CRANFIELD UNIVERSITY

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Organisational Heritage: Exploring Effects on Employee Outcomes
and Perceptions of Organisational Attractiveness

SCHOOL OF MANAGEMENT
International Executive Doctorate

DBA
Academic Year: 2012 - 2017

Supervisor: Dr. Radu Dimitriu
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ABSTRACT

This research study is one of the first to explore how Organisational Heritage may affect employees and potential employees. It examines employee outcomes that may be related to heritage and provides insight into the effect heritage can have on potential employees' perception of organisational attractiveness.

The first part of the study focused on heritage characteristics and employees of a Corporate Heritage Brand (CHB). In-depth interviews were conducted with employees of a Canadian CHB to determine if heritage was a significant organisational identity characteristic, to establish which employee outcomes it was likely to influence and to explore the effects it had on the outcomes being identified. Results suggested that heritage characteristics are a distinct part of the organisational identity (the organisational heritage identity) which may positively affect organisational identification, organisational affective commitment, employee engagement, organisational pride and intent to stay. Heritage also appeared to diminish the negative impact of transformational organisational change on employee outcomes. A model is presented that summarizes the findings.

The second study used the repertory grid technique to determine the characteristics that a sample of potential employees used to differentiate between employer organisations which included CHB and non-CHB companies. Honey's content analysis was used to ascertain which of these characteristics positively affect perceptions of organisational attractiveness. The study looked specifically at heritage as an organisational characteristic. The results identified nine characteristics, including heritage, which potential employees use to differentiate amongst employer organisations. Another set of nine characteristics were found to be strongly aligned with organisational attractiveness. Four characteristics were common to both groups, and importantly heritage was a part of these. A matrix is presented that categorises organisational characteristics on two dimensions: potential for differentiation and alignment with organisational attractiveness. Four types of characteristics were defined in the matrix: Key Organisational Identity (KOICs) – high differentiation, high attractiveness, Hygiene – low differentiation, high attractiveness, Differentiator – high differentiation, low attractiveness and Low Value – low differentiation, low attractiveness. Heritage was categorized as a KOIC. The discussion suggests heritage can be key to increasing perceptions of organisational attractiveness and organisational identification. Employer branding can be proactively used to convey the organisational heritage. In general, employer branding efforts to communicate key organisational identity

and hygiene characteristics to potential employees can increase the likelihood of inclusion in the potential employees' employer consideration set.

Overall, this research contributes to our increased understanding of heritage in an organisational setting. Specifically, it is one of the first academic efforts to provide empirical evidence in the nascent field of organisational heritage. The first part identified five employee outcomes likely to be affected positively by heritage. The findings also suggested that heritage may diminish the negative impact of organisational change on such organisational outcomes. The second part examined the importance of heritage in regard to potential employees and found evidence that heritage may be activated to differentiate employer organisations and can increase the perceived attractiveness. The findings allowed classifying several elicited organisational characteristics (including heritage) along their potential for organisational differentiation and organisational attractiveness.

Keywords:

Organisational Heritage, Corporate Heritage Brand, Organisational Heritage Identity, Organisational Identity, Organisational Attractiveness, Organisational Identification, Organisational Affective Commitment, Employee Engagement, Organisational Pride, Consideration Set, Employer Brand, Repertory Grid Technique, Honey's Content Analysis

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GLOSSARY AND ABBREVIATIONS

Acronym	Term	Definition
AC	Affective Commitment	Formally, "Organisational Affective Commitment", refers to the employee's emotional attachment to, identification with, and involvement in the organization. (Meyer and Allen, 1991, p.67)
ANV	Average Normalized Variability	A calculation used in Repertory Grid analysis that measures the variability or spread of the ratings of an element. "The variability (ANV) of a construct is a measure of the spread of its ratings (in the evaluation process) compared to all the other constructs. The higher the variability of a construct the greater is its importance to the respondent," (Lemke et al., 2003, p.25)
AOA	Average Organisational Attractiveness	Used (with AROA) in Honey's Content Analysis for calculating the strength of alignment between Common Constructs and the Supplied Construct (Organisational Attractiveness) (Author's definition)
AROA	Average Reversed Organisational Attractiveness rating	Used (with AOA) in Honey's Content Analysis for calculating the strength of alignment between Common Constructs and the Supplied Construct (Organisational Attractiveness) (Author's definition)
	Change	See Organisational Change
CB	Corporate Brand	The visual, verbal and behavioural expression of an organisation's unique business model (Knox and Bickerton, 2003, p.1013)
CC	Continuance Commitment	Formally "Organisational Continuance Commitment" which refers to an awareness of the costs associated with leaving the organization. (Meyer and Allen, 1991, p.67)
C-CI	Consumer – Company Identification	A kind of strong, committed, and meaningful relationship that consumers enter into with certain companies because they share certain attributes, becoming champions of these companies and their products (Bhattacharya and Sen, 2003).
CHB	Corporate Heritage Brand	Corporate Heritage Brand which has the following attributes: Track record: delivering value to customers and non-customer stakeholders over (a long) time of delivering on the brand promise Longevity: although on its own it does not necessarily result in a heritage brand, it is one component, among others, that is important;

		Core values: held for a period of time and which have guided corporate policies behaviours and actions;
		Use of symbols: reflect a corporate brand's past via communications;
		History important to its identity: the past helps define the present (Urde, Greyser and Balmer, 2007)
CHI	Corporate Heritage Identity	Relating to those institutional attributes and qualities that also are, to a lesser or greater degree ostensibly invariable, and which, in part, meaningfully define an organisation's corporate identity. Heritage identity traits can include corporate competencies, cultures, philosophies, activities, markets and groups, etc. and may find, in addition, expression in distinctive visual identities, architecture and service offerings (Balmer, 2011a, p.1381)
CI	Corporate Identity	The distinctive public image that a corporate entity communicates that structures people's engagement with it. (Cornelissen, Haslam and Balmer, 2007)
		What are we? (as a corporation) (Balmer and Gray, 2003)
CIM	Corporate Image	A holistic and vivid impression held by a particular group towards a corporation partly as a result of information processing (sense-making) carried out by the group's members and partly by the aggregated communication of the corporation in question concerning its nature, i.e. the fabricated and projected picture of itself," (Alvesson, 1990, p.376)
		An image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is, it is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object [2]. (Dowling, 1986)
CSP	Corporate Social Performance	"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)
Culture	Culture / Organisational culture	Culture can be thought of as a set of cognitions shared by members of a social unit. (O'Reilly III, Chatman and Caldwell, 1991, p.491)491
		Organizational culture is comprised of the assumptions, stated or unstated values, norms, customs and rituals, stories and myths, metaphors and symbols, climate, and tangible signs (artefacts) of organizational members and their behaviours (Schein, 2010, cited in Gardner et al.,2012, p.591).

EB	Employer Brand	The package of functional, economic and psychological benefits provided by employment, and identified with the employing company. (Ambler and Barrow, 1996 p. 187)
EE	Employee Engagement	An individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes." (Shuck et al., 2011, p.427)
	First-Order Change	Those minor improvements and adjustments that do not change the system's core and occurs as the system naturally grows and develops, (Levy and Merry, 1986, p.5)
Heritage	Heritage	The precise denotation of heritage, is, "to inherit", or "to pass on". Apparently, the construct is French in origin (Heathcote, 2011). Heritage although closely linked to history, is singularly different from it. As such, while history is concerned with the past, heritage in corporate marketing and in corporate branding contexts (Balmer et al., 2006) relates to the present as well as to the past and to the future. (Balmer, 2011a)
Intent to Stay	Intent to Stay	The positive counterpart to intent to turnover or in other words, a worker's intent to remain with an organization. (Mayfield and Mayfield, 2007, p.91).
KC	Key Construct	A Key Construct, in this study is one that is important to the potential applicants in differentiating between potential employers. It is a Common Construct identified in the RepGrid process that, when analysed, equals or exceeds a frequency threshold of 25% and a calculated average normalized variability (ANV) threshold.
KOIC	Key Organisational Identity Characteristic	KOICs are defined as those characteristics that are found to increase the perception of Organisational Attractiveness, and are used to differentiate amongst employers by potential applicants and also have one or more of the attributes of Organisational Identity; they are distinctive, central, or enduring.
NC	Normative Commitment	Formally "Organisational Normative Commitment" which reflects a feeling of obligation to continue employment (loyalty) (Meyer and Allen, 1991, p.67)
	Organisation Personality	The set of human personality characteristics perceived to be associated with an organization. (Slaughter et al., 2004)
OA	Organisational Attractiveness	The attributes of an organisation that make it desirable to stakeholders (e.g. as an employer).

