing & Schultz, 2006).

2.4.1.3. Information specificity

The information specificity level refers to how specific or vague the claims in the message are (Orazi & Chan, 2020).

Narrowed down to the topic of CSR, information specificity defines the relation between the size of the company as well as its profits and the extent of the company’s prosocial actions. In addition, the relevance and impact of the firm’s CSR commitment are also questioned (Alhouti et al., 2016). The general purpose of companies communicating a specific message is to facilitate the comprehension of the message by stakeholders, which greatly improves the message's ability to persuade and, consequently, its perceived validity (Pérez et al., 2020). CSR messages lacking crucial information, (i.e., vague messages) lead to suspicions regarding message authenticity (Du et al., 2010; Pomeroy et al., 2013).

An empirical study shows that 60% of respondents view information specificity in CSR messages as the most important factor regarding the authenticity of claims, while 20% of respondents indicate that it is an important factor when identifying inauthentic CSR messages (Alhouti et al., 2016). The advantages of the specificity of information are derived from the concreteness and vividness of messages. Concreteness can be described as the level of information and clarity concerning objects, activities, results, and situational context and is one of the most important elements for the degree to which a message draws and retains attention (Mackenzie, 1986; Macklin et al., 1985). The increased vividness of a message and better

cognitive elaboration may also strengthen persuasiveness in comparison to more vague claims (Kisielius & Sternthal, 1984; Johnson & Kisielius, 1985).

In addition to benefits in the legal context, specific information is often used in CSR messages, as this allows consumers to be shown very clearly and specifically how the company is socially committed (Orazi & Chan, 2020).

2.4.2. The difference between vagueness and specificity

Expanding the concept of information specificity, an additional factor to consider is the differentiation between vagueness and specificity in communication, especially in CSR communication. According to Nouwen et al., the debate on vagueness mainly stems from philosophy, whereby vagueness describes the existence of borderline cases. The authors describe three scenarios where vagueness is inherent:

1. *Truth-value gap* borderline cases, whereby a statement is neither true nor false. These gaps can either be seen from a formal or foundational standpoint. Formally, gaps are truth values, which block falsehood and other deductions, where projection behavior is inherent. However, from a foundational standpoint, truth-value gaps are rather difficult to define and stress the need for additional resources and research on this topic.
2. *Truth-value glut* borderline cases, whereby a statement is true and false simultaneously or rather neither definitively true nor definitively false.
3. *Non-classical truth-value* borderline cases, that allow for either truth-value gaps or -glut borderline cases (Nouwen et al., 2011; Shaw, 2014).

As mentioned above, organizations may choose from a variety of push- and pull communication methods. In both strategies, however, it is important to note that these organizations must transfer CSR messages in a sincere and truthful manner. By doing so, the company ensures that the company's CSR efforts are ultimately communicated as firm benefits. The organization can decide whether to follow a general or specific message strategy. Following a general/vague communication strategy, the company does not disclose the cause or non-profit organization it supports. This communication method simply provides general high-level information (Robinson & Eilert, 2018).

An example of communicating a company's CSR efforts could be “We contribute to improving the natural environment because we want to make a difference” or from the practice of the

Austrian mobile communications company A1 an advertisement simply with the slogan “responsibility for the environment” (A1, n.d.). The biggest advantage of conveying general messages is that stakeholders can be reached at a lower level since they do not necessarily have to comprehend and process the message initially (Robinson & Eilert, 2018). A general message strategy may be beneficial when a more complex group of stakeholders has to be reached (Scandellius & Cohen, 2016) or when the CSR message portrays a sensitive topic (Dickinson-Delaporte et al., 2010). However, a major disadvantage of a general approach is that the messages may be misleading to consumers, in consequence, environmental regulators monitor these claims particularly closely (Orazi & Chan, 2020). In Austria firms with more than 250 employees are now obligated to disclose their sustainability issues such as environmental rights, social rights, human rights, and governance factors under the Corporate Sustainability Reporting Directive/CSRD. This directive implies an audit requirement for sustainability reporting for large Austrian companies and improves the accessibility of information (WKO, 2022).

Consistent with previous research (e.g., Chernev & Blair, 2015), a study by Feldman et al. examining the importance of message specificity in job advertisements regarding the company, the position, and the work context adds new evidence to the growing body of knowledge. The study suggests that the message specificity of all three factors is crucial to the opinion of respondents, how they perceive the job ad in terms of fit, their perception of the position and the company, and lastly their likeliness to follow through with their application (Feldman et al., 2006).

Scholars Robinson and Eilert conducted a three-part study examining the importance of specific CSR messages as opposed to a general approach among other things. The results of the study indicate that message specificity is one of the most important attributes managers must consider when communicating the firm’s prosocial actions. In fact, the number of causes supported by a company is of little consequence; rather, effective communication of specific messages is central to securing a favorable (consumer) perception. Additionally, the results show that it may benefit companies supporting multiple causes to adopt a general strategy rather than a specific one. This approach ensures maximum flexibility on the company’s side and authenticity since they may not want to overwhelm the consumers by listing all their CSR actions, but rather a few selected causes. Moreover, consumers are not as fixated on one cause. This is especially

beneficial if the company terminates the collaboration or fails to follow its commitment in a timely manner (Dickinson-Delaporte et al., 2010; Robinson & Eilert, 2018).

To sum up, the literature shows that the specificity of information is an important factor marketeers, but especially management, must consider when designing (CSR) messages. The degree of specificity can be determined based on the goal to be achieved and the target group because the highest level of information may not be the best answer to all situations.

2.4.3. Green employer branding and green human resource management

Tanwar and Prasad (2017) have developed five dimensions of the employer brand, that organizations must consider. These dimensions are nourishing workplace environments, provision of training and development, work-life balance, ethics, corporate social responsibility, appropriate payment, and additional advantages (Tanwar & Prasad, 2017).

By expanding the context of employer branding further, companies may use CSR in the employer branding framework and put their efforts into establishing a green employer brand. This implies that managers should authorize and encourage their personnel to make independent decisions on environmental issues. According to Renwick et al. (2013), companies should incite making environmentally friendly choices in the workplace by linking it to a performance management system, which will ultimately create an environmentally friendly working environment. In the CSR context, past research has shown evidence of a positive correlation between corporate environmental responsibility, employer attractiveness, and employee commitment (Perrini et al., 2011). Employer (brand) attractiveness can be defined “as the envisioned benefits that a potential employee sees in working for a specific organisation” (Berthon et al., 2005, p. 151).

HR green practices need to facilitate the transformation of green employee behaviors into green organizational performance so that these practices can be converted into environmental results. The practices in general range from paperless HR processes to organizations providing sustainability training for their employees. This integration of environmental management into human resource management is referred to as Green Human Resource Management (GHRM) (Renwick et al., 2013). One of Green Human Resource Management (GHRM) objectives is to motivate employees by prioritizing the well-being of secondary stakeholders, such as the environment. The literature indicates that stakeholders positively react to employers that

participate in responsible behaviors such as philanthropy, business practice, or product-related practices, (a more detailed description of this can be found in chapter 2.3.4.2.). Likewise, stakeholders react negatively to business practices perceived as socially irresponsible (e.g., the emission of dangerous pollutants). Employees that perceive their employer positively and as being responsible for environmental care, assume that their employer is willing to treat their fellow employees (primary stakeholders) with respect and dignity (Rupp et al., 2013). This suggests that environmentally responsible employees and job seekers will also seek and prefer firms that have green management practices in place (Albinger & Freeman, 2000).

GHRM consists of five pillars: green recruitment and selection, green training, green performance management, green pay and reward, and green involvement. The pillar associated with employer branding is green recruitment and selection. Besides employer branding, this dimension includes candidates' green awareness and green criteria to attract candidates. The environmental application of recruitment and selection can be defined as the organization's preference for selecting candidates that are dedicated and perceptive to environmental issues and are willing to contribute to them through internal or external recruitment (Tang et al., 2018).

Green employer branding relates to the perception of the company regarding environmental matters. This perception can be formed through GHRM practices (Ehnert, 2009). For this reason, green employer branding is an excellent method to attract and select job seekers on the labor market who care about environmental issues. Therefore, a fit of values between employees and employers can be established. This demonstrates that employer branding can be used as a starting point to address and select applicants who think and act environmentally conscious. It is important to properly communicate the green employer brand, which represents the ecological goals of the company. Additionally, recruiting should include a value-based fit in terms of environmental orientation as a selection criterion. As mentioned above, this allows the employer to distinguish from the competition and to identify with potential applicants that seek employers with environmental and social commitments because they are in line with their own values (Tang et al., 2018).

To conclude, according to Ahmad (2015), GHRM (and therefore the embedded green employer branding) is the most critical component of sustainability within a firm. Companies can improve their environmental focus by recruiting applicants who are equally ecologically oriented and qualified. Thereby the environmental orientation of the entire organization is encouraged.

An Austrian example of green employer branding is the branding strategy of the Wiener Stadtwerke group. The group comprises the companies “Wien Energie“ (energy provider), “Wiener Netze“ (gas supply), “Wiener Linien“ (public transportation system in Vienna), “Wiener Lokalbahnen“ (public transportation system in the greater Vienna area), „Wipark“ (parking) as well as “Bestattung und Friedhöfe Wien“ (funeral and cemeteries) from Vienna. Wiener Stadtwerke employs around 15,000 people on average per year and is one of the thirty largest Austrian companies, generating around three billion euros annually. In addition to digitization and innovation in the context of the smart city, the topic of sustainability and climate protection is also addressed in the company profile. In doing so, the company is following the city of Vienna's overall goal of being climate neutral by 2040 (Wiener Stadtwerke, n.d.). Together with the brand consulting company “Brains”, the Wiener Stadtwerke group has established a new employer brand in compliance with their sustainability strategy. Purpose, values, EVP (Employer Value Proposition), positioning, and narratives were created in a participative employer brand strategy process (service design method). The claim *"Gemeinsam machen wir die Klimawende wahr"* (“together we make the climate change real”) was postulated under the central promise *“Bei uns setzt du deine Talente ein, um Wien am Laufen zu halten und klimafit zu machen“* (“with us, you use your talents to keep Vienna running and make it climate-ready”) and is intended to specifically address the so-called “climate pioneers” (i.e., potential employees and employees who care about environmental issues) (Brains, n.d.).

An additional example of (green) employer branding is the manufacturer of outdoor clothing Patagonia. While their strategy is not specifically dubbed a green employer branding strategy, it immediately appears clear that it very much is one. Patagonia has a self-imposed Earth tax of “1% for the Planet”. With this activism, Patagonia donates one percent of its sales to the preservation and restoration of the natural environment since 1985 and formed the merger of companies “1% for the Planet” in 2002, encouraging other companies to contribute one percent of total annual sales to grassroots environmental groups. Besides the possibility to buy clothing directly on the website, there is also the menu item “activism”, which explains what Patagonia defines as activism and how individuals can participate locally. Furthermore, past campaigns are described in more detail within the framework of their Patagonia Action Works program. The program offers seven environmental groups in Austria in the field of biodiversity, climate, communities, land, and water. Correspondingly, Patagonia’s mission statement reads “We're in business to save our home planet.”. (Patagonia, n.d.). In sum, Patagonia successfully combined

its consumer and employer brand by presenting an employer brand that aligns with the company's sustainable ethos and commitments. By aligning their company purpose with their employer brand, Patagonia can attract qualified job seekers, which also place importance on environmental activism.

2.4.4. Using CSR to attract personnel

With the abovementioned definition, it seems clear that an effective CSR (message) strategy is essential in today's business age. While scholars have extensively studied the impact of CSR strategies on employee retention (e.g., De Silva & De Silva Lokuwaduge, 2021; Lee & Chen, 2018), not as much research has focused on the attraction of job applicants.

As mentioned above, CSR, particularly its communication, can be used positively in many business areas. For example, in product marketing and communication with potential applicants to whom a firm's prosocial actions are important. Regarding communication with job seekers, the term corporate social performance (CSP) must be examined in more detail. Wood expands on an older definition from the literature and defines CSP as:

“a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationships.”

(Wood, 1991, p. 693).

This definition shows that the CSP ultimately is a performance measure to assess a company's accountability within the CSR framework. Research shows that a well-established CSR strategy and hence an adequate CSP can improve job applicant attractiveness (H. Wang & Chen, 2022). Job applicant attractiveness defines an applicant's positive attitude, the general opinion of the company, or the belief that the company ultimately is the right fit (Lawong et al., 2019). Initial studies examining the effect of CSP on potential employees confirm that applicants evaluate the employer's reputation regarding the company's CSR strategy. The job seekers surveyed found the dimensions of the environment, community relations, employee relations, diversity, and product-related issues to be the most important factors (Backhaus et al., 2002). An additional study in the field of corporate social performance examining community involvement and pro-environmental practices indicates that applicants receive three types of signal-based mechanisms from CSP that eventually define the attractiveness of the employer brand. These factors are the pride the applicant expects from a position in the company, the

perceived fit of values between their own beliefs and, those of the company, and finally their expectation of how the company acts towards and treats their employees (Jones et al., 2014).

Past research confirms that companies partaking in prosocial actions are more attractive to applicants than companies that do not partake in such actions. Though most studies focused their research on one aspect of CSR (four levels of CSR by Carroll, 1991). A study by Zhang and Gowan was the first to examine three levels of CSR (economic, legal, and ethical responsibilities) together in one study. The results of this study show that participants can distinguish between the three different levels of CSR in the manipulated scenarios depicting low and high levels of engagement and furthermore stress the importance and independence between the three CSR levels and the applicants' opinion of the company and their likeliness to accept the opportunity when offered a job. Generally, the results of the study show the differences between applicants' morale and personalities. Moreover, the degree of interest in certain CSR values is determined by each applicant's level of morale and personality and can be targeted accordingly by informing via recruitment brochures and on the corporate website (Zhang & Gowan, 2012).

While past research in the general field of CSP verifies the preference of socially responsible organizations by employees, studies in the employee attraction and retention literature have omitted the environmental component of CSR (Muisyo et al., 2022).

2.4.5. Job seekers attitudes towards CSR

Since this master thesis examines the effects of communicating CSR measures to potential employees, individual attitudes toward CSR must also be considered. Literature shows that while an actual contract does not exist yet, one must assume an expected psychological contract since potential employees are not able to gain insight regarding the company's CSR policies or programs yet (Klimkiewicz & Oltra, 2017).

Additionally, the individual's own negative or positive attitude toward CSR may also play a substantial role when applicants review the CSR communication of a potential employer (Klimkiewicz & Oltra, 2017). The American Psychological Association (APA) defines attitude as *“a relatively enduring and general evaluation of an object, person, group, issue, or concept on a dimension ranging from negative to positive. Attitudes provide summary evaluations of target objects and are often assumed to be derived from specific beliefs, emotions, and past*

behaviors associated with those objects.” (APA, n.d.). To gain more insight from a potential employee's perspective, the literature suggests the psychological conceptualization of CSR into three dimensions: *cognitive, affective, and behavioral* (Aronson et al., 2009).

D’Aprile & Talò (2014) state that the *cognitive* dimension can be recognized as perspective-taking, while the *affective* dimension is described as care taking (D’Aprile & Talò, 2014). According to Basu and Palazzo (2008), the key to understanding the *cognitive* perspective is the differentiation of instrumental and normative commitment following a definition by Wiener (1982). While instrumental commitment stems from external commitment (i.e., maximization of profit), the latter derives from intrinsic and morally driven motivation (i.e., internalization of CSR values and morale) (Basu & Palazzo, 2008). As mentioned above, the *affective* dimension describes the role of taking care, this dimension is based on corporate values and therefore corporate culture. An important aspect in this context is discussing and sharing corporate values when socializing. The *behavioral* dimension refers to organizational practices that are socially and environmentally responsible as well as the individual stakeholders' interest in such practices (D’Aprile & Talò, 2014). The individuals' perception of CSR plays a substantial role when choosing an employer as job seekers are prone to reject employment offers from businesses that do not adhere to basic CSR norms (Klimkiewicz & Oltra, 2017).

3. Hypothesis development

This study used quantitative research to investigate the relationship between four variables and test the hypotheses developed in the literature review. This section presents the methodology, the questionnaire, and describes the execution of the study.

3.1. Hypotheses and conceptual model

Overall, four hypotheses are derived to examine the influence of CSR communication specificity on the attractiveness of employer brand and intention to apply.

As can be seen from previous research, companies that prioritize corporate social responsibility are more likely to attract individuals who seek purposeful work and a positive impact on society (Torugsa et al., 2013). The communication of CSR in the job advertisement plays a crucial role in reaching these job seekers. Nevertheless, organizations must also consider the applicants own negative or positive attitude toward CSR (Klimkiewicz & Oltra, 2017). The literature shows that companies engaging in prosocial actions are more appealing to job applicants compared to companies that do not engage in such actions (Zhang & Gowan, 2012). This implies that by communicating CSR measures (in comparison to no CSR communication), the attractiveness of the employer brand is increased. Therefore, the first hypothesis was formulated as follows:

H1: “Communicating CSR initiatives will positively affect the attractiveness of the employer brand.”

Expanding on this concept, preceding literature suggests that CSR has to be communicated effectively and this can be achieved through a high specificity in CSR messages (Alhouti et al., 2016; Isaksson et al., 2014). Research shows that information specificity in CSR messages is regarded as the most important factor when examining the authenticity of claims (Alhouti et al, 2016). While examining the difference between vague and specific message formulation, the study results indicate that effective communication of specific messages is crucial to obtaining a favorable perception of consumers, i.e., employees (Robinson & Eilert, 2018). For this reason, the second hypothesis is as follows:

H2: “The communication of specific CSR will have a stronger effect on the attractiveness of the employer brand than the communication of vague CSR”

An additional factor to consider is the CSR involvement of the individual. This expands the concept described in the derivation of Hypothesis 1. The individual's personal attitude, whether positive or negative, towards CSR, can significantly influence how applicants perceive an employer brand (Klimkiewicz & Oltra, 2017). CSR cause involvement refers to the extent to which consumers perceive the cause as personally meaningful or relevant to them (Grau & Folse, 2007). These previous findings would imply that the CSR involvement of the individual job applicant, i.e., the respondent in this case, has an influence on the effect between CSR and employer brand attractiveness- Based on this understanding, the formulation of the third hypothesis was as follows:

H3: “CSR involvement will positively moderate the effect between CSR and employer brand attractiveness.”

Building upon previous literature findings and employing the same logical framework used to develop Hypotheses 1, 2, and 3, research hypothesis 4 was developed. Previous research suggests an interconnection between organizational reputation, perceived CSR, and employer brand. This interconnection is a crucial point for companies that have recognized the closely connected relationship between CSR and the attractiveness of the employer among both external and internal stakeholders (Kashikar-Rao, 2014). Therefore, the literature implies a positive link between CSR impact and the attractiveness of an employer brand, which ultimately leads to an increased intention to apply for a job (K. B. Backhaus et al., 2002; Santiago, 2019). Drawing on this information, it can be hypothesized that the attractiveness of the employer brand serves as a mediating factor in the relationship between CSR communication and the intention to apply. Therefore, the fourth hypothesis is:

H4: “The attractiveness of the employer brand will mediate the effect of CSR communication on the intention to apply.”

Based on the literature-based explanations of the theoretical part of this paper, the interrelationships of interest are shown in a conceptual model in figure 3.

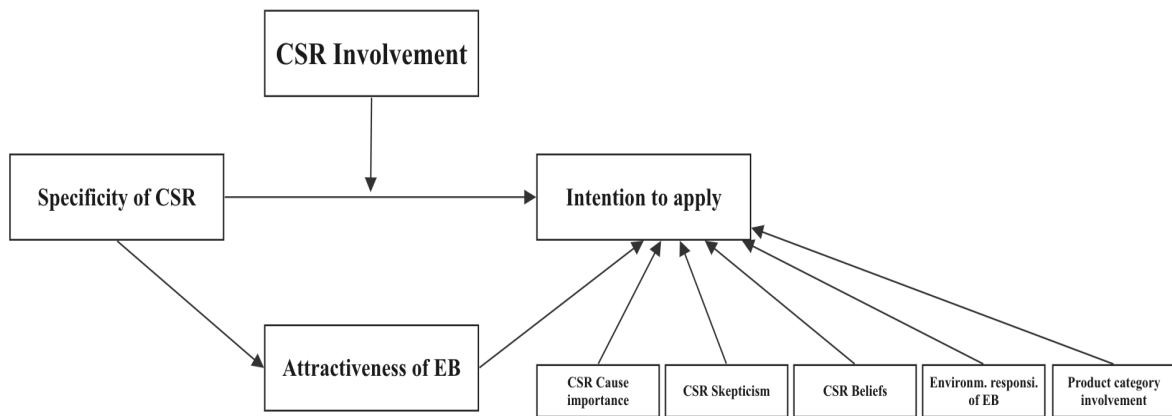


Figure 3: Conceptual model

4. Methodology

To examine the hypotheses and address the research questions, a quantitative empirical study was conducted. The methodology used in this research will be elaborated upon in the subsequent sections. Firstly, the selected experimental research design will be explained comprehensively, followed by a detailed discussion on the construction of the stimulus, operationalization of the constructs, and the creation of the study. Lastly, the study procedure and sample selection process will be presented.

4.1. Experimental research design

To test the hypotheses above, a quantitative online study was conducted. For this purpose, an experimental between-subjects research design was chosen. Study participants were randomly assigned to one of three groups. Each group was provided with a different job advertisement by the same employer (brand). The job advertisement initially included the same information regarding information about the employer, i.e., compensation, the ideal candidate, and company philosophy. Participants were assigned to different groups, each receiving different degrees of information about the employer brand's CSR activities. This information varied depending on the group, ranging from no mention of CSR activities to a vague provision of CSR message or a specific provision of CSR message (textual information), paired with the matching stimulus (job advertisement):

Group	Textual information	Job advertisement	Measurement
Experimental group ₁ No CSR-related info	No CSR communication	No CSR stimuli	Measurement ₁
Experimental group ₂ CSR mentioned	General/vague communication of CSR measures	Vague CSR stimuli	Measurement ₂
Experimental group ₃ Several CSR-activities described	Specific communication of CSR measures	Specific stimuli	Measurement ₃

Table 1: Overview experimental groups

4.2. Stimulus construction

The stimulus was constructed following the studies outlined in the current state of research to ensure a successful manipulation. For several reasons, a fictitious brand was used for this study. One reason why a fictitious brand was used was to avoid biases, since study participants may

already have existing attitudes, opinions, or biases towards that brand. Additionally, the fictitious brand allowed for the manipulation of the degree of specificity of CSR messages.

The stimuli were designed following the study by Chan (2000), in which four different claim types were developed as stimuli. The study examined, among others, the impact of different types of environmental claims on the effectiveness of environmental advertising communication. Previous research by Bolton & Mattila (2015) and Du et al., (2007), shows that scenarios must be constructed carefully, since different initiatives may have varying impacts on consumer responses. As mentioned above, there are numerous ways businesses may partake in CSR activities: philanthropy, business practices, or product-related CSR activities. For the development of stimulus three, which presents the respondents with specific communication of CSR measures, a mixture of philanthropy, e.g., donating one percent of gross revenue to a fictitious charity, and business practice-related, e.g., sourcing sustainable coffee beans, CSR activities were chosen (Peloza and Shang, 2011).

As mentioned above, both groups received the same introductory information regarding the place as well as the type of employment, remuneration, requirements, and benefits for the applicant. Subsequently, the three different groups were presented with three different degrees of CSR specificity in communication, namely no CSR communication, vague CSR communication, and specific CSR communication (the exact illustrations of the stimuli can be found in Appendix A). Therefore, the experimental design was between-subject design. This research design increases external validity and reduces the potential for confounding factors (Charness et al., 2012).

4.3. Operationalization

To operationalize the variables depicted in the conceptual model, established constructs from the literature were applied, which have already been tested for their robustness. All multi-item scales were originally in English and had to be translated into German since the main sample shall consist of Austrian respondents. The items were translated using the "DeepL" platform. To ensure translation quality, the items were also translated back into the original English scale. The following section shall provide an overview of each construct.

Intentions to pursue (intention to apply)

To measure the intent to pursue/apply for a job, a scale consisting of seven items by Highhouse et al. (2003) was used. The scale consists of five items and measures respondents' behavioral intentions towards the company. For the development of the scale, the authors consulted

previous research (e.g., Ployhart & Ryan, 1998; Rynes & Miller, 1983; Schwoerer & Rosen, 1989). The items were measured on a 5-point response scale (1 = strongly disagree; 5 = strongly agree). To prevent confusion and ensure consistency, this scale was used in the present study using a 7-point scale (1 = strongly disagree; 7 = strongly agree).

General attractiveness (Attractiveness of employer brand)

The attractiveness of the employer brand was measured using a scale consisting of five items from Highhouse et al. (2003). The authors developed the items to rather measure the attractiveness of a company, than explicit intentions toward the company. Again, previous research was consulted to develop the items (e.g., Fisher et al., 1979; Turban & Keon, 1993). As in the case of the upper scale, the items were assessed using a 5-point response scale (1 = strongly disagree; 5 = strongly agree). To avoid ambiguity and maintain uniformity, the current study employed a 7-point scale (1 = strongly disagree; 7 = strongly agree).

CSR cause involvement

To measure CSR cause involvement the scale by Grau & Folse (2007) was used. The authors describe cause involvement as the extent to which consumers perceive the cause to be personally meaningful or relevant to them. The rather vague formulated “cause” was adapted to “environmental protection”. Additionally, for the sake of readability words such as *unimportant* were changed to *NOT important*. The five-item, seven-point scale was developed in accordance with prior work (Maheswaran and Meyers-Levy 1990) to identify the degree of importance, meaningfulness, personal relevance, and significance, as well as concernedness.

CSR Importance

The importance of CSR was measured by the scale of Klimkiewicz & Oltra (2017). CSR importance as described by the authors shall describe applicants’ job pursuit intentions toward firms that are perceived as socially responsible, i.e., that communicate their CSR initiatives. While the original scale evaluated social responsibility, the main area of research for this master’s thesis is environmental responsibility. Therefore, the items were adapted to *environmental responsibility*. Previous work was consulted for the development of the scale (Judge & Cable, 1997; Greening and Turban, 2000; Evans & Davis, 2011). The original scale consists of seven items. However, since the last two items are lengthier and require more thought, they have been omitted from this study for the sake of accessibility. The original scale used a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree).

