



Sustainability and beyond: decoding the influences of corporate social responsibility on employer brand attractiveness

Greta Gintale^a, Ricardo Correia^{b,#} , Dominyka Venciute^a  and Ruta Lapinskiene^a

^aISM University of Management and Economics, Vilnius, Lithuania; ^bPolytechnic University of Bragança, Bragança, Portugal

ABSTRACT

This research explores the complex relationship between perceived corporate social responsibility (CSR), sustainability self-identity and generational differences, focusing on their influence on employer brand attractiveness. Recognizing CSR's critical role in talent acquisition, the study examines the impact of philanthropic, ethical and environmental CSR activities on employer brand perception. While environmental and philanthropic CSR significantly improve employer attractiveness, ethical CSR shows a less substantial impact. The research also introduces sustainability self-identity as a possible moderating factor, investigating whether individuals whose values align with CSR perceive employer brands differently. Contrary to what was expected, sustainability self-identity does not significantly moderate this relationship. Additionally, the study explores generational differences, revealing that interest in CSR is consistent across age groups, challenging stereotypes about generational preferences. Notably, Baby Boomers and Generation Z demonstrate similar engagement with CSR as Generation X and Millennials. The findings suggest that organizations should focus on environmental and philanthropic initiatives to strengthen their employer brand. Furthermore, the study highlights the broad appeal of CSR initiatives across generational lines, paving the way for future research on the interplay between CSR, employer attractiveness and individual and generational dynamics.

ARTICLE HISTORY

Received 9 May 2024
Revised 23 August 2024
Accepted 10 November 2024

KEYWORDS

CSR (corporate social responsibility); employer brand attractiveness; sustainability self-identity; generational differences; philanthropic CSR; ethical CSR; environmental CSR

SUBJECTS

Business, Management and Accounting; Gender Studies—Soc Sci; Sustainable Development; Work & Organizational Psychology

1. Introduction

In the highly competitive arena of talent acquisition, companies encounter increasing challenges in attracting and retaining skilled professionals. Forecasts predict a significant decline in the working-age population by 2030, particularly among individuals aged 20–34, prompting organizations to employ diverse strategies to secure top talent (Manpower Group, 2023). In this competitive environment, a company's social performance becomes a crucial asset in the talent competition (Duarte et al., 2014). While various initiatives have been undertaken, studies reveal that many companies engage in corporate social responsibility (CSR) superficially, often merely to align with prevailing societal concerns (Carlini et al., 2019).

Attracting and retaining the right individuals is consistently a challenge for companies in today's environment, resulting in a continuous pursuit of innovative tools and practices (Itam et al., 2020). In the effort to develop a compelling employer brand, HR and marketing professionals are instrumental in aligning the brand with the company's culture. Equally important is understanding the factors that influence candidates' choices in selecting an employer, including the impact of individual personality traits. Recent trends suggest that younger candidates, particularly those from Generation Z, prioritize values such as diversity, inclusion and human rights, providing companies with critical insights on how to shape their brand image (O'Boyle, 2021). As the digital generation, Generation Z is acutely aware of global issues like social justice and climate change, with their employer preferences strongly swayed by a company's CSR reputation (Gandasari et al., 2024). A survey conducted by Gallup underscores the preferences of Millennials and

CONTACT Ricardo Correia  ricardocorreia@ipb.pt  Polytechnic University of Bragança, Bragança, Portugal

[#]Ricardo Correia is also affiliated to UNIAG - Applied Management Research Unit, Bragança, Portugal.

© 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. The terms on which this article has been published allow the posting of the Accepted Manuscript in a repository by the author(s) or with their consent.

Generation Z, highlighting the significance of ethical leadership and a diverse, inclusive workplace, which reflects a broader need for social, environmental and governance sustainability efforts (Liu & Nemoto, 2021; O'Boyle, 2021; Venciute et al., 2024). Existing research consistently shows a positive correlation between perceived CSR and employer brand attractiveness (Duarte et al., 2014; Wu & Dineen, 2023).

However, scholars increasingly explore diverse facets and influencing factors within this relationship, recognizing its susceptibility to mediation and moderation by various social, personal and organizational circumstances.

One such factor, sustainability self-identity, has been studied extensively in the context of consumption and consumer behavior. However, its role in moderating the perceived CSR and employer brand attractiveness relationship remains largely unexplored, presenting an avenue for novel investigation.

Similarly, the influence of age or generational factors on employer brand attractiveness in the context of perceived CSR activities is underexplored (Rank & Contreras, 2021). While some surveys have focused on Generation Y and Generation Z, the results remain inconclusive, necessitating further exploration.

Our overarching research goal is to scrutinize the impact of perceived CSR activities on employer brand attractiveness, considering the potential moderating roles of age and sustainability self-identity (Venciute et al., 2024).

While previous research has largely focused on the overall impact of CSR on brand perception, our study delves deeper into the nuanced factors that influence this relationship. The inclusion of sustainability self-identity as a moderating factor adds a personal dimension, recognizing that individual values and identity play a crucial role in shaping perceptions of CSR and employer brand attractiveness. This represents a novel contribution to the field, extending the discussion beyond organizational practices to individual characteristics. Moreover, the exploration of generational differences as moderators in the CSR–employer brand relationship provides a fresh perspective on how varying expectations and values across different age generations influence the impact of CSR initiatives. By combining these innovative elements, the study seeks to offer a holistic understanding of the multifaceted relationship between perceived CSR, sustainability self-identity, generational differences and employer brand attractiveness contributing with valuable insights for both academia and practitioners navigating the evolving landscape of talent attraction.

2. Literature review

2.1. CSR

According to stakeholder theory, individuals or groups that can impact or be impacted by an organization are essential to its success and are thus considered stakeholders (Freeman, 2010). As stated by Parmar et al. (2010), the stakeholder theory offers a way to address three key business issues: understanding value creation and trade, linking ethics and capitalism, and guiding managers to address both and suggests focusing on the relationships between a business and stakeholders to tackle these problems, ultimately proposing a revised view how business should be managed. Stakeholder theory played an important role in defining a CSR concept, particularly, highlighting the social interest and ethics in business (Parmar et al., 2010).

CSR is broadly defined as business responsibilities to specific group of stakeholders—society, which serves to manage its expectations and contribute to societal welfare by allocating a company's resources (Brown & Forster, 2013) and builds the relationships, translating into a company's long-term value (Lee et al., 2013).

This multifaceted concept encompasses three pillars—environmental, social and economic—forming the foundation of a sustainable organization. The economic pillar ensures financial responsibility by promoting efficient resource utilization and economic growth. The social pillar addresses human-related aspects, focusing on improving gender equality, income distribution, reducing social inequalities, enhancing healthcare and providing quality education. The environmental pillar evaluates a company's impact on natural resources, ecosystems and climate change, aiming to minimize environmental footprints and promote sustainable practices. These pillars collectively contribute to the long-term sustainability and resilience of organizations (Yadav et al., 2023).