	Organisational Change	"An empirical observation of difference in form, quality, or state over time in an organizational entity", (Van de Ven and Scott, 1995, p.512); A difference in the form, quality, or state over time in an organization's alignment with its external environment (Rajagopalan and Spreitzer, 1997, p.49). (See also First-order change and Second-order change).
OC	Organisational Commitment	A psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization," (Allen and Meyer, 1991, p.62). The three component model of OC which is comprised of: Affective Commitment: refers to the employee's emotional attachment to, identification with, and involvement in the organization. Continuance Commitment: refers to an awareness of the costs associated with leaving the organization. Normative Commitment: reflects a feeling of obligation to continue employment (loyalty) (Meyer and Allen, 1991, p.67)
OI	Organisational Identity	What is distinctive, central and enduring in an organisation (Albert and Whetten, 1985) What members perceive, feel and think about their organizations. It is assumed to be a collective, commonly-shared understanding of the organization's distinctive values and characteristics. (Hatch and Schultz, 1997)
OID	Organisational Identification	Organizational identification is defined as a perceived oneness with an organization and the experience of the organization s successes and failures as one's own. (Mael and Ashforth, 1992, p.103) When a person's self-concept contains the same attributes as those in the perceived organizational identity, we define this cognitive connection as organizational identification. Organizational identification is the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization. (Dutton, Dukerich and Harquail, 1994, p.239). A psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity. (Edwards, 2005, p.227)

	Organisational Image	Organizational image. We conceptualized organizational image as the central, distinctive, and relatively enduring traits that are ascribed to an organization by job seekers. (Cable and Yu, 2006)
		By organizational image, we refer to the general impressions held by those outside the organization (Backhaus, Stone and Heiner, 2002), (Barber, 1998).
		Organisational image refers to general impressions of organizational attractiveness. (Rynes, 1991)
		The way the organization is perceived by individuals. It is a loose structure of knowledge, belief and feelings about an organization," (Tom, 1971, p.576).
OP	Organisational Pride	An affective response state resulting from an employee's identification with an organization and their assessment of organizational performance, attributes or worth. (Appleberg, 2005)
		Pride in an organisation results from specific perceptions of the organization and from experiences with that organization (Dennis and Debra, 2002, p.90).
		Organisational Pride is not connected to a single event, but is an employee attitude that results "from the employee's need for affiliation with the organization." (Gouthier and Rhein, 2011, p.636).
PCT	Personal Construct Theory	Personal Construct Theory suggests that individuals create a framework of constructs and theories to make sense of their world (Kelly, 1955 cited in Fransella et al., 2004).
P-O Fit	Person-Organisation Fit	The compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. (Kristof, 1996, p.5)
	Psychological Contract	Psychological contracts are an individual's beliefs regarding reciprocal obligations. Beliefs become contractual when the individual believe that he or she owes the employer certain contributions (i.e. hard work, loyalty, sacrifices) in return for certain inducements (e.g. high pay, job security) (Rousseau, 1990, p.389)
	Second-order change	Second-order change (organization transformation) is a multi-dimensional, multi-level qualitative, discontinuous, radical organizational change involving a paradigmatic shift. (Levy and Merry, 1986, p.5)
SIT	Social Identity Theory	Proposes that members of an organisation define themselves in terms of the organisation they belong to ("Who am I?"). Three characteristics have been

		identified that increase identification with the group: (1) distinctiveness of the group's values and practices (2) prestige of the group (3) salience of the out-group(s). (Ashforth and Mael, 1989)
		Individuals' knowledge that they belong to certain groups together with the emotional and value significance of that group membership. The shared meaning that a group is understood to have that arises from its members' (and others') awareness that they belong to it. (Cornelissen, Haslam and Balmer, 2007)
	Stakeholder	Any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, cited in Mitchell et al., 1997, p.856)
	Values	A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence" (Rokeach, cited in O'Reilly III et al., 1991 p.492) or "basic values may be thought of as internalized normative beliefs that can guide behaviour" (O'Reilly III, Chatman and Caldwell, 1991)

"The sound of the wheel on a rail probably hasn't changed much in 125 years and I may not consciously think about that, but subconsciously I connect back to that first wheel on that first rail." Respondent 1

1 INTRODUCTION

1.1 Background and the Business Problem

In recent years, heritage has become a topic the marketing world has embraced. The value of heritage in the area of consumer brands has been recognized and we have witnessed the successful revival of venerable brands such as Burberry, Jaguar and Land Rover (Stewart-Allen, 2002). In the last ten years, marketing scholars have investigated both consumer and corporate heritage brands and the research suggests that heritage is a distinctive asset that, when stewarded appropriately, can have significant value (Urde, Greyser and Balmer, 2007).

The term "Heritage" is derived from the French *"heriter"* which means "to inherit". The Oxford English Dictionary defines heritage as "Valued objects and qualities such as historic buildings and cultural traditions that have been passed down from previous generations", (Anon., n.d.). Although heritage is clearly tied to history, it is distinguished from it in that it is not only of the past, but as the definition suggests, it is also of the present, as one must be in the present to receive an inheritance, and it is also of the future, as it implies that inheritance will be passed on to future generations. This transcendence of a single time period to include past, present and future makes heritage a distinctive characteristic and one that is of interest to researchers.

There is a growing body of literature in the area of corporate heritage that indicates that heritage can play a valuable role in creating a distinctive corporate identity. The literature tends to divide the study of company identity into two areas based on the perspective or field of study. Corporate Identity tends to be associated with Marketing research and generally has an external focus i.e. the identity projected to external audiences, consumers, shareholders, etc. Organisational Identity tends to be associated with Organisational studies and has an internal, often employee focus. The two constructs are similar, and

the overlap of the two has been acknowledged in the literature (Cornelissen, Haslam and Balmer, 2007; He and Balmer, 2007). Research has found that heritage can be an important part of the corporate identity and the construct of Corporate Heritage Identity has been introduced (Burghausen and Balmer, 2014). Because of the overlap of the Corporate and Organisational Identity constructs, it is surprising that there has not been research into heritage from an organisational perspective. The research has continued to focus primarily on the marketing aspect of heritage. There would appear to be an opportunity to explore the organisational view of heritage and the potential impact it might have on employees.

From a practitioner's perspective, organisations continue to face challenges in recruiting and retaining top talent and there is a constant competition amongst companies to differentiate themselves as employers. Companies compete to be named "Top Employer" in a number of different categories. They expend significant financial resources to measure the level of engagement of their staff in the hopes that engaged employees will stay longer with the company. And yet there has been no suggestion noted in the literature, either academic or practitioner that indicates that heritage has been considered as a potential corporate asset that could be used to differentiate a company as an employer. As a result, there has been no research on heritage that has had an organisational focus despite the apparent value in understanding the effect of heritage on employees and therefore in examining heritage in an organisational setting.

This research, which focuses on an organisational view of heritage to explore how heritage affects employees, was grounded in a real world scenario. The genesis for this research began with observations the researcher made in the context of working for a company that had an interesting and significant heritage. Over the course of several years, the researcher observed that many of her colleagues appeared to be positively bonded with the company. This attachment seemed to be strong and singular and was observed amongst many different types of employees: males and females, union and non-union, entry

level analysts and C-level executives, and of a wide range of ages. It was observed at company headquarters and thousands of kilometres away in remote communities. The attachment was emotional as there appeared to be a deep affection that existed between the employees and the company. This "bond" appeared, at least superficially, to be linked to the history and heritage of the company. For example, colleagues were uncommonly proud of the company and its historic accomplishments and they would regularly refer to the company as "we" as though that history and those accomplishments belonged to them personally. These observations led the researcher to consider that the heritage of the company, including its history, symbols, artefacts and stories, was somehow related to this deep emotional and personal attachment that many employees appeared to feel for the company. It seemed that if this "attachment" could be explored and verified, there was potential to derive benefit from it.

Corporate Heritage is not an asset every company possesses. Heritage may be an attribute that could be employed to differentiate a company as an employer. If it could be shown that there was a connection between the observable bond that employees appeared to feel towards their employer and the heritage characteristics of the corporate brand then this could give a company a competitive advantage.

If the bond represented a strong, positive connection with the company, then perhaps that bond might be long standing and could possibly contribute to increased retention rates. This could result in real economic benefit. As it is less costly to retain employees than to recruit and train new employees. Therefore, any advantage that a company can exploit to increase the rate of retention of its existing staff through increasing their level of commitment, job satisfaction, loyalty, etc. could lower administrative costs. Furthermore, if this connection to heritage could in some way be extended to potential employees, it could provide a strategic advantage in the area of recruitment.

These anecdotal observations and recognizing the potential value of this "bond", in combination with the apparent gap in the research literature

pertaining to heritage from an organisational and employee perspective compelled the researcher to propose research into the area of corporate heritage in relation to how it affected employees of a company.

Therefore, the business problem identified was to explore the heritage of an organisation to understand how it may influence employees.

The following sections will provide background on the researcher and the company where the "bond" was originally observed. This will add context to the business problem which is important for the development of the Research Question.

1.1.1 Background of Canadian Pacific

The company where the researcher made her observations and where she was employed was Canadian Pacific Railway Company (CP). CP was established in Montreal, Quebec in 1881 and is one of the oldest, continuously operating companies in Canada (Anon, 2006). CP was responsible for the building of the railway across Canada from Atlantic to Pacific when the country was only newly established (the Confederation of Canada took place in 1867) and as such is also closely associated with Canadian history. CP is often credited with "building the country" as it played a key role in the settlement of Western Canada. CP has annual revenues of $6.7 billion (CDN) approximately 13,000 employees, a track network of 14,000 miles and a market capitalisation of $28.75 billion (CDN) (Anon, 2016a). Canadian Pacific has been immortalised in songs, art and literature and as a result is deeply woven into the fabric of the nation.

1.1.2 Researcher's Background

To provide further context for this research, the following outlines the background of the researcher. Over the course of a 26-year career with Canadian Pacific, the researcher held many different positions in a number of different functional areas including IT, Finance, Transportation, Operations, Marketing & Sales and Public Affairs. The researcher also held several positions in which she was directly responsible for stewarding the heritage of

the company, including Manager of Corporate Communications, Managing Director of the Royal Canadian Pacific (a luxury heritage train experience similar to the Royal Scotsman), and Manager of Heritage Programs which included responsibility for the management and operation of a heritage Steam Train Program as well as stewardship of the extensive corporate archives. This experience provided the researcher with broad knowledge of all parts of the company and very specific experience working with the heritage aspects of the company. This provided the opportunity to observe the existence of the "bond" and the observable effects of heritage in many different situations.

In addition, the researcher also worked directly for the CEO for a number of years and had observed the priority that he put on conserving the heritage of the company and its many physical artefacts during two cycles of great change. As well, it was observed that he often used the company's heritage to inspire employees and remind them of the great company of which they were a part. He also spoke of his own feelings of attachment that he felt for the company where he spent his entire career.