CSR skepticism

To measure the respondents' skepticism toward CSR the CSR skepticism scale by Skarmeas & Leonidou (2013) was used. The original scale measured the degree of skepticism exhibited by consumers toward the social involvement of a retailer. This implies that the items had to be adapted to evaluate the *environmental involvement* of an *employer*. The scale consists of 4 items and measures responses on a 7-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7).

CSR beliefs

The measurement of CSR beliefs was conducted using a scale from Wagner et al. (2009) consisting of three items. The scale assesses the extent to which individuals perceive and evaluate the social and ethical responsibilities of companies and their impact on society. Items were measured on a 7-point Likert scale (where 1 = strongly disagree and 7 = strongly agree). For the present study, the name of the fictitious company (*Coffee House*) was used instead of the generic "company name".

Product category involvement

To measure product category involvement, a scale consisting of two items from Mittal & Lee (1989) was used. The scale measures the level of consumer involvement or interest in a particular product category using a 7-point Likert scale. In this case, the product category was coffee.

In addition to the scales described above, an attention check was conducted about halfway through the questionnaire in the CSR skepticism scale (Abbey & Meloy, 2017) and respondents were asked to indicate their perception of the general environmental responsibility of the employer brand.

4.4. Pre-Test

The objective of this study was to examine the extent to which CSR policies can contribute to a higher likeliness to apply for Austrian employer brands that implement these measures, compared to employer brands that do not. Additionally, it aimed to explore the effectiveness of communicating CSR policies through external employer branding in attracting skilled personnel in the Austrian job market, within the context of enhancing the appeal of the employer

brand. For this reason, three job advertisements with different degrees of CSR communication were created as stimuli. A pre-test was conducted to test whether the three scenarios were perceived as intended.

This chapter describes the pre-test design, especially the rationale behind each environmental CSR scenario. Furthermore, it proceeds to introduce the measurements used and presents the results of the pre-test.

4.4.1. CSR message formulation

As can be found in chapter 2.4. the specificity of information is regarded as one of the most important factors concerning the authenticity of messages (Alhouti et al., 2016). Orazi and Chan (2020) note that specific information is often used in CSR communication since it allows companies to show consumers how well the company is socially committed.

Experimental group one received a stimulus with no information regarding the company's CSR measures.

Whereas experimental group two received a stimulus with a simple statement regarding the company's CSR efforts, "Wir tragen zur Verbesserung der Umwelt bei, weil wir etwas verändern wollen.", which translates to "We contribute to improving the natural environment because we want to make difference."

The stimulus communicating specific CSR measures contains in addition to business practice-related CSR measures (e.g., sourcing sustainable coffee beans), a fictitious cause it supports, since the literature indicates that specific messages are most beneficial when communicated effectively, rather than supporting multiple causes (Robinson & Eilert, 2018; (Peloza and Shang, 2011).

Each scenario was designed using the design tool "Canva", whereby the free template "Elegant Barista Hiring Flyer" was used.

4.4.2. Pre-Test Measurement

The pre-test was carried out through the administration of an online survey spanning from February 28th to March 15th, 2023. After introducing the scenario, the respondents were asked to rate the authenticity, plausibility, and comprehensibility of the stimulus they received on a 7-point Likert scale. Additionally, the respondents were asked to rate whether they perceive the CSR actions and the company in question as ecologically irresponsible or ecologically

responsible (1 = ecologically irresponsible, 7 = ecologically responsible). Next, the respondents had to indicate whether the name “Coffee House” reminds them of a specific company or a specific coffee shop. Finally, the participants were asked for their demographic data, including gender, age, how long they have been living in Austria (born in Austria, more than six years, or less than six years), occupation, and whether they are currently looking for a job. The complete pre-test questionnaire can be found in Appendix B.

4.4.3. Pre-Test Results

128 participants clicked on the link to start the questionnaire. 38 respondents quit the questionnaire during the process, which means that a total of 90 participants took part in the online pre-test. The respondents were randomly assigned to a group and either received a stimulus with no, vague or specific CSR-communication.

In terms of brand authenticity, the median can be used to demonstrate the consistency of perception towards the employer brand. If a large majority of consumers perceive the brand as authentic, this would be reflected in a stable median value. The authenticity of a brand is important because consumers will attribute more trust to a brand with a higher authenticity as opposed to a brand with low authenticity (Hernandez-Fernandez & Lewis, 2019).

The stimulus without CSR communication showed a median of 6.00 in all units measured, i.e., authenticity (SD = 1.766), plausibility (SD = 1.743), comprehensibility (SD = 1.982), and the likeliness to happen in real life (SD = 1.608). Both the perception of the actions of Coffee House (SD = 1.699) and the perception of the company overall (SD = 1.581) showed a median of 4.00. Two people out of 23 indicated that the name Coffee House and the coffee shop, in general, remind them of another company/coffee shop (Coffeeshop Company and Starbucks). Due to the low number of cases ($\approx 8.7\%$), these mentions are considered but do not lead to a restructuring of the stimulus.

The stimuli portraying a vague CSR message displayed consistent median values across all measured aspects, namely authenticity (M = 6.00, SD = 1.936), plausibility (M = 5.00, SD = 1.664), comprehensibility (M = 6.50, SD = 1.320), and the likelihood of occurrence in real life (M = 6.00, SD = 1.712). Both the perception of Coffee House's actions (M = 4.50, SD = 1.276) and the overall perception of the company (M = 5.00, SD = 1.247) were perceived as neither ecologically irresponsible nor fully ecologically responsible. Out of the total 32 participants in

the second stimulus, five individuals mentioned that the name Coffee House reminds them of a specific company (n=1: Coffee House in Salzburg; n=2: The coffeeshop (company); n=2: Starbucks). Three respondents indicated that the general coffee shop concept reminded them of another company/coffee shop: one mentioned Coffee House in Salzburg, two mentioned The Coffeeshop Company, and two mentioned Starbucks. However, due to the small number of such cases ($\approx 15.6\%$ and 9.4%), these mentions were considered but did not warrant a restructuring of the stimulus.

The stimuli containing a specific CSR message exhibited consistent median values across all measured dimensions, including authenticity (M = 6.00, SD = 1.632), plausibility (M = 5.00, SD = 1.765), comprehensibility (M = 7.00, SD = 1.287), and the likelihood of real-life occurrence (M = 5.00, SD = 1.746). The perception of Coffee House's actions (M = 7.00, SD = 1.065) and the overall perception of the company (M = 7.00, SD = .887) indicated a fully environmentally responsible perception of the employer brand Coffee House. Among the 35 participants in the third stimulus, three individuals mentioned that the name Coffee House reminded them of a specific company, namely Coffeeshop (company). Additionally, three respondents indicated that the general concept of the coffee shop in the stimulus reminded them of another company or coffee shop: one mentioned Coffeeshop, and two mentioned Starbucks. However, given the relatively small number of such instances (approximately 9.4%), these mentions were acknowledged but did not necessitate a restructuring of the stimulus.

For better readability, the table below summarizes the results again.

	No CSR	Vague CSR	Specific CSR
Authenticity	M = 6.00, SD = 1.766	M = 6.00, SD = 1.936	M = 6.00, SD = 1.632
Plausibility	M = 6.00, SD = 1.743	M = 5.00, SD = 1.664	M = 5.00, SD = 1.765
Comprehensibility	M = 6.00, SD = 1.982	M = 6.50, SD = 1.320	M = 7.00, SD = 1.287
Likelihood of real-life occurrence	M = 6.00, SD = 1.608	M = 6.00, SD = 1.712	M = 5.00, SD = 1.746
Perception of Coffee House's actions	M = 4.00, SD = 1.699	M = 4.50, SD = 1.276	M = 7.00, SD = 1.065
Overall perception of the company	M = 4.00, SD = 1.581	M = 5.00, SD = 1.247	M = 7.00, SD = .887

Open-ended question: company	n=2: Coffeeshop Company; n=1: Starbucks	n=1: Coffee House in Salzburg; n=2: The coffeeshop (company); n=2: Starbucks	n=3: Coffeeshop (Company)
Open-ended question: café	n=2: Coffeeshop Company; n=1: Starbucks	n=1: Star Coffee; n=1: Salzburg; n=1: Ritter	n=2: Starbucks; n=1: Coffeeshop

Table 2: Summary of Pre-Test Results

Due to the observed data suggesting the effectiveness of the stimuli, the stimuli were used as a CSR manipulation for the employer brand in the main study.

4.5. Main study

A survey was conducted to collect data from a sample of (potential) employees. The survey included questions about their perception of CSR communication and their attitudes toward the employer brand. The collected data was analyzed using statistical methods such as correlation analysis, regression analysis, and descriptive statistics to test the hypotheses.

4.5.1. Data collection

The data for the main study was collected from May 24th to June 7th, 2023. The data was collected using an online survey programmed on the platform “LimeSurvey”. An online survey was chosen since they offer an efficient and convenient means of collecting data due to their ability to reach a substantial number of individuals at a low cost and in a relatively short timeframe. Additionally, online surveys help minimize systematic errors that frequently arise during the process of converting data into digital formats (Babin & Zikmund, 2016). Moreover, it was possible to randomly assign the three CSR message scenarios to the respondents.

The data was collected using a convenience sample as well as a consumer panel. Therefore, two different links were being used. A convenience sample was chosen since it allows a quick collection of data quickly at a relatively low cost compared to other sampling methods. In addition, it provides convenience to the participants themselves, as they can easily participate without significant time or effort requirements (Kumar, 2019). In addition to the convenience sample, data was collected through the consumer panel “IhreMeinung”. The usage of the consumer panel allowed to broaden the target group and furthermore to gather insights from a

group that closely resembles the population of interest, i.e., people already working in Austria. Furthermore, the sole use of a convenience sample bears the risk that the results cannot be generalized as easily, since they are often biased and do not represent the general population (Babin & Zikmund, 2016).

4.5.2. Sample

The final dataset consisted of 308 cases. The participants were divided into three groups, each representing varying levels of CSR specificity in the job advertisement. During data collection, efforts were made to ensure an equal distribution of respondents across the degrees of specificity of the CSR message. The allocation of respondents to different brands is presented in Table 2.

	No CSR communication	General/vague communication of CSR measures	Specific communication of CSR measures	Total
Convenience sample	18	14	17	49
Panel	69	97	93	259
Total	87	111	110	308

Table 3: Overview of Respondents attributed to the degree of message specificity

The two samples were merged to conduct statistical tests.

The gender distribution of the sample was considerably evenly distributed. Approximately 45% of respondents were female, 54% were male and 1% did not want to disclose their gender. The age of the respondents ranged from 19 to 63, with a mean of 46.40 (SD = 9.607). The age distribution of the respondents can be found in Figure 4. The majority of the sample was 46-55 years old (36%). The primary reason for this can be attributed to the age distribution of panelists in the IhreMeinung panel, which predominantly falls within that age range. Approximately 1% of respondents indicated that they are 19-25 years old, 16% were 26-35 years, 25% indicated that they are 36-45 years old and 22% were older than 56 years.

Figure 4 shows that the majority of the sample was employed ($\approx 87\%$) and approximately 10% were self-employed. 2% were on maternal leave, while 1% of the respondents were students. 0.3% of respondents indicated that they were actively looking for a job. However, the questionnaire also asked whether the respondents are looking for a new job. 5% of respondents

implied that they are looking for a new job. Eight respondents had to be excluded from the sample since they were pensioners.

Lastly, the study was limited to Austrians or people who had resided in Austria for a minimum of six years. Among the final sample, 92% of respondents were born in Austria, while 8% had lived in Austria for at least six years. 4 people had to be excluded from the final sample due to their residence in Austria for less than six years.

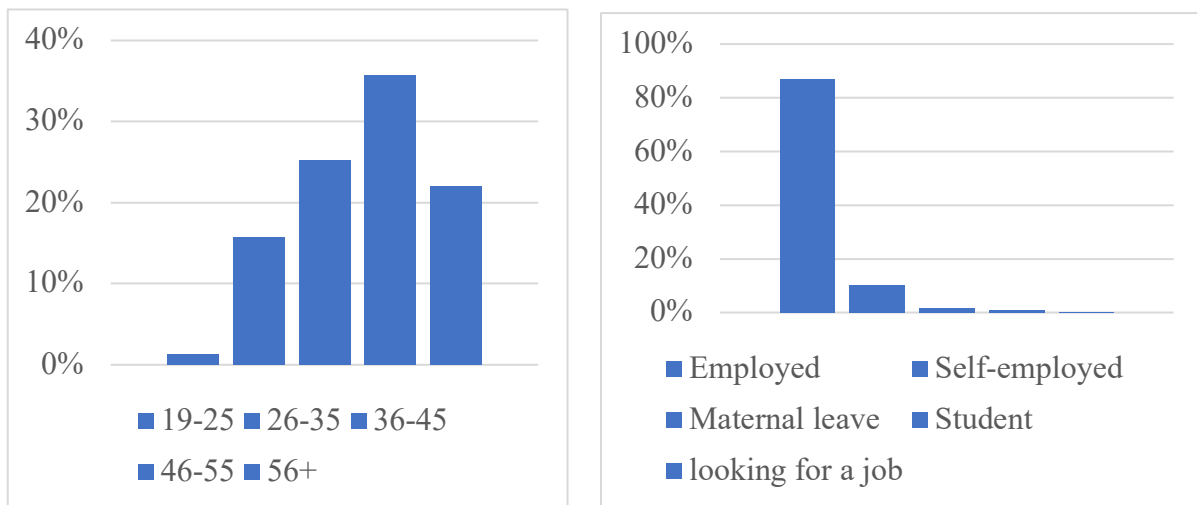


Figure 4: Demographics of the sample

5. Results of the empirical research

The following sections provide the results of the data analyses performed using IBM SPSS. The empirical research focused on the analysis of the data collected through a survey of participants to examine the relationship between Corporate Social Responsibility (CSR) communication and the attractiveness of the employer brand in the Austrian labor market. Initially, this chapter presents the findings from preliminary analyses conducted prior to the main analysis. Subsequently, the results of the statistical tests conducted to examine the proposed hypotheses are reported.

5.1. Preliminary Analyses

Prior to hypothesis testing, the data underwent screening to ensure its quality. Additionally, the reliability of the scales employed was evaluated by conducting a reliability analysis.

5.1.1. Data screening

The collected data was screened for respondents that did not pass the attention check, have lived in Austria for less than six years, and pensioners. Furthermore, the dataset underwent a thorough examination to identify illogical response patterns and detect outliers. An examination for missing values was obsolete since the answers in the questionnaire were forced answers. In cases where it was applicable, respondents were provided with the option to select "do not specify", e.g., instead of specifying their gender.

55 respondents from the convenience sample completed the questionnaire. Six people had to be excluded from this data set: two participants since they did not pass the attention check and four participants since they lived in Austria for less than six years. The sample from the panel originally consisted of 295 responses. 19 responses had to be deleted since they did not pass the attention check, nine responses were classified as outliers, and eight responses were excluded from the analysis due to the participants being pensioners and no longer actively engaged in the Austrian labor market.

The two final datasets were then merged to conduct statistical tests and comprised 308 cases.

Before testing the hypotheses, a reliability analysis is conducted to verify the internal consistency of the scales used. While established scales from the literature were utilized to avoid measurement errors, the individual items were slightly modified and, in some cases, translated from English to German for the purpose of this study. Therefore, the reliability of the items for each construct is assessed once again.

5.1.2. Reliability Analyses

Before hypotheses testing, a reliability analysis is conducted to verify the internal consistency of the scales used. As mentioned before established scales from the literature were used to avoid measurement errors. However, the individual items had to be translated from English to German and were slightly modified in some cases for the purpose of this study. Therefore, the reliability of the items for each construct had to be assessed.

The reliability analysis provides information on whether the utilized construct produces consistent outcomes under similar conditions or repeated usage, allowing for consistent interpretation across various scenarios. Additionally, reliability is essential for establishing construct validity, ensuring that the construct accurately measures its intended objective. The commonly used measure of reliability is Cronbach's alpha (α). It calculates the correlation among individual items and can range from -1 to 1 (Field, 2017). Therefore, Cronbach's alpha is utilized in this study as well.

The scale to measure the dependent variable, intentions to pursue (intention to apply), consisted of five items and showed a Cronbach's alpha of $\alpha = .96$. The construct used to measure the mediator, general attractiveness (attractiveness of employer brand), consisted of five items and showed a Cronbach's alpha of $\alpha = .59$.

	Items	Cronbach's alpha	Interpretation
No CSR: Intentions to pursue (intention to apply)	5	.955	excellent
No CSR: General attractiveness (Attractiveness of employer brand)	5	.953	excellent
No CSR: CSR cause involvement	4	.873	good
No CSR: CSR Importance	5	.898	good
No CSR: CSR skepticism	4	.882	good
No CSR: CSR beliefs	3	.884	good
No CSR: Environmental responsibility of the employer brand	2	.913	excellent
Vague CSR: Intentions to pursue (intention to apply)	5	.940	excellent
Vague CSR: General attractiveness (Attractiveness of employer brand)	5	.918	excellent
Vague CSR: CSR cause involvement	4	.859	good
Vague CSR: CSR Importance	5	.881	good
Vague CSR: CSR skepticism	4	.918	excellent
Vague CSR: CSR beliefs	3	.906	excellent
Vague CSR: Environmental responsibility of the employer brand	2	.934	excellent
Specific CSR: Intentions to pursue (intention to apply)	5	.933	excellent
Specific CSR: General attractiveness (Attractiveness of employer brand)	5	.930	excellent
Specific CSR: CSR cause involvement	4	.946	excellent
Specific CSR: CSR Importance	5	.861	good
Specific CSR: CSR skepticism	4	.886	good
Specific CSR: CSR beliefs	3	.911	excellent
Specific CSR: Environmental responsibility of the employer brand	2	.927	excellent

Table 4: Reliability statistics of the constructs used

Based on Blanz's (2015) interpretation, the following rating can be applied: $\alpha > .7$ is considered acceptable, $\alpha > .8$ is considered good, and $\alpha > .9$ is considered excellent. According to this

rating, no items had to be excluded for further statistical analyses. All scales achieved good to excellent ratings.

5.1.3. Descriptive statistics of the constructs

Following the reliability analysis, the mean value was calculated for each of the individual items of the constructs, whereby a new variable was created with these per construct, which was required for further statistical testing in SPSS. The experimental group that received the stimulus with specific CSR communication shows the highest mean for the following constructs in comparison to the other two experimental groups: “Intentions to pursue (intention to apply)” (M = 4.96, SD = 1.56), “General attractiveness (Attractiveness of employer brand)” (M = 4.97, SD = 1.57), “CSR skepticism” (M = 5.12, SD = 1.30), “CSR beliefs” (M = 5.12, SD = 1.22), and “Environmental responsibility of the employer brand” (M = 5.60, SD = 1.22). Since the moderator CSR cause involvement is not directly related to the stimulus the respondents received, experimental group one shows the highest mean (M = 5.81, SD = 1.20). Likewise, the experimental group that received the vague CSR communication stimulus displayed the highest mean (M = 3.95, SD = 1.33)

	N	Min	Max	M	SD
No CSR: Intentions to pursue (intention to apply)	87	1.00	7.00	4.89	1.59
No CSR: General attractiveness (Attractiveness of employer brand)	87	1.80	5.80	4.41	1.00
No CSR: CSR cause involvement	87	3.00	7.00	5.81	1.20
No CSR: CSR Importance	87	1.00	7.00	3.91	1.47
No CSR: CSR skepticism	87	1.00	6.00	3.61	1.11
No CSR: CSR beliefs	87	1.00	6.33	3.92	1.03
No CSR: Environmental responsibility of the employer brand	87	2.50	6.00	4.25	.76
No CSR: Product category involvement	87	2.00	14.00	10.60	3.94

Vague CSR: Intentions to pursue (intention to apply)	111	1.60	7.00	4.88	1.37
Vague CSR: General attractiveness (Attractiveness of employer brand)	111	1.60	7.00	4.91	1.37
Vague CSR: CSR cause involvement	111	1.00	7.00	5.74	1.25
Vague CSR: CSR Importance	111	1.00	7.00	3.95	1.33
Vague CSR: CSR skepticism	111	1.50	7.00	4.25	1.22
Vague CSR: CSR beliefs	111	1.00	7.00	4.44	1.14
Vague CSR: Environmental responsibility of the employer brand	111	2.00	7.00	4.90	1.24
Vague CSR: Product category involvement	111	2.00	14.00	10.27	3.97
Specific CSR: Intentions to pursue (intention to apply)	110	1.00	7.00	4.96	1.56
Specific CSR: General attractiveness (Attractiveness of employer brand)	110	1.00	7.00	4.97	1.57
Specific CSR: CSR cause involvement	110	1.00	7.00	5.75	1.48
Specific CSR: CSR Importance	110	1.00	7.00	3.89	1.37
Specific CSR: CSR skepticism	110	1.50	7.00	5.12	1.30
Specific CSR: CSR beliefs	110	1.00	7.00	5.12	1.22

Specific CSR: Environmental responsibility of the employer brand	110	1.50	7.00	5.60	1.22
Specific CSR: Product category involvement	110	2.00	14.00	11.29	3.48

Table 5: Reliability statistics of the constructs used

5.1.4. Manipulation check

During the initial assessment, the pre-test confirmed that the scenario effectively served as a CSR manipulation for the main study. As a part of the preliminary analyses, an evaluation was conducted to determine if the CSR manipulation also achieved the desired impact in the main study.

The results of the manipulation check conducted for the main study show that the manipulation was successful. The respondent's perception of the brand Coffee House's actions was not negative in both groups. While experimental group 1 (no CSR communication) shows a neutral attitude towards the environmental responsibility of the actions as outlined in the job advertisement ($M = 4.21$, $SD = .76$) this perception increases with the specificity of the CSR message. Experimental group 2 (vague CSR communication) shows a rather positive attitude towards the environmental responsibility of the brand ($M = 4.85$, $SD = 1.28$) and experimental group 3 (specific CSR communication) exhibits the most pronounced positive attitude ($M = 5.60$, $SD = 1.29$).

Likewise, the respondents in experimental group 1 showed a neutral attitude toward the environmental responsibility of the company as described in the job posting ($M = 4.29$, $SD = .87$), while experimental group 2 regarded it more positive ($M = 4.96$, $SD = 1.29$) and experimental group 3 demonstrated the highest level ($M = 5.60$, $SD = 1.25$). The ANOVA showed a significant difference in the correlation of the perception of environmental friendliness of the actions by the brand ($F(2,305) = 35.48$; $p < .001$) as well as the perception of the environmental friendliness of the brand between the three groups of stimuli ($F(2,305) = 30.58$; $p < .001$). Table 5 and 6 show the results of the manipulation check in detail.

		N	M	SD
Environmental friendliness of actions of the brand	No CSR	87	4.21	.76
	Vague CSR	111	4.85	1.28
	Specific CSR	110	5.60	1.29

	Total	308	4.94	1.28
Environmental friendliness of the brand in general	No CSR	87	4.29	.87
	Vague CSR	111	4.96	1.29
	Specific CSR	110	5.60	1.25
	Total	308	5.00	1.28

Table 6: Descriptive statistics ANOVA

		Sum of Squares	df	Mean Square	F	Sig
Environmental friendliness of actions of the brand	Between Groups	95.629	2	47.81	35.477	<.001
	Within Groups	411.072	305	1.35		
	Total	506.701	307			
Environmental friendliness of the brand in general	Between Groups	84.006	2	42.00	30.576	<.001
	Within Groups	418.991	305	1.37		
	Total	502.997	307			

Table 7: ANOVA Effect Sizes

Finally, the strength of the observed effect will be evaluated, and Eta-Square (η^2) will be utilized for this assessment. According to Hemmerich (2018), the calculated effect size of $\eta^2 = 0.19$ is considered a large effect.

5.2. Assumptions

Prior to hypotheses testing, some prerequisites and assumptions must be examined, namely the normal distribution of the data, detection of outliers, homogeneity of variances, linearity, normal distribution of the residuals, homoscedasticity of residuals, and examination of independence.

Normal distribution of the data

Due to the central limit theorem, a normal distribution can be assumed for a sample size of $n > 30$ (Field, 2017). Statistically, the Shapiro-Wilk test of normality can be used to check for the normal distribution of the data. At this point, the results of the research guiding constructs shall be mentioned. “Intentions to pursue (intention to apply)” shows a skewness of $-.681$ ($SD = .139$). The kurtosis is $-.325$ ($SD = .277$). The variable, therefore, shows a slightly left-skewed

relatively flat distribution. This is also confirmed by the Shapiro-Wilk test. $p < 0.05$ indicates that the null hypothesis must be rejected, and no normal distribution can be assumed. Similarly, the mediator “General attractiveness (Attractiveness of employer brand)” also shows a negative skewness of $-.493$ ($SD = .139$). The kurtosis is $-.410$ ($SD = .277$). Graphically, the variable, therefore, presents itself as a slightly left-skewed relatively flat distribution again. Correspondingly, the Shapiro-Wilk test indicates $p < 0.05$ and no normal distribution. The moderator “CSR cause involvement” shows a skewness of -1.195 ($SD = .139$) and a kurtosis of 1.350 ($SD = .277$). Graphically, this indicates a left-skewed platykurtic distribution. Again, the Shapiro-Wilk test indicates no normal distribution ($p < 0.05$).

However, as mentioned above the normal distribution of the data can be assumed since the sample comprises 308 responses and therefore the central limit theorem of $n > 30$ applies. Therefore, the normal distribution of the data can be assumed, and further analyses can be carried out.

Additionally, the Q-Q plots created during the exploratory data analysis can be used to check the normal distribution. The Q-Q plots compare the quantiles of the values with the quantiles of the standard normal distribution.

Outliers

Subsequent, potential outliers that may distort the interpretation of the test must be identified. To identify potential outliers, the boxplots that were created during the exploratory data analysis can be consulted. Values that lie outside the range of the boxplots are considered outliers. Furthermore, they can be categorized into slight and extreme outliers, whereby the latter are marked with an asterisk (*) in SPSS. A total of nine cases were identified as outliers and were excluded from further analyses.

Homogeneity of variances

The homogeneity of variances can be tested with the Levene Test and assumes that the variances of the dependent variable are equal across different groups or levels of an independent variable. The Levene test should not be significant, which is given if $p > .05$ (Field, 2017).