Over the past decade, CSR has emerged as a pivotal strategy for companies seeking various positive outcomes. Scholars suggest that CSR may have a positive impact on multiple elements of company's competitive advantage (Eyasu & Arefayne, 2020) and various levels of organization performance, including its reputation, stakeholder relations, consumer loyalty and company/product choice, financial performance, enhanced employee engagement and attractiveness to potential employees (Bustamante et al., 2021).

While companies adopt CSR activities to enhance public perception, research highlights potential pitfalls. If CSR activities are perceived as self-promotional, consumers may doubt their sincerity, leading to negative impacts on the company's image (Puncheva-Michelotti et al., 2018). Effective CSR communication is crucial, with a need for messages aligned with individuals' values and expectations (Bustamante et al., 2021; Christensen et al., 2020). This calls for an exploration into how perceived CSR might be influenced by personal predispositions, creating a direct connection with individuals' beliefs and attitudes (Bustamante et al., 2021).

2.2. Employer brand attractiveness

The definition of employer brand dates back to 1996 when Ambler and Barrow integrated marketing techniques into human resources management. Initially defined as the package of functional, economic and psychological benefits associated with employment, the employer brand functions as a promise to potential and existing employees, akin to a product or service brand (Backhaus, 2016).

Employer brand attractiveness is defined as the 'envisioned benefits that a potential employee sees in working for a specific organization' (Berthon et al., 2005, p. 156). It comprises two dimensions: internal and external, with the latter focusing on potential candidates' perceptions of an organization as a great place to work (Buitek et al., 2023). Achieving this external purpose involves understanding the company's values and effectively communicating them to create expectations that should be met when a job seeker becomes an employee (Caputo et al., 2023).

Whereas employer brand attractiveness refers to the perceived benefits of working for a specific employer (Eger et al., 2019; Mičik & Mičudová, 2018), key dimensions of employer brand attractiveness—social value, interest value, application value, economic value and development value—are widely used to measure this construct. The 'EmpAt' scale, developed by Berthon et al. (2005), includes 25 items that reflect these values, including application value, which encompasses the employer's perception as a humanitarian organization that gives back to society.

Extensive research affirms the positive relationship between CSR performance and employer brand attractiveness (Backhaus et al., 2002; Duarte et al., 2014; Lis, 2012; Story et al., 2016). Companies perceived as highly engaged in CSR activities are viewed as more attractive workplaces (Duarte et al., 2014), because perceiving organizations as socially responsible leads candidates to regard them as possessing a positive reputation (Verčič & Čorić, 2018) and attractive employer brand (Gandasari et al., 2024).

CSR is identified as a category within employer brand attributes, reflecting candidates' scrutiny of a company's involvement in social, environmental and community issues (Ronda et al., 2018). Despite debates about CSR in specific industries, such as the oil sector, positive attitudes are observed when these companies actively contribute to CSR initiatives (Hosseini et al., 2022).

While the existing literature establishes the existence of the relationship between CSR and employer brand attractiveness (Duarte et al., 2014; Wu & Dineen, 2023), this study aims to revisit and delve deeper into this relationship by examining three distinct dimensions of CSR: philanthropic CSR, ethical CSR and environmental CSR, as proposed by Lee et al., (2013).

Philanthropic CSR is rooted in historical corporate giving and recognized as one of the earliest forms of what we now term CSR (Lee et al., 2013) and is anticipated to positively influence employer brand attractiveness. Studies indicate that philanthropic activities enhance a company's image and contribute to employee engagement and morale (Arco-Castro et al., 2020; Breeze & Wiepking, 2020). Philanthropic CSR activities signal commitment to social good, aligning with the values of individuals seeking meaningful work (Seara et al., 2023). Corporate philanthropy improves job satisfaction and retention by fostering a sense of pride and purpose among employees (Lee et al., 2014). Companies engaging in philanthropic CSR are perceived as more ethical and socially responsible, enhancing their appeal to both

current and prospective employees (Seara et al., 2023; Zhang et al., 2022). Given the above, we hypothesize that:

H1: Perceived philanthropic CSR will positively impact employer brand attractiveness.

Research indicates that a majority of respondents associate socially responsible companies with transparency, honesty and high business ethics (Bakanauskienė et al., 2017). Ethical CSR enhances corporate reputation and aligns company values with those of potential employees, thus boosting employer attractiveness (Klimkiewicz & Oltra, 2017). Ethical CSR practices, such as honest communication, legal compliance and promoting social good alongside economic objectives, attract job seekers who value strong moral principles (Bustamante et al., 2021; Seara et al., 2023). Ethical CSR enhances job seekers' perceptions of an organization's trustworthiness and reliability, making it a more attractive employer (Bustamante et al., 2021; Klimkiewicz & Oltra, 2017; Seara et al., 2023). Given these considerations, we hypothesize that:

H2: Perceived ethical CSR will positively impact employer brand attractiveness.

Previous studies suggest that environmental CSR positively impacts corporate reputation and profitability due to customers' favorable perceptions of environmental initiatives (Khojastehpour & Johns, 2014). Environmental CSR also enhances employees' environmental citizenship behavior, stimulating their passion and empathy for environmental issues (Yin et al., 2021). Furthermore, an organization's environmental commitment increases its attractiveness to technologically talented workers (Martín-de Castro et al., 2023). Environmental CSR activities demonstrate a company's dedication to sustainable practices, which align with the values of potential employees, particularly those who prioritize environmental responsibility (Puncheva-Michelotti et al., 2018). Given these effects, environmental CSR is anticipated to positively influence employer brand attractiveness. Thus, we hypothesize that:

H3: Environmental CSR will have a positive impact on employer brand attractiveness.

2.3. Sustainability self-identity

Social identity theory suggests that people categorize others into social groups and identify themselves as part of ingroups (us) and outgroups (them), leading to ingroup favoritism and increased self-esteem through association with a perceived superior group (Tajfel et al., 1979).

As an organization is seen as a social group embodying the specific characteristics of its members and fulfilling individual motives (Ashforth & Mael, 1989), social identity theory explains why potential employees' identification with an organization influences their perception of its attractiveness. Scholars suggest that an individual's positioning within a specific social environment influences their attraction to a particular organization, resonating with such group (Theurer et al., 2018).

Studies confirm that individual's self-identity related aspects are moderating the relationship among companies' activities and its attractiveness to potential employees (Liao & Cheng, 2020; Riaz & Saleem, 2024). However, the sustainability self-identity has not been explored as the candidates' individual characteristic yet.

Thus, the study ventures into the less-explored realm of candidates' personality specifics and their potential influence on the choice of a future employer, particularly in the context of CSR. Notably, candidates interested in CSR and sustainability may expect their prospective employers to share these values, leading to the inclusion of sustainability self-identity as a potential moderating factor. Self-identity theory, rooted in how individuals symbolically express themselves through self-identification (Atatsi et al., 2021), is a recognized driver of behavior, occasionally surpassing one's attitudes (Whitmarsh & O'Neill, 2010).