The experience of working for a company with a heritage and working directly with heritage programs added to the observations of the "bond", including those related to the CEO, provided motivation for the researcher to embark on a Doctoral program to research this phenomenon.

In the following sections, the research questions and objectives are detailed.

1.2 The Research Questions

A research question was developed to address the previously identified business problem. From that overarching research question two more refined questions were developed to look at more specific aspects of the overall question. Those questions and the research objectives will be presented in the following sections.

1.3 Principal Research Question

The academic research on company heritage has largely focused on the construct of the Corporate Heritage Brand that was introduced by Balmer et al. (2006) and which was initially defined simply as "a corporate brand with a heritage", (Balmer, Greyser and Urde, 2006, p.158). Superficially, this construct appeared to reflect the attributes of CP, as it was a company with a strong brand that had a heritage. Therefore, the overarching research question that was posed was:

> ***How does the heritage of a corporate heritage brand affect an organisation's employees and potential employees?***

The construct of a Corporate Heritage Brand (CHB) is rooted in the field of Marketing, and in particular in the construct of Corporate Brand, (Urde, Greyser and Balmer, 2007). However the research question will look specifically at the ways in which heritage affects an organisation's employees. Thus this research takes an organisational view. The organisational perspective is one that is more internally-facing and relating to the organisation and its internal stakeholders as compared with the marketing view, which is externally facing, and relating to the external projection of the company to its external stakeholders.

The overarching research question was then devolved to look specifically at existing employees and the impact that heritage may have on employee outcomes.

1.3.1 Research Question and Objectives – Project 1

The first research question which pertains to Project 1 was developed to explore the role that heritage plays in the ways in which employees may relate to an organisation. In keeping with the overall research question, an organisational perspective is adopted, as the question pertains to employees and their relationship with the organisation.

The research question to be examined in Project 1 was:

"In what ways do the heritage characteristics of a Corporate Heritage Brand affect employee outcomes?"

To fully answer this research question, the following three research objectives were developed:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

P1-RO$_2$: Identify employee outcomes likely to be influenced by corporate heritage characteristics.

P1-RO$_3$: Explore effects of corporate heritage characteristics on the employee outcomes to be identified.

1.3.2 Research Question and Objectives – Project 2

The second research question (pertaining to Project 2) evolved following the completion of the first project. As the Project 1 results suggested heritage did have an effect on employee outcomes, research that looked at the possible effect of heritage on potential employees (applicants) and their perception of a CHB organisation appeared to be a valuable avenue to pursue. The second research question was stated as:

"Do the heritage characteristics of a Corporate Heritage Brand affect differentiation and organisational attractiveness as perceived by potential applicants?"

Answering this research question was achieved by addressing the following research objectives:

P2-RO$_1$: Identify the characteristics of an organisation that are important to potential applicants in differentiating between employers.

P2-RO$_2$: Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between employers.

P2-RO$_3$: Explore how strongly heritage characteristics are aligned with organisational attractiveness when compared with other corporate image characteristics.

It is important to position the proposed research, as outlined by the research questions and objectives within a research philosophy. The following section details the philosophical approach adopted for this doctoral research.

1.4 Philosophical Perspective

The theoretical perspective adopted for this research was based in an ontology of Idealist assumptions and an epistemology of Constructionism.

Blaikie (2009) suggests that the Idealist ontology can result in a number of views of reality, including one that "exists independently of socially constructed realities; another sees such an external reality placing constraints on or providing opportunities for reality constructing activities; and in a third, constructions of reality are regarded as different (multiple) perspectives on an external world." (Blaikie, 2009, p.93). The third category would be appropriate for the proposed research where constructions of reality are different perspectives on an external world.

Constructionism fits with the research purpose of understanding how employees or potential employees may view and relate to the organisation for whom they work, or for whom they are interested in working. Blaikie defines constructionism, in part, as the knowledge people gain through having to make sense of their encounters with the physical world and other people. "Social scientists reinterpret this everyday knowledge into technical language", or constructs (Blaikie, 2009, p.95). The interviews conducted in both of the projects contained answers by the respondents to questions that were asked by the researcher. Those answers could be described as sense-making. Based on this sense-making, the researcher then attempts to interpret these to fit with either known constructs or theories, or proposes new constructs, or new relationships between constructs. This suggests that constructionism is, an appropriate epistemology for this research.

Now that the philosophical position has been described, the following sections provide brief overviews of each of the research projects and their findings.

1.5 An Overview of the Research

1.5.1 Overview of Project 1

The purpose of Project 1 was to examine a company with a Corporate Heritage Brand to identify the employee outcomes that may be affected by corporate heritage and to explore the effects of heritage on those identified employee outcomes.

The focus of the study was an iconic Canadian heritage company, Canadian Pacific Railway Company (CP). This venerable Canadian company has a history of more than 136 years and was instrumental in the opening of Canada to trade and immigration. Ostensibly it appeared to be a Corporate Heritage Brand and therefore seemed an appropriate context for the research.

Corporate Heritage is a relatively nascent field, with relatively few empirical studies found in the literature. None of the existing literature examined heritage from the perspective of employees. This suggested an exploratory approach to the research. As there exists a solid foundation of theory on which the construct of CHB is situated, an abductive approach was adopted that would allow theory to emerge from the data, but that could then be situated in the context of existing theory.

To gather data, in-depth interviews were conducted with 14 employees of CP to gather insight into the importance of heritage characteristics and how those characteristics might affect their relationship with the company. The data collection included the identification of 5 characteristics that the interviewee associated with CP. They then described and explored each of those characteristics including their feelings about the company. Finally they described and discussed the relationship they had with CP through the mechanism of personifying the company. The interviewees were also asked about their Intent to stay with the company.

The data was then analysed. The first part of the analysis looked at the CP characteristics and compared those to the attributes of a Corporate Heritage Brand (CHB). The results showed that CP shares all of the attributes of a CHB

as defined by Urde et al. (2007) and therefore was an appropriate research subject. The attributes that define a CHB are: Track Record, Longevity, Values, Use of Symbols and History is part of Identity. As well, because of the frequency of mention and the number of heritage characteristics named by employees, heritage characteristics were determined to be important to employees.

The second part of the analysis identified eight key themes that emerged from the interview discussions that were related to the heritage characteristics. These were CP Identity, CP's Canadian Identity, Belonging, Values, Attachment, Pride, Engagement and Change. These themes were then each linked to one or more existing organisational constructs. These constructs were: Organisational Identity, Organisational Change, Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. Four of these constructs would be considered employee outcomes and these are Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. This identifies the employee outcomes that are affected by the heritage characteristics.

The next section of the analysis looked at the relationship between the employees and the "personification" of the Organisational Identity and that there appeared to be two Organisational Identities that emerged. This suggested that Organisational Change was having an effect on the Organisational Identity. Further analysis was performed that included relating heritage to the categories of relationship type. It was found that when heritage characteristics were used to describe CP, the result tended to be an affective relationship. This in turn appeared to be associated with a positive Intent to Stay. Further examination of the heritage characteristics, the relationship and the intent to stay led to the finding that heritage characteristics appeared to diminish the negative effects of Organisational Change.

Organisational heritage characteristics (of the CHB) are suggested as comprising a distinct part of the Organisational Identity which is proposed as the

Organisational Heritage Identity. A model is presented that proposes the Organisational Heritage Identity (OHI), has a positive affective influence on the employee outcomes of Organisational Identification, Organisational Pride, Organisational Affective Commitment and Employee Engagement. The model also suggests that these outcomes positively influence an employee's Intent to Stay with the organisation. It also proposes that heritage characteristics (OHI) may diminish the negative effects of profound Organisational Change.

The research findings in Project 1 make contributions in a number of areas. This is the first research to suggest that heritage characteristics may diminish the negative effects of organisational change on employees. It is also the first empirical research (to the best of the researcher's knowledge) that explores the effect of heritage characteristics on employees. It also contributes as it is among the first empirical research that examines heritage from an organisational viewpoint. The findings provide what is believed to be the first empirical support for the construct of Organisational Heritage Identity (OHI) proposed by Balmer and Burghausen (2015a).

There is also a contribution to theory as the research finds that heritage characteristics have a positive influence on the employee outcomes Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. The proposed model highlights these contributions.

There is also a contribution to methods as the "Character Maps" developed for the gathering of characteristics was a novel way to provide focus and map the development of the characteristics with the interviewee.

These contributions confirm that there was value in pursuing the research. The findings also suggest that the field of Corporate and Organisational heritage may provide a rich source for future research.

1.5.2 Overview of Project 2

The purpose of Project 2 was to explore the characteristics of a company's image that potential applicants use to differentiate amongst employer

companies and determine whether those characteristics affect their perception of the organisation's attractiveness as an employer. The purpose was also to specifically explore whether heritage was among those differentiating characteristics, and whether it was likely to affect the perception of organisational attractiveness.

There is a significant body of literature that has looked at the characteristics that potential employees perceive as increasing the attractiveness of an organisation. Consequently, there are theories that have been developed or employed such as Person-Organisation Fit and Social Identity Theory to support those existing results. This signalled that a Grounded Theory approach was not appropriate. As the examination of heritage characteristics in relation to Organisational Attractiveness was a new undertaking, an exploratory design was suggested and so once again (as in Project 1), an abductive approach was used.

The sample consisted of 22 students in two post-secondary programs of study at the Southern Alberta Institute of Technology Polytechnic, the Business Administration diploma program and the Railway Conductor's Training program.