Levene’s test for the research guiding constructs “Intentions to pursue (intention to apply)” and “CSR cause involvement” is not significant ($p > .05$). This indicates that there is no statistically significant evidence of a violation of homogeneity of variances between groups. However, the mediator “General attractiveness (Attractiveness of employer brand)” shows a significant

Levene test. Therefore, a robust analysis such as Welch's test should be consulted. The execution of Welch's test shows significance in the experimental groups that received no CSR stimulus and the specific CSR stimulus. Additionally, a non-parametric test such as the Mann-Whitney-U-Test should be carried out. The results of the Mann-Whitney-U-Test indicate that the two experimental groups differ statistically significantly from each other. The assumption of homogeneity of variances is therefore only partially met. However, due to the robustness of the method, this should not indicate further problems.

Linearity

To check for linearity, a matrix scatterplot with LOESS smoothing was created. After looking at the graphs, it can be said that the requirement of linearity is partially fulfilled. Due to the robustness of the method, this should not indicate a problem and linearity can be assumed.

Normal distribution and homoscedasticity of residuals

Normal distribution may be checked graphically. The histogram of the residuals shows a bell-shaped curve for all experimental groups. Furthermore, the P-P plot shows values close to the theoretical line and no pattern is visible in the scatterplot. This confirms the normal distribution of the residuals. To check for the homoscedasticity of residuals, the Durbin-Watson statistic is used. The Durbin-Watson statistic for experimental group 1 is 1.883, the value for experimental group 2 was 1.298, and 2.242 for experimental group 3. A value close to 2 suggests that there is no first-order autocorrelation in the residuals.

Independence

Finally, the assumption of the independence of the individual observed values must be met. However, this assumption cannot be tested statistically since it is directly linked to the study design. In the present master's thesis, the data were collected using a convenience sample and a consumer panel. This indicates that the sample was purely random. Problems could arise if a cluster sampling procedure was used.

5.3. Confirmation of the hypotheses

To test the hypotheses a moderated mediation analysis is conducted using Hayes' (2018) PROCESS macro and an independent samples t-test. The macro by Hayes uses linear regressions for estimating direct and indirect effects, tests moderation and mediation effects,

and explores conditional relationships between variables. To test the following hypotheses model 7 of the moderation analysis was used.

Since the variables, that were initially introduced as covariates (CSR Importance, CSR skepticism, CSR beliefs and Environmental responsibility of the employer brand) were influenced by the independent variable i.e., the stimulus, they are in fact no actual covariates and are therefore not suited to be included in the model. Henceforth, product category involvement is the only covariate included in the model.

5.3.1. Linear regression

Here, one predictor variable X , one mediator M , one moderator W , and one outcome variable Y are the variables in the model (Hayes, 2017). Through this model, it is possible to verify the direct ($X \rightarrow Y = c'$) and indirect ($X \rightarrow M \rightarrow Y = c_1 = a_1 \times b_1$) effects of the independent variable on the dependent variable. Additionally, the effect of the independent variable on the mediator can be examined ($X \rightarrow M = a_1$), the effect of the mediator on the dependent variable ($M \rightarrow Y = b_1$), as well as the effect of the moderator on the relationship between the independent variable and the dependent variable ($W \rightarrow X \rightarrow Y = a_2$). In this model, the independent variable is the specificity of the CSR message, the mediator is the general attractiveness (“Attractiveness of employer brand”), the dependent variable is “Intentions to pursue (intention to apply)”, and the moderator is “CSR cause involvement”. To include the independent variable (specificity of the CSR message) in the model, the variable was coded as follows: 0 for no CSR communication, 1 for vague CSR communication and 2 for specific CSR communication.

Furthermore, it is possible to control for other potentially influential variables ($CV_i \rightarrow Y = d_i$) to account for their effects. The following regressions were calculated with 10000 bootstrap resamples and 95% percentile-based confidence intervals.

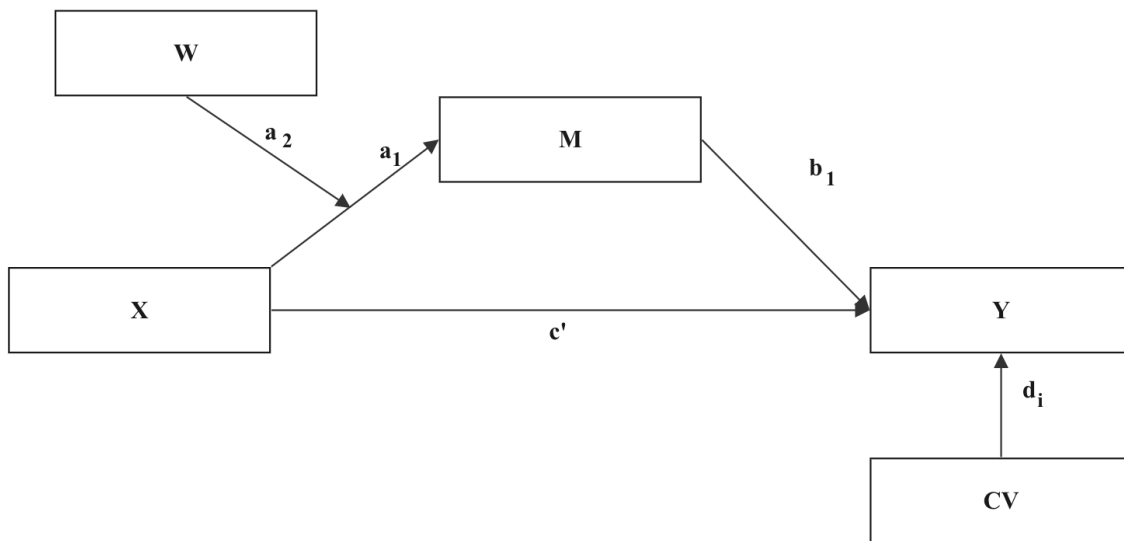


Figure 5: Parallel mediation Model 7 with one mediator and one moderator (PROCESS routine)

Findings

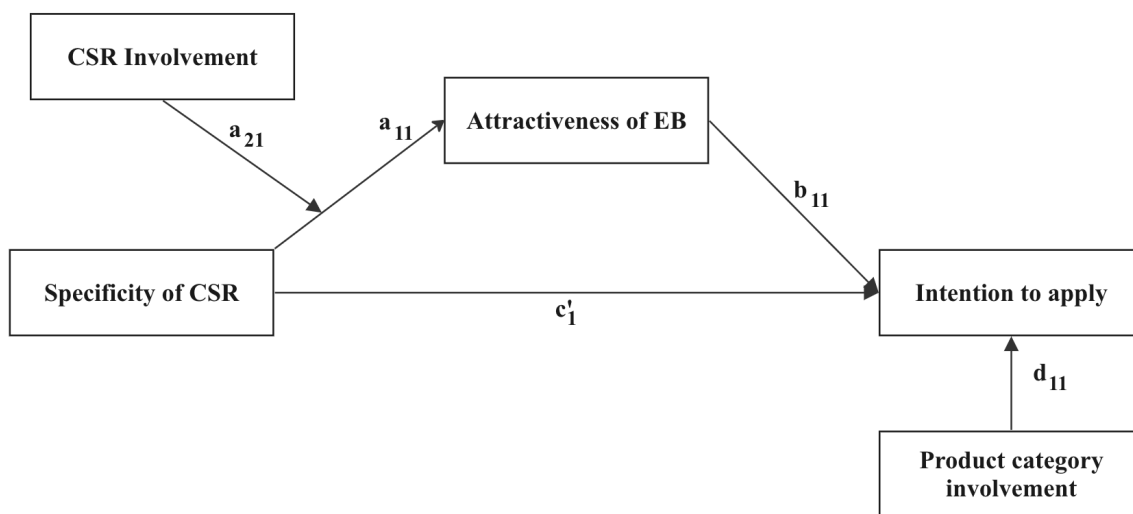


Figure 6: Research findings with Model 7

The model above explained around 76.6% of the variance in the outcome variable. The specificity of the CSR message has a positive impact on the attractiveness of the employer brand and a negative impact on the intention to apply. The positive impact on the attractiveness of the employer brand is statistically significant ($a_{11} = .1956$; $p = .00018$). This confirms hypothesis 1. The effect of CSR cause involvement on the attractiveness of the employer brand is positive and significant ($ab = .3228$; $p = .0000$). Moreover, the interaction effect of the specificity of the CSR message and CSR cause involvement on employer brand attractiveness is significant ($a_{21} = .1200$; $p = .0359$). This confirms hypothesis 3. The effect of the

attractiveness of the employer brand on the intention to apply is significant ($b_{11} = .8819$; $p = .0000$). Finally, the indirect effect of the specificity of the CSR message on the intention to apply through the attractiveness of the employer brand is considered significant (LLCI = .0859; ULCI = .358) since the bootstrap confidence interval does not contain the value zero. Therefore, hypothesis 4 could be confirmed. The control variable had no significant effect on the intention to apply. Finally, it can be assessed whether the construct of CSR cause involvement is significantly moderating the indirect effect. For this, the index of the moderated mediation value shall be examined. If the slope of the value is significantly different from zero, moderated mediation is happening. For the index of moderated mediation, an estimate of .1059 (LLCI = -.0259; ULCI = .2448) can be obtained. Since the confidence contains the value zero, we conclude there is no significant effect of the moderator CSR Involvement on the mediation effect.

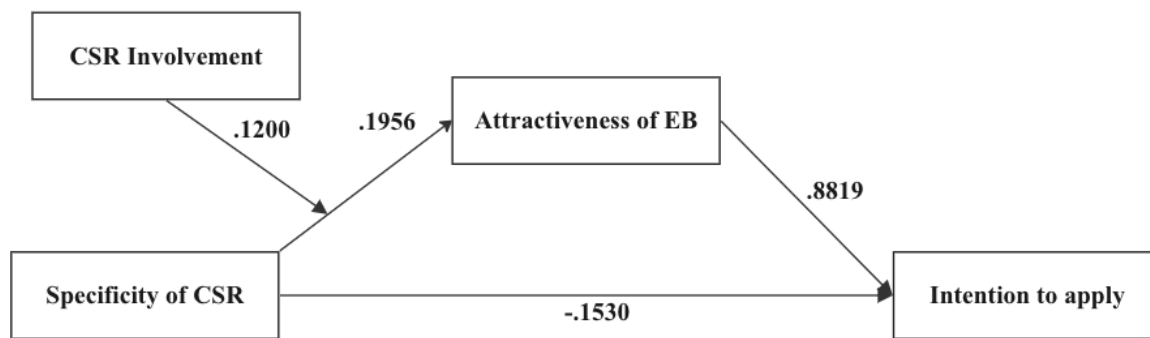


Figure 7: Model 7 with effect sizes of the main effects

Additionally, the significant relationship between the moderator CSR cause involvement and the mediator Attractiveness of the employer brand suggests that the moderator variable has an influence on the mediator variable. The detailed SPSS output can be found in Appendix E.

5.3.2. Independent samples t-test

To test the second hypothesis, an independent samples t-test was conducted. The sample participants within the groups were relatively even (111 respondents for the vague stimulus and 110 respondents for the specific stimulus). The perception of the attractiveness of the employer brand was higher for people that received the specific stimulus ($M = 4.97$; $SD = 1.57$) than for people that received the vague stimulus ($M = 4.91$; $SD = 1.37$). However, this difference was not statistically significant, $t(219) = -.262$, $p = .397$.

For completeness, the independent samples t-test for no CSR communication and specific CSR communication was calculated as well. There were 87 participants in the group that received

no CSR stimulus. The perception of the attractiveness of the employer brand was lower for respondents that received no CSR stimulus ($M = 4.41$; $SD = 1.00$) and essentially represented the lowest mean out of all three experimental groups. There was a statistically significant difference between respondents that received no CSR stimulus and respondents that received the specific stimulus, $t(195) = -2.89$, $p = .004$.

6. Discussion

In the context of the growing increased use of CSR communication within the employer branding framework, this thesis aimed to investigate the influence of effective CSR communication in attracting qualified personnel in the (Austrian) labor market through employer branding. In doing so, the Attractiveness of the employer brand was considered as an explanatory factor. The statistical analyses conducted to test the proposed hypotheses were presented in the preceding chapter. The results of the hypotheses testing can be found in Table 7. Additionally, these findings are discussed and interpreted.

Hypotheses		Result
H1	Communicating CSR initiatives will positively affect the attractiveness of the employer brand.	✓
H2	The communication of specific CSR will have a stronger effect on the attractiveness of the employer brand than the communication of vague CSR.	X
H3	CSR involvement will positively moderate the effect between CSR and employer brand attractiveness.	✓
H4	The attractiveness of the employer brand will mediate the effect of CSR communication on the intention to apply.	✓

Table 8: Summary of Hypotheses

Note: ✓ = Hypothesis supported; x = Hypothesis not supported

The hypothesis "Communicating CSR initiatives will positively affect the attractiveness of the employer brand" was tested using Model 7 by Hayes. The analysis aimed to examine the impact of CSR communication on the attractiveness of the employer brand as the outcome variable. The coefficient for the specificity variable was found to be .1956, which indicates that an increase in communication of CSR initiatives increases the attractiveness of the employer brand even further. In accordance with past research which has shown evidence of a positive correlation between corporate environmental responsibility, employer attractiveness, and employee commitment (Perrini et al., 2011). A statistically significant relationship between the communication of CSR initiatives and the attractiveness of the employer brand could also be found in this study. In essence, the findings of the analysis offer strong support for the hypothesis that communicating CSR initiatives has a positive impact on the attractiveness of the employer brand. Therefore, it can be said that communicating CSR initiatives indeed enhances the attractiveness of the employer brand.

To examine whether the communication of specific CSR has a stronger effect on the attractiveness of the employer brand than the communication of vague CSR, an independent samples t-test was conducted in addition to Hayes Model 7. The independent samples t-test compared the mean attractiveness scores between the two groups: specific CSR communication and vague CSR communication. According to Alhouthi et al. (2016), the specificity of information is considered a crucial element in ensuring the authenticity of messages. Orazi and Chan (2020) further highlight that specific information is commonly employed in CSR communication as it enables companies to effectively demonstrate their level of social commitment to consumers. By providing detailed and concrete information, companies can showcase their genuine dedication to corporate social responsibility initiatives. While previous literature would suggest that specific CSR communication has a stronger effect on the attractiveness of the employer brand than vague CSR communication, the values in Hayes model 7 show that $X2 (.4030) > X1 (.3886)$. This indicates no significant difference in the attractiveness of the employer brand between the two communication groups could be found and the null hypothesis could not be rejected. This implies that there is not enough evidence to support the claim that specific CSR communication has a stronger effect on the attractiveness of the employer brand compared to vague CSR communication.

For the sake of completeness, an independent samples t-test for the groups with no CSR communication and specific CSR communication was conducted additionally. Here, a significant difference in the attractiveness of the employer brand between the specific CSR

communication group and the no CSR communication group could be found. These findings in relation to the previous research show that while employees attribute more attractiveness to an employer brand with specific CSR communication than with no CSR communication, they make no distinction between vague and specific communication.

Next, the role of CSR involvement as a moderator in the relationship between CSR and employer brand attractiveness was examined for the third hypothesis. The coefficient for the interaction term (specificity of CSR message * CSR involvement) was found to be significant, indicating that CSR involvement has a moderating effect on the relationship between CSR and employer brand attractiveness. Hence, the statistical tests show evidence to accept the third hypothesis. The analysis examined whether the level of CSR involvement influences the relationship between CSR and the attractiveness of the employer brand. The significant interaction effect between CSR involvement and CSR specificity suggests that the impact of CSR on employer brand attractiveness varies depending on the level of CSR involvement. Examining the direction of the interaction effect indicates whether the relationship between CSR and employer brand attractiveness is stronger for individuals with higher levels of CSR involvement. The interaction effect is positive and significant and therefore supports the hypothesis, indicating that CSR involvement enhances the effect of CSR on employer brand attractiveness. While previous research mainly examined the influence on organizational attractiveness, the present work shows that CSR involvement has a positive influence on the employer brand. Therefore, the past research which showed that CSR involvement has a positive influence on organizational attractiveness can be extended (Waples and Brachle, 2020). Overall, these findings support the hypothesis that CSR involvement positively moderates the effect between CSR and employer brand attractiveness, emphasizing the significance of engaging individuals with higher CSR involvement to enhance the perceived attractiveness of the employer brand.

Finally, the last hypothesis “The attractiveness of the employer brand will mediate the effect of CSR communication and the intention to apply” examines the indirect and direct effects within the mediation analysis and aims to investigate whether the attractiveness of the employer brand serves as a mediator in the relationship between CSR communication (independent variable) and the intention to apply (dependent variable). The observed influence of the CSR message's specificity on the intention to apply, through the attractiveness of the employer brand, is considered a significant effect (LLCI = .0859; ULCI = .358). This significance arises from the

confidence interval generated through bootstrap analysis, which excludes the value zero. Consequently, this lends support to the confirmation of hypothesis 4. These findings suggest that the attractiveness of the employer brand does in fact mediate the relationship between CSR communication and the intention to apply.

The analysis includes a sample of 317 participants from Austria, which was found to be relatively representative of the country's population. Though, it must be mentioned that other effects, e.g., regarding the age of the study participants were not considered as this would go beyond the scope of this master thesis. In this context, previous research showed that there are numerous aspects that must be considered apart from the age aspect, such as gender, cultural dimensions, and nationality (Rank & Contreras, 2021).

7. Conclusion

The research had two main objectives. Firstly, it aimed to investigate whether the communication of environmental CSR initiatives affects employees' perceptions of the attractiveness of an employer brand and whether the communication of specific CSR has a stronger effect on the attractiveness of the employer brand than the communication of vague CSR. Secondly, it aimed to investigate the moderating role of CSR involvement in the relationship between CSR and employer brand attractiveness. Additionally, it aimed to examine whether the attractiveness of the employer brand serves as a mediator in the relationship between CSR communication and the intention to apply. By examining these aspects, the study sought to gain a deeper understanding of the interplay between CSR involvement, employer brand attractiveness, CSR communication, and individuals' intentions to apply.

To address these research questions, an empirical study was conducted. The study aimed to assess participants' intentions to apply for a fictitious job advertisement, evaluate the attractiveness of the employer brand, measure their levels of cause involvement, skepticism, and beliefs towards CSR, as well as gather their perceptions of the overall environmental responsibility of the presented employer brand and their involvement with the product, i.e., coffee. Participants were randomly assigned to one of three experimental groups and exposed to stimuli that varied in the presence of CSR communication, specifically categorized as no, vague, or specific communication. This study design allowed for the examination of the impact of different levels of CSR communication on participants' responses and perceptions.

7.1. Theoretical Contributions

CSR, especially on the part of brands (including employer brands) is more relevant than ever, yet the current state of research on the importance of its communication and moreover the degree of specificity is incomplete. To the best of the author's knowledge, this is the first research to examine the importance of CSR communication within the employer branding context on the Austrian labor market.

Previous research has provided evidence for a positive association between corporate environmental responsibility, employer attractiveness, and employee commitment within the context of CSR (Perrini et al., 2011). When comparing the results from previous studies conducted in other countries to the present study and to the Austrian labor market, it could be seen that CSR communication has a significant impact on the attractiveness of the employer

brand. However, a higher degree of specificity in CSR communication does not significantly influence the attractiveness of the employer brand compared to vague CSR communication. However, there is a preference for specific CSR communication compared to no CSR communication, which is in line with preceding studies that showed that message specificity plays a crucial role in shaping opinions (Feldman et al., 2006).

Past research showed that the degree of specificity significantly influences how job advertisements are perceived in terms of fit with skills and qualifications, perception of the position itself, perception of the company, and ultimately the likelihood of following through with an application (Feldman et al., 2006). Ultimately this scope can be expanded, and it can be said that this also relates to the attractiveness of an employer brand. As far as the results of the present work are concerned, the attractiveness of the employer brand mediates the relationship between CSR communication and the intention to apply.

Finally, the results of the study imply that the level of CSR involvement of individuals plays a significant role in shaping the relationship between CSR and employer brand attractiveness. This is in accordance with earlier findings, showing that the level of interest in specific CSR values varies based on each individual applicant's level of morale and personality (Zhang & Gowan, 2012).

The theoretical findings and implications highlight that it is imperative not to underestimate the importance of specificity in CSR communication. The precision and accuracy with which CSR initiatives are conveyed have far-reaching implications for understanding the underlying mechanisms and effects of such communication strategies. By delving into the nuances of message specificity, researchers can gain a deeper understanding of different levels of detail and granularity in CSR communication.

7.2. Managerial Implications

From a managerial perspective, the results of this work offer relevant implications for attracting qualified personnel on the Austrian labor market communicating the companies' CSR measures.

In practical terms, the findings suggest the importance of considering each individual employee's level of CSR involvement when communicating CSR initiatives to enhance the attractiveness of the employer brand. Organizations that effectively engage individuals with higher CSR involvement may experience stronger positive effects on employer brand attractiveness compared to those with lower levels of CSR involvement. Overall, the findings

emphasize the positive influence of CSR involvement on organizational attractiveness (Waples & Brachle, 2020).

Additionally, management should focus on actively involving employees and stakeholders in CSR initiatives. By encouraging their participation and creating opportunities for engagement, organizations can strengthen the positive impact of CSR on the attractiveness of the employer brand. This finding highlights the importance of the stakeholder involvement strategy as proposed by Morsing and Schultz (2006), which stresses the importance of actively involving stakeholders in the company's CSR approach. Furthermore, the moderating effect of CSR involvement suggests that management could tailor CSR initiatives to align with the values and interests of employees and stakeholders. Through customization of the CSR initiatives, the sense of ownership and involvement among (potential) employees can be enhanced, resulting in a more positive perception of the employer brand.

Moreover, management could consider introducing a strong CSR culture within the organization, which can further improve the moderating effect. By fostering a supportive environment that encourages CSR participation and values social responsibility, managers can reinforce the positive relationship between CSR and employer brand attractiveness.

Overall, these managerial implications highlight the importance of encouraging (potential) employee and stakeholder engagement in CSR initiatives, communicating involvement effectively, customizing initiatives, and thereby building a strong CSR culture. These strategies can lead to a stronger and more appealing employer brand, ultimately attracting and retaining top talent and enhancing the organization's reputation and employer brand.

The results of the study showed no statistical significance regarding a higher perceived attractiveness of an employer brand communicating a specific CSR message rather than a vague CSR message. Nevertheless, the findings clearly indicate a distinct preference for employers who communicate a specific CSR message, rather than having no CSR communication at all. Henceforth it is crucial for managers to communicate CSR proactively to ensure that potential employees are well-informed about their initiatives. Without explicit communication, job candidates may remain unaware of the CSR initiatives and consequently fail to incorporate them into their affective and behavioral responses. By effectively communicating CSR efforts, managers can bridge this awareness gap and increase the likelihood of positive reactions and engagement with the CSR initiatives (Du et al., 2007).

7.3. Limitations and Future Research

The present study is subject to some limitations. However, these limitations also provide valuable insights for future research and offer opportunities for improvement. One primary concern is related to the generalizability of the results. The responses were collected through a convenience sampling method using a snowball sampling technique and a panel. Both methods contain limitations. While the snowball sampling method enabled to reach many respondents quickly and cost-effectively, this sampling method can include biases and may not represent the wider population accurately (Babin & Zikmund, 2016). In this study, an overrepresentation of female respondents was observed, potentially leading to differences in their perception and response to the environmental initiatives of the employer brand compared to male respondents. On the other hand, the participants of the study launched on the panel IhreMeinung were generally slightly older. Consequently, it is challenging to extend the findings beyond the specific sample used in this study. Future research should aim to establish the generalizability of these findings by employing a sample that encompasses a representative gender and age distribution across all channels, reflecting the Austrian population more accurately. This would contribute to a more robust and comprehensive understanding of the topic under investigation. Additionally, the findings are subject to one specific employer brand, namely Coffee House as represented in the stimulus. Survey participants may respond differently to other employer brands or stimuli, which additionally limits the generalizability of the results, but also provides a basis for further research in this area.

Overall, the research findings show a need to further explore the interplay of specificity regarding CSR communication within the employer brand context.

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Appendix A: Stimuli

No CSR communication

COFFEE HOUSE

Gesucht!

**CAFÉ & VERKAUFS
MANAGER*IN**

📍 Wien, Österreich
€ Konkurrenzfähig
👜 Dauerhaft
🕒 Heute

Der*die ideale Kandidat*in

- Ist kundenzentriert, freundlich & kreativ
- Ist ein*e passionierte*r Feinschmecker*in mit einem Auge für aktuelle Essenstrends

Unsere Angestellten sind ein wichtiger Teil unseres Erfolges und werden dementsprechend **gefördert**.

Deine Tätigkeit wird durch **attraktive Sozialleistungen** and zahlreiche **Trainings- und Weiterbildungsmöglichkeiten** abgerundet.

Klingt das nach einem Job für dich? Wir freuen uns von dir zu hören!

Vague CSR communication

COFFEE
HOUSE

Gesucht!