Defined as a collection of identities within society (Terry et al., 1999), studies in employer branding suggest that a potential candidate's self-identity aligning with a company's identity increases the likelihood of choosing that organization (Xie et al., 2015). As in most of the literature self-identity is used to explain people's behavior and intentions, it was found that green self-identity can be used as an explanation of consumers' perception (Khare & Pandey, 2017). However, in most research, this construct has

been used to study the consumption part instead of influence on the job market consequently, a hypothesis emerges, suggesting that candidates with a high sustainability self-identity are more inclined to work for a company engaged in CSR activities (van der Werff et al., 2021).

H4: Sustainability self-identity moderates the relationship between perceived environmental CSR and employer brand attractiveness.

2.4. The role of generations

Since CSR is multifaceted, it is not universally perceived in the same manner by all individuals (Klimkiewicz & Oltra, 2017). Generations, as a demographic reality, offer a convenient framework for understanding societal cohorts. Workplace behaviors and preferences are thought to differ across generations (Žarnauskaitė, 2017), because individuals within specific cohorts to share common life experiences, values, and historical events, which in turn shape their behaviors and social patterns in personal and professional contexts (Rank & Contreras, 2021).

Since the current workforce includes four generations (Baby Boomers, Generation X, Generation Y and Generation Z), research, especially regarding the youngest generation, is scant (Rank & Contreras, 2021). There are studies indicating that Gen Z candidates exhibit a growing interest and a need to care for the environment, both personally and professionally (Macalik & Sulich, 2019; Ngoc Thang et al., 2023). Evidence exists that Millennials prioritize workplace CSR initiatives as well, indicating a preference for organizations that demonstrate social responsibility (Klimkiewicz & Oltra, 2017; Rank & Contreras, 2021).

Other generational cohorts lack sufficient research to delineate differences in the importance of CSR activities when selecting a potential employer. Scholars recommend further exploration to discern generational variances in employer attractiveness and the potential role of perceived CSR (Rank & Contreras, 2021).

In contrast, other studies suggest that demographic factors like age may not significantly impact candidates' perception of CSR and the level of importance individuals place on CSR plays a more significant role in employer brand attractiveness (Hinson et al., 2018). Therefore, caution is advised in interpreting minor generational differences, as some research suggests significant distinctions among generations while others indicate they are more similar (Rank & Contreras, 2021).

As hypotheses posit relationships between CSR dimensions and employer brand attractiveness, it is plausible that generational differences may moderate these relationships. Since the hypotheses for the relationship between every dimension of CSR and employer brand attractiveness were raised, generation could likely moderate all three relationship lines. As a result, the following hypotheses were formulated:

H5: Generation moderates the relationship between perceived philanthropic CSR and employer brand attractiveness.

H6: Generation moderates the relationship between perceived ethical CSR and employer brand attractiveness.

H7: Generation moderates the relationship between perceived environmental CSR and employer brand attractiveness.

A research model has been created based on a literature review and the hypotheses raised (Figure 1).

3. Methodology

An online survey, administered via the Qualtrics platform, was carried out among the working-age population in Lithuania, which includes individuals from 18 to 65 years old (the official retirement age in Lithuania). The data collection process took place during the first three weeks of April 2023. The survey link was widely disseminated through personal social media channels and distributed to acquaintances, with a request to share it within their social circles.

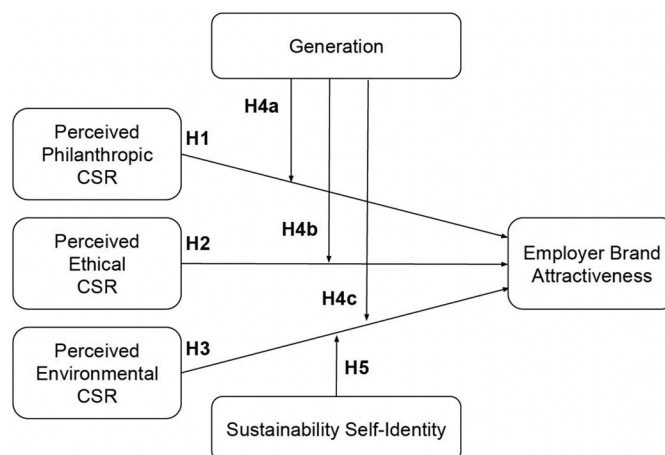


Figure 1. Research model.

Respondents were introduced with a research goal and their right to withdraw at any time. Also, their identity was not disclosed and their anonymity was ensured. Respondents were not manipulated in any way and everyone had to confirm their consent to participate in the research. After providing informed consent, participants were asked to identify a specific organization they might consider as a potential employer and write down its name. This step was crucial to ensure consistency when they later rated various statements. Participants then evaluated 23 statements related to two main constructs: perceived CSR and employer attractiveness. To ensure data quality, an attention check was included to screen out inattentive respondents.

The collected data were analyzed using IBM SPSS Statistics software, with the SPSS PROCESS macro (Model 1) employed to test the proposed hypotheses (Hayes, 2017). Initially, 357 responses were gathered; however, after excluding incomplete surveys, 201 valid responses were retained for analysis. It is worth noting that many participants dropped out at the stage where they were asked to enter the name of a potential employer.

3.1. Research instrument

To measure perceived CSR a five-item Likert scale from the previous research (Lee et al., 2013) was used. The scale consists of three dimensions—ethical, philanthropic and environmental CSR activities that come up with 14 statements, for example, ‘Our company helps solve social problems’ (philanthropic CSR activities), ‘Our company has a comprehensive code of conduct’ (ethical CSR activities) and ‘Our company has an environmentally related mission’. All scored on a five-point Likert scale. To measure employer attractiveness a scale formed in previous research (Kissel & Büttgen, 2015) will be used. It consists of nine items, that are scored on a five-point Likert scale (1=completely disagree to 5=completely agree), for example, ‘This organization offers attractive jobs’. The scale consists of several different aspects of uniqueness, perceived quality, identification, sympathy, attachment and trust, but overall proven to measure employer attractiveness. To measure sustainability self-identity an adapted scale from previous research (Whitmarsh & O’Neill, 2010) was used. All the items are presented as a research instrument in Table 1.

Also, it is important to address that in our study we asked the respondents to indicate their age in categories because this approach offers practical insights that go beyond simply looking at numerical age. Firstly, generational categories allow organizations to understand diverse work styles and communication preferences, facilitating the development of inclusive talent management strategies that appeal to current and potential employees. Secondly, by recognizing the distinct values and motivations of different generations, companies can craft employer branding initiatives that resonate more effectively, attracting and retaining talent across age groups. Finally, segmenting employees by generation enables organizations to design targeted engagement and development programs that address the unique needs and expectations of each generational cohort. By viewing generations as a specific criterion for age

segmentation, organizations can become more flexible while remaining effective in addressing the unique needs of their employees.