The Repertory Grid Technique (RepGrid) technique was selected to elicit the differentiating organisational characteristics (Personal Constructs) from the interviewees. The companies considered as potential employers were a made up of CHB companies provided by the researcher and companies selected by each interviewee that they considered as desirable employers. In addition to the RepGrid interview, a questionnaire was administered that provided a common construct of Organisational Attractiveness that was used to measure the Organisational Attractiveness of each employer organisation. This common construct enabled a specific type of analysis, (i.e. Honey's Content analysis) which then allowed for the comparison of the identified characteristics or "Personal Constructs" with Organisational Attractiveness. The result was a measurement of the alignment between the differentiating characteristic and Organisational Attractiveness.

The qualitative analysis of the RepGrids found 23 "Common Constructs" or differentiating organisational characteristics, suggested by the interviewees. Using frequency and Average Normalised Variability (ANV) techniques to further analyse the RepGrid data, nine were found to be significant, or "Key Constructs". These were: 1) Brand Image, 2) Customer Characteristics, 3) Brand Awareness, 4) Company Culture, 5) Heritage Company, 6) Product Characteristics, 7) Employee Benefits, 8) Company Structure and 9) Customer Interaction. This addressed the first research objective.

Additional analysis of the 23 characteristics to examine the alignment of the characteristics with organisational attractiveness suggested there were four categories of constructs: 1) Key Organisational Identity Characteristics (KOICs), 2) Hygiene Characteristics 3) Differentiator Characteristics and 4) Low Value Characteristics. The KOICs were Key Constructs (high differentiation) and were strongly aligned with Organisational Attractiveness. These were Customer Interaction, Company Structure, Heritage Company, and Employee Benefits. It is important to note that the "Heritage Company" characteristic was among these KOICs as this was the subject of one of the research objectives. The Hygiene Characteristics were not Key Constructs, but were strongly aligned with Organisational Attractiveness. Therefore these are organisational characteristics that must be in place for a potential applicant to consider a company as a potential employer, and so be included in the "Consideration Set" of employers to which they may apply. These Hygiene Characteristics were Career Opportunities, Financial Image, Company Size, Customer Service Focus, and Career Fit. Differentiator Characteristics were those characteristics that were Key Constructs, but not strongly aligned with Organisational Attractiveness. Therefore, these characteristics were used by the potential applicants to differentiate between the companies, but that did not affect their perception of the attractiveness of the organisation. Low Value Characteristics were neither key constructs (low differentiation) and were not strongly aligned with Organisational Attractiveness and therefore were designated as unlikely to be important to potential applicants.

A model is presented that proposes that if a potential employee recognises congruence with the Hygiene Characteristics and Key Organisational Identity Characteristics of an organisation then this may increase the perception of Organisational Attractiveness and result in an increased probability that the organisation will be included in the potential applicant's Consideration Set.

This addressed the second the research objectives which was to determine if heritage was one of the characteristics used by potential employees to differentiate amongst employer companies. These Key Constructs were both significant to the potential applicants in differentiating amongst employer companies, but were also closely aligned with Organisational Attractiveness, indicating that these characteristics when present would increase the perception of Organisational Attractiveness. These Key Constructs were then confirmed as being part of the Organisational Identity as they aligned with the Albert and Whetten (1985) definition of Organisational Identity and were defined as "Key Organisational Identity Constructs" (KOICs).

A model is presented that proposes that "Heritage Company", which is a heritage trait and an attribute of the Corporate Heritage Brand, is a Key Organisational Identity Characteristic which, along with other KOICs, may increase the perception of Organisational Attractiveness to a potential employee. Increased Organisational Attractiveness strengthens strengthen Organisational Identification. Dutton et al. (1994) also suggest that stronger Organisational Identification reinforces a more attractive Organisational Identity. The results support the Dutton et al. (1994) theory and these effects are incorporated into the model. The model also suggests the Employer Brand as the mechanism to communicate heritage characteristics to potential applicants.

The findings in Project 2 make contributions in a number of areas. Firstly, the study contributes to organisational studies as it presents a new way to categorize organisational characteristics as regarded by potential applicants. It divides these on two dimensions (potential for differentiation and alignment with organisational attractiveness) resulting in four distinct categories of characteristics. It also contributes to the theory of Corporate and Organisational

heritage as it identifies heritage as an organisational characteristic that is used by potential applicants to differentiate an organisation, and also increases their perception of the organisation as an attractive employer. It contributes to the literature of HR and Recruitment (particularly in the area of P-O Fit and Organisational Attractiveness) as it identifies new organisational characteristics that have not been identified before and that are important to potential applicants. In particular, customer characteristics were identified as important. The study also contributes to method as Repertory Grid Technique was used in combination with Honey's Content analysis to successfully identify a diverse selection of organisational characteristics and compare that analysis across grids. These combined techniques have not been used previously in organisational research and specifically they have not been used to identify organisational characteristics that are associated with Organisational Attractiveness. The proposed model suggest heritage increases the perception of Organisational Attractiveness and strengthens Organisational Identification extends the theory of Organisational Identification as proposed by Dutton et al. (1994).

The results and contributions confirm that Organisational Heritage is likely to be an important factor for potential applicants when considering employer companies.

The following sections contain a full description of Projects 1 and 2 that have been outlined here and can be found in the chapters titled Research Project 1 and Research Project 2.

1.6 Structure of the Doctoral Thesis

The research carried out for this Doctoral Thesis is composed of two projects, Project 1 or P1 and Project 2 or P2, both of which are related to the business problem of understanding how organisational heritage characteristics may influence employees and potential employees and their perceptions of an organisation with a Corporate Heritage Brand.

This introductory section gives a brief overview of the two research projects and an outline of the Philosophical approach. Following the Introduction is the Literature Review which looks at research related to constructs that are relevant to both of the research projects. The Literature Review is followed by the detailed write ups of Project 1 and Project 2. Each project is supplemented with additional literature specific to the research question and objectives. Each project write up also contains the specific methods, data analysis, results and a discussion of the results, including contributions, implications for management and limitations and suggestions for future research. Following the sections on Project 1 and Project 2 is a Discussion section that examines linkages between the results of the two projects. This is followed by the Contributions and Managerial Implications, Limitations and Opportunities for Future Research, and finally the References and Appendices.

2 LITERATURE REVIEW

2.1 Introduction to the Literature

To better understand the nature of the possible types of influences that heritage and heritage characteristics might have on employees or potential employees and how this might be related to an attachment or attraction to an organisation, a number of theoretical constructs were investigated to gain background knowledge and provide context for the research. These included constructs that were grounded in both marketing research and organisational research with some of it specifically related to heritage. One of the first areas that was examined was associated with the Corporate Heritage Brand (CHB). The concept of the Corporate Heritage Brand (CHB) has been studied in relation to the heritage characteristics of a company and how there is strategic value in the heritage "assets" (Balmer, 2011a, 2011b; Hudson, 2011; Urde, Greyser and Balmer, 2007). Because of the observations of the importance to the employees of the history and heritage of the company to be studied in the first project, this construct was considered central to the research and therefore the literature in this area was examined. The CHB construct is closely related to Corporate Brand, and to position it, the Corporate Brand literature was also reviewed. Heritage appeared to be a key characteristic and relevant to the Company's internal and external interpretations of itself. This suggested the constructs of Corporate and Organisational Identity and Corporate and Organisational Image were relevant. To further explore the relationship between employees and the organisation, this review also examines Organisational Identification in the context of Social Identity Theory. Employer Brand is also explored as there are aspects of it that are relevant to employees and potential employees regarding how they feel about a company. To complete the review, some of the emerging literature on Corporate Heritage Identity was considered.

2.2 Corporate Brand and Corporate Heritage Brand

The concept of the Corporate Heritage Brand grew out of research focused on the Corporate Brand. King (1991) was one of the first to introduce the concept of a "company brand". The term "company brand" was replaced by "Corporate Brand" in the mid-1990's as the term was broadened to include all types of organisations from small family run businesses to large multi-nationals; for profit and non-profits (Ind, 1997).

Following on King (1991) and Ind's (1997) explanations, a number of researchers have further defined Corporate Brand. Balmer (2001a, 2002a) identifies the 5 elements of Corporate Brand in his C^2ITE model. The elements are 1) Cultural – a Corporate Brand has roots in the organisation, which would include the corporations history and heritage; 2) Intricate – the Corporate Brand is complex with tangible and intangible elements; it is multidimensional; 3) Tangible – a Corporate Brand has physical elements buildings, design, profits, etc. 4) Ethereal – there are intangible elements in a Corporate Brand, emotional connections, as demonstrated by customer loyalty; 5) Commitment – the Corporate Brand does not exist without the commitment of management. This C^2ITE model hints at CHB with the connection to cultural (including history) and ethereal (emotional connection and loyalty) elements. Knox and Bickerton (2003) provide another definition of Corporate Brand as "the visual, verbal and behavioural expression of an organisation's unique business model," (2003, p.1013). Balmer (1998) traces the development of corporate marketing concepts surrounding Corporate Identity and in doing so refers to Corporate Brand as that which *represents* the Corporate Identity. Balmer and Gray (2003) provide further clarification around Corporate Brand pointing out that Corporate Brand communicates brand values, differentiates the company and enhances the esteem and loyalty towards the company. As well, they make a strong connection between Corporate Brands and stakeholder groups, including employees, pointing out that Corporate Brands "play a pivotal role in the construction of identities by many groups including employees," (2003, p.974). Aaker (2004) makes a connection between Corporate Brand and heritage, stating, "a corporate brand will potentially have a rich heritage, assets and

capabilities, people, values and priorities, a local or global frame of reference, citizenship programs, and a performance record" (2004, p.7). Corporate Brand research has been carried out, in the majority, in the Marketing field and has a more external perspective as a projection of the company to its stakeholders. And now, having reviewed Corporate Brand, the connected construct of CHB will be discussed.