CAFÉ & VERKAUFS
MANAGER*IN

- 📍 Wien, Österreich
- € Konkurrenzfähig
- 👛 Dauerhaft
- 🕒 Heute

Der*die ideale Kandidat*in

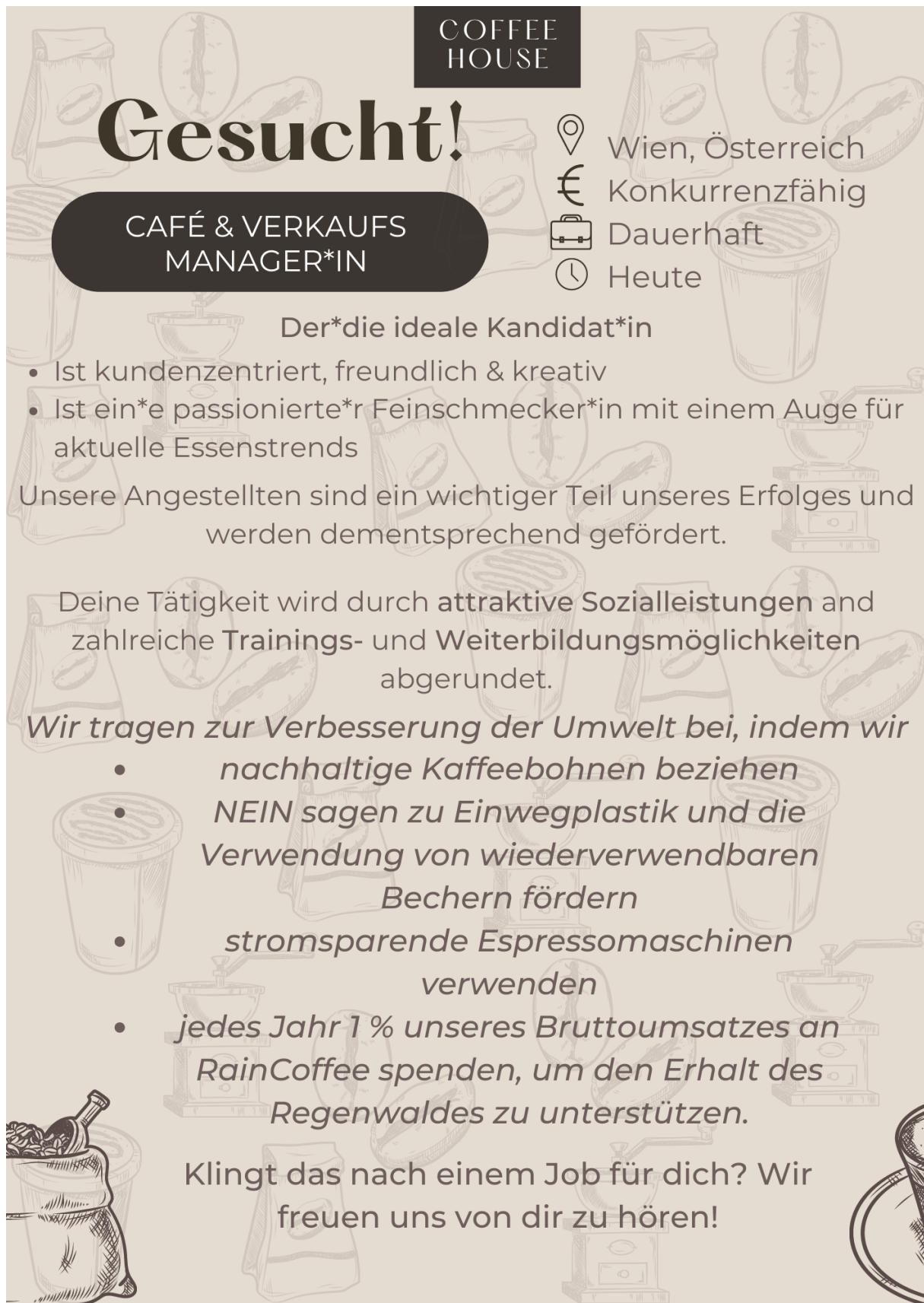
- Ist kundenzentriert, freundlich & kreativ
- Ist ein*e passionierte*r Feinschmecker*in mit einem Auge für aktuelle Essenstrends

Unsere Angestellten sind ein wichtiger Teil unseres Erfolges und werden dementsprechend gefördert.

Deine Tätigkeit wird durch attraktive Sozialleistungen und zahlreiche Trainings- und Weiterbildungsmöglichkeiten abgerundet.

Wir tragen zur Verbesserung der Umwelt bei, weil wir etwas verändern wollen.

Klingt das nach einem Job für dich? Wir freuen uns von dir zu hören!



COFFEE HOUSE

Gesucht!

**CAFÉ & VERKAUFS
MANAGER*IN**

- 📍 Wien, Österreich
- € Konkurrenzfähig
- 👜 Dauerhaft
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Der*die ideale Kandidat*in

- Ist kundenzentriert, freundlich & kreativ
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Unsere Angestellten sind ein wichtiger Teil unseres Erfolges und werden dementsprechend gefördert.

Deine Tätigkeit wird durch attraktive Sozialleistungen und zahlreiche Trainings- und Weiterbildungsmöglichkeiten abgerundet.

Wir tragen zur Verbesserung der Umwelt bei, indem wir

- *nachhaltige Kaffeebohnen beziehen*
- *NEIN sagen zu Einwegplastik und die Verwendung von wiederverwendbaren Bechern fördern*
- *stromsparende Espressomaschinen verwenden*
- *jedes Jahr 1 % unseres Bruttoumsatzes an RainCoffee spenden, um den Erhalt des Regenwaldes zu unterstützen.*

Klingt das nach einem Job für dich? Wir freuen uns von dir zu hören!

Appendix B: Pre-Test Questionnaire

Introduction

Die folgende Studie wird am Institut für Marketing und Internationale Wirtschaft der Universität Wien (Österreich) durchgeführt und ist Teil meiner Masterarbeit. Die Studie befasst sich mit dem Konsument*innenverhalten und ist ausschließlich für den wissenschaftlichen Zweck bestimmt und folgt keinem kommerziellen Interesse.

Die Teilnahme an der Studie ist freiwillig. Sie können den Fragebogen jederzeit abbrechen.

- Ihre Teilnahme ist anonym, Ihre Antworten können nicht auf Sie zurückgeführt werden.
- Das bedeutet ebenfalls, dass Ihr persönlicher Datensatz nach Abschluss der Befragung für uns nicht identifizierbar ist.
- Wir behandeln all Ihre Angaben streng vertraulich.
- Es ist wichtig, dass Sie die Fragen sorgfältig lesen und die Anweisungen genau befolgen.
- Es gibt keine richtigen oder falschen Antworten, wir sind lediglich an Ihrer Meinung interessiert.
- Für diesen Fragebogen gibt es kein Zeitlimit. Bitte nehmen Sie sich Zeit zum Ausfüllen des Fragebogens.
- Das Ausfüllen des Fragebogens wird weniger als 5 Minuten dauern.

Wenn Sie Fragen zu dieser Umfrage haben, können Sie mich unter der unten angegebenen E-Mail-Adresse kontaktieren.

Vielen Dank, dass Sie an der Umfrage teilnehmen!

Pamela Patsch

a01507097@univie.ac.at

Questions (repeated for all three randomized stimuli)

Bitte lesen Sie den folgenden Text aufmerksam:

<randomized Stimuli>

Stellen Sie sich folgendes Szenario vor: Sie sind ausgebildete*r Barista und suchen derzeit einen Job. Bei einem Spaziergang im Zentrum von Wien entdecken Sie eine Stellenanzeige in einem Café namens Coffee House. Mit großem Interesse lesen Sie die folgende Stellenausschreibung.

Bitte bewerten Sie die folgenden Aussagen:

(siebenstufige Likert-Skala: 1 = stimme überhaupt nicht zu und 7 = stimme voll und ganz zu)

- Für mich ist das dargestellte Szenario authentisch.
- Für mich ist das dargestellte Szenario realistisch.
- Ich denke, dass das Szenario verständlich ist.
- Ich glaube, dass dieses Szenario im realen Leben eintreten könnte.

Bitte bewerten Sie die folgenden Aussagen:

(siebenstufige Likert-Skala: 1 = ökologisch unverantwortlich und 7 = ökologisch verantwortlich)

- Ich nehme die in der Stellenanzeige dargestellten Handlungen von Coffee House wie folgt wahr:
- Ich denke, dass diese Stellenanzeige ein Unternehmen beschreibt, das ___ ist.

Erinnert Sie der Name Coffee House an ein bestimmtes Unternehmen?

- Ja
- Nein

Erinnert Sie Coffee House an ein bestimmtes Kaffeehaus?

- Ja
- Nein

Demographics

Ich fühle mich ...

- Weiblich
- Männlich
- Divers

Bitte geben Sie Ihr Alter in Jahren an

Wie lange leben Sie schon in Österreich?

- Ich bin in Österreich geboren.
- Mehr als sechs Jahre.
- Weniger als sechs Jahre.

Bitte geben Sie Ihre hauptsächliche Beschäftigung an:

- Unselbstständig beschäftigt
- Selbstständig tätig
- In Karenz
- Präsenzdienst / Zivildienst
- Studium
- Schule
- In Pension
- Auf Arbeitssuche

Sind Sie derzeit auf der Suche nach einem neuen Job?

- Ja
- Nein

Appendix C: Pre-Test Results

No CSR communication

	Authentic	Realistic	Understandable	Happen in Real Life
Mean	5.13	5.30	5.74	5.30
Median	6.00	6.00	6.00	6.00
Mode	6	6	7	6
Std. Deviation	1.766	1.743	1.982	1.608
Variance	3.119	3.040	3.929	2.585
Skewness	-1.084	-1.190	-1.598	-1.121
Std. Error of Skewness	.481	.481	.481	.481
Kurtosis	.699	.693	1.403	.808
Std. Error of Kurtosis	.935	.935	.935	.935

	Perception of Actions	Perception of Company
Mean	3.86	3.96
Median	4.00	4.00
Mode	2	2
Std. Deviation	1.699	1.581
Variance	2.885	2.498
Skewness	.426	.456
Std. Error of Skewness	.491	.481
Kurtosis	-.984	-.694
Std. Error of Kurtosis	.953	.935

	Reminder of Company	Reminder of Café
Yes	2	2
No	21	21

Company: n=2: Coffeeshop Company; n=1: Starbucks

Café: n=2: Coffeeshop Company; n=1: Starbucks

Vague CSR communication

	Authentic	Realistic	Understandable	Happen in Real Life
Mean	5.16	4.94	6.00	5.31
Median	6.00	5.00	6.50	6.00
Mode	7	6	7	7
Std. Deviation	1.936	1.664	1.320	1.712
Variance	3.749	2.770	1.742	2.931
Skewness	-.520	-.477	-1.437	-.769
Std. Error of Skewness	.414	.414	.414	.414
Kurtosis	-1.307	-.946	1.719	-.741
Std. Error of Kurtosis	.809	.809	.809	.809

	Perception of Actions	Perception of Company
Mean	4.72	4.84
Median	4.50	5.00
Mode	4	4
Std. Deviation	1.276	1.247
Variance	1.628	1.555
Skewness	.270	.102
Std. Error of Skewness	.414	.414
Kurtosis	-.312	-.247
Std. Error of Kurtosis	.809	.809

	Reminder of Company	Reminder of Café
Yes	5	3

No	27	29
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Company: n=1: Coffee House in Salzburg; n=2: The coffeeshop (company); n=2: Starbucks

Café: n=1: Star Coffee; n=1: Salzburg; n=1: Ritter

Specific CSR communication

	Authentic	Realistic	Understandable	Happen in Real Life
Mean	5.57	5.06	6.14	5.20
Median	6.00	5.00	7.00	5.00
Mode	7	7	7	7
Std. Deviation	1.632	1.765	1.287	1.746
Variance	2.664	3.114	1.655	3.047
Skewness	-1.103	-.568	-1.687	-.923
Std. Error of Skewness	.398	.398	.398	.398
Kurtosis	.555	-.654	2.503	.352
Std. Error of Kurtosis	.778	.778	.778	.778

	Perception of Actions	Perception of Company
Mean	6.43	6.51
Median	7.00	7.00
Mode	7	7
Std. Deviation	1.065	.887
Variance	1.134	.787
Skewness	-1.894	-1.790
Std. Error of Skewness	.398	.398
Kurtosis	2.798	2.243
Std. Error of Kurtosis	.778	.778

	Reminder of Company	Reminder of Café
Yes	3	3

No	32	32
----	----	----

Company: n=3: Coffeeshop (Company)

Café: n=2: Starbucks; n=1: Coffeeshop

Appendix D: Main Study Scales and Translations

Intentions to pursue (intention to apply) (Highhouse et al., 2003)	
<p>After reading the job ad, how much would you agree with the following statements about the company?</p> <ul style="list-style-type: none"> • I would accept a job offer from this company. • I would make this company one of my first choices as an employer. • If this company invited me for a job interview, I would go. • I would exert a great deal of effort to work for this company • I would recommend this company to a friend looking for a job. 	<p>Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?</p> <ul style="list-style-type: none"> • Ich würde ein Stellenangebot von diesem Unternehmen annehmen. • Ich würde dieses Unternehmen zu einem der ersten Arbeitgeber meiner Wahl machen. • Wenn dieses Unternehmen mich zu einem Vorstellungsgespräch einladen würde, würde ich hingehen. • Ich würde mich sehr bemühen, für dieses Unternehmen zu arbeiten • Ich würde dieses Unternehmen einem Freund/einer Freundin empfehlen, der/die eine Stelle sucht.

General attractiveness (Attractiveness of employer brand) (Highhouse et al., 2003)	
<p>Please indicate the extent to which you agree with the following statements about the company described in the job advertisement.</p> <ul style="list-style-type: none"> • For me, this company would be a good place to work. • I would not be interested in this company except as a last resort. • This company is attractive to me as a place for employment. • I am interested in learning more about this company. 	<p>Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.</p> <ul style="list-style-type: none"> • Für mich wäre dieses Unternehmen ein guter Ort zum Arbeiten. • Ich wäre an diesem Unternehmen nur als letzter Ausweg interessiert. • Dieses Unternehmen ist für mich als Arbeitgeber attraktiv. • Ich bin daran interessiert, mehr über dieses Unternehmen zu erfahren.

- A job at this company is very appealing to me.

- Ein Arbeitsplatz in diesem Unternehmen ist für mich sehr attraktiv.

CSR cause involvement (Grau & Folse, 2007)

Please rate the following statements about environmental protection:

Environmental protection ...

- is NOT important to me - important to me.
- is of NO concern to me - is of great concern to me.
- does NOT matter to me - matters to me.

Bitte bewerten Sie die folgenden Aussagen zu Umweltschutz:

Umweltschutz ...

- ist mir nicht wichtig – ist mir wichtig.
- bedeutet mir nichts – bedeutet mir viel.
- spielt für mich keine große Rolle - spielt für mich eine große Rolle.

CSR Importance (Klimkiewicz & Oltra, 2017)

Please rate the following statements:

- It is important for me to find a job in a company that I consider environmentally responsible.
- While reviewing job offers, I pay attention to whether the company is environmentally responsible.
- When I want to get some more information about a concrete employer, it happens that I read environmental reports or analyze rankings regarding environmental issues.
- Generally, environmentally responsible companies, compared to other employers, offer more attractive working conditions.
- Environmentally responsible companies, in comparison with other firms, are more reliable employers.

Bitte bewerten Sie die folgenden Aussagen:

- Für mich ist es wichtig, eine Stelle in einem Unternehmen zu finden, das ich für ökologisch verantwortlich halte.
- Bei der Durchsicht von Stellenangeboten achte ich darauf, ob das Unternehmen ökologisch verantwortlich handelt.
- Wenn ich mich über einen konkreten Arbeitgeber informieren möchte, lese ich oft Umweltberichte oder analysiere Rankings zu Umweltthemen.
- Im Allgemeinen bieten ökologisch verantwortliche Unternehmen im Vergleich zu anderen Arbeitgebern attraktivere Arbeitsbedingungen.
- Ökologisch verantwortliche Unternehmen sind im Vergleich zu anderen Firmen zuverlässigere Arbeitgeber.

CSR skepticism (Skarmeas & Leonidou, 2013)

What do you think about Coffee House as an employer after reading the job ad?

- It is doubtless that this is an environmentally responsible employer.
- It is certain that this employer is concerned to reduce their environmental impact.
- It is certain that this employer follows high environmental standards.
- It is unquestionable that this employer acts in an environmentally responsible way.

Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?

- Dieser Arbeitgeber ist zweifellos ein umweltbewusster Arbeitgeber.
- Es ist ein eindeutig, dass dieser Arbeitgeber bemüht ist, seinen ökologischen Fußabdruck zu reduzieren.
- Es ist eindeutig, dass dieser Arbeitgeber hohen ökologischen Standards folgt.
- Es ist unzweifelhaft, dass dieser Arbeitgeber gegenüber der Umwelt verantwortungsvoll handelt.

CSR beliefs (Wagner, 2009)

In my opinion ...

- *Coffee House* is an environmentally responsible employer.
- *Coffee House* is concerned to improve the well-being of the environment.
- *Coffee House* follows high environmental standards.

Meiner Meinung nach ...

- ist *Coffee House* ein Arbeitgeber mit ökologischer Verantwortung.
- ist *Coffee House* bestrebt, das Wohlergehen der Gesellschaft zu verbessern.
- befolgt *Coffee House* hohe ökologische Standards.

Environmental responsibility of the employer brand	
<p>Please evaluate the following statements with respect to Coffee House, the company described in the job advertisement:</p> <ul style="list-style-type: none"> • I perceive Coffee House's actions as outlined in the job advertisement as follows: • I think this job posting describes a company that is _____. 	<p>Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige beschriebene Unternehmen Coffee House:</p> <ul style="list-style-type: none"> • Ich nehme die in der Stellenanzeige dargestellten Handlungen von Coffee House wie folgt wahr: • Ich denke, dass diese Stellenanzeige ein Unternehmen beschreibt, das _____ ist.

Product category involvement (Mittal, 1989)	
<p>Please rate the following statements about your personal coffee consumption:</p> <ul style="list-style-type: none"> • I drink coffee regularly. • For me, drinking coffee does not matter. 	<p>Bitte bewerten Sie die folgenden Aussagen zu Ihrem persönlichen Kaffeekonsum:</p> <ul style="list-style-type: none"> • Ich trinke Kaffee regelmäßig. • Für mich spielt es keine Rolle, ob ich Kaffee trinke.

Attention check (Abbey & Meloy, 2017); added to CSR skepticism scale	
<p>Select the answer option "5" and continue.</p>	<p>Wählen Sie hier die Antwortoption "5" und fahren Sie fort.</p>

Appendix E: Main study SPSS outputs

Demographics

Statistics

		Ich fühle mich ...	Bitte geben Sie Ihr Alter in Jahren an	Wie lange leben Sie schon in Österreich?	Bitte geben Sie Ihre hauptsächlichste Beschäftigung an:	Sind Sie derzeit auf der Suche nach einem neuen Job?
N	Valid	308	308	308	308	308
	Missing	0	0	0	0	0

Frequency Table

Ich fühle mich ...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Weiblich	138	44.8	44.8	44.8
	Männlich	166	53.9	53.9	98.7
	Keine Angabe	4	1.3	1.3	100.0
	Total	308	100.0	100.0	

Bitte geben Sie Ihr Alter in Jahren an

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19	1	.3	.3	.3
	23	1	.3	.3	.6
	25	2	.6	.6	1.3
	26	3	1.0	1.0	2.3

27	3	1.0	1.0	3.2
28	2	.6	.6	3.9
29	3	1.0	1.0	4.9
30	6	1.9	1.9	6.8
31	5	1.6	1.6	8.4
32	8	2.6	2.6	11.0
33	6	1.9	1.9	13.0
34	8	2.6	2.6	15.6
35	5	1.6	1.6	17.2
36	8	2.6	2.6	19.8
37	7	2.3	2.3	22.1
38	7	2.3	2.3	24.4
39	6	1.9	1.9	26.3
40	7	2.3	2.3	28.6
41	7	2.3	2.3	30.8
42	9	2.9	2.9	33.8
43	5	1.6	1.6	35.4
44	9	2.9	2.9	38.3
45	12	3.9	3.9	42.2
46	12	3.9	3.9	46.1
47	12	3.9	3.9	50.0
48	5	1.6	1.6	51.6
49	10	3.2	3.2	54.9
50	15	4.9	4.9	59.7
51	7	2.3	2.3	62.0
52	14	4.5	4.5	66.6
53	14	4.5	4.5	71.1
54	14	4.5	4.5	75.6
55	8	2.6	2.6	78.2
56	15	4.9	4.9	83.1
57	14	4.5	4.5	87.7
58	13	4.2	4.2	91.9

59	17	5.5	5.5	97.4
60	6	1.9	1.9	99.4
61	1	.3	.3	99.7
63	1	.3	.3	100.0
Total	308	100.0	100.0	

Wie lange leben Sie schon in Österreich?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ich bin in Österreich geboren.	283	91.9	91.9	91.9
	Mehr als sechs Jahre.	25	8.1	8.1	100.0
	Total	308	100.0	100.0	

Bitte geben Sie Ihre hauptsächliche Beschäftigung an:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unselbstständig beschäftigt	267	86.7	86.7	86.7
	Selbstständig tätig	32	10.4	10.4	97.1
	In Karenz	5	1.6	1.6	98.7
	Studium	3	1.0	1.0	99.7
	Auf Arbeitssuche	1	.3	.3	100.0
	Total	308	100.0	100.0	

Sind Sie derzeit auf der Suche nach einem neuen Job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	16	5.2	5.2	5.2
	Nein	292	94.8	94.8	100.0
	Total	308	100.0	100.0	

Cronbach's Alpha

No CSR

Case Processing Summary

		N	%
Cases	Valid	87	28.2
	Excluded ^a	221	71.8
	Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.955	5

Item Statistics

	Mean	Std. Deviation	N
[Ich würde ein Stellenangebot von diesem Unternehmen annehmen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie	4.76	1.635	87

die Stellenanzeige gelesen haben?			
[Ich würde dieses Unternehmen zu einem der ersten Arbeitgeber meiner Wahl machen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.38	1.767	87
[Wenn dieses Unternehmen mich zu einem Vorstellungsgespräch einladen würde, würde ich hingehen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	5.52	1.738	87
[Ich würde mich sehr bemühen, für dieses Unternehmen zu arbeiten.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.78	1.715	87

[Ich würde dieses Unternehmen einem Freund/einer Freundin empfehlen, der/die eine Stelle sucht.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	5.01	1.775	87
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Case Processing Summary

	N	%
Cases Valid	87	28.2
Excluded ^a	221	71.8
Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.953	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich wäre dieses Unternehmen ein guter Ort zum Arbeiten.] Bitte geben Sie an, inwieweit	4.80	1.731	87

Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.			
[Ich wäre an diesem Unternehmen nur als letzter Ausweg interessiert.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	5.46	1.641	87
[Dieses Unternehmen ist für mich als Arbeitgeber attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.77	1.640	87
[Ich bin daran interessiert, mehr über dieses Unternehmen zu erfahren.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der	5.33	1.661	87

Stellenanzeige beschriebene Unternehmen zustimmen.			
[Ein Arbeitsplatz in diesem Unternehmen ist für mich sehr attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.59	1.742	87

Case Processing Summary

	N	%
Cases Valid	87	28.2
Excluded ^a	221	71.8
Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	4

Item Statistics

	Mean	Std. Deviation	N
<input type="checkbox"/> Umweltschutz ...	5.89	1.214	87

□ Umweltschutz ...	5.99	1.084	87
□ Umweltschutz ...	5.69	1.673	87
□ Umweltschutz ...	5.69	1.565	87

Case Processing Summary

	N	%
Cases Valid	87	28.2
Excluded ^a	221	71.8
Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.898	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich ist es wichtig, eine Stelle in einem Unternehmen zu finden, das ich für ökologisch verantwortlich halte.] Bitte bewerten Sie die folgenden Aussagen:	4.79	1.608	87
[Bei der Durchsicht von Stellenangeboten achte ich darauf, ob das Unternehmen ökologisch	3.90	1.824	87

verantwortlich handelt.] Bitte bewerten Sie die folgenden Aussagen:			
[Wenn ich mich über einen konkreten Arbeitgeber informieren möchte, lese ich oft Umweltberichte oder analysiere Rankings zu Umweltthemen.] Bitte bewerten Sie die folgenden Aussagen:	3.18	1.852	87
[Im Allgemeinen bieten ökologisch verantwortliche Unternehmen im Vergleich zu anderen Arbeitgebern attraktivere Arbeitsbedingungen.] Bitte bewerten Sie die folgenden Aussagen:	3.89	1.721	87
[Ökologisch verantwortliche Unternehmen sind im Vergleich zu anderen Firmen zuverlässigere Arbeitgeber.] Bitte bewerten Sie die folgenden Aussagen:	3.79	1.706	87

Case Processing Summary

	N	%
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Cases	Valid	87	28.2
	Excluded ^a	221	71.8
	Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.882	4

Item Statistics

	Mean	Std. Deviation	N
[Dieser Arbeitgeber ist zweifellos ein umweltbewusster Arbeitgeber.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	3.90	1.258	87
[Es ist eindeutig, dass dieser Arbeitgeber bemüht ist, seinen ökologischen Fußabdruck zu reduzieren.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	3.53	1.310	87

[Es ist eindeutig, dass dieser Arbeitgeber hohen ökologischen Standards folgt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	3.56	1.327	87
[Es ist unzweifelhaft, dass dieser Arbeitgeber gegenüber der Umwelt verantwortungsvoll handelt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	3.46	1.256	87

Case Processing Summary

		N	%
Cases	Valid	87	28.2
	Excluded ^a	221	71.8
	Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.884	3

Item Statistics

	Mean	Std. Deviation	N
[ist Coffee House ein Arbeitgeber mit ökologischer Verantwortung.] Meiner Meinung nach ...	3.94	1.016	87
[ist Coffee House bestrebt, das Wohlergehen der Gesellschaft zu verbessern.] Meiner Meinung nach ...	4.05	1.302	87
[befolgt Coffee House hohe ökologische Standards.] Meiner Meinung nach ...	3.79	1.101	87

Case Processing Summary

		N	%
Cases	Valid	87	28.2
	Excluded ^a	221	71.8
	Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.826	2

Item Statistics

	Mean	Std. Deviation	N
[Ich nehme die in der Stellenanzeige dargestellten Handlungen von Coffee House wie folgt wahr:] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige beschriebene Unternehmen Coffee House:	4.21	.765	87
[Ich denke, dass diese Stellenanzeige ein Unternehmen beschreibt, das _____ ist.] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige beschriebene Unternehmen Coffee House:	4.29	.875	87

Vague CSR

Case Processing Summary

	N	%
Cases Valid	111	35.0
Excluded ^a	206	65.0

Total	317	100.0
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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	5

Item Statistics

	Mean	Std. Deviation	N
[Ich würde ein Stellenangebot von diesem Unternehmen annehmen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.75	1.436	111
[Ich würde dieses Unternehmen zu einem der ersten Arbeitgeber meiner Wahl machen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.34	1.523	111

<p>[Wenn dieses Unternehmen mich zu einem Vorstellungsgespräch einladen würde, würde ich hingehen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?</p>	5.68	1.414	111
<p>[Ich würde mich sehr bemühen, für dieses Unternehmen zu arbeiten.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?</p>	4.72	1.596	111
<p>[Ich würde dieses Unternehmen einem Freund/einer Freundin empfehlen, der/die eine Stelle sucht.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?</p>	4.91	1.632	111

Case Processing Summary

		N	%
Cases	Valid	111	35.0
	Excluded ^a	206	65.0
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.918	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich wäre dieses Unternehmen ein guter Ort zum Arbeiten.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.71	1.455	111
[Ich wäre an diesem Unternehmen nur als letzter Ausweg interessiert.] Bitte geben Sie an, inwieweit Sie den	5.23	1.721	111

folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.			
[Dieses Unternehmen ist für mich als Arbeitgeber attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.70	1.493	111
[Ich bin daran interessiert, mehr über dieses Unternehmen zu erfahren.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	5.26	1.666	111
[Ein Arbeitsplatz in diesem Unternehmen ist für mich sehr attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der	4.66	1.534	111