3.2. Reliability

In assessing the internal consistency of the scales employed in this study, the Cronbach's alpha coefficient was employed. The philanthropic CSR, ethical CSR, environmental CSR and employer brand attractiveness scales demonstrated Cronbach's alpha coefficient nearly or exceeding 0.7 (the ethical CSR coefficient is 0.696), the adapted scale of sustainability self-identity scale yielded a coefficient of 0.748. It suggests an acceptable level of reliability for the scales within the research context. It is worth acknowledging that the lower reliability of the scales could be attributed to the translation process from English (the original language of the questions) to Lithuanian, despite rigorous testing involving multiple individuals. The reliability scores for the scales used are detailed in [Table 2](#) for reference.

3.3. Ethical considerations

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. The paper is based on a Master thesis that the Committee does not review. All the ethical standards are ensured according to the ISM University of Management and Economics regulations and GDPR.

Respondents were introduced with a research goal and their right to withdraw at any time. Also, their identity was not disclosed, and their anonymity was ensured. Respondents were not manipulated in any way. Written informed consent was obtained from participants involved in this work.

4. Results

Among 201 participants, 56 (27.9%) identified themselves as men, 143 (71.1%) identified themselves as women and 2 (1%) did not want to disclose their gender. In terms of respondents' education, the majority (88.6%) of respondents had higher education, 20 (10%) were high school graduates and 3 (1.5%) had vocational education.

Regarding respondents' income per month for one family member after taxes, 8 (4%) respondents indicated that their income is 500 EUR or less, 29 (14.4%) indicated that it is between 501 and 1000 EUR, 73 (36.3%) have between 1001 and 1500 EUR, 44 (21.9%) are left with 1501–2000 EUR and 47 (23.4%) earn 2001 EUR or more.

As for the age, having in mind the specifics of the study, every respondent had to put themselves into one of four generations according to their birth year, therefore in the final sample there were 8 (4%) of Generation of Baby Boomers (born between 1945 and 1965), 50 (24.9%) of Generation X (1966–1980), 138 (68.7%) of Millennials (1981–2002) and 5 (2.5%) of Generation Z (born in 2003 or later). To be kept in mind that only people from the workforce (aged from 18 to 65) were interviewed, therefore Generation Z and Baby Boomers were relatively small groups. The overview of sample demographics is provided in [Table 3](#).

4.1. Descriptive statistics

The dependent variable (employer brand attractiveness), independent variables (philanthropic CSR, ethical CSR and Environmental CSR) and moderating variable of sustainability self-identity were measured using a five-point Likert scale. The lowest mean score was observed for Environmental CSR (3.6451), indicating that, on average, individuals leaned toward perceiving their potential employers as engaging in Environmental CSR activities. Conversely, the sustainability self-identity variable garnered the highest average score (3.8723), suggesting a general agreement among respondents in identifying themselves as pro-environmental.

Table 1. Research instrument.

Construct	Adapted based on:	Items
Philanthropic CSR	Perceived CSR (Lee et al., 2013)	This organization helps solve social problems (completely disagree to completely agree) This organization has a strong sense of corporate social responsibility (completely disagree to completely agree) This organization gives adequate contributions to local communities (completely disagree to completely agree) This organization allocates some of their resources to philanthropic activities (completely disagree to completely agree) This organization plays a role in society that goes beyond the mere generation of profits (completely disagree to completely agree) This organization encourages its employees to participate in voluntarily activities (completely disagree to completely agree) This organization emphasizes the importance of its social responsibilities to its employees (completely disagree to completely agree)
Ethical CSR	Perceived CSR (Lee et al., 2013)	This organization organizes ethics training programs for its employees (completely disagree to completely agree) Employees of the company are required to provide full and accurate information to all customers (completely disagree to completely agree) This organization has a comprehensive code of conduct (completely disagree to completely agree) This organization is recognized as a trustworthy company (completely disagree to completely agree)
Philanthropic CSR	Perceived CSR (Lee et al., 2013)	This organization tries to offer environmentally friendly products (completely disagree to completely agree) This organization has an environmentally related mission (completely disagree to completely agree) This organization makes an all-out efforts to maintain and preserve the environment (completely disagree to completely agree)
Employer brand attractiveness	Employer brand attractiveness (Kissel & Büttgen, 2015)	This organization offers attractive jobs (completely disagree to completely agree) This organization differentiates itself positively from others (completely disagree to completely agree) This organization is an employer I can identify with very well (completely disagree to completely agree) I like this organization as an employer (completely disagree to completely agree) I feel attached to this organization (completely disagree to completely agree) This organization meets my expectations as an employer (completely disagree to completely agree) I feel confidence in this organization (completely disagree to completely agree) I believe this organization would make any effort to satisfy me as an employee (completely disagree to completely agree) I believe this organization cares much about fulfilling the needs of its employees (completely disagree to completely agree)
Sustainability self-identity	Pro-environmental self-identity (Whitmarsh & O'Neill, 2010)	I think of myself as an environmentally-friendly consumer (completely disagree to completely agree) I think of myself as someone who is very concerned with environmental issues (completely disagree to completely agree)

Notably, the average scores for all research variables are closely clustered and exhibit similar values. The highest standard deviation was recorded for the Environmental CSR variable (0.78321), illustrating a notable dispersion of responses, although respondents tended to answer consistently in this study. The highest variance was observed in the latter variable.

The negative skewness for all variables, except philanthropic CSR, indicates a leftward skew in the data, suggesting a concentration of responses toward agreement. Kurtosis values for all variables are less than 3, indicating that the data is flatter than a normal distribution, with responses clustered around the mean. A detailed overview of the descriptive statistics is presented in [Table 4](#).

4.2. Hypotheses testing

Following the linear regression analysis, the findings indicate that a heightened perception of philanthropic CSR ($b=0.344$, $t=4.481$, $p<0.001$) is a significant predictor of increased employer brand

Table 2. Reliability scores.

Scale	Cronbach's alpha	Number of items in the scale
Philanthropic CSR	0.861	7
Ethical CSR	0.696	4
Environmental CSR	0.833	3
Employer brand attractiveness	0.899	9
Sustainability self-identity	0.748	2

Note: Table developed by the author.

Table 3. The overview of sample demographics.