The first scholars to propose a Corporate Heritage Brand (CHB) as a distinct construct were Balmer, Greyser and Urde (2006) in their examination of the Swedish and British monarchies. They conclude that the institution of the monarchy is very like a Corporate Brand, particularly a Corporate Brand with a heritage. This was followed by further work by the same authors in which they expand on the concept of the CHB and propose a "Heritage Quotient" which defines the attributes of a CHB (Urde, Greyser and Balmer, 2007).

These attributes include:

a. Track record: delivering value to customers and non-customer stakeholders over (a long) time of delivering on the brand promise
b. Longevity: although on its own it does not necessarily result in a heritage brand, it is one component, among others, that is important;
c. Core values: held for a period of time and which have guided corporate policies behaviours and actions;
d. Use of symbols: reflect a corporate brand's past via communications;
e. History is important to its identity: the past helps define the present

CHBs use heritage to recognize the past, make the brand relevant to the present and build it into the future; "they are about both history and history in the making", (Urde, Greyser and Balmer, 2007, p.7). Balmer (2011b) proposes that three common traits of corporate heritage brands are 1) Trust 2) Authenticity and 3) Affinity.

Aaker (2004) suggests that any brand can benefit from exploring and exploiting its history and returning to those characteristics that made it successful in the first place. He goes on to state that "A corporate brand usually has roots that are richer and more relevant than product brands" (Aaker, 2004, p.7). There

are currently many examples of companies who use their history or heritage to differentiate their corporate brand, for example Hudson's Bay Company, who promote themselves as "Canada's Iconic Department Store" (Krashinsky, 2013). Hudson (2011) conducted a case study analysis on the Cunard line and the success of the relaunch of the brand by Carnival which relies heavily on Cunard's history and brand heritage. The findings support the construct of the CHB as separate from the corporate brand. In his work, Hudson has adopted the definition of CHB as introduced by Urde et al. (2007).

Wiedmann et al. (2011a) focus their research on the effects of heritage brands on consumer behaviour. They adopt a modified definition of heritage brand proposed by Urde et al. (2007). In their findings, they link a number of positive consumer behaviours to brand heritage including brand image, customer satisfaction, brand trust, brand loyalty, buying intention and price premium in the context of automobile purchasing. Although this work is in the area of consumer brands and behaviour, the attribute of heritage is strongly correlated to positive consumer outcomes (Wiedmann et al., 2011a, 2011b, 2013; Wuestefeld et al., 2012). This suggests there is value in looking at the relationship between heritage, as reflected by a CHB, and employee outcomes as employees may be viewed as internal "customers" (or members). This concept will be explored further in the section on Employer Brand.

Hakala et al. (2011) propose an operationalisation of brand heritage and cultural heritage. Although they reference the Urde et al. (2007) definition of a CHB, they challenge it, maintaining that "track record" overlaps with "history" and "core values". They also propose replacing "longevity" with "consistency and continuity" in the definition, stating these terms "capture the idea of the same overall look and feel in the positioning strategy and underlying theme over time," (Hakala et al., 2011, p. 449). The heritage brands examined are fast-moving consumer goods; specifically food products. Although limited in scope, their findings are interesting and encourage more work in this area. In the opinion of this researcher, the changes they suggest to the Urde et al. (2007) definition don't truly change the meaning of the construct, and therefore the definition

adopted for CHB for this thesis is the Urde et al. (2007) definition. This is consistent with other work in the CHB field (Balmer and Chen, 2016; Blombäck and Brunninge, 2009; Blombäck and Scandelius, 2013; Burghausen and Balmer, 2015; Cooper, Miller and Merrilees, 2015; Hudson, 2011; Hudson and Balmer, 2013; Santos, Burghausen and Balmer, 2016).

More recently, Balmer has introduced a specific definition of Corporate Heritage (CH). This differentiates it from simply "heritage" or "Brand Heritage". He identifies six criteria that an organisation must possess before it is considered to have Corporate Heritage. These are:

> (1) Omni-temporality;
>
> (2) Institution trait constancy;
>
> (3) External/internal tri-generational hereditary;
>
> (4) Augmented role identities;
>
> (5) Ceaseless multigenerational stakeholder utility; and
>
> (6) Unremitting management tenacity (Balmer, 2013, p.305).

Additional detail for each of these principles is provided, as they are relevant to the research carried out in Projects 1 and 2. *Omni-temporality* refers to the idea (mentioned previously) that Corporate Heritage is of the past, the present and links to the future. This is important in ensuring the relevance of both the organisation and the heritage. *Institution trait constancy* refers to the existence of a few (or better several) of the following heritage traits in the organisation that have been continuously considered a part of the organisation throughout its history: (1) ownership; (2) organisational-type; (3) organisational rationales/cultures and ethos; (4) product and service focus; (5) manufacturing processes and the delivery of services; (6) quality levels; (7) location; (8) group and class associations; (9) design and style; (10) sensory utilisation; and (11) corporate communications. *External/internal tri-generational hereditary* implies the organisation has been in existence in a meaningful way for at least three generations. Balmer equates this to a minimum of 50 years (Balmer, 2013). *Augmented role identities* speaks to the multiple and enlarged identities that a

heritage organisation often has, often because it has existed for a long period of time and has come to represent more than just "The Company". The heritage may enlarge the corporate identity of the organisation, such that it may be associated with a cultural, or even a national identity. For example the BBC may be so closely associated in stakeholder's minds with Great Britain that it becomes infused with the national identity. The criterion of *Ceaseless multigenerational stakeholder utility* suggests an organisation has always provided, and continues to provide, value to its stakeholders, through multiple generations. And the final criterion *Unremitting management tenacity* refers the requirement that the heritage of an organisation must be carefully stewarded; inferring that specific management of heritage has been the case in the past, is an important part of present-day management and that it will continue into the future.

One aspect that is reiterated through the literature is the idea that Corporate Heritage, to be significant, must remain relevant to the stakeholders. This is underlined by Balmer's (and others) references to Corporate Heritage being of the past, relevant in the present and important to the future (Balmer, 2011a, 2011b; Balmer, Greyser and Urde, 2006; Burghausen and Balmer, 2014, 2015; Urde, Greyser and Balmer, 2007). This is true of Corporate Heritage Brands, but is also an aspect of Corporate Heritage Identities which will be discussed later in the review of Corporate Heritage Identity literature.

Many of the constructs examined in relation to this research are related to the image of an organisation and so Corporate Image and Organisational Image will be discussed next.

2.3 Corporate Image and Organisational Image

Corporate Image and Organisational Image both appear in the literature as separate constructs and it is important to define and differentiate them. The following section will highlight definitions of both Corporate and Organisational Image and provide examples of studies that are relevant to the research. Tom (1971) provides one of the earliest definitions of Organisational Image, which he

describes as "The way the organization is perceived by individuals. It is a loose structure of knowledge, belief and feelings about an organization," (1971, p.576). Dowling uses a definition of "image" originally proposed by Aaker and Myers, which states "Image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is, it is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object." (Aaker and Myers, 1982 cited in Dowling, 1986, p.110). Dowling goes on to clarify that one only needs to add the appropriate term before "image" – brand, corporate, employer and the definition holds. He clarifies that "people hold images of the company", in other words, a company does not "have" an image, the image is a result of what people think of the company (Dowling, 1986). This suggests it is a "perceived image." Rynes (1991) suggests that "organisational image" refers to "general impressions of organizational attractiveness." Backhaus et al. (2002) define Organisational Image as "the general impressions held by those outside the organization." This last definition is somewhat unusual, as the general finding is that "organisational" refers to an internal view, in this case, of the image. This is the view taken by Hatch and Shultz (1997) who examine organisational image and corporate image. They point out that the origins of organisational image research come from organisational studies and are more inwardly focused whereas corporate image, from the marketing literature, is externally focused. They propose a definition of corporate image "that combines the marketing and organization theory approaches: organizational image is a holistic and vivid impression held by an individual or a particular group towards an organization and is a result of sense-making by the group and communication by the organization of a fabricated and projected picture of itself," (Hatch and Schultz, 1997, p.359).

Abratt (1989) examines a number of definitions of Corporate Image and acknowledges there is confusion amongst them but concludes that "Every company has a personality, which is defined as the sum total of the characteristics of the organisation. These characteristics—behavioural and intellectual —serve to distinguish one organisation from another. This

personality is projected by means of conscious cues which constitute an identity. The overall impression formed by these cues in the minds of audiences constitutes an image," (1989, p.67). This closely connects identity with image. Gray and Balmer refer to the Corporate Image as "the mental picture of the company held by its audiences—what comes to mind when one sees or hears the corporate name or sees its logo" (Gray and Balmer, 1998, p.696).