Stellenanzeige beschriebene Unternehmen zustimmen.			
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Case Processing Summary

		N	%
Cases	Valid	111	35.0
	Excluded ^a	206	65.0
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	4

Item Statistics

	Mean	Std. Deviation	N
<input type="checkbox"/> Umweltschutz ...	5.68	1.543	111
<input type="checkbox"/> Umweltschutz ...	5.80	1.413	111
<input type="checkbox"/> Umweltschutz ...	5.86	1.420	111
<input type="checkbox"/> Umweltschutz ...	5.60	1.568	111

Case Processing Summary

		N	%
Cases	Valid	111	35.0
	Excluded ^a	206	65.0

Total	317	100.0
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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.881	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich ist es wichtig, eine Stelle in einem Unternehmen zu finden, das ich für ökologisch verantwortlich halte.] Bitte bewerten Sie die folgenden Aussagen:	4.82	1.497	111
[Bei der Durchsicht von Stellenangeboten achte ich darauf, ob das Unternehmen ökologisch verantwortlich handelt.] Bitte bewerten Sie die folgenden Aussagen:	4.09	1.761	111
[Wenn ich mich über einen konkreten Arbeitgeber informieren möchte, lese ich oft Umweltberichte oder analysiere Rankings zu Umweltthemen.] Bitte	2.99	1.660	111

bewerten Sie die folgenden Aussagen:			
[Im Allgemeinen bieten ökologisch verantwortliche Unternehmen im Vergleich zu anderen Arbeitgebern attraktivere Arbeitsbedingungen.] Bitte bewerten Sie die folgenden Aussagen:	3.98	1.561	111
[Ökologisch verantwortliche Unternehmen sind im Vergleich zu anderen Firmen zuverlässigere Arbeitgeber.] Bitte bewerten Sie die folgenden Aussagen:	3.88	1.583	111

Case Processing Summary

	N	%
Cases Valid	111	35.0
Excluded ^a	206	65.0
Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.918	4

Item Statistics

	Mean	Std. Deviation	N
[Dieser Arbeitgeber ist zweifellos ein umweltbewusster Arbeitgeber.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	4.54	1.118	111
[Es ist eindeutig, dass dieser Arbeitgeber bemüht ist, seinen ökologischen Fußabdruck zu reduzieren.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	4.28	1.415	111
[Es ist eindeutig, dass dieser Arbeitgeber hohen ökologischen Standards folgt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	4.06	1.403	111
[Es ist unzweifelhaft, dass dieser Arbeitgeber gegenüber der Umwelt	4.11	1.473	111

verantwortungsvoll handelt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?			
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Case Processing Summary

		N	%
Cases	Valid	111	35.0
	Excluded ^a	206	65.0
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	3

Item Statistics

	Mean	Std. Deviation	N
[ist Coffee House ein Arbeitgeber mit ökologischer Verantwortung.] Meiner Meinung nach ...	4.51	1.227	111
[ist Coffee House bestrebt, Wohlergehen der Gesellschaft zu	4.43	1.255	111

verbessern.] Meiner Meinung nach ...				
[befolgt Coffee House hohe ökologische Standards.] Meiner Meinung nach ...	4.36	1.249	111	

Case Processing Summary

		N	%
Cases	Valid	111	35.0
	Excluded ^a	206	65.0
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.934	2

Item Statistics

	Mean	Std. Deviation	N
[Ich nehme die in der Stellenanzeige dargestellten Handlungen von Coffee House wie folgt wahr:] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der	4.85	1.281	111

Stellenanzeige beschriebene Unternehmen Coffee House:			
[Ich denke, dass diese Stellenanzeige ein Unternehmen beschreibt, das _____ ist.] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige beschriebene Unternehmen Coffee House:	4.95	1.289	111

Specific CSR

Case Processing Summary

		N	%
Cases	Valid	110	34.7
	Excluded ^a	207	65.3
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.933	5

Item Statistics

	Mean	Std. Deviation	N
[Ich würde ein Stellenangebot von diesem Unternehmen annehmen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.80	1.770	110
[Ich würde dieses Unternehmen zu einem der ersten Arbeitgeber meiner Wahl machen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.52	1.780	110
[Wenn dieses Unternehmen mich zu einem Vorstellungsgespräch einladen würde, würde ich hingehen.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	5.53	1.775	110

[Ich würde mich sehr bemühen, für dieses Unternehmen zu arbeiten.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	4.77	1.749	110
[Ich würde dieses Unternehmen einem Freund/einer Freundin empfehlen, der/die eine Stelle sucht.] Inwieweit würden Sie den folgenden Aussagen über das Unternehmen zustimmen, nachdem Sie die Stellenanzeige gelesen haben?	5.17	1.723	110

Case Processing Summary

		N	%
Cases	Valid	110	34.7
	Excluded ^a	207	65.3
	Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.930	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich wäre dieses Unternehmen ein guter Ort zum Arbeiten.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.93	1.679	110
[Ich wäre an diesem Unternehmen nur als letzter Ausweg interessiert.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	5.51	1.851	110
[Dieses Unternehmen ist für mich als Arbeitgeber attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen	4.83	1.691	110

über das in der Stellenanzeige beschriebene Unternehmen zustimmen.			
[Ich bin daran interessiert, mehr über dieses Unternehmen zu erfahren.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	5.03	1.845	110
[Ein Arbeitsplatz in diesem Unternehmen ist für mich sehr attraktiv.] Bitte geben Sie an, inwieweit Sie den folgenden Aussagen über das in der Stellenanzeige beschriebene Unternehmen zustimmen.	4.54	1.811	110

Case Processing Summary

	N	%
Cases Valid	32	10.1
Excluded ^a	285	89.9

Total	317	100.0
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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.946	4

Item Statistics

	Mean	Std. Deviation	N
□ Umweltschutz ...	5.84	1.462	32
□ Umweltschutz ...	5.78	1.539	32
□ Umweltschutz ...	5.88	1.561	32
□ Umweltschutz ...	5.72	1.651	32

Case Processing Summary

	N	%
Cases Valid	110	34.7
Excluded ^a	207	65.3
Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.861	5

Item Statistics

	Mean	Std. Deviation	N
[Für mich ist es wichtig, eine Stelle in einem Unternehmen zu finden, das ich für ökologisch verantwortlich halte.] Bitte bewerten Sie die folgenden Aussagen:	4.74	1.712	110
[Bei der Durchsicht von Stellenangeboten achte ich darauf, ob das Unternehmen ökologisch verantwortlich handelt.] Bitte bewerten Sie die folgenden Aussagen:	3.89	1.804	110
[Wenn ich mich über einen konkreten Arbeitgeber informieren möchte, lese ich oft Umweltberichte oder analysiere Rankings zu Umweltthemen.] Bitte bewerten Sie die folgenden Aussagen:	3.05	1.753	110
[Im Allgemeinen bieten ökologisch verantwortliche Unternehmen im Vergleich zu anderen Arbeitgebern attraktivere Arbeitsbedingungen.] Bitte bewerten Sie die folgenden Aussagen:	4.05	1.611	110

[Ökologisch verantwortliche Unternehmen sind im Vergleich zu anderen Firmen zuverlässigere Arbeitgeber.] Bitte bewerten Sie die folgenden Aussagen:	3.74	1.624	110
---	------	-------	-----

Case Processing Summary

	N	%
Cases Valid	110	35.7
Excluded ^a	198	64.3
Total	308	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.886	4

Item Statistics

	Mean	Std. Deviation	N
[Dieser Arbeitgeber ist zweifellos ein umweltbewusster Arbeitgeber.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die	5.17	1.298	110

Stellenanzeige gelesen haben?			
[Es ist eindeutig, dass dieser Arbeitgeber bemüht ist, seinen ökologischen Fußabdruck zu reduzieren.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	5.25	1.587	110
[Es ist eindeutig, dass dieser Arbeitgeber hohen ökologischen Standards folgt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	5.11	1.474	110
[Es ist unzweifelhaft, dass dieser Arbeitgeber gegenüber der Umwelt verantwortungsvoll handelt.] Was denken Sie über den Arbeitgeber Coffee House, nachdem Sie die Stellenanzeige gelesen haben?	4.96	1.619	110

Case Processing Summary

	N	%
Cases Valid	110	34.7

Excluded ^a	207	65.3
Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.911	3

Item Statistics

	Mean	Std. Deviation	N
[ist Coffee House ein Arbeitgeber mit ökologischer Verantwortung.] Meiner Meinung nach ...	5.38	1.320	110
[ist Coffee House bestrebt, das Wohlergehen der Gesellschaft zu verbessern.] Meiner Meinung nach ...	4.89	1.244	110
[befolgt Coffee House hohe ökologische Standards.] Meiner Meinung nach ...	5.09	1.418	110

Case Processing Summary

	N	%
Cases Valid	110	34.7

Excluded ^a	207	65.3
Total	317	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.927	2

Item Statistics

	Mean	Std. Deviation	N
[Ich nehme die in der Stellenanzeige dargestellten Handlungen von Coffee House wie folgt wahr:] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige beschriebene Unternehmen Coffee House:	5.60	1.286	110
[Ich denke, dass diese Stellenanzeige ein Unternehmen beschreibt, das _____ ist.] Bitte bewerten Sie die folgenden Aussagen in Hinblick auf das in der Stellenanzeige	5.60	1.250	110

beschriebene Unternehmen House:	Coffee			
---------------------------------------	--------	--	--	--

Descriptives of Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
NIInt	87	1.00	7.00	4.8897	1.58855
NIAtt	87	1.80	5.80	4.4069	.99648
NIInv	87	3.00	7.00	5.8132	1.19545
NImp	87	1.00	7.00	3.9103	1.46962
NSkep	87	1.00	6.00	3.6121	1.10743
NBelief	87	1.00	6.33	3.9272	1.03233
NEnvi	87	2.50	6.00	4.2471	.75819
VIInt	111	1.60	7.00	4.8811	1.36645
VIAtt	111	1.60	7.00	4.9135	1.36838
VIInv	111	1.00	7.00	5.7365	1.24674
VImp	111	1.00	7.00	3.9532	1.32992
VSkep	111	1.50	7.00	4.2477	1.21800
VBelief	111	1.00	7.00	4.4354	1.14132
VEnvi	111	2.00	7.00	4.9009	1.24466
CIInt	110	1.00	7.00	4.9582	1.56313
CIAtt	110	1.00	7.00	4.9655	1.56963
CIInv	110	1.00	7.00	5.7523	1.48366
CImp	110	1.00	7.00	3.8909	1.36500
CSkep	110	1.50	7.00	5.1227	1.29517
CBelief	110	1.00	7.00	5.1212	1.22473
CEnvi	110	1.50	7.00	5.6000	1.22437
MProdN	87	2.00	14.00	10.5977	3.94279
MProdV	111	2.00	14.00	10.2703	3.97480
MProdC	110	2.00	14.00	11.2909	3.48087
Valid N (listwise)	0				

Manipulation check

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound
Actions_Environmentalfriendliness	No CSR	87	4.2069	.76459	.08197	4.0439
	Vague CSR	111	4.8468	1.28061	.12155	4.6060
	Specific CSR	110	5.6000	1.28649	.12266	5.3569
	Total	308	4.9351	1.28472	.07320	4.7910
Job_Environmentalfriendliness	No CSR	87	4.2874	.87482	.09379	4.1009
	Vague CSR	111	4.9550	1.28903	.12235	4.7125
	Specific CSR	110	5.6000	1.25032	.11921	5.3637
	Total	308	4.9968	1.28001	.07294	4.8532

Descriptives

95% Confidence Interval for Mean	Minimum	Maximum
----------------------------------	---------	---------

		Upper Bound		
Actions_Environmentalfriendliness	No CSR	4.3699	2.00	6.00
	Vague CSR	5.0877	2.00	7.00
	Specific CSR	5.8431	2.00	7.00
	Total	5.0791	2.00	7.00
Job_Environmentalfriendliness	No CSR	4.4738	1.00	6.00
	Vague CSR	5.1974	2.00	7.00
	Specific CSR	5.8363	1.00	7.00
	Total	5.1403	1.00	7.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Actions_Environmentalfriendliness	Based on Mean	18.459	2	305	<.001
	Based on Median	16.992	2	305	<.001
	Based on Median and with adjusted df	16.992	2	291.580	<.001
	Based on trimmed mean	17.792	2	305	<.001
Job_Environmentalfriendliness	Based on Mean	10.050	2	305	<.001
	Based on Median	10.945	2	305	<.001
	Based on Median and with adjusted df	10.945	2	299.177	<.001
	Based on trimmed mean	9.341	2	305	<.001

ANOVA

Sum of Squares	df	Mean Square	F	Sig.
----------------	----	-------------	---	------

Actions_Environmentalfriendliness	Between Groups	95.629	2	47.815	35.477	<.001
	Within Groups	411.072	305	1.348		
	Total	506.701	307			
Job_Environmentalfriendliness	Between Groups	84.006	2	42.003	30.576	<.001
	Within Groups	418.991	305	1.374		
	Total	502.997	307			

ANOVA Effect Sizes^a

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Actions_Environmentalfriendliness	Eta-squared	.189	.113	.261
	Epsilon-squared	.183	.108	.256
	Omega-squared	.183	.107	.256
	Fixed-effect			
	Omega-squared	.101	.057	.147
Job_Environmentalfriendliness	Eta-squared	.167	.095	.238
	Epsilon-squared	.162	.089	.233
	Omega-squared	.161	.089	.233
	Fixed-effect			
	Omega-squared	.088	.046	.132

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
MeanIntentions	308	100.0%	0	0.0%	308	100.0%
MeanAttractiveness	308	100.0%	0	0.0%	308	100.0%
MeanInvolvement	308	100.0%	0	0.0%	308	100.0%
MeanImportance	308	100.0%	0	0.0%	308	100.0%
MeanSkepticism	308	100.0%	0	0.0%	308	100.0%
MeanBeliefs	308	100.0%	0	0.0%	308	100.0%
MeanEnvironmentalresp on	308	100.0%	0	0.0%	308	100.0%

Descriptives

		Statistic
MeanIntentions	Mean	4.9110
	95% Confidence Interval Lower Bound for Mean	4.7431
	Upper Bound	5.0790
	5% Trimmed Mean	4.9831
	Median	5.2000
	Variance	2.245
	Std. Deviation	1.49823
	Minimum	1.00
	Maximum	7.00
	Range	6.00
	Interquartile Range	2.00
	Skewness	-.681
	Kurtosis	-.325
MeanAttractiveness	Mean	4.7890
	95% Confidence Interval Lower Bound for Mean	4.6351
	Upper Bound	4.9428
	5% Trimmed Mean	4.8391

	Median	5.0000	
	Variance	1.882	
	Std. Deviation	1.37185	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	1.95	
	Skewness	-.493	.139
	Kurtosis	-.410	.277
MeanInvolvement	Mean	5.7638	.07516
	95% Confidence Interval Lower Bound for Mean	5.6159	
	Upper Bound	5.9117	
	5% Trimmed Mean	5.8916	
	Median	6.0000	
	Variance	1.740	
	Std. Deviation	1.31903	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	2.00	
	Skewness	-1.195	.139
	Kurtosis	1.350	.277
MeanImportance	Mean	3.9188	.07856
	95% Confidence Interval Lower Bound for Mean	3.7642	
	Upper Bound	4.0734	
	5% Trimmed Mean	3.9343	
	Median	4.0000	
	Variance	1.901	
	Std. Deviation	1.37877	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	

	Interquartile Range	1.60	
	Skewness	-.280	.139
	Kurtosis	-.273	.277
MeanSkepticism	Mean	4.3807	.07733
	95% Confidence Interval Lower Bound for Mean	4.2285	
	Upper Bound	4.5328	
	5% Trimmed Mean	4.3894	
	Median	4.2500	
	Variance	1.842	
	Std. Deviation	1.35712	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	1.75	
	Skewness	-.076	.139
	Kurtosis	-.433	.277
MeanBeliefs	Mean	4.5368	.07046
	95% Confidence Interval Lower Bound for Mean	4.3981	
	Upper Bound	4.6754	
	5% Trimmed Mean	4.5500	
	Median	4.3333	
	Variance	1.529	
	Std. Deviation	1.23662	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	1.33	
	Skewness	-.058	.139
	Kurtosis	.005	.277
MeanEnvironmentalresp on	Mean	4.9659	.07072
	95% Confidence Interval Lower Bound for Mean	4.8268	
	Upper Bound	5.1051	

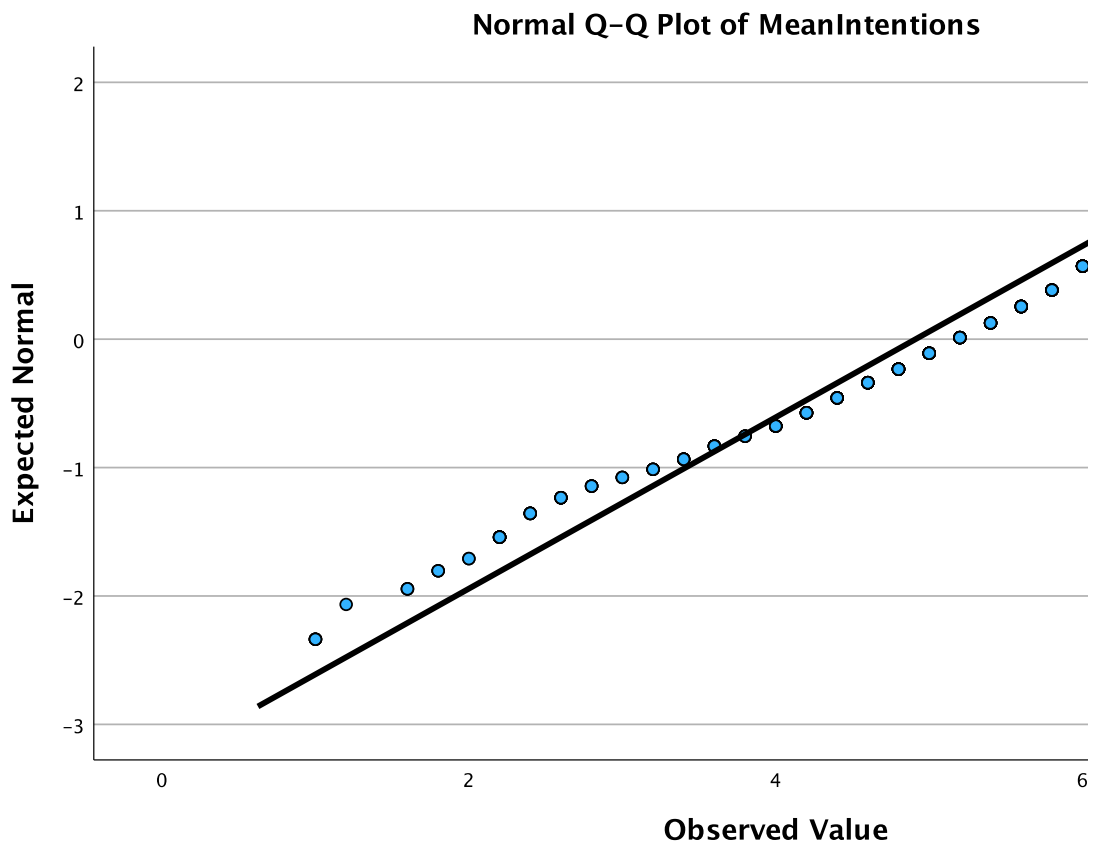
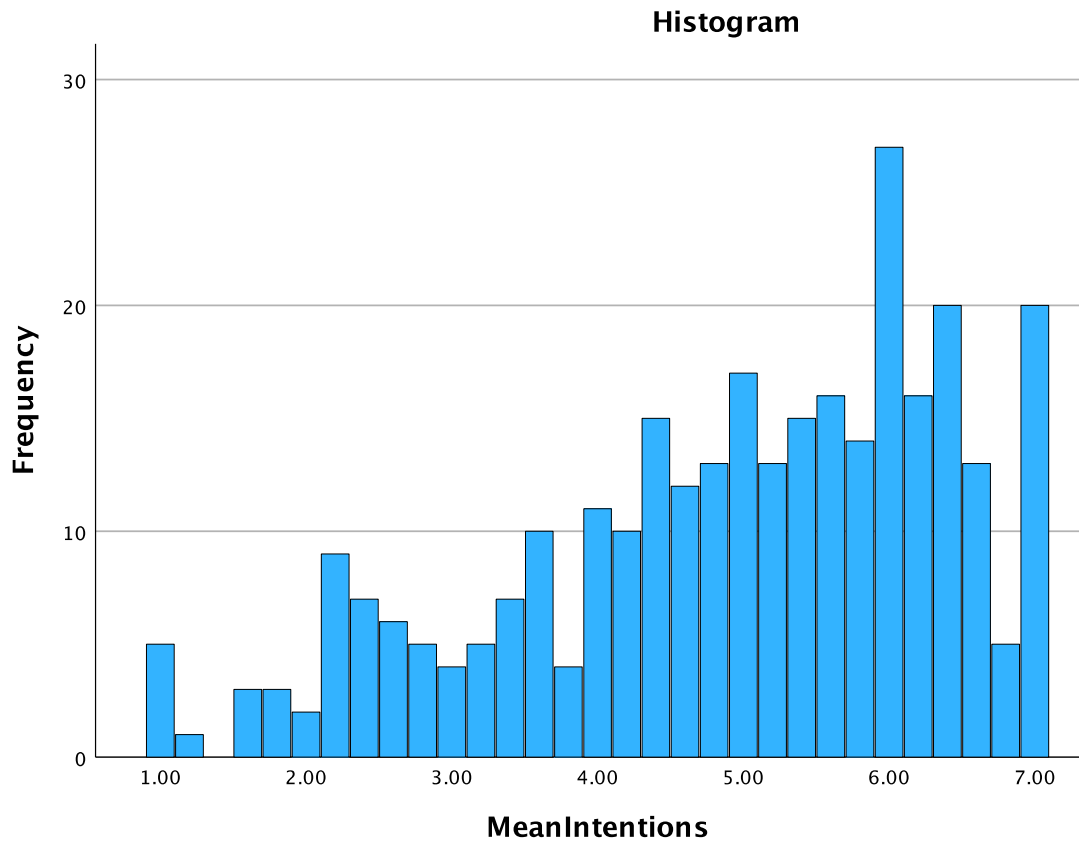
5% Trimmed Mean	4.9820	
Median	5.0000	
Variance	1.540	
Std. Deviation	1.24111	
Minimum	1.50	
Maximum	7.00	
Range	5.50	
Interquartile Range	2.00	
Skewness	.130	.139
Kurtosis	-.725	.277