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	56	27.9
	Female	143	71.1
	Do not want to disclose	2	1
Education	High school	20	10
	Vocational	3	1.5
	Higher (university or college)	178	88.6
	Less than 500 EUR	8	4
Income	501–1000 EUR	29	14.4
	1001–1500 EUR	29	14.4
	1501–2000 EUR	44	36.3
	2001 EUR and more	47	23.4
	Age (Generation)	Baby Boomers (1945–1965)	8
	Generation X (1966–1980)	50	24.9
	Generation Y or Millennials (1981–2002)	138	68.7
	Generation Z (2003 and later)	5	2.5

Note: Table developed by the author.

attractiveness. Notably, the Beta coefficient for philanthropic CSR is substantial (0.344), surpassing the coefficients for the other predictors. This suggests that philanthropic CSR has the most pronounced impact on enhancing employer brand attractiveness and H1 was supported. The analysis reveals that ethical CSR does not emerge as a statistically significant predictor of employer brand attractiveness ($b=0.123$, $t=1.705$, $p>0.05$). Given its lack of statistical significance, no further noteworthy outcomes are evident, and consequently, H2 is not supported. Conversely, the linear regression results indicate that a heightened perception of environmental CSR ($b=0.229$, $t=3.232$, $p<0.05$) significantly predicts increased employer brand attractiveness, thereby supporting H3.

An overview of the linear regression analysis, assessing the support or rejection of hypotheses 1–3, is presented in Table 5.

To examine moderation effects, a linear regression analysis was conducted. The interaction term between sustainability self-identity and Environmental CSR ($b=-0.142$, $t=-1.632$, $p>0.05$) does not exhibit a statistically significant impact on the dependent variable, leading to the non-support of H4. Detailed results can be found in Tables 6 and 7.

For the three hypotheses involving the moderating influence of generation on the relationship between perceived CSR dimensions and employer brand attractiveness, three distinct linear regression analyses were executed using a Macro SPSS extension.

None of the regression variables achieved statistical significance, even though the overall model demonstrated significance. Notably, the interaction between philanthropic CSR and generation is also non-significant ($b=0.0281$, $t=0.1844$, $p>0.05$) leading to the non-support of H5. The summary of model coefficients is presented in Table 8.

While the regression model is statistically significant, the interaction remains non-significant. Although generation interaction variables lacked statistical significance as predictors in the model leading to the non-support of H6 the ethical CSR variable proved significant ($b=1.4774$, $t=2.1067$, $p<0.05$). The overview of model coefficients is presented in Table 9.

Concerning H7 and in alignment with prior regression analyses, while the overall model demonstrates statistical significance, none of the other variables achieve significance, resulting in its non-support. The interaction term between environmental CSR is not statistically significant ($b=-0.142$, $t=-1.632$, $p>0.05$). The summary of model coefficients is presented in Table 10.

Table 4. The overview of descriptive statistics.

	Mean statistic	Std. deviation		Skewness		Kurtosis	
		statistic	Variance statistic	Statistic	Std. error	Statistic	Std. error
Employer brand attractiveness	3.8402	0.59574	0.355	-0.484	0.172	1.288	0.341
Philanthropic CSR	3.6546	0.61453	0.378	0.042	0.172	0.170	0.341
Ethical CSR	3.7363	0.59854	0.358	-0.160	0.172	1.075	0.341
Environmental CSR	3.6451	0.78321	0.613	-0.309	0.172	0.295	0.341
Sustainability self-identity	3.8723	0.59698	0.356	-0.771	0.172	2.162	0.341

Note: Table developed by the author based on SPSS output.

Table 5. The overview of linear regression analysis for employer brand attractiveness and perceived CSR.

	Beta	SE	t	p	R ²	p
Constant		0.307	0.000	1.000	0.350	<0.001
Philanthropic CSR	0.344	0.096	4.481	<0.001		
Ethical CSR	0.123	0.161	1.705	0.090		
Environmental CSR	0.229	0.162	3.232	0.001		

Note: Table developed by the author based on SPSS output.

Table 6. Model summary of regression analysis results for sustainability self-identity moderation.

Model	R ²	Adjusted R ²	Sig.
1	0.239	0.232	<0.001

Table 7. The overview of coefficients in regression analysis.

	Beta	t	Sig.
Environmental CSR	0.427	7.582	<0.001
Interaction term ^a	-0.097	-1.553	0.122

^aInteraction term is environmental CSR × sustainability self-identity.

Note: Table developed by the author using SPSS output.

5. Discussion

In examining the relationships between perceived CSR activities and employer brand attractiveness, the findings align with existing literature. Philanthropic CSR activities and Environmental CSR were found to be statistically significant predictors of employer brand attractiveness, whereas perceived ethical CSR did not show statistical significance. Although the literature suggests that all three dimensions shall predict dependable variables (Duarte et al., 2014; Ronda et al., 2018) the hypothesis on ethical CSR could not be supported. This means that the respondents' company's CSR is related to the environment and society (philanthropic activities), and they do not assign ethical CSR to a stronger employer brand attractiveness.

The inconsistency in studies regarding what types of activities people consider as CSR further complicates this interpretation. For instance, research by Bakanauskienė et al. (2017) suggests that women tend to associate socially responsible companies with ethical aspects, such as transparency and adherence to social norms and business ethics. Interestingly, the regression analysis indicates that philanthropic CSR holds greater importance than environmental CSR, possibly reflecting the prevalent association of CSR with charitable actions rather than environmental initiatives.

As for the moderating effect of the sustainability self-identity variable on perceived environmental CSR and employer brand attractiveness, the results did not show any statistical significance, which means that sustainability self-identity does not play any role. Research showed that if a company engages in CSR activities, its employees start behaving pro-environmentally (or vice versa), therefore there was an attempt to apply the same model to potential employees (van der Werff et al., 2021). As the sustainability self-identity variable was only little studied before and never in such context, it might be the case that the hypothesis was not raised properly, or limitations of the research interrupted. Nevertheless, to be sure that such moderating effect does not exist, future research shall be done.

Table 8. The overview of regression coefficients.

	Beta	SE	<i>t</i>	<i>p</i>	<i>R</i> ²	<i>p</i>
Constant	17.4685	11.0910	1.5750	0.1169	0.3002	0.000
Philanthropic CSR	0.6022	0.4224	1.4257	0.1555		
Generation	-0.0924	4.0027	-0.0231	0.9816		
Interaction between philanthropic CSR and generation	0.0281	0.1525	0.1844	0.8539		

Note: Table developed by the author based on SPSS output results.

Table 9. The overview of regression coefficients.

	Beta	SE	<i>t</i>	<i>p</i>	<i>R</i> ²	<i>p</i>
Constant	9.9491	10.7998	0.9212	0.3581	0.1959	0.000
Ethical CSR	1.4774	0.7013	2.1067	0.0364		
Generation	3.6218	3.8143	0.9495	0.3435		
Interaction between ethical CSR and generation	-0.1800	0.2486	-0.7241	0.4699		

Note: Table developed by the author based on SPSS output results. Statistically significant results are in bold.

Table 10. The overview of regression coefficients.

	Beta	SE	<i>t</i>	<i>p</i>	<i>R</i> ²	<i>p</i>
Constant	24.6238	9.6537	2.5507	0.0155	0.2340	0.000
Environmental CSR	0.7771	0.8648	0.8987	0.3699		
Generation	-0.7228	3.4535	-0.2093	0.8344		
Interaction between environmental CSR and generation	0.1149	0.3091	0.3719	0.7104		

Note: Table developed by the author based on SPSS output results.