From the various definitions reviewed here, there appears to be no clear delineation between "corporate" image and "organisational" image. In some cases, as with Dutton and Dukerich (1991) there is differentiation between an "internal" and an "external" image. Dutton and Dukerich describe organisational image as a function of its members as "the way they believe others see the organization, to gauge how outsiders are judging them," (Dutton and Dukerich, 1991, p.520). In a later work, they use the term "construed external image" to refer to organisational image (Dutton, Dukerich and Harquail, 1994). They also differentiate between this external (construed) image and the internal image, which they name the "perceived organizational identity," using the Albert and Whetten (1985) definition of organisational identity (what is distinctive, central and enduring about an organisation) to define it. This differentiation between internal and external images is also discussed by Hatch and Schultz (1997) who point out that research in marketing has focused on the external view of image, while organisational studies have focused on the internal view of image. They adopt a definition which combines the marketing and organisational studies' view of image put forward by Alvesson (1990). Alvesson defines "A corporate image" as "a holistic and vivid impression held by a particular group towards a corporation partly as a result of information processing (sense-making) carried out by the group's members and partly by the aggregated communication of the corporation in question concerning its nature, i.e. the fabricated and projected picture of itself," (Alvesson, 1990, p.376). Interestingly, when Hatch and Schultz adapt the definition, of Alvesson's "Corporate Image" they use the term "Organizational Image", suggesting that the two constructs are interchangeable (Hatch and Schultz, 1997, p.359). Despite the multiplicity of definitions, we can find commonalities in them: the idea that "the image is in the eye of the

beholder" appears to be consistent. Regardless of whether this is an internal or external "member", the image is a perception formed by the individual or group in question. The image may or may not be true to the reality, images may be projected by a company that are not consistent with the facts, signals, or impressions as communications (assumed to be projected by the company) may be interpreted incorrectly by the image-holder. Images are changeable – corporate or organisational images are used for sense-making by the image-holder, and therefore, depending on the information available to them, which may change over time, the image may change as well. In this thesis, I will not differentiate between the two "images" (Corporate and Organisational), and I will adopt the Alvesson (1990) definition as it combines both the marketing view – acknowledging the aggregated communications of the corporation, as well as the organisational viewpoint, referencing the "sense-making of the group member. The construct will be referred to in this thesis as the "Corporate Image".   A definition of Corporate Image that straddles the fields of marketing and organisational studies is appropriate for this study as employees will have an internal, organisational perception of image, while recruiting companies will market and project a corporate image externally to potential applicants. At the same time, potential applicant's will perceive that external project image, and try to understand what the company's image might be like from an internal perspective if they were to become an employee.

Corporate Image and its relationship with Organisational Identity has also been the subject of research in the field. Dutton et al. (1994) look at the impact that a deteriorating Corporate Image has on an organisation's identity, and how that affects employees and their identification with the organisation. They found that as the organisation's image deteriorated, the identification with the organisation also deteriorated.

Gioia et al. (2000) examine the close interdependency of image and identity and based on their results they challenge the generally accepted definition of Organisational Identity from Albert and Whetten (1985) of that which is unique, central and enduring about an organisation. They conclude that because an

image can and does change, given the interdependence of image and identity, that Organisational Identity is not "enduring" (stable, consistent) but is dynamic, adaptable and thus "fluid and unstable" (Gioia, Schultz and Corley, 2000, p.63).

The construct of Corporate Image has also been studied in relation to recruitment and attracting potential applicants. This literature is particularly relevant to Project 2 where the characteristics that are related to a potential employee's view of the attractiveness of an organisation are studied. Some of the existing Corporate Image research investigates the ways that a positive image may influence potential applicants and their view of an organisation, its Organisational Attractiveness, as well as outcomes related to their intention to apply to the organisation. The general conclusion is that a positive Corporate Image has a positive impact on Organisational Attractiveness (Backhaus, Stone and Heiner, 2002; Gatewood, Gowan and Lautenschlager, 1993).

There are studies that have focused on the specific images related to employers and recruitment. Lemmink et al. (2003) look at both the Corporate Image and the company employment image. They define Corporate Image based on Vos (1992) as "the image of the organisation as it is experienced by the various publics," and company employment image as "the impression of the organisation as a place to work," (Lemmink, Schuijf and Streukens, 2003, p.4). They found that the company employment image was a strong indicator of intention to apply. In general, the literature on Corporate Image suggests that a positive image will increase Organisational Attractiveness among potential applicants.

Lievens et al. (2007) present the concept of an "Employer Image" which refers to the external image of the organisation as perceived by potential applicants. They found a positive Employer Image resulted in increased perceived attractiveness amongst applicants. They also connect "Employer Image" to the construct of "Employer Branding" and therefore, the following section will discuss Employer Branding.

2.4 Employer Brand

Ambler and Barrow (1996) were among the first to introduce the concept of the "Employer Brand" into the literature. They define the Employer Brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company," (Ambler and Barrow, 1996, p.187). They recognize that each of the constructs of Employer Brand: Corporate Culture and Identity, Internal Marketing, and Corporate Reputation are based on the relationship between employers and the employee and the image that is projected to the external environment. This loosely associates these constructs, particularly Employer Brand and Corporate Culture and Identity, which lays the groundwork for possible theories that link these constructs.

There are a number of suggested theoretical foundations for Employer Branding, including the Resource-based View theory, the Psychological Contract, and Social Identity Theory. Following, we will look at a number of studies that have used these different theories as their basis.

Employer Brand is the image projected externally to potential applicants, but it is also intrinsically a part of the internal environment as it is that "brand" that is also understood and identified with by the existing employees. It has been proposed that Employer Brand is based in the Resource-based View (RBV) theory (Backhaus and Tikoo, 2004; Mosley, 2007). Human capital can be viewed as a resource that is "rare, valuable, non-substitutable and difficult to imitate", which is the classic definition of RBV (Barney, 1991). The RBV theory is demonstrated in the situation where employers seeking a competitive advantage through the attraction and retention of human resources and use Employer Brand techniques to accomplish this goal. Employer Branding is proposed as a way to differentiate an employer from other companies who are competing for the scarce resource of talented employees (Knox and Freeman, 2006).

The Psychological Contract has also been proposed as a theoretical basis for Employer Brand (Backhaus and Tikoo, 2004; Edwards, 2010; Moroko, 2009;

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Moroko and Uncles, 2008). Psychological Contracts are "the subjective beliefs of an employee that they owe their employer certain obligations, and in return will receive certain rewards," (Rousseau, 1990, p.389). Backhaus and Tikoo (2004) propose that in times of downsizing, outsourcing and general lack of job security employers provide workers with marketable skills in exchange for effort which is a form of psychological contract. Moroko and Uncles (2008) also reference the psychological contract. They propose that key attributes of successful consumer brands can also be applied to the Employer Brand construct. These include 1) brand awareness, 2) relevance and resonance of the Employer Brand, 3) differentiation from competitors (distinctive). They also include two additional attributes of 1) fulfilling the psychological contract and 2) "unintended appropriation of brand values". This last attribute refers to the common situation that occurs when a potential applicant does not have enough information about the employer and may rely on previous knowledge of the company, and its brand and corporate values as proxy for understanding the employer's values – which may, or may not be aligned. These five characteristics are used to define the attractiveness of the Employer Brand, which is related to Organisational Attractiveness (Moroko and Uncles, 2008).

Edwards (2010) expands on the Psychological Contract in relation to Employer Brand, looking at three different forms of the contract: Transactional, Relational, and Ideological. The Transactional Psychological Contract is a tangible exchange, e.g. pay for performance; the Relational Psychological Contract is a socio-emotional exchange, e.g. prestige associated with working for the employer; and the Ideological Psychological Contract is based on the commitment that the employer is committed to a particular cause; e.g. an employee believes strongly in protecting the environment and joins a company that espouses green principles and environmental protection (Edwards, 2010). These "contracts" relate to Ambler and Barrows (1996) package of functional, economic and psychological benefits. A psychological contract of any of the three types fulfilled suggests an attractive Employer Brand. Edwards (2010) also suggests that a unique and attractive psychological contract would make an Employer Brand distinctive. "Distinctive, central, enduring" is the Albert and

Whetten (1985) definition of Organisational Identity and therefore this links Employer Brand to the construct of Organisational Identity which will be discussed in a following section.

Social Identity Theory (SIT) is also proposed as theoretical support for Employer Brand (Backhaus and Tikoo, 2004; Maxwell and Knox, 2009). Social Identity Theory proposes that members of an organisation define themselves in terms of the organisation they belong to. Ashforth and Mael (1989) identify three characteristics that increase identification with the organisation: (1) distinctiveness of the group's values and practices (2) prestige of the group (3) salience of the out-group(s) (what makes the group different or better than other groups). This suggests that an employer with a "distinctive" Employer Brand (as previously noted by Edwards, 2010), or prestigious or unique Employer Brand would increase the identification of a potential applicant or an employee with the Employer Brand. Although potential applicants may not yet be "members" of the prospective employer organisation, they may anticipate and imagine what it would be like to be a member of the organisation and so may experience feelings of identification with the organisation.

Maxwell and Knox (2009) look at the specific attributes that determine "attractiveness" of an Employer Brand and focus on existing employees (rather than potential employees). They use Social Identity Theory and in particular organisational identification as a basis to study this phenomenon. Because organisational identification is reflected in employee behaviours that tend to be positive towards the organisation they conclude that "When seen through the lens of SIA (Social Identity Approach to Organisational Identification), organisational identity is also conceptually identical to employer brand image, and the strength of employees' identification with their organisation has been found to increase when they perceive its identity to be attractive and unique," (Maxwell and Knox, 2009, pp.896–7).

From this brief review of Employer Branding, there are suggested links between Employer Brand and Organisational Attractiveness, Organisational Identity and

Organisational (Employer) Image and Organisational Identification. The following section will explore Organisational and Corporate Identity.

2.5 Organisational Identity and Corporate Identity

Although Corporate Identity (CI) and Organisational Identity (OI) have been studied separately, they are not clearly differentiated in the literature. Similar to the challenges in differentiating between Corporate Image and Organisational Image, it is unclear from the literature whether Corporate Identity and Organisational Identity are two separate and unique constructs, the same construct with two different names, or something in between. Some of the literature uses the terms interchangeably suggesting that Corporate Identity and Organisational Identity are simply two different names for the same concept (Melewar and Jenkins, 2002) while other researchers have pointed out the similarities and attempted to clarify the differences (Balmer, 2001b, 2008; Cornelissen, Haslam and Balmer, 2007; Foster, Punjaisri and Cheng, 2010; Hatch and Schultz, 1997; He and Balmer, 2007; Pérez and del Bosque, 2014).

To help understand the roots and development of the two constructs, Organisational Identity will be examined in the next section, followed by Corporate Identity with a review of the associated literature. This will be followed by a review and discussion of the literature related to the potential for integrating the two constructs.