Tests of Normality

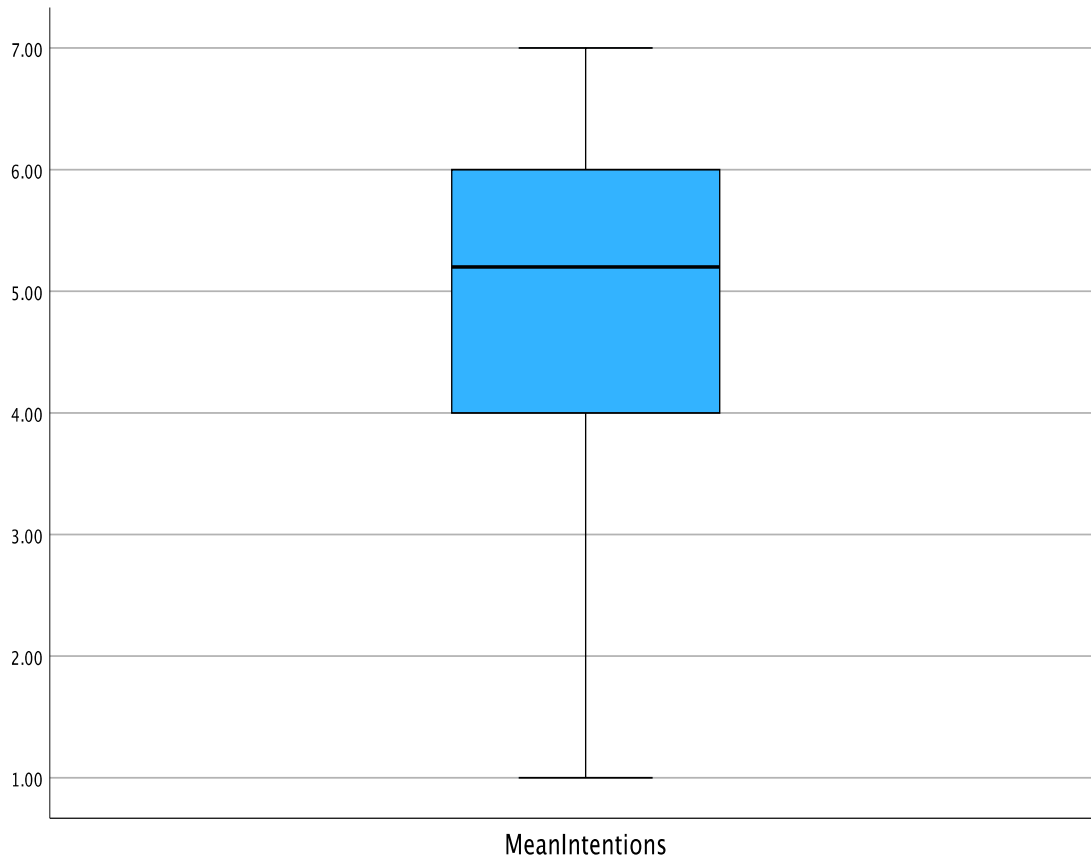
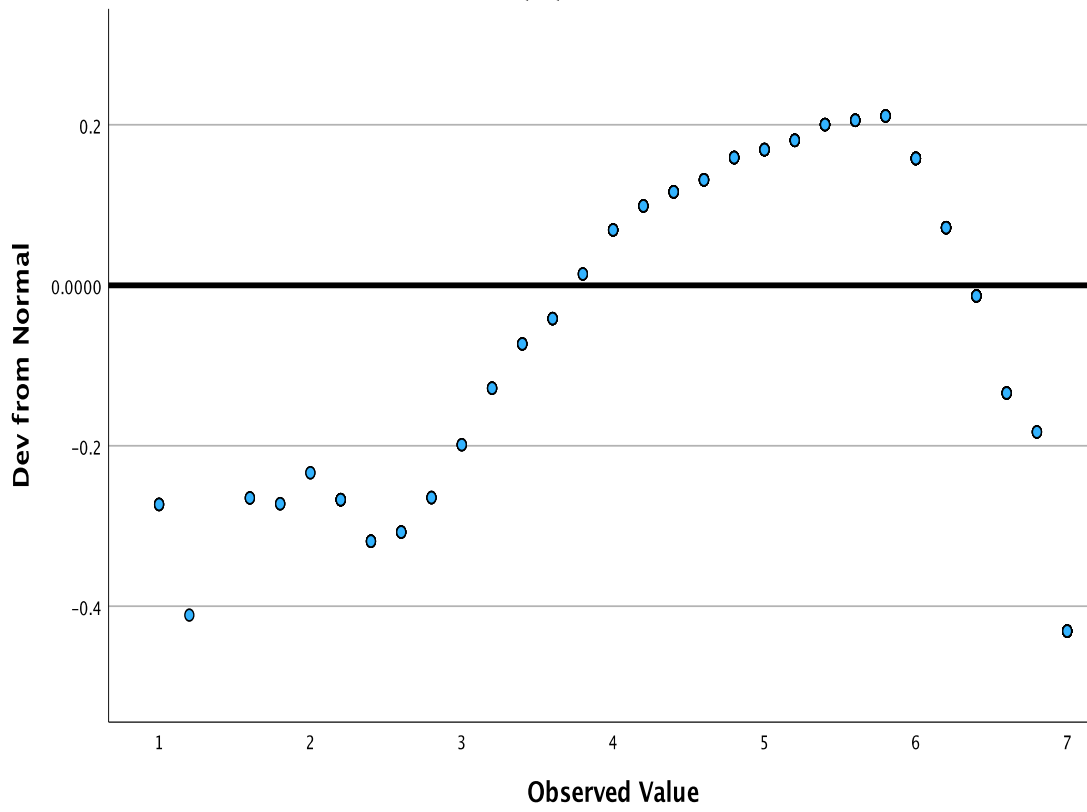
	Kolmogorov-Smirnov ^a			Shapiro-V	
	Statistic	df	Sig.	Statistic	df
MeanIntentions	.103	308	<.001	.941	308
MeanAttractiveness	.094	308	<.001	.967	308
MeanInvolvement	.185	308	<.001	.851	308
MeanImportance	.071	308	<.001	.978	308
MeanSkepticism	.081	308	<.001	.984	308
MeanBeliefs	.105	308	<.001	.977	308
MeanEnvironmentalrespon	.152	308	<.001	.935	308

a. Lilliefors Significance Correction

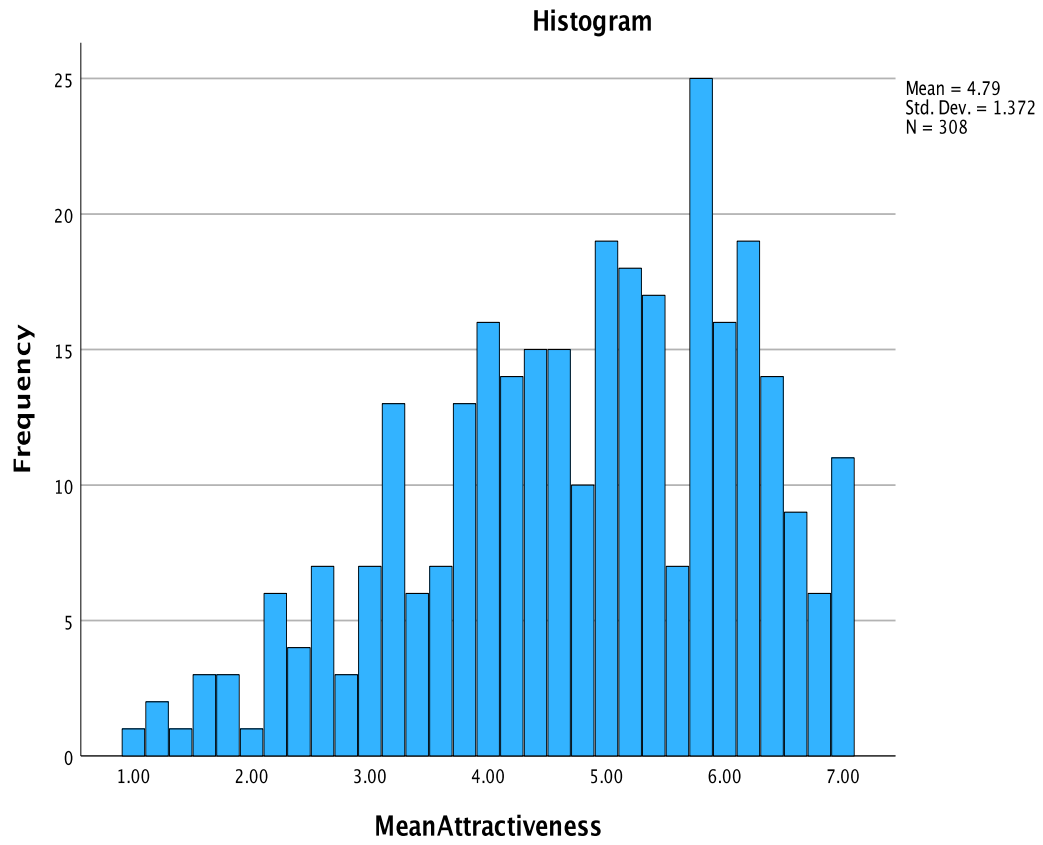
MeanIntentions

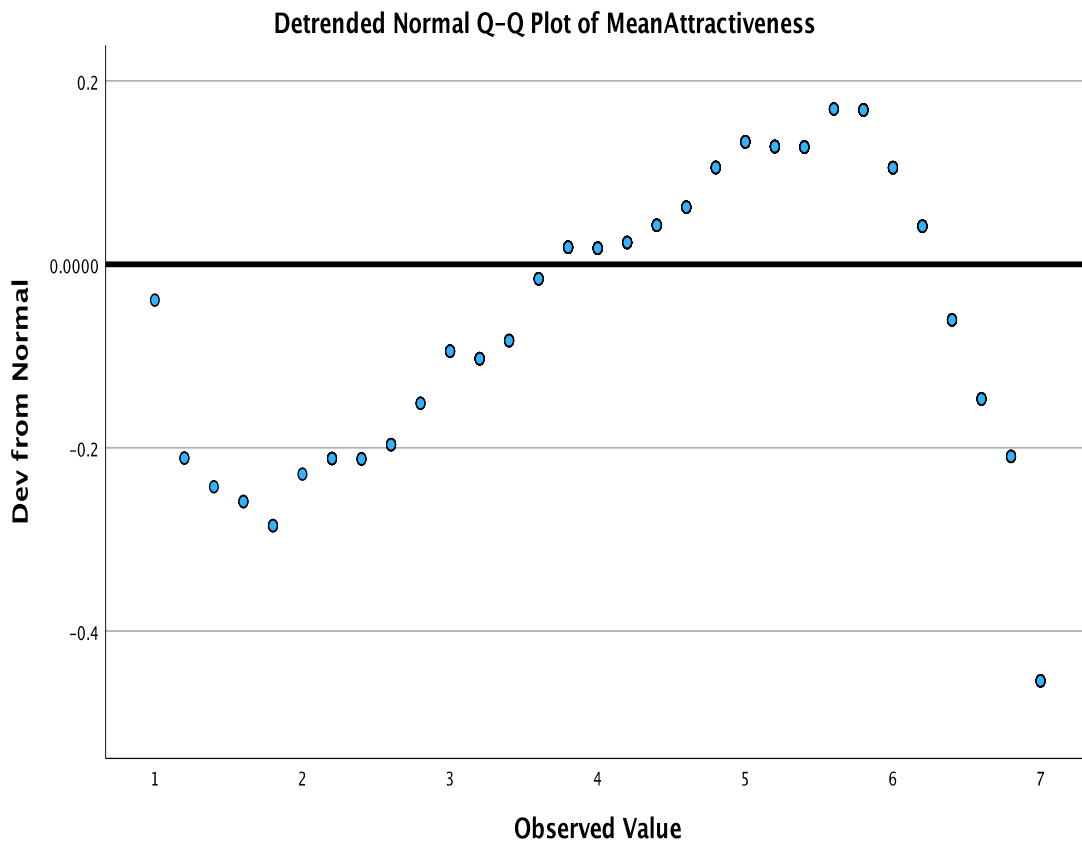
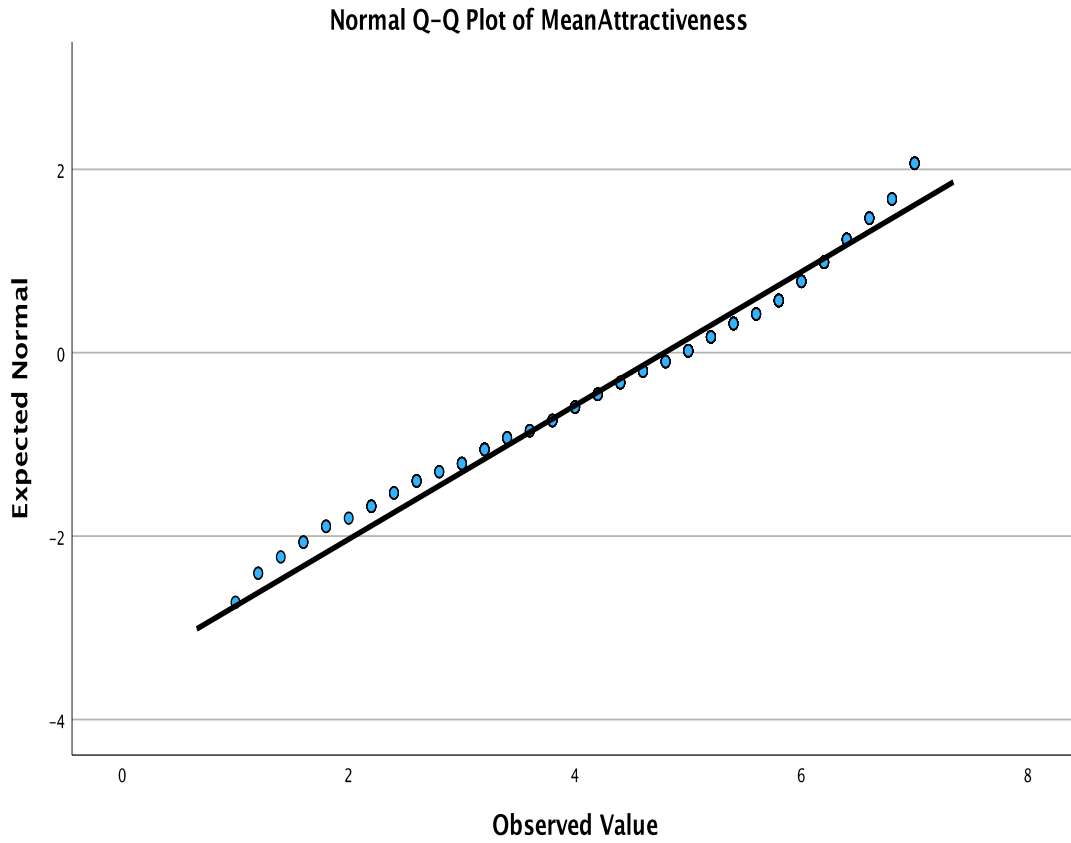


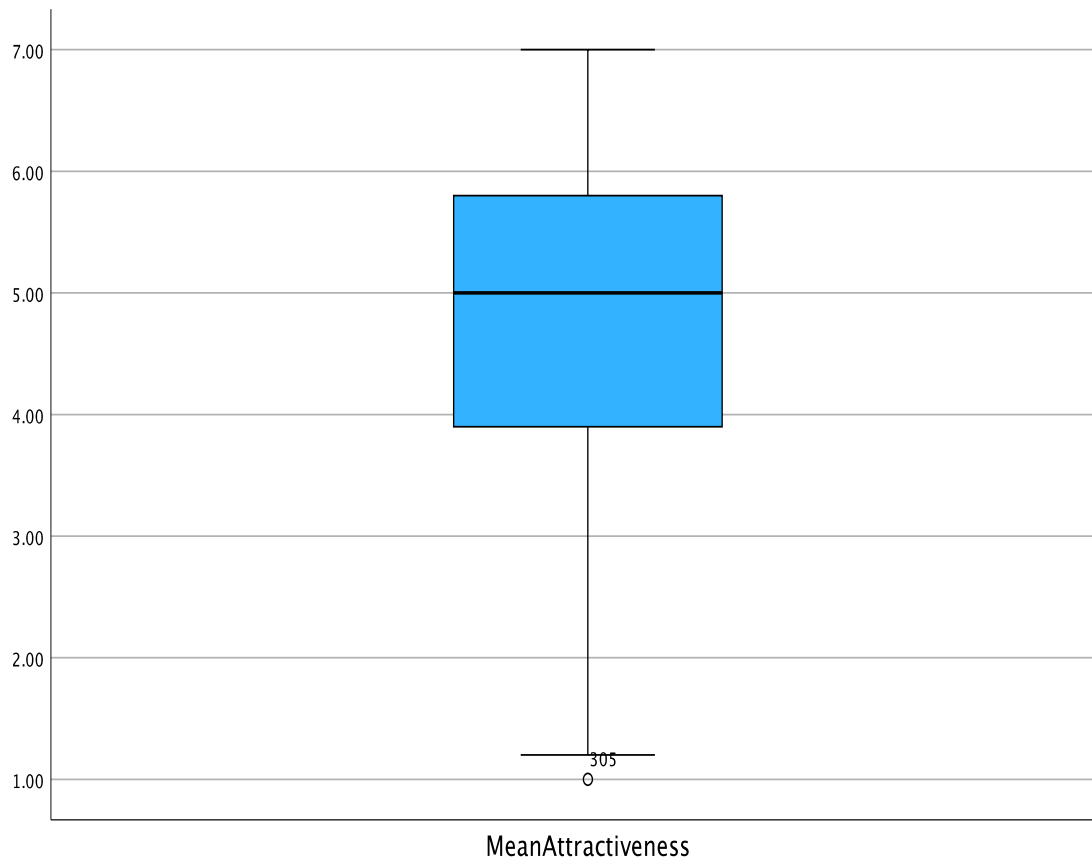
Detrended Normal Q-Q Plot of MeanIntentions



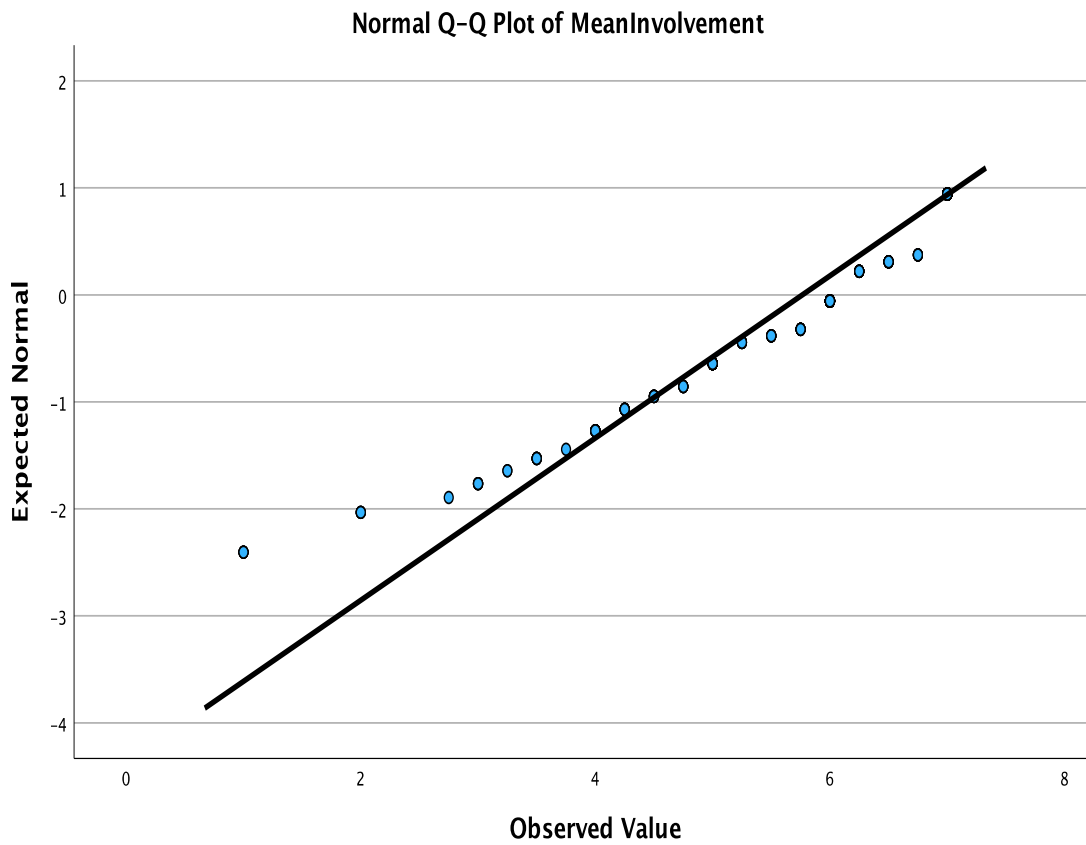
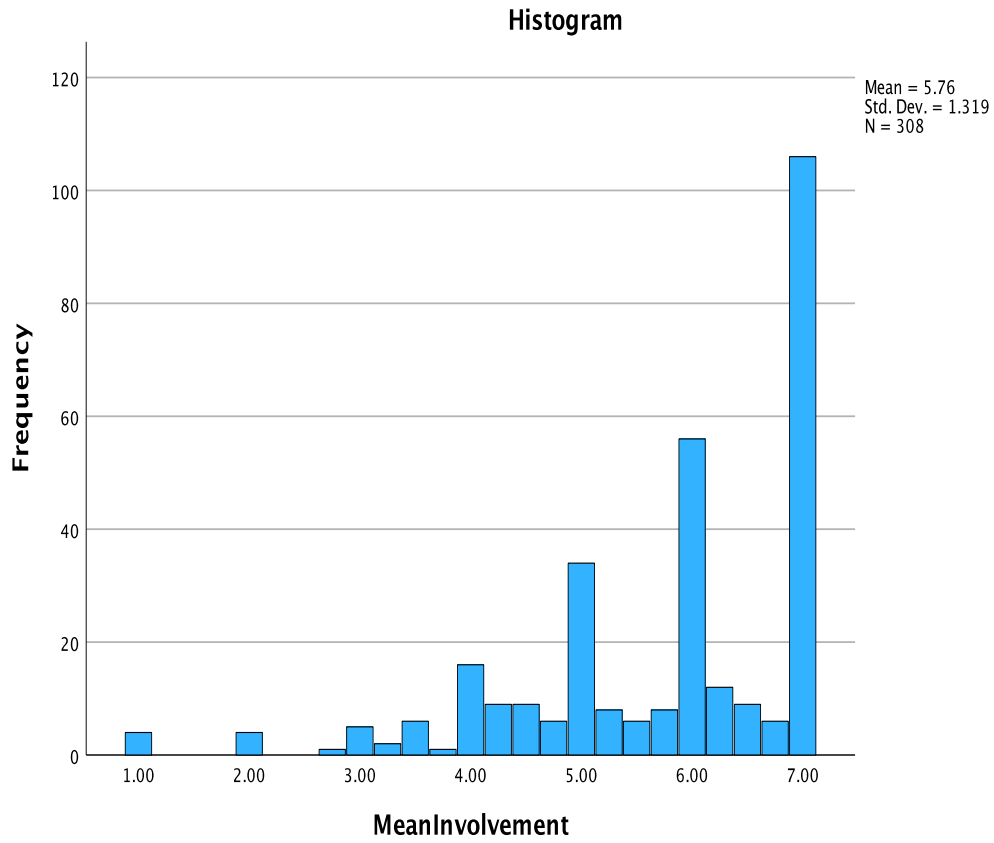
MeanAttractiveness

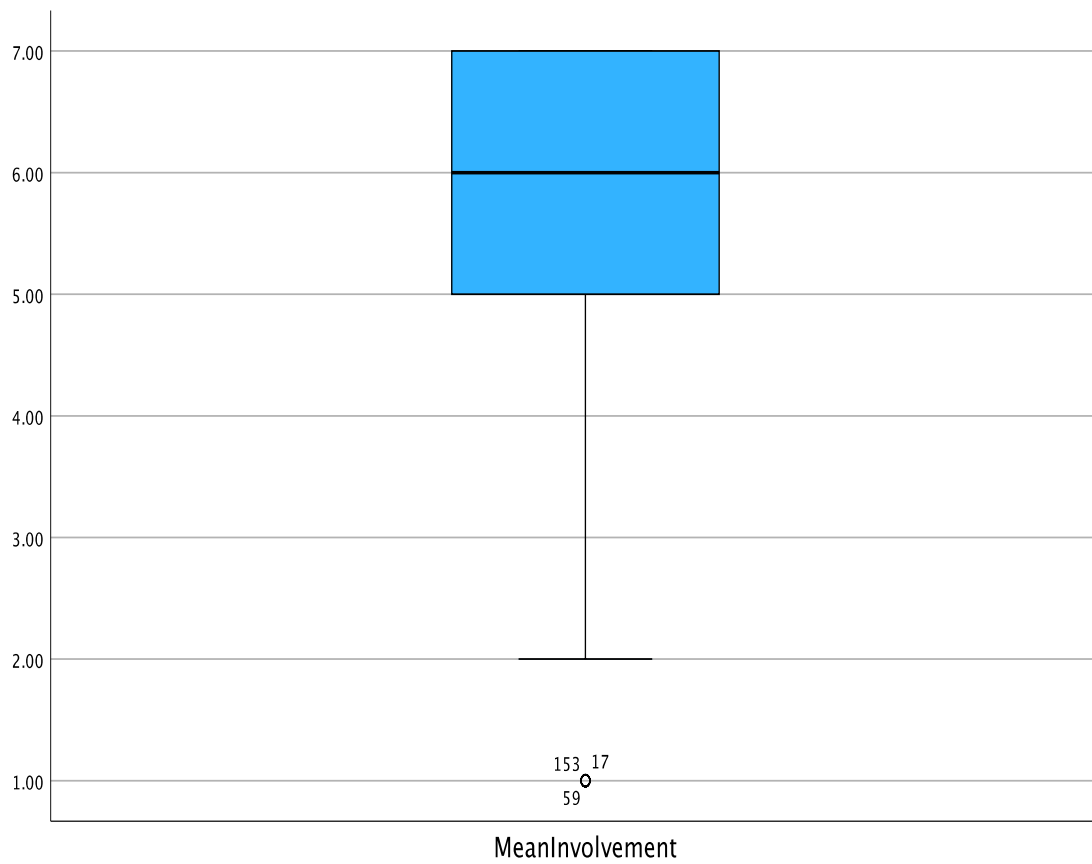
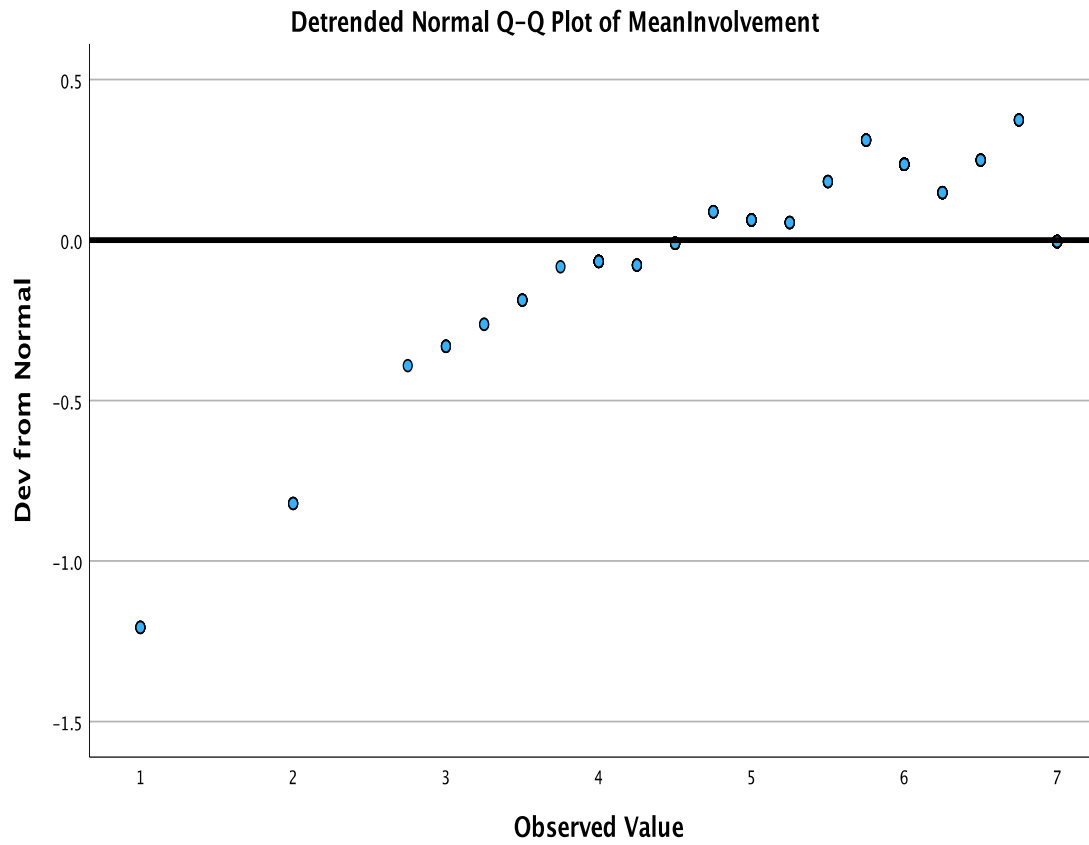