Generational effect on different CSR dimensions was not found to be present. All three regression analyses concluded that generation does not play any role in moderating the relationship between perceived CSR and employer brand attractiveness. Although it is perceived that millennials might be more susceptible to employers' CSR activities and values, also they are quick to leave jobs they do not like.

5.1. Managerial implications

Drawing from the research findings, it is evident that CSR activities significantly contribute to employer brands. Philanthropic and environmental CSR activities, in particular, exhibit a positive impact on employer brand attractiveness. Consequently, companies are encouraged to prioritize and emphasize these activities in their CSR strategies. Given that philanthropy exerts the most substantial effect on employer brand attractiveness, it is recommended that employers prioritize this area when formulating their CSR strategies.

Despite the lack of a positive impact on employer brand attractiveness, ethical CSR should not be neglected. Previous research suggesting that women still associate more ethics-related activities with CSR models underscores the continued relevance of ethical considerations. Thus, companies are advised to maintain their current efforts in ethical CSR.

Regarding the segmentation of groups and the development of marketing strategies, this research indicates that different generations do not significantly influence the relationship between perceived CSR and employer brand attractiveness. Managers should recognize that, despite the common narrative, CSR activities attract interest across age groups. Therefore, strategies aimed at appealing to potential employees through CSR initiatives should not be exclusively focused on younger generations. The research highlights that climate change, environmental protection and philanthropy resonate across all age groups, reinforcing the importance of consistent CSR efforts irrespective of the age of the targeted employees.

6. Limitations and future research

This study is subject to several limitations that may impact the research outcomes and the generalizability of the results. First and foremost, the sample size presents a significant limitation. The inadequacy of

respondents hinders the formation of a representative sample of the Lithuanian workforce. Given that the sample was confined to a single country, generalizing the findings becomes challenging. Furthermore, the gender imbalance within the sample, with nearly three times more women than men, introduces a potential distortion in the results. The distribution of generations was also uneven, with a majority being millennials, followed by Generation X, and a mere 6.5% representing Generation Z and Baby Boomers. This disparity limits the ability to comprehensively explore the moderating role of generation. In this study, participants were categorized into generational cohorts based on their birth year, which may have resulted in information loss and imbalanced group sizes. Future research should consider using age as a continuous variable to capture more nuanced age-related dynamics and avoid the limitations associated with generational categorization.

Future research could advance our understanding of CSR's impact on employer brand attractiveness by conducting a more nuanced examination of generational differences, considering variations within each generation and exploring how different cohorts perceive and respond to CSR activities. Additionally, expanding the research scope through cross-cultural studies would provide insights into the varying perceptions of CSR and its impact on employer brand attractiveness across different cultural contexts. To address the inconsistent findings regarding ethical CSR, future studies could delve deeper into specific dimensions or attributes associated with ethical CSR, such as transparency, honesty and adherence to ethical norms. Beyond potential employees, exploring how existing employees perceive CSR activities and investigating whether alignment with CSR values impacts aspects like satisfaction, engagement and retention could provide a holistic view. Lastly, researchers might explore innovative CSR strategies that go beyond traditional dimensions, considering areas such as social innovation, diversity and inclusion initiatives, and technological sustainability. Integrating these suggestions into future research agendas could offer a more comprehensive understanding of the multifaceted relationships between CSR, employer brand attractiveness and the moderating factors involved. Future research should also include studying Lithuanian generations far more than it is done at the moment. There is a need for correct and more precise generation descriptions, since it is agreed that birth year might vary between different countries, because the start of a new generation is based on social circumstances at that specific time.

Author contributions

Greta Gintalė (GG), Ricardo Correia (RC), Dominyka Venciūtė (DV) and Rūta Lapinskienė (RL) carried out the research, wrote and revised the article. GG and DV conceptualized the central research idea and provided the theoretical framework. RC and DV designed and supervised the research progress. GG, RC, DV and RL anchored the review revisions and approved the article submission. All authors agree to be accountable for all aspects of the work.

Disclosure statement

This research was conducted without any financial, commercial or self-benefiting conflicts. No potential conflict of interest was reported by the authors. The authors have indicated that they have no possible conflicts of interest regarding the investigation, composition and/or dissemination of this manuscript.

Funding

No funding has been received for the development of this study.

About the authors

Greta Gintalė, M.Sc., earned her Master's degree in International Marketing and Management from ISM University of Management and Economics in 2023. She currently works as a People Development Project Manager in the retail industry, specializing in onboarding, HR marketing, and people development.

Ricardo Correia, Ph.D., has more than two decades of academic experience. He is an Associate Professor at Bragança Polytechnic University in Portugal, leading the master's program in Tourism Marketing. He is also a visiting Professor at ISM University of Management and Economics in Lithuania. Ricardo's primary research interests encompass

Services Marketing, Tourism Marketing, Branding, and Social Networks. Ricardo has contributed his expertise as an external consultant to various programs, including the European Union Agris Program and Interreg. His prolific academic career is marked by active participation in numerous research projects, conferences, and international scientific meetings. Additionally, he has published several book chapters and papers in prestigious top-tier journals.

Dominyka Venciute, Ph.D., is a Professor and Director of the MSc in International Marketing and Management, as well as Business Management and Marketing programs at ISM University of Management and Economics, where she also teaches various marketing subjects. In 2018, she defended her doctoral dissertation on “The Impact of Social Media Marketing on New Venture Performance.” Her key research interests include Social Media Marketing, Influencer Marketing, Personal Branding and Employee Advocacy. Dominyka has published in journals such as the *Journal of Consumer and Retailing Services*, the *Journal of Brand Management*, and the *Journal of Product and Brand Management*. Besides her academic activities, Dominyka is a certified marketing manager and consults with companies and individuals on leveraging the power of social media marketing, employer marketing, and personal branding.

Ruta Lapinskiene, M.Sc., holds a Master of Management degree from ISM University of Management and Economics and is currently a doctoral student at the same institution, where she also teaches Organizational Behavior. Her field of research is employer branding. Besides her doctoral studies and academic activities, Ruta consults organizations on developing successful employer brands.

ORCID

Ricardo Correia  <http://orcid.org/0000-0002-0132-4002>

Dominyka Venciute  <http://orcid.org/0000-0001-5462-8205>

Data availability statement

The data is available on request from the corresponding author Ricardo Correia at ricardocorreia@ipb.pt.