2.5.1 Organisational Identity

The literature of Organisational Identity is important in the context of this study as it relates to the employee's perception and understanding of the organisation that employs them. Albert and Whetten (1985) propose one of the earliest and most enduring definitions of Organisational Identity (OI). Their three criteria describe Organisational Identity as those:

1) …features that are somehow seen as the essence of the organization: *the criterion of claimed <u>central character</u>*.
2) …features that distinguish the organization from others with which it may be compared: *the criterion of <u>claimed distinctiveness</u>.*

3) …features that exhibit some degree of sameness or continuity over time: *the criterion of claimed <u>temporal continuity</u>* (Albert and Whetten, 1985, p.265).

The definition is often shortened to the more general: "that which is central, distinctive and enduring about an organisation" (Balmer, 2004; Brickson, 2005; Scott and Lane, 2000; Xie, Bagozzi and Meland, 2015). This definition is at the root of much of the organisational identity research. (Antenby and Molnar, 2012; Ashforth, 2016; Dutton, Dukerich and Harquail, 1994; Gioia, Schultz and Corley, 2000; Hatch and Schultz, 2002; Ravasi and Phillips, 2011; Ravasi and Schultz, 2006; Schultz and Hernes, 2013; Scott and Lane, 2000) Hatch and Schultz (1997) define Organisational Identity as "what members perceive, feel and think about their organizations. It is assumed to be a collective, commonly-shared understanding of the organization's distinctive values and characteristics" (Hatch and Schultz, 1997, p.357).

Dutton and Dukerich (1991) situate Organisational Identity in relation to the concept of organisational image. They conclude that whereas Organisational Identity is associated with what a member (employee) directly thinks or experiences, image is related to what outsiders think about the organisation (consumers). The Organisational Identity construct, therefore, appears to be internal to the employee and how they "see" the organisation ("perceived organisational identity"). Organisational Identity represents the characteristics and values that an employee understands that the organisation holds and therefore is important in defining the relationship the employee has with the organisation. If the employee holds similar characteristics and values, or if these are characteristics and values that are important to them, this may affect the strength of the relationship between employee and organisation (Dutton, Dukerich and Harquail, 1994).

Scott and Lane (2000), while acknowledging that Organisational Identity represents the perceptions of organisational insiders (members), suggest that Organisational Identity is "best understood as contested and negotiated through iterative interactions between manager and stakeholders," (2000, p.44). They

base their definition of stakeholder on Freeman's widely accepted definition; "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, cited in Mitchell et al., 1997, p.856). Scott and Lane (2000) suggest that "stakeholders" is a more appropriate approach because "members" or employees is too narrow a category, and that using "stakeholders" to look at Organisational Identity allows for a broader view of the construct. They point out that other researchers have determined that groups from consumers, to Board Directors, to customers, to alumni can also identify with an organisation. They define stakeholder as "a single individual, a group of individuals (e.g. employees, customers), or a subset of an identifiable group of individuals (e.g. baby boomers, unionized employees) (Scott and Lane, 2000, p.44). This is an important point as Project 2 will look at "potential employees", which would not necessarily be included as "members" when regarding Organisational Identity unless a broader, stakeholder perspective is adopted.

Schultz and Hernes (2013) explore a temporal view of Organisational Identity, suggesting that identity is not only of the present. By definition, Organisational Identity is enduring, and therefore has a past, and will have a future. Their case study of the LEGO organisation highlights Organisational Identity during times of strategic upheaval and suggests that Organisational Identity becomes more salient during times of crisis. This is something that was also found by Ravasi and Shultz (2006) in their study of Bang & Olufsen. In particular, they found that the past in relation to Organisational Identity is especially important during times of change, that the past provides cues to members (employees) that help them with sense-making of the dynamic situation. At the same time, Schultz and Hernes (2013) argue the past can be used to define the future, citing the relaunch of the Fiat 500, a classic from the 1960's. As a current reproduction of an historic artefact, the Fiat 500 (among other relaunched historic products) sends signals to organisational members, which both recognises the accomplishments and successes of the past, and suggests similar successes may be experienced in the future. This temporal perspective of Organisational Identity is important as this study looks at organisational heritage, and invoking

the past suggests that heritage may be an important characteristic in understanding the temporal aspects of Organisational Identity.

As was earlier stated, Organisational Identity research is generally based in Organisational Studies. However, Corporate Identity, a marketing-based construct has similarities. The following section will discuss Corporate Identity and its associated research.

2.5.2 Corporate Identity

Corporate Identity is generally recognised as a separate construct from Organisational Identity (He and Balmer, 2007). The definition of Corporate Identity has evolved and become more complex over time. The early references refer to Corporate Identity as simply the visual cues and graphic design of a corporation or organisation (Abratt, 1989; Balmer, 2001b). Abratt (1989), in a review of the literature of Corporate Image from the 1950s to mid-1980s, illustrates the confusion around Corporate Image, Corporate Identity and Corporate Personality. To provide some clarity, he defines Corporate Identity as "an assembly of visual cues—physical and behavioural by which an audience can recognise the company and distinguish it from others and which can be used to represent or symbolise the company" (Abratt, 1989, p.68). The author goes on to point out that much of the literature links Corporate Identity to design elements. This provides support for the "external" projection of the company, and this definition suggests a marketing focus.

Melewar and Jenkins (2002) also underline the confusion between Organisational Identity and Corporate Identity, pointing out that "there is a lack of consensus on the definitive notion of corporate identity as a construct which has led to confusion with the use of the term" (2002, p.76). They review the literature that defines Corporate Identity and also propose a model of the dimensions that make up Corporate Identity. They build on some of Balmer and Soenen's (1999) earlier work in which they introduce a human metaphor, to describe the Corporate Identity. This human metaphor describes Corporate Identity as the "soul, mind, and voice" of the organisation. These human

attributes represent the Corporate Identity with *soul* representing values, culture, internal images and employee affinity; *mind* representing vision and philosophy, strategy, products and services, performance; and *voice* representing communication, symbolism and corporate behaviour (Balmer and Soenen, 1999, p.74). Melewar and Jenkins then add "*body*" to the Corporate Identity mix to represent the physical location and artefacts of a company. This literature is particularly pertinent, as the personification or "persona" of an organisation is explored in Project 1.

Dowling (1995) defines Corporate Identity as "the symbols (such as logos and colour scheme) an organization uses to identify itself to people," (Dowling, 1995, p.379). This also supports the "external" visual, brand-related, marketing view of Corporate Identity. The "Strathclyde Statement" on Corporate Identity states that "Every organization has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organization within its competitive environment," (Van Riel and Balmer, 1997, p.355). The French school of thought separates Corporate Identity from corporate culture maintaining that culture provides the description and therefore the visible cues for identity, but that identity theory actually explains in more depth how an organisation works (Moingeon and Ramanantsoa, 1997). More recently, Cornelissen has defined Corporate Identity as the "Distinctive public image that a corporate entity communicates that structures people's engagement with it," (Cornelissen et al., 2007, S3). This is one of the first mentions that links "engagement" with Corporate Identity. Abratt and Kleyn (2012) define Corporate Identity as consisting of an organisation's strategic choices and how it elects to express these. Balmer and Gray (2003) characterise Corporate Identity as that which answers the question, "What are we?" (as a corporation). Balmer has developed a number of models related to the management of Corporate Identity (Balmer, 2002b, 2008; Balmer and Stuart, 2004). His original AC2ID Test devolves Corporate Identity into five separate Identities (Actual, Conceived, Communicated, Ideal and Desired Identities) through which an organisation projects its total Corporate Identity (Balmer and Greyser, 2002). This splitting of Corporate Identity into multiple

identities underlines the complexity of the Corporate Identity construct. The literature, although lacking consensus on a definition of Corporate Identity, does appear to agree that the focus is external with a marketing focus, and that may involve visual or graphic components. It suggests that this "external projection" of the Corporate Identity may influence the perception of the company held by external stakeholders (customers, potential employees, etc.). Having examined Organisational Identity and Corporate Identity separately, the following section will look at some of the literature that has suggested greater integration of the two constructs.

2.5.3 Integration of Organisational and Corporate Identity

A number of researchers have looked at the similarities and differences of Organisational Identity and Corporate Identity and suggested more integration of the two constructs. (Cornelissen, Haslam and Balmer, 2007; He and Balmer, 2007; Pérez and del Bosque, 2014). The constructs have come from two different disciplines: Corporate Identity is rooted in Marketing and Organisational Identity developed in Organisational Studies. As a result, there have been different research agenda that have shaped the development of these concepts and although there is considerable overlap, they are viewed from different perspectives.

There is considerable support for the Corporate/external and Organisational/internal interpretation of identity. Brown et al. (2006) suggest that *organisational research* is concerned with defining aspects of an organisation to its members (internal/employee focus) and *marketing research* looks at understanding how customers interpret information about a corporation and how that affects consumer decisions (external/customer focus). More specifically, the agenda that has driven Organisational Identity is more concerned with understanding the dynamics of the organisation and how the stakeholders, including employees, connect with the organisation rather than finding ways to manage it. From the literature it appears that the primary agenda driving the Marketing research for Corporate Identity is determining how best to manage the Corporate Identity, whether it is in developing or changing

Corporate Identity in response to mergers & acquisitions or simply a desire of management to change the image of the organisation in the eyes of its stakeholders. This supports the suggestion that Organisational Identity is more internally focused and reflective and is trying to understand the organisation as a whole which fits with its roots in Organisational Studies and Corporate Identity is more externally focused which is expected given the Marketing drivers.