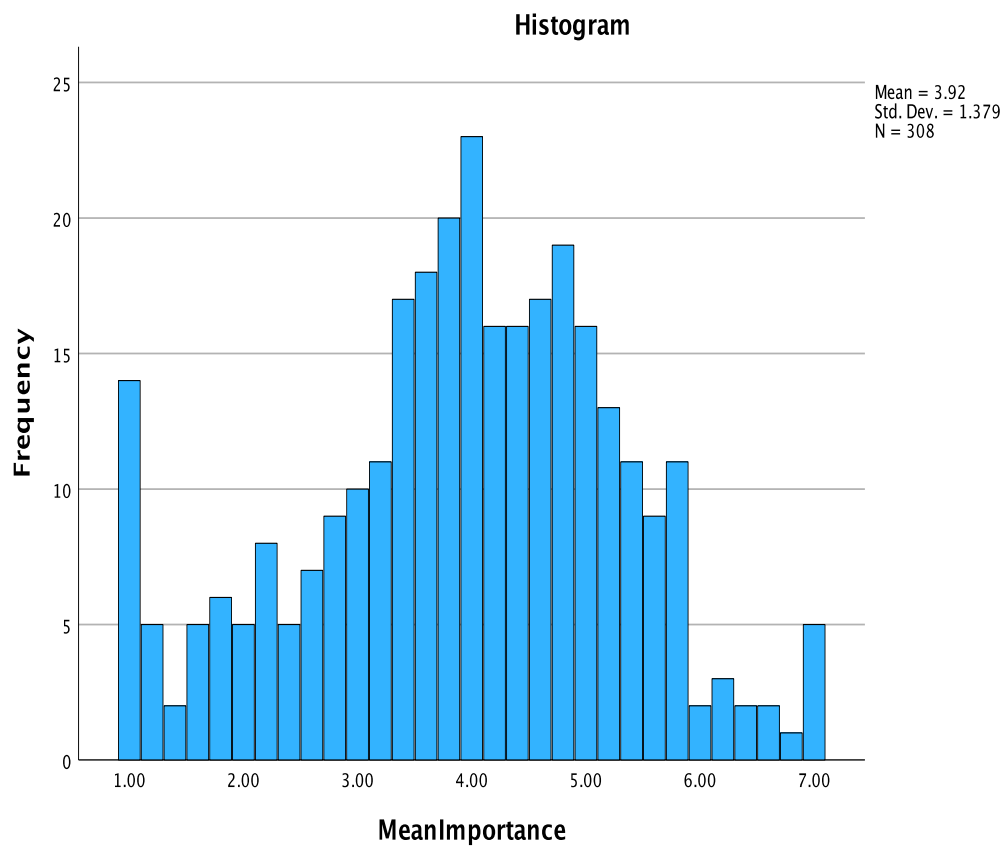


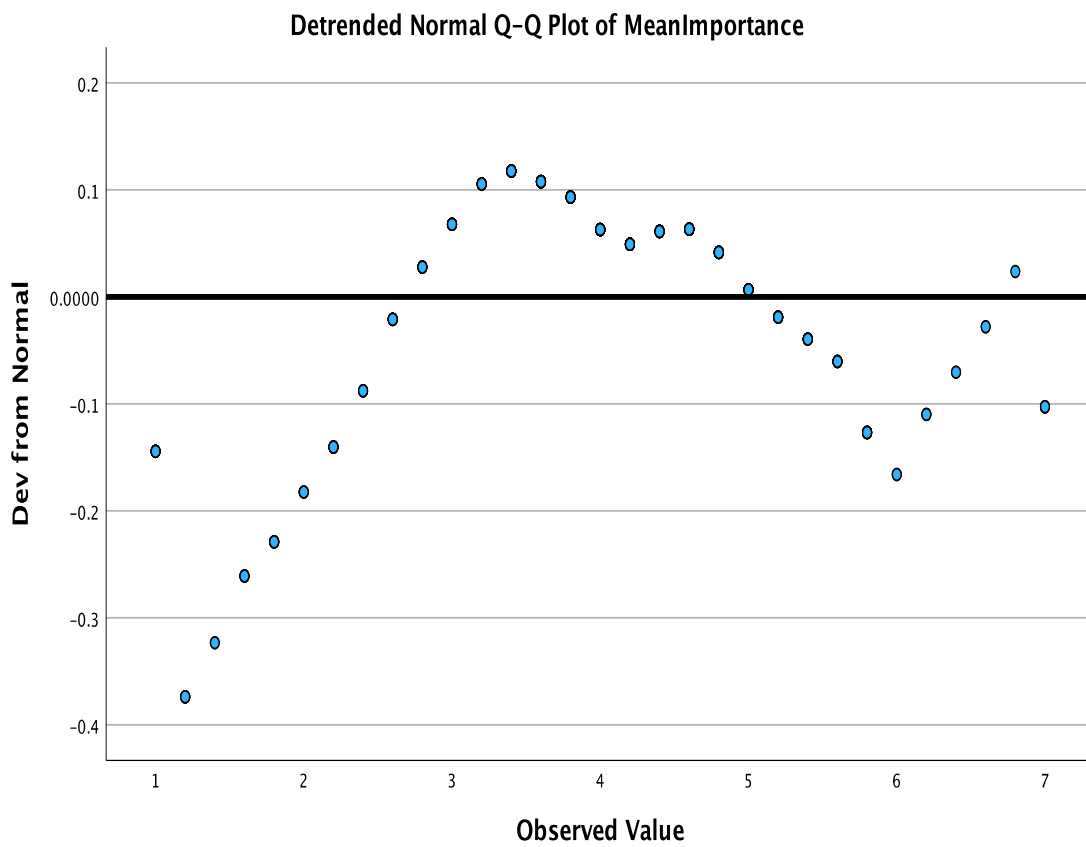
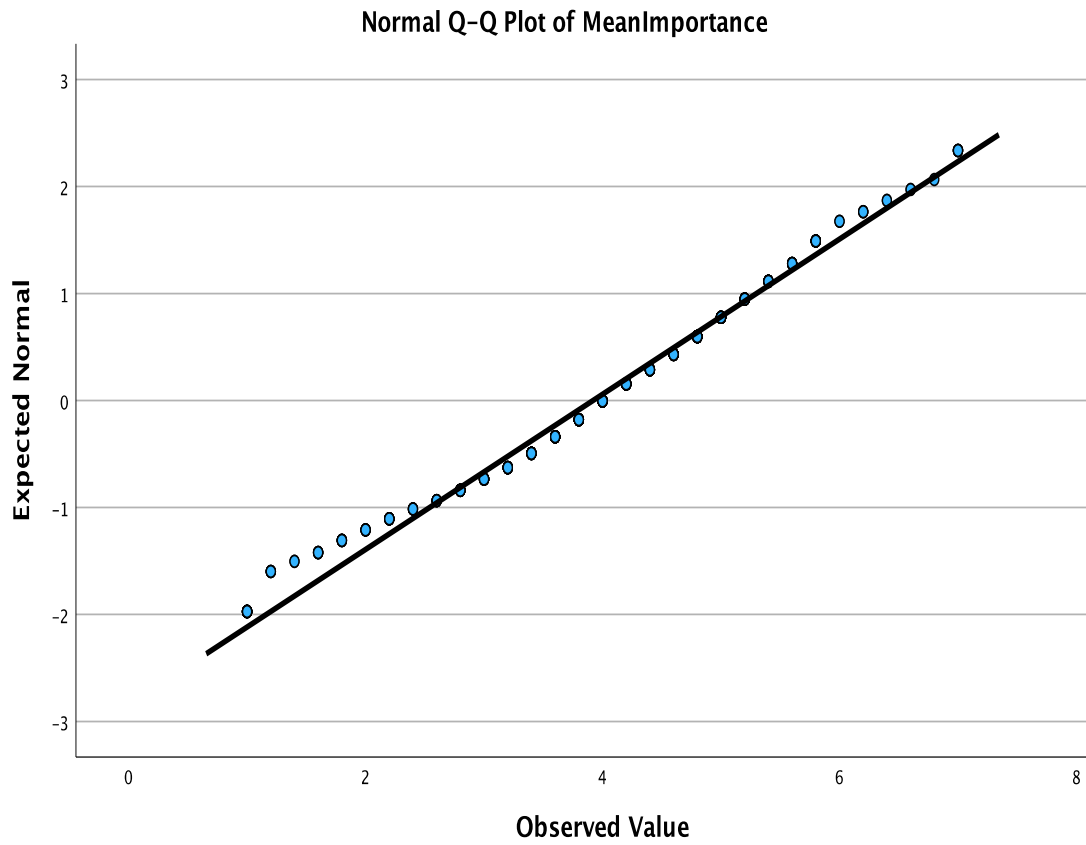
MeanInvolvement

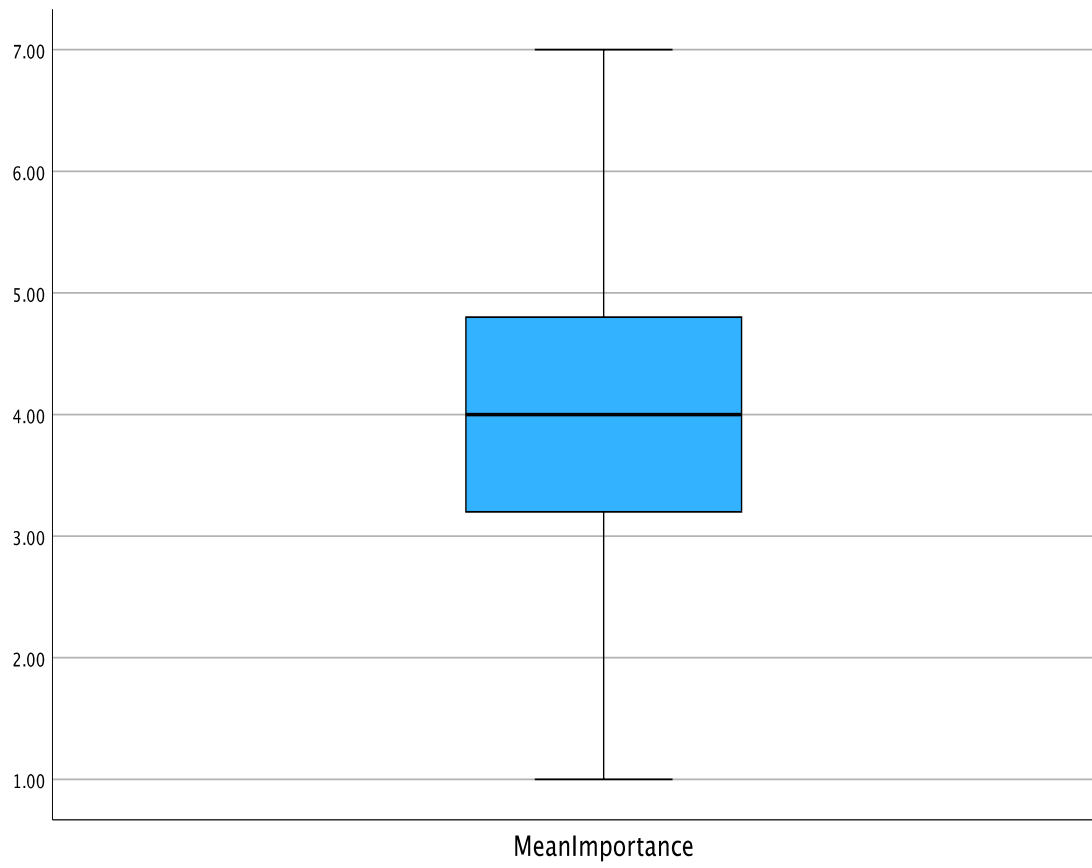




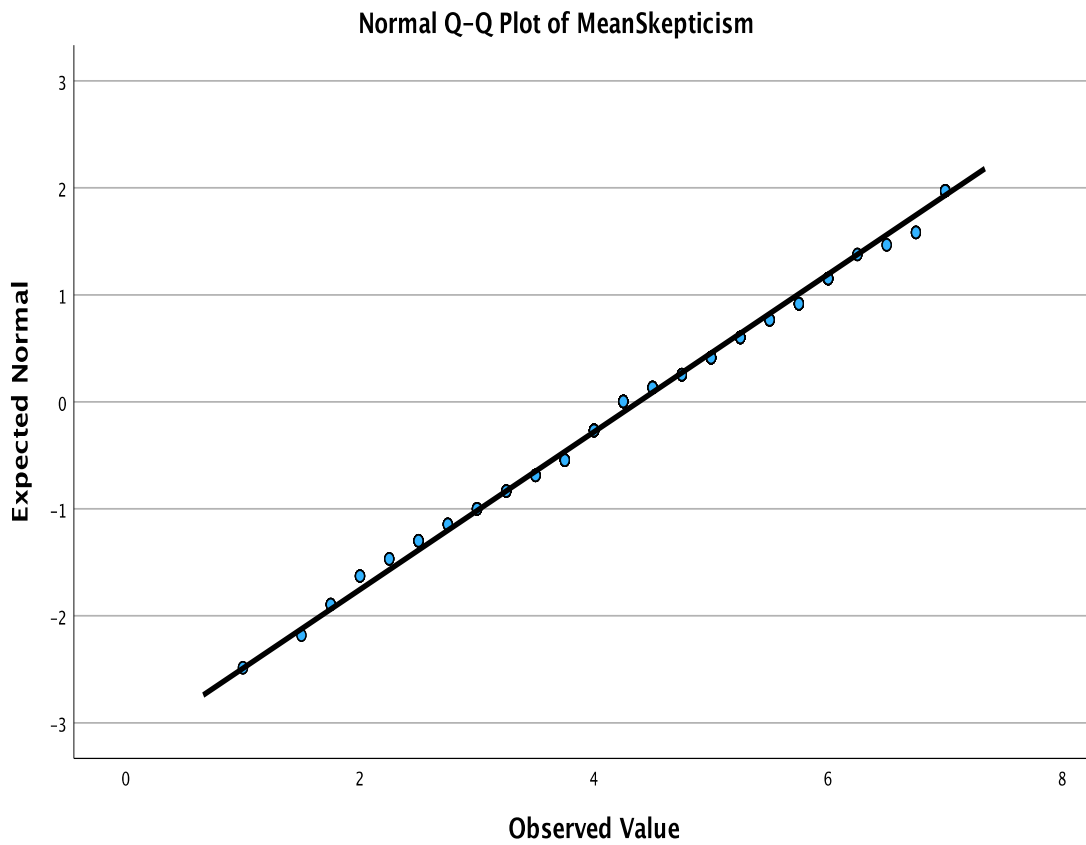
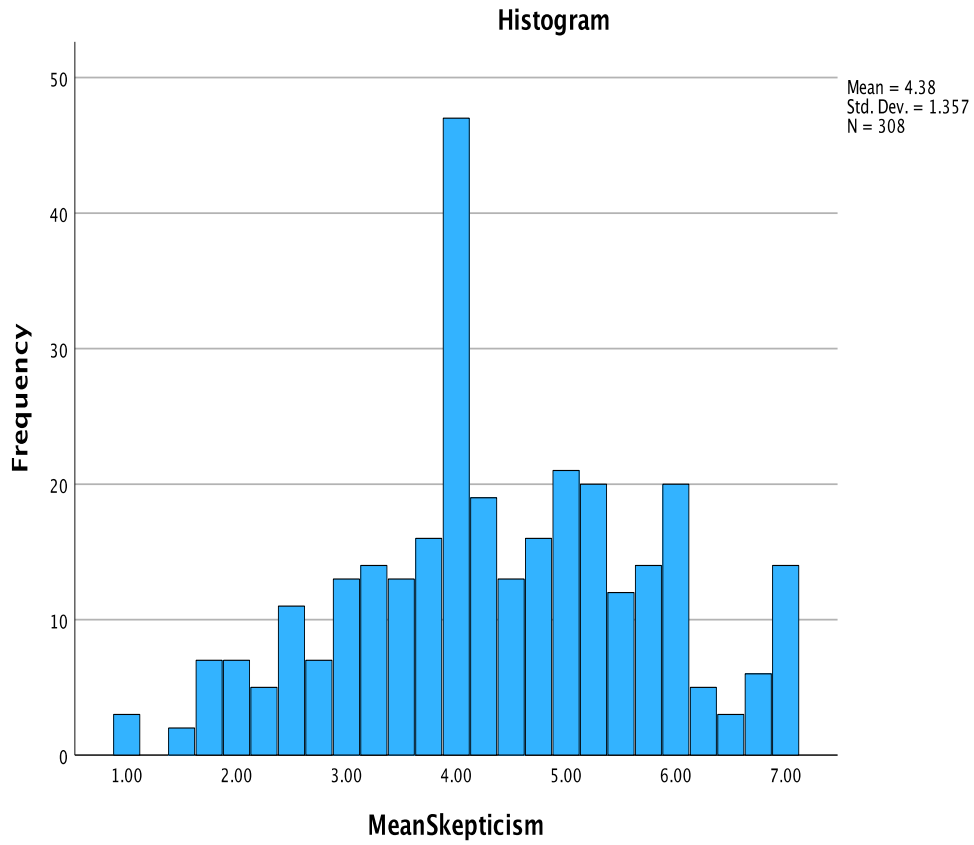
MeanImportance

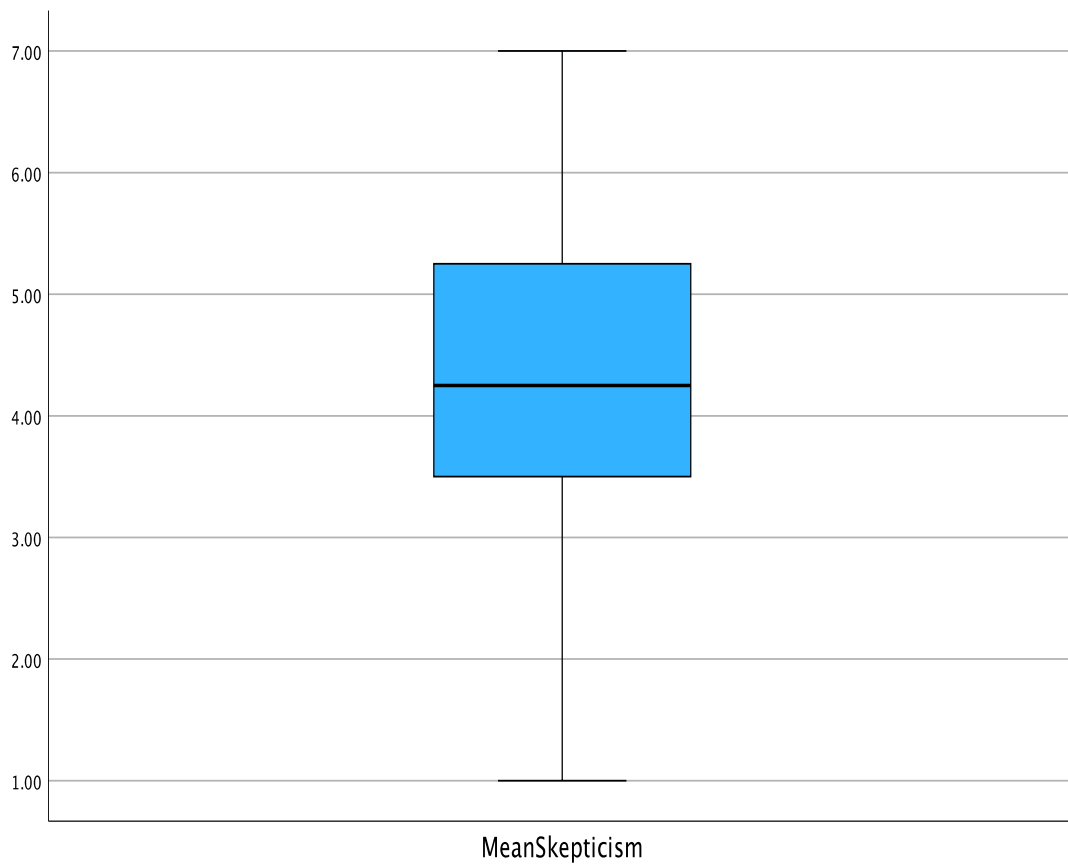
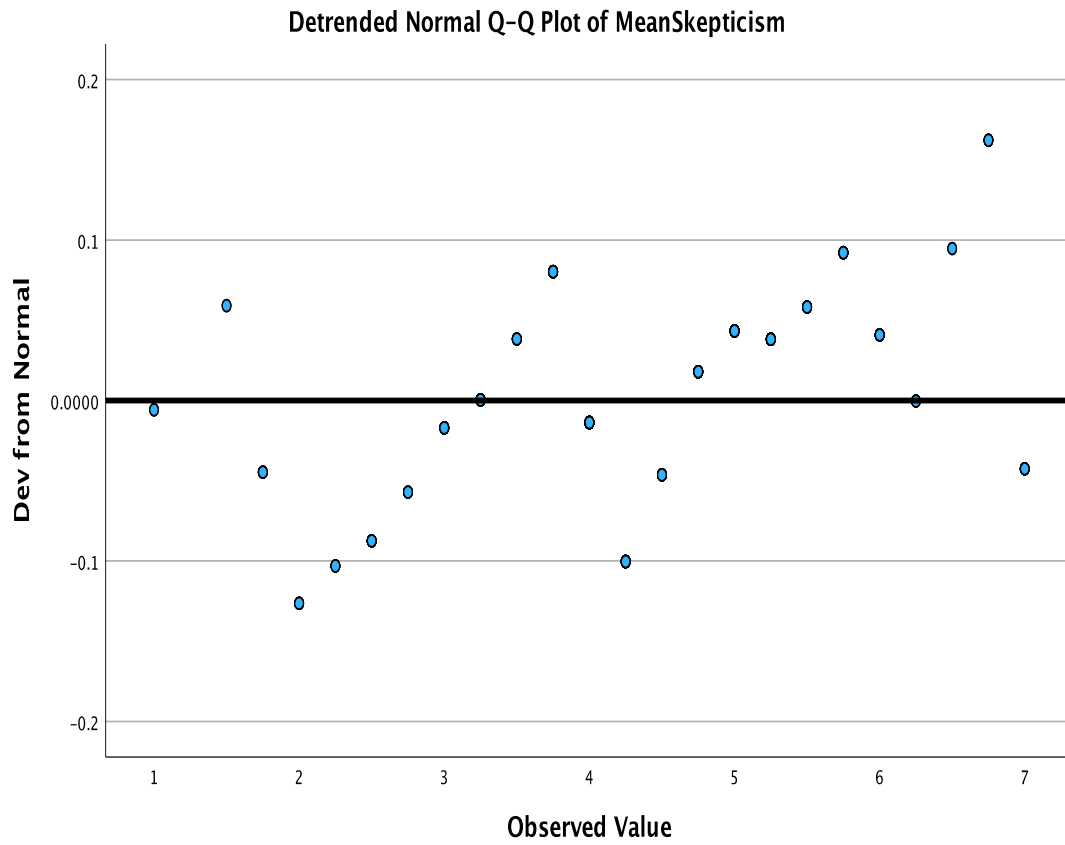