References

- Arco-Castro, L., López-Pérez, M. V., Pérez-López, M. C., & Rodríguez-Ariza, L. (2020). Corporate philanthropy and employee engagement. *Review of Managerial Science*, 14(4), 705–725. <https://doi.org/10.1007/s11846-018-0312-1>
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *The Academy of Management Review*, 14(1), 20–39. <https://doi.org/10.2307/258189>
- Atasi, E. A., Azila-Gbettor, E. M., & Mensah, C. (2021). Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study. *Cogent Business & Management*, 8(1), 1917483. <https://doi.org/10.1080/23311975.2021.1917483>
- Backhaus, K. (2016). Employer branding revisited. *Organization Management Journal*, 13(4), 193–201. <https://doi.org/10.1080/15416518.2016.1245128>
- Backhaus, K. B., Stone, B. A., & Heiner, K. (2002). Exploring the relationship between corporate social performance and employer attractiveness. *Business & Society*, 41(3), 292–318. <https://doi.org/10.1177/0007650302041003003>
- Bakanauskienė, I., Bendaravičienė, R., & Barkauskė, L. (2017). Features of employer attractiveness on Lithuanian business organizations: Employees' perceptions. *Management of Organizations: Systematic Research*, 77(1), 7–23. <https://doi.org/10.1515/mosr-2017-0001>
- Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151–172. <https://doi.org/10.1080/02650487.2005.11072912>
- Breeze, B., & Wiepking, P. (2020). Different drivers: Exploring employee involvement in corporate philanthropy. *Journal of Business Ethics*, 165(3), 453–467. <https://doi.org/10.1007/s10551-018-4093-x>
- Brown, J., & Forster, W. (2013). CSR and stakeholder theory: A tale of Adam Smith. *Journal of Business Ethics*, 112(2), 301–312. <https://doi.org/10.1007/s10551-012-1251-4>
- Buitek, E. K., Kaliyeva, S. A., Turginbayeva, A. N., Meldakhanova, M. K., & Shaikh, A. A. (2023). How much does an employer's attractiveness matter to youth employment? Evidence from a developing country. *Asia-Pacific Journal of Business Administration*. Advance online publication. <https://doi.org/10.1108/APJBA-02-2023-0086>
- Bustamante, S., Ehlscheidt, R., Pelzeter, A., Deckmann, A., & Freudenberger, F. (2021). The effect of values on the attractiveness of responsible employers for young job seekers. *Journal of Human Values*, 27(1), 27–48. <https://doi.org/10.1177/0971685820973522>
- Caputo, A., Molino, M., Cerato, B., & Cortese, C. G. (2023). Employer attractiveness: Two instruments to measure employer branding and reputation. *Sage Open*, 13(3), 21582440231192188. <https://doi.org/10.1177/21582440231192188>
- Carlini, J., Grace, D., France, C., & Lo Iacono, J. (2019). The corporate social responsibility (CSR) employer brand process: Integrative review and comprehensive model. *Journal of Marketing Management*, 35(1–2), 182–205. <https://doi.org/10.1080/0267257X.2019.1569549>

- Christensen, L. T., Morsing, M., & Thyssen, O. (2020). Timely hypocrisy? Hypocrisy temporalities in CSR communication. *Journal of Business Research*, 114, 327–335. <https://doi.org/10.1016/j.jbusres.2019.07.020>
- Duarte, A., Gomes, D., & das Neves, J. G. (2014). Tell me your socially responsible practices, I will tell you how attractive for recruitment you are! The impact of perceived CSR on organizational attractiveness. *Tékhne*, 12, 22–29. <https://doi.org/10.1016/j.tekhne.2015.01.004>
- Eger, L., Mičík, M., Gangur, M., & Řehoř, P. (2019). Employer branding: Exploring attractiveness dimensions in a multicultural context. *Technological and Economic Development of Economy*, 25(3), 519–541. <https://doi.org/10.3846/tede.2019.9387>
- Eyasu, A. M., & Arefayne, D. (2020). The effect of corporate social responsibility on banks' competitive advantage: Evidence from Ethiopian lion international bank SC. *Cogent Business & Management*, 7(1), 1830473. <https://doi.org/10.1080/23311975.2020.1830473>
- Freeman, R. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.
- Gandasari, D., Tjahjana, D., Dwidienawati, D., & Ichsan, M. (2024). How to attract talents? The role of CSR, employer brand, benefits and career development. *Cogent Business & Management*, 11(1), 2323774. <https://doi.org/10.1080/23311975.2024.2323774>
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis, second edition: A regression-based approach*. Guilford Publications.
- Hinson, R., Agbleze, S., & Kuada, J. E. (2018). Corporate social responsibility and employer attractiveness: Perspectives of prospective jobseekers in Ghana. *African Journal of Business Ethics*, 12(2), 1–17.
- Hosseini, S. A., Moghaddam, A., Damganian, H., & Shafiee Nikabadi, M. (2022). The effect of perceived corporate social responsibility and sustainable human resources on employee engagement with the moderating role of the employer brand. *Employee Responsibilities and Rights Journal*, 34(2), 101–121. <https://doi.org/10.1007/s10672-021-09376-0>
- Itam, U., Misra, S., & Anjum, H. (2020). HRD indicators and branding practices: A viewpoint on the employer brand building process. *European Journal of Training and Development*, 44(6/7), 675–694. <https://doi.org/10.1108/EJTD-05-2019-0072>
- Khare, A., & Pandey, S. (2017). Role of green self-identity and peer influence in fostering trust towards organic food retailers. *International Journal of Retail & Distribution Management*, 45(9), 969–990. <https://doi.org/10.1108/IJRDM-07-2016-0109>
- Khojastehpour, M., & Johns, R. (2014). The effect of environmental CSR issues on corporate/brand reputation and corporate profitability. *European Business Review*, 26(4), 330–339. <https://doi.org/10.1108/EBR-03-2014-0029>
- Kissel, P., & Büttgen, M. (2015). Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. *Journal of Brand Management*, 22(9), 755–777. <https://doi.org/10.1057/bm.2015.42>
- Klimkiewicz, K., & Oltra, V. (2017). Does CSR enhance employer attractiveness? The role of millennial job seekers' attitudes. *Corporate Social Responsibility and Environmental Management*, 24(5), 449–463. <https://doi.org/10.1002/csr.1419>
- Lee, E. M., Park, S.-Y., & Lee, H. J. (2013). Employee perception of CSR activities: Its antecedents and consequences. *Journal of Business Research*, 66(10), 1716–1724. <https://doi.org/10.1016/j.jbusres.2012.11.008>
- Lee, Y.-K., Choi, J., Moon, B.-Y., & Babin, B. J. (2014). Codes of ethics, corporate philanthropy, and employee responses. *International Journal of Hospitality Management*, 39, 97–106. <https://doi.org/10.1016/j.ijhm.2014.02.005>
- Liao, Z., & Cheng, J. (2020). Can a firm's environmental innovation attract job seekers? Evidence from experiments. *Corporate Social Responsibility and Environmental Management*, 27(2), 542–551. <https://doi.org/10.1002/csr.1818>
- Lis, B. (2012). The relevance of corporate social responsibility for a sustainable human resource management: An analysis of organizational attractiveness as a determinant in employees' selection of a (potential) employer. *Management Revue*, 23(3), 279–295. <https://doi.org/10.5771/0935-9915-2012-3-279>
- Liu, L., & Nemoto, N. (2021). Environmental, social and governance (ESG) evaluation and organizational attractiveness to prospective employees: Evidence from Japan. *Journal of Accounting and Finance*, 21(4), 14–29.
- Macalik, J., & Sulich, A. (2019). External employer branding of sustainable organizations. In *International Scientific Conference Contemporary Issues in Business, Management and Economics Engineering*. <https://doi.org/10.3846/cibmee.2019.054>
- Manpower Group. (2023). *The new human age: 2023 workforce trends*.
- Martín-de Castro, G., González-Masip, J. J., & Fernández-Menéndez, J. (2023). The role of corporate environmental commitment and STP on technological talent recruitment in service firms. *Knowledge Management Research & Practice*, 21(2), 412–425. <https://doi.org/10.1080/14778238.2020.1808542>
- Mičík, M., & Mičudová, K. (2018). Employer brand building: Using social media and career websites to attract Generation Y. *Economics & Sociology*, 11(3), 171–189. <https://doi.org/10.14254/2071-789X.2018/11-3/11>
- Ngoc Thang, N., Rowley, C., Mayrhofer, W., & Anh, N. T. P. (2023). Generation Z job seekers in Vietnam: CSR-based employer attractiveness and job pursuit intention. *Asia Pacific Business Review*, 29(3), 797–815. <https://doi.org/10.1080/13602381.2022.2058217>
- O'Boyle. (2021). *4 things Gen Z and Millennials expect from their workplace*. <https://www.gallup.com/workplace/336275/things-gen-millennials-expect-workplace.aspx>

- Parmar, B. L., Freeman, R. E., Harrison, J. S., Wicks, A. C., Purnell, L., & De Colle, S. (2010). Stakeholder theory: The state of the art. *Academy of Management Annals*, 4(1), 403–445. <https://doi.org/10.5465/19416520.2010.495581>
- Puncheva-Michelotti, P., Hudson, S., & Jin, G. (2018). Employer branding and CSR communication in online recruitment advertising. *Business Horizons*, 61(4), 643–651. <https://doi.org/10.1016/j.bushor.2018.04.003>
- Rank, S., & Contreras, F. (2021). Do millennials pay attention to corporate social responsibility in comparison to previous generations? Are they motivated to lead in times of transformation? A qualitative review of generations, CSR and work motivation. *International Journal of Corporate Social Responsibility*, 6(1), 1–13. <https://doi.org/10.1186/s40991-020-00058-y>
- Riaz, S., & Saleem, K. (2024). Impact of corporate social responsibility on employees' attractiveness in hospitality industry. *Human Resources Management and Services*, 6(1), 3422. <https://doi.org/10.18282/hrms.v6i3.3422>
- Ronda, L., Valor, C., & Abril, C. (2018). Are they willing to work for you? An employee-centric view to employer brand attractiveness. *Journal of Product & Brand Management*, 27(5), 573–596. <https://doi.org/10.1108/JPBM-07-2017-1522>
- Seara, M., Proença, T., & Ferreira, M. R. (2023). Do corporate social responsibility practices have an impact on employer attractiveness—An approach to corporate volunteering programs. *European Journal of Management and Business Economics*, 31(3), 305–323. <https://doi.org/10.1108/EJMBE-02-2022-0041>
- Story, J., Castanheira, F., & Hartig, S. (2016). Corporate social responsibility and organizational attractiveness: implications for talent management. *Social Responsibility Journal*, 12(3), 484–505. <https://doi.org/10.1108/SRJ-07-2015-0095>
- Tajfel, H., Turner, J. C., Austin, W. G., & Worchel, S. (1979). An integrative theory of intergroup conflict. *Organizational Identity: A Reader*, 56(65), 9780203505984–9780203505916.
- Terry, D. J., Hogg, M. A., & White, K. M. (1999). The theory of planned behaviour: Self-identity, social identity and group norms. *The British Journal of Social Psychology*, 38(3), 225–244. <https://doi.org/10.1348/014466699164149>
- Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer branding: A brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1), 155–179. <https://doi.org/10.1111/ijmr.12121>
- van der Werff, E., Steg, L., & Ruepert, A. (2021). My company is green, so am I: The relationship between perceived environmental responsibility of organisations and government, environmental self-identity, and pro-environmental behaviours. *Energy Efficiency*, 14(5), 50. <https://doi.org/10.1007/s12053-021-09958-9>
- Venciute, D., Gintale, G., Correia, R., Lapinskiene, R., & Skudiene, V. (2024). Sustainability, self-identity, and generations: The influence of CSR communication on employer brand attractiveness. In *28th International Conference on Corporate and Marketing Communications*. <https://doi.org/10.25365/phaidra.507>
- Verčič, A. T., & Čorić, D. S. (2018). The relationship between reputation, employer branding and corporate social responsibility. *Public Relations Review*, 44(4), 444–452.
- Whitmarsh, L., & O'Neill, S. (2010). Green identity, green living? The role of pro-environmental self-identity in determining consistency across diverse pro-environmental behaviours. *Journal of Environmental Psychology*, 30(3), 305–314. <https://doi.org/10.1016/j.jenvp.2010.01.003>
- Wu, L., & Dineen, B. R. (2023). Expanding branding: effects of multiple brand types on organizational attractiveness. *Chinese Management Studies*, 17(6), 1346–1367. <https://doi.org/10.1108/CMS-07-2022-0246>
- Xie, C., Bagozzi, R. P., & Meland, K. V. (2015). The impact of reputation and identity congruence on employer brand attractiveness. *Marketing Intelligence & Planning*, 33(2), 124–146. <https://doi.org/10.1108/MIP-03-2014-0051>
- Yadav, R., Chaudhary, N. S., Kumar, D., & Saini, D. (2023). Mediating and moderating variables of employee relations and sustainable organizations: A systematic literature review and future research agenda. *International Journal of Organizational Analysis*, 31(7), 3023–3050. <https://doi.org/10.1108/IJOA-12-2021-3091>
- Yin, C., Ma, H., Gong, Y., Chen, Q., & Zhang, Y. (2021). Environmental CSR and environmental citizenship behavior: The role of employees' environmental passion and empathy. *Journal of Cleaner Production*, 320, 128751. <https://doi.org/10.1016/j.jclepro.2021.128751>
- Žarnauskaitė, M. (2017). Organizacijos kaip patrauklaus darbdavio įvaizdžio formavimas orientuojantis į Lietuvos Y kartai atstovaujančius specialistus. *Informacijos Mokslai*, 77(77), 106. <https://doi.org/10.15388/Im.2017.77.10709>
- Zhang, Y., Wu, J., Li, G., Fu, J., Zhu, C., & Liu, J. (2022). Research on the impact of corporate philanthropy on employer brand. *Advances in Social Science, Education and Humanities Research*, 635, 257–262.