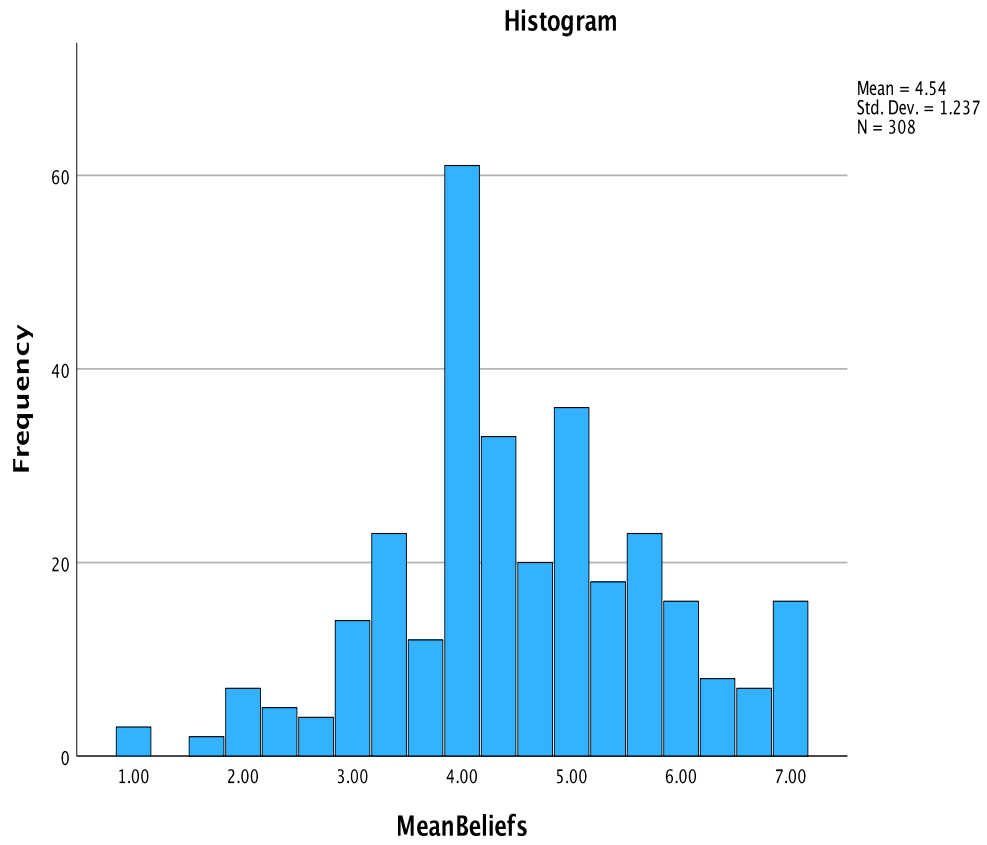


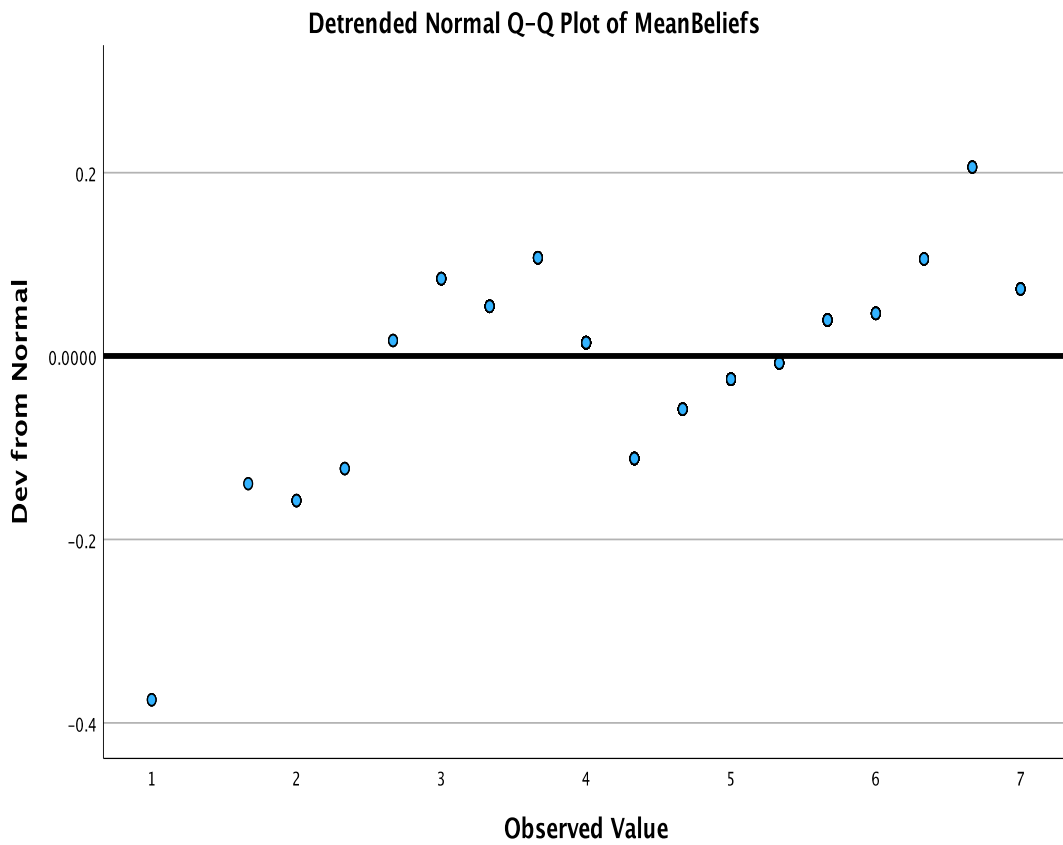
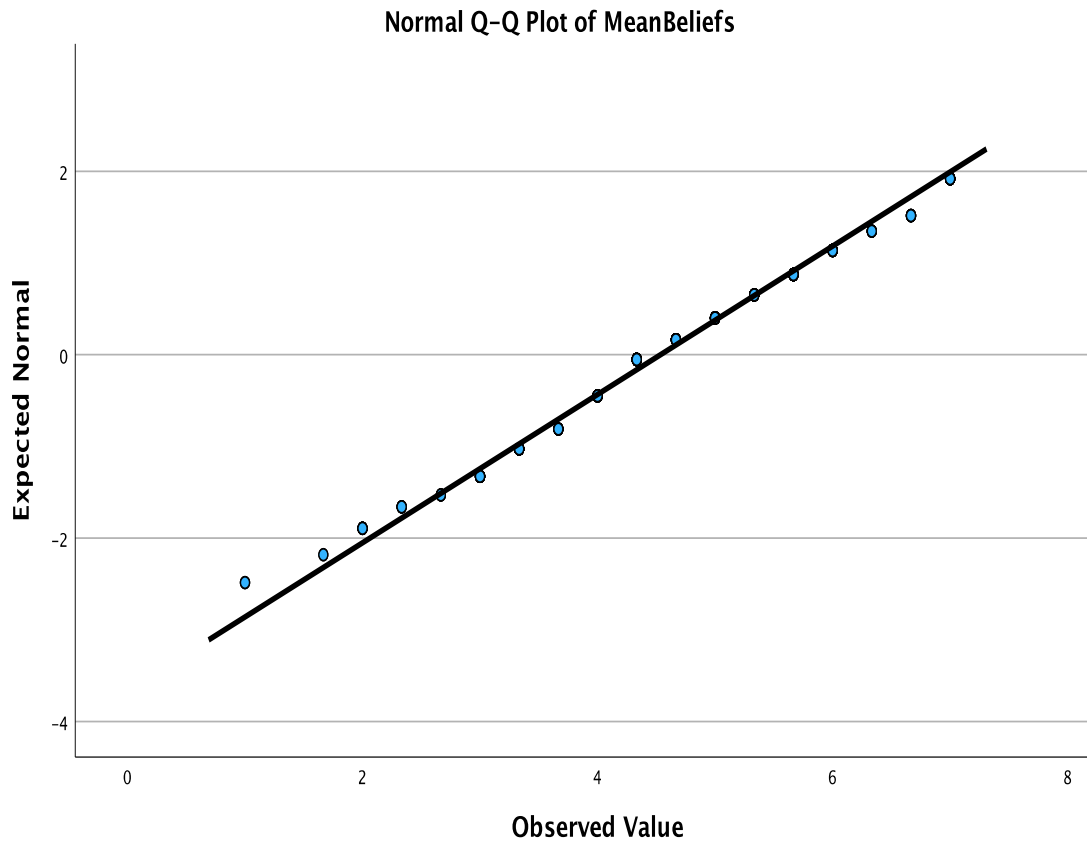
MeanSkepticism

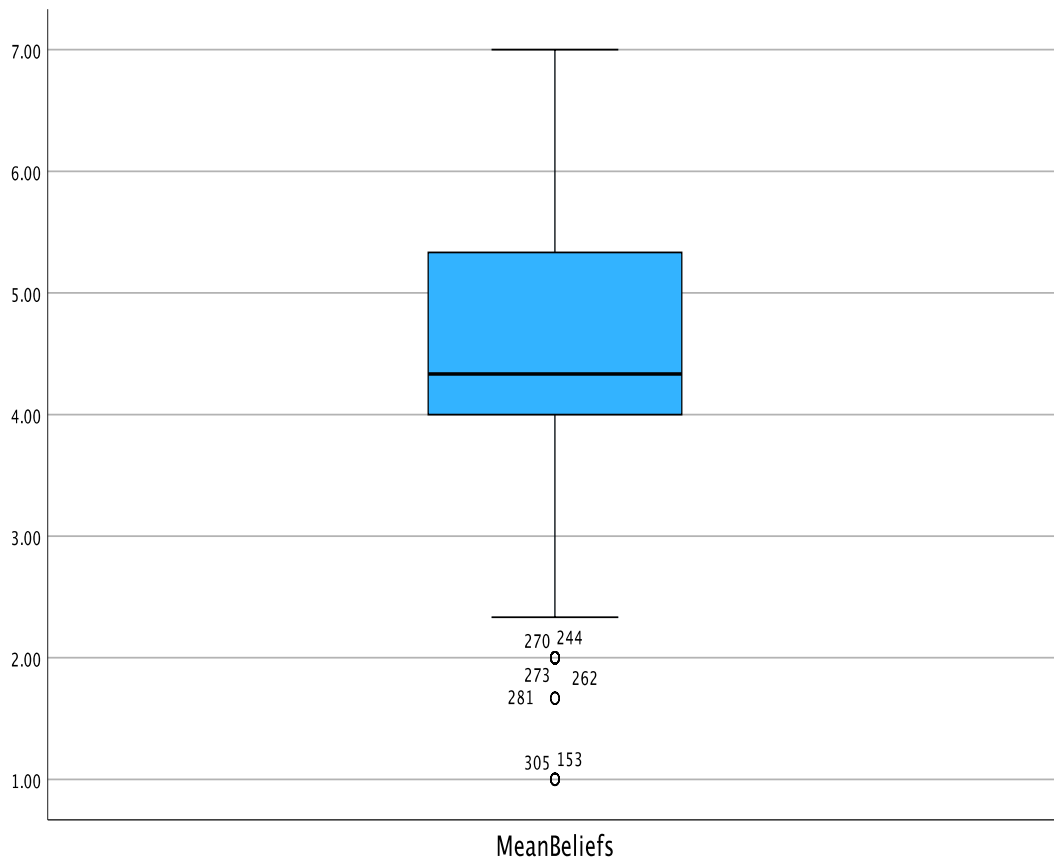




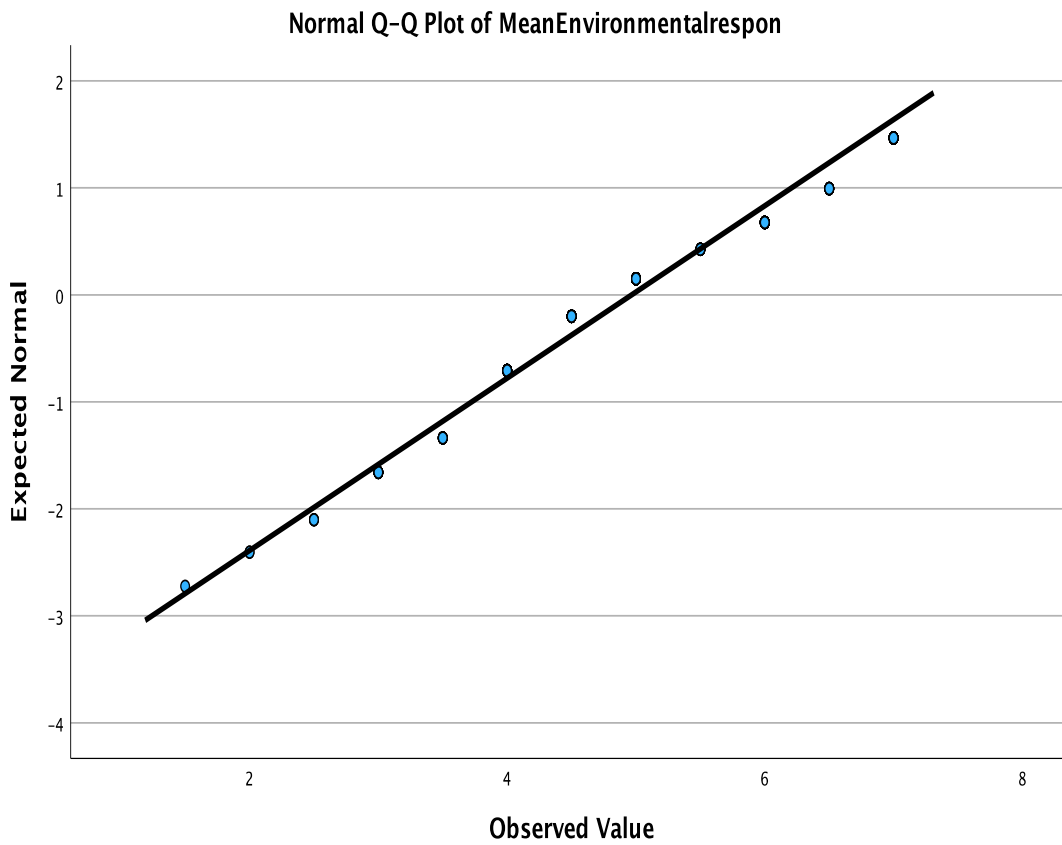
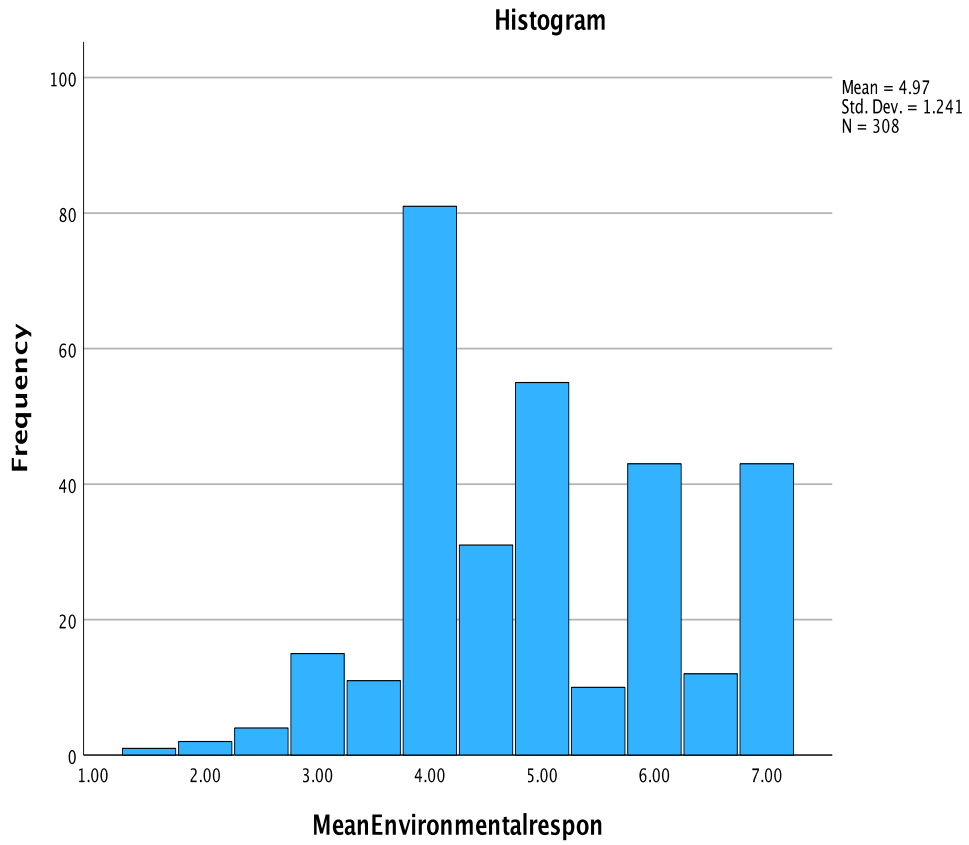
MeanBeliefs

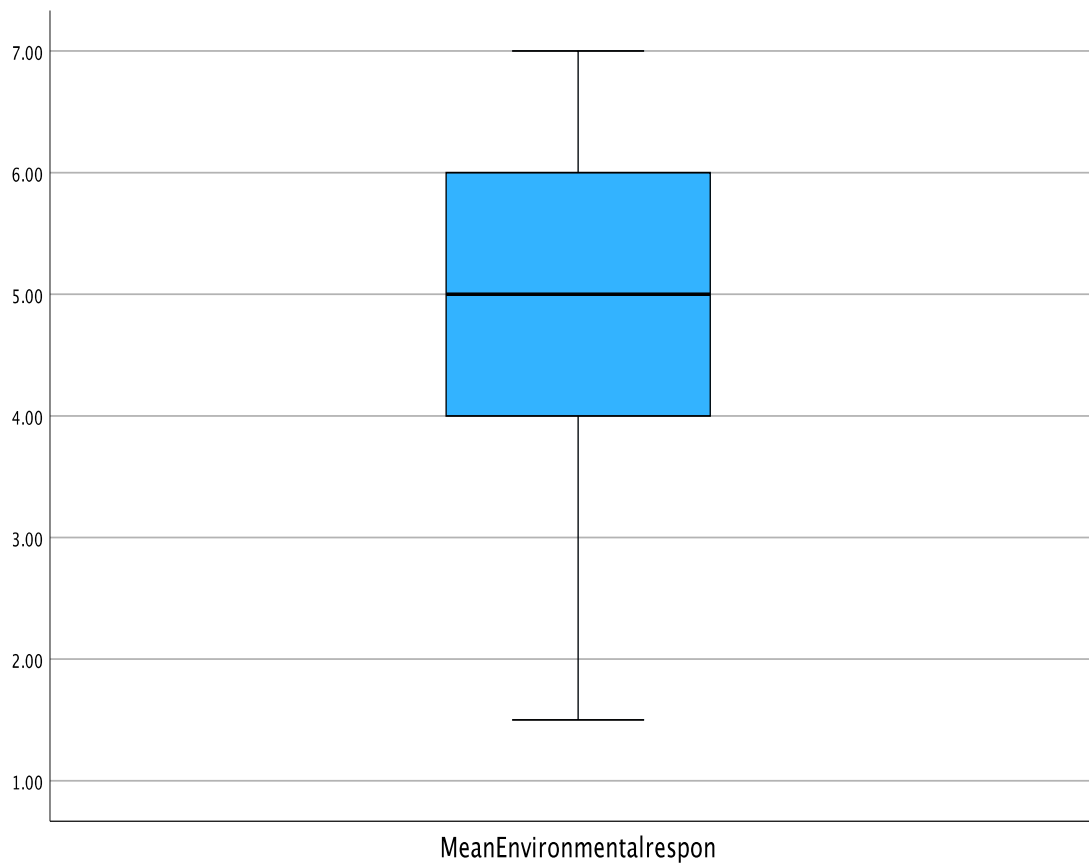
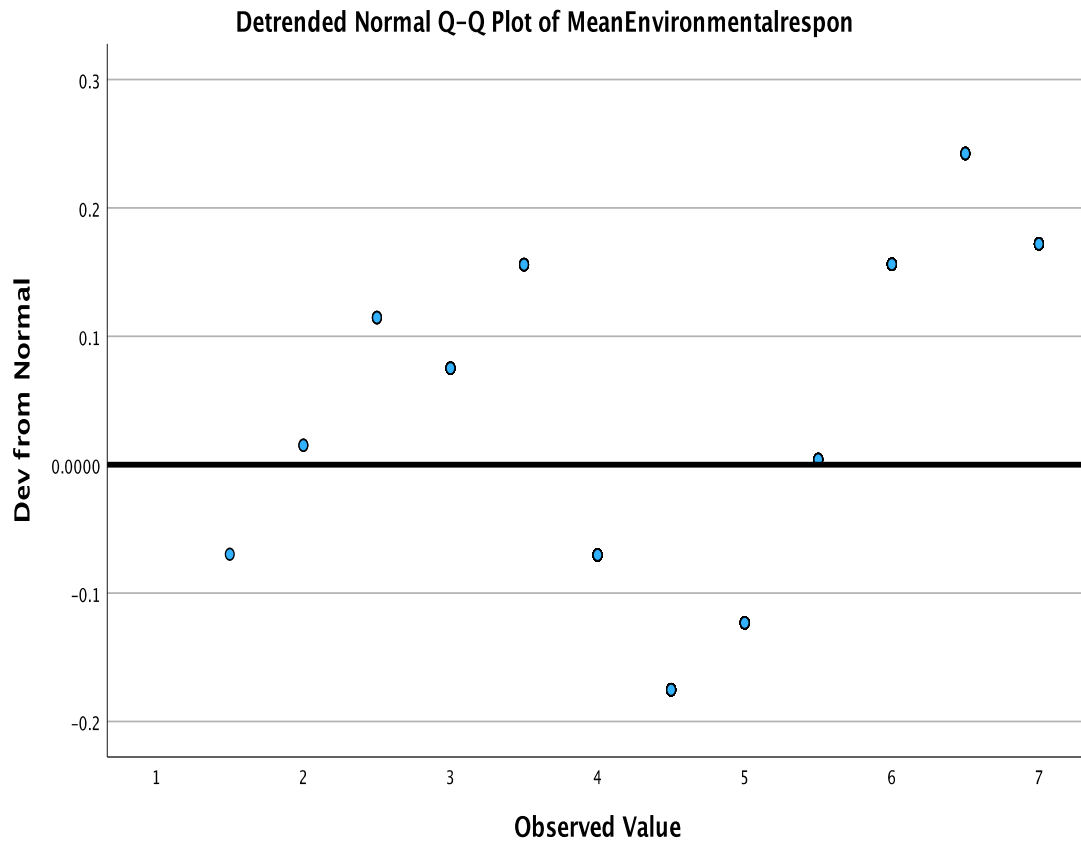






MeanEnvironmentalrespon





Hayes Model 7

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 7
 Y : MInt_z
 X : Stimu_z
 M : MAtt_z
 W : MInv_z

Covariates:
 MProd_z

Sample
 Size: 308

OUTCOME VARIABLE:
 MAtt_z

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.3944	.1556	.8556	13.9537	4.0000	303.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0016	.0527	.0306	.9756	-.1021	.1053
Stimu_z	.1956	.0664	2.9451	.0035	.0649	.3263
MInv_z	.3228	.0537	6.0093	.0000	.2171	.4285
Int_1	.1200	.0665	1.8063	.0719	-.0107	.2508
MProd_z	.0620	.0530	1.1689	.2434	-.0424	.1664

Product terms key:

Int_1 : Stimu_z x MInv_z

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0091	3.2627	1.0000	303.0000	.0719

OUTCOME VARIABLE:
 MInt_z

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.8752	.7660	.2364	331.6344	3.0000	304.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0001	.0277	.0018	.9986	-.0545	.0546
Stimu_z	-.1530	.0353	-4.3353	.0000	-.2225	-.0836

Independent samples t-test

Group Statistics

	Stimu	N	Mean	Std. Deviation	Std. Error Mean
MAtt	Vague CSR	111	4.9135	1.36838	.12988
	Specific CSR	110	4.9655	1.56963	.14966

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
MAtt	Equal variances assumed	2.464	.118	-.262	219
	Equal variances not assumed			-.262	214.468

Independent Samples Test

		t-test for Equality of Means			
		Significance		Mean Difference	Std. Error Difference
		One-Sided p	Two-Sided p		
MAtt	Equal variances assumed	.397	.793	-.05194	.19804
	Equal variances not assumed	.397	.793	-.05194	.19816

Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
MAtt	Equal variances assumed	-.44224	.33836
	Equal variances not assumed	-.44253	.33865

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
MAtt	Cohen's d	1.47199	-.035	-.299	.228
	Hedges' correction	1.47705	-.035	-.298	.228
	Glass's delta	1.56963	-.033	-.297	.231

- a. The denominator used in estimating the effect sizes.
 Cohen's d uses the pooled standard deviation.
 Hedges' correction uses the pooled standard deviation, plus a correction factor. ...

T-Test

Group Statistics

	Stimu	N	Mean	Std. Deviation	Std. Error Mean
MAtt	No CSR	87	4.4069	.99648	.10683
	Specific CSR	110	4.9655	1.56963	.14966

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
MAtt	Equal variances assumed	20.244	<.001	-2.890	195
	Equal variances not assumed			-3.038	186.885

Independent Samples Test

		t-test for Equality of Means			
		Significance		Mean Difference	Std. Error Difference
		One-Sided p	Two-Sided p		
MAtt	Equal variances assumed	.002	.004	-.55856	.19330
	Equal variances not assumed	.001	.003	-.55856	.18388

Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
MAtt	Equal variances assumed	-.93978	-.17733
	Equal variances not assumed	-.92130	-.19581

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
MAtt	Cohen's d	1.34726	-.415	-.698	-.130
	Hedges' correction	1.35247	-.413	-.696	-.129
	Glass's delta	1.56963	-.356	-.640	-.070

- a. The denominator used in estimating the effect sizes.
 Cohen's d uses the pooled standard deviation.
 Hedges' correction uses the pooled standard deviation, plus a correction factor. ...

Appendix F: German Abstract

Angesichts globaler Anliegen wie der Fridays for Future-Bewegung und der drohenden Klimakrise sehen sich (Arbeitgeber-)Marken einem zunehmenden Druck ausgesetzt, sich ihrer ökologischen Verantwortung zu stellen. Darüber hinaus steigt das Interesse der Arbeitnehmer*innen, für Unternehmen zu arbeiten, die geeignete Maßnahmen ergreifen und sich zu ihrer Verantwortung bekennen. In der vorliegenden Studie wird untersucht, inwieweit der Grad der Spezifität der Corporate Social Responsibility (CSR)-Kommunikation die Attraktivität der Arbeitgebermarke und die Absicht, sich bei einem bestimmten Arbeitgeber zu bewerben, beeinflusst.

Die Studie verwendet einen quantitativen Ansatz mit Hilfe einer Umfrage, um umfassende Daten zu sammeln. Die Stichprobe besteht aus österreichischen Staatsbürger*innen oder Personen, die bereits seit mehr als sechs Jahren in Österreich leben. Die Gesamtstichprobe bestand aus 317 Umfrageteilnehmer*innen und bewertete ihre Wahrnehmung der CSR-Kommunikation, die Absicht, sich bei einer Arbeitgebermarke zu bewerben, die Attraktivität der Arbeitgebermarke, ihr Engagement für ein bestimmtes Anliegen, ihre Wichtigkeit, ihre Skepsis sowie ihre Überzeugungen gegenüber CSR, die insgesamt wahrgenommene Umweltverantwortung der Arbeitgebermarke und ihr Interesse an der Produktkategorie Kaffee. Statistische Analysen, einschließlich Regressions- und Moderationsanalysen, werden eingesetzt, um die Beziehung zwischen der Spezifität der CSR-Kommunikation, dem CSR-Engagement und der Attraktivität der Arbeitgebermarke zu untersuchen.

Erstens beleuchten die Ergebnisse die Auswirkungen von CSR-Initiativen und zeigen, dass diese einen signifikant positiven Einfluss auf die Attraktivität der Arbeitgebermarke haben. Die Ergebnisse verdeutlichen den Einfluss der CSR-Kommunikation auf die Resonanz bei den Arbeitnehmer*innen, die sich zunehmend zu Unternehmen hingezogen fühlen, die ihren Werten entsprechen. Während die Befragten einer Arbeitgebermarke mit spezifischer CSR-Kommunikation eine höhere Attraktivität zuschrieben als ohne CSR-Kommunikation, unterschieden sie nicht zwischen spezifischer und vager CSR-Kommunikation. Dies lässt den Schluss zu, dass die Kommunikation von CSR, unabhängig vom Grad der Spezifität, einen stärkeren Einfluss auf die Attraktivität der Arbeitgebermarke zu haben scheint als der Grad der Ausführlichkeit.

Darüber hinaus zeigt die Studie eine signifikante moderierende Rolle für das CSR-Engagement in der Beziehung zwischen CSR und Arbeitgebermarkenattraktivität. Dieses Ergebnis unterstreicht die Bedeutung eines aktiven Engagements in der CSR-Kommunikation als Mittel zur Steigerung der Attraktivität einer Arbeitgebermarke.

Als weitere Bereicherung des Diskurses zeigt die Untersuchung, dass die Attraktivität der Arbeitgebermarke als signifikanter Mediator zwischen der CSR-Kommunikation und den Bewerbungsabsichten der Bewerber dient. Diese Mediation unterstreicht die zentrale Rolle der Attraktivität der Arbeitgebermarke bei der Umsetzung von CSR-Initiativen in konkrete Absichten. Die Ergebnisse liefern wertvolle Erkenntnisse für Führungskräfte, die ihre Arbeitgebermarke stärken und Top-Talente anziehen wollen. Durch die effektive Kommunikation von CSR-Initiativen mit angemessener Spezifität und die Einbeziehung der Mitarbeiter*innen in CSR-Bemühungen können Unternehmen ihre Arbeitgebermarke stärken und die wachsenden Erwartungen umweltbewusster Mitarbeiter*innen erfüllen.

Diese Studie trägt zur bestehenden Literatur bei, indem sie die Bedeutung des CSR-Engagements für die Attraktivität der Arbeitgebermarke hervorhebt. Die Ergebnisse bieten praktische Auswirkungen für das Management, Stakeholder und Entscheidungsträger*innen und betonen die Notwendigkeit, CSR-Beteiligung und personalisierte Kommunikationsstrategien zu priorisieren, um die Attraktivität der Arbeitgebermarke zu steigern und die Umweltbelange von (potenziellen) Arbeitnehmer*innen zu berücksichtigen.