Hatch and Schulz (1997) also support the "internal/organisational" vs. "external/marketing" view of Corporate Identity/Organisational Identity. They link Corporate Identity to vision, strategy, symbols (logos, colours) and to a large degree, top leadership. They conclude that Organisational Identity is more inwardly focused (on the members of the organisation) while Corporate Identity is more externally focused (on external stakeholders, customers, investors). They conclude that the two constructs are linked through organisational culture.

Balmer (2001b) suggests that there is a great deal of confusion around Corporate Identity, "the fog" as he describes it. He builds the case for greater clarity and presents explanations for the confusion around Corporate Identity, Organisational Identity and Visual Identity which he refers to as "Business Identity types". He outlines many reasons for the "fog", including terminology, multiple paradigms, and multiple disciplines. In differentiating between Corporate Identity and Organisational Identity, Balmer (2001a) suggests that Corporate Identity answers the question "What are we?" and Organisational Identity answers the question "Who are we?" He then uses a more generic term "business identity" to encompass both constructs. He suggests business identity is made up of a mix of elements which gives organisations their distinctiveness including Culture, Strategy, Structure, History, Business Activities, Market Scope (2001b, p.276). The identification of these elements or traits is important as their relationship to employees and how they identify with their organisation is helpful in understanding and addressing the research question in Project 1.

Balmer goes on to further define Organisational Identity as "a key element giving business identity its distinctiveness" (Balmer, 2001b, p.254). He suggests that Organisational Identity refers to what employees feel and think about their organisation and focuses on those characteristics that are "central, enduring and distinctive" (Balmer, 2001b, p.254). Balmer (2001a) recognises and documents the confusion, and suggests further clarification would be helpful to both disciplines – Marketing and Organisational Studies.

More recently, He and Balmer (2007) have reviewed the literature on Identity studies from both Marketing and Organisational Behaviour disciplines. In doing so, they provide an integrated interpretation of this literature and a view of some of the implications this may have for corporate marketing.

In examining the Marketing literature, He and Balmer (2007) begin with the genesis of the concept of Corporate Identity in the 1960's (Balmer and Greyser, 2003 cited in He and Balmer, 2007, p.767), noting that it has always had a Visual Identity component. They also identify Corporate Identity as a core concept of Corporate Marketing and Corporate Branding. In more recent years they note that the construct of Corporate Identity has become more strategic and multi-disciplinary, more closely linked with "what the company is" than merely an external visual projection.

Looking at the Organisational Identity literature, He and Balmer (2007) trace the development of the construct from Albert and Whetten (1985) through Dutton et al. (1994) and note the impact of Social Identity Theory on the development of the concept, citing Ashforth and Mael (1989); Tajfel and Turner (1985) (both cited in He and Balmer, 2007 p.769). They then make a distinction between *Organisation's Identity* and *Organisational Identity*. "*Organisation's identity* refers to the (communal) identity of an organisation; therefore, the locus of identity would be the organisation as a social actor (Whetten and Mackey, 2002). Thus, the locus of identity, like Corporate Identity, resides with the *organisation*, instead of the individual. *Organisational identity* is about an individual's social identity; therefore, the subject of identity is the *individual*

rather than the organisation. In this sense, the level of analysis is at the individual level." (He and Balmer, 2007, p.772).

This definition of Organisational Identity, with the focus on the individual, aligns with the Dutton et al. (1994) construct of "perceived organisational identity", or how a single employee sees/perceives the core attributes of their organisation. The addition of the term "*Organisation's Identity*" and the refined definition of "*Organisational Identity*" adds to the complexity and confusion in the literature. It is a subtle difference between the collective view of the organisation and the individual view. Organisational Identification will be explored further on in this thesis which will also help to clarify the individual view of an Organisation. He and Balmer (2007) conclude that: "More importantly, by comparison, we found an explicit overlap between Corporate Identity and organisational identity. The emerging synergy between marketing and organisational behaviour in terms of identity studies might consolidate identity studies into an emerging area of study: corporate-level marketing." (He and Balmer, 2007, p.776). This is an important connection to note as there is less to differentiate an "internal" or employee view versus an "external" view, that of consumer, general public, shareholder, etc. The employee can now be, and often is, consumer, shareholder and public and so sees both internal and external viewpoints. With the demand from investors and the public for greater transparency of corporations, there are benefits in aligning the external view with the internal view (Stuart, 2003). This aligns with Scott and Lane's (2000) stakeholder view of Organisational Identity.

Cornelissen et al. (2007) proposed an integrated view of three types of identity literature and research, adding in Social Identity to the discussion on Organisational Identity and Corporate Identity. These authors also point out that the three types of identity come from different research disciplines with each developing somewhat independently, and consequently there have been barriers to sharing developments or acknowledging commonalities.
They place Social Identity, Organisational Identity and Corporate Identity on a continuum (see

Figure 1) with Organisational Identity in the centre suggesting it shares properties of both Social Identity and Corporate Identity. This mapping is supported by the literature (Hatch and Schulz, 1997; Balmer, 2001) that consistently suggests that Corporate Identity is the external projection of an organisation, whereas Social Identity is internal; "individuals seeing themselves, and being seen by others, as part of a social group," (Ashforth and Mael, 1989; Tajfel, 1972, cited in Cornelissen et al., 2007, p.S5)". The authors suggest that Organisational Identity is a specific type of Social Identity "associated with membership of a given organization or organizational unit" (Haslam, 2001, cited in Cornelissen et al., 2007, p.S6). They also present the more traditional view that "the concept of organizational identity was conceived to be an organizational-level phenomenon that was distinct from individual and collective levels of analysis" (Cornelissen, Haslam and Balmer, 2007, p.S6). As well, it is suggested that Organisational Identity can be viewed as an "interpretative system, or as a set of shared cognitions, or as shared language and behaviours" (Cornelissen, Haslam and Balmer, 2007, p.S6). Because of the differing viewpoints within the literature it suggests that placing the identities on a continuum as proposed by Cornelissen et al. (2007) has merit.

Figure 1 Overview of Social, Organisational and Corporate Identity Constructs
(Cornelissen, Haslam and Balmer, 2007, p.S4)
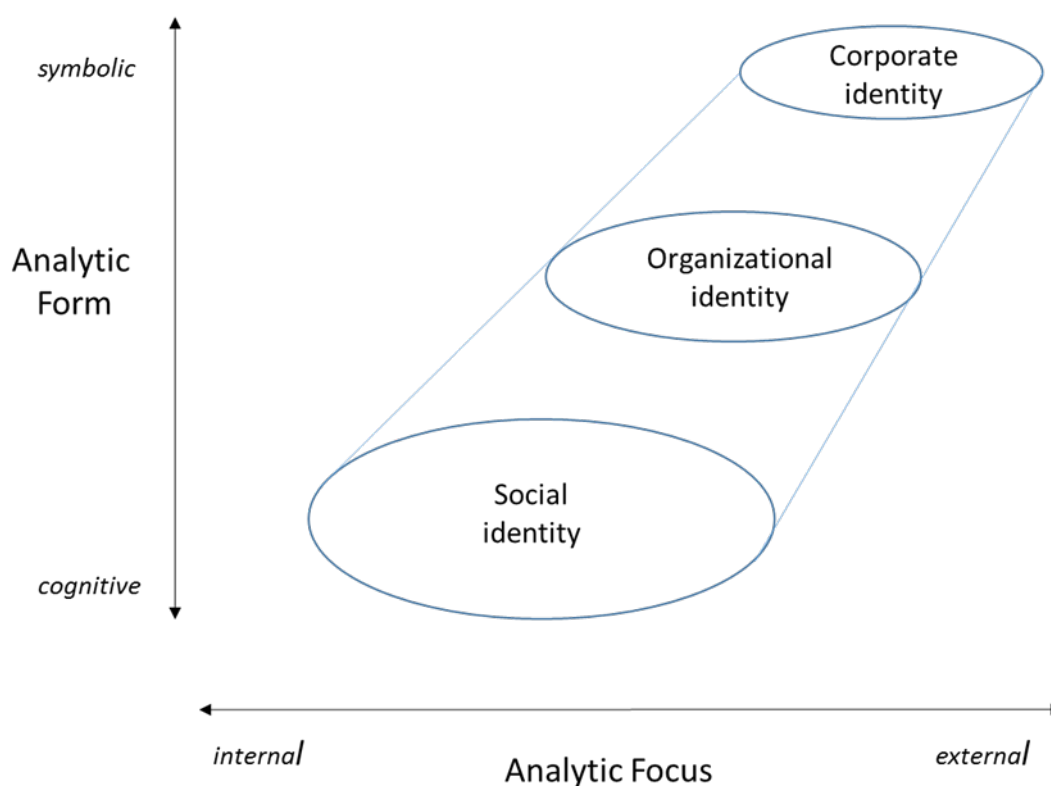
In defining Corporate Identity, the authors highlight that "just as the identity of individuals may come to be anchored in some combination of gender, nationality, profession, social group, life-style, educational achievements or skills, so an organization's may be anchored in some specific combination of geographical place, nationality, strategy, founding, core business, technology, knowledge base, operating philosophy or organization design," (Cornelissen et al., 2007, p.S7). Although this statement does not specifically include history or heritage as key to an organisation's identity, it does reference "founding" which implies that the events that occur in between founding and the present would also be important in defining the identity of an organisation. This historic/heritage connection is important to note as the research here is focused on studying the heritage of a corporation (in relation to its Corporate Heritage Brand) and its relationship to employees and potential employees.

Both Organisational Identity and Corporate Identity may have a bearing on the bond that an employee develops with their organisation, and Corporate Identity could certainly influence potential employees and their attitudes towards an organisation as a potential employer, therefore this research will look at Identity through both the Organisational and Marketing lenses.

2.5.4 Corporate Heritage Identity

Balmer (2011a) introduces the concept of a Corporate Heritage Identity (CHI). He defines it as "relat(ing) to those institutional attributes and qualities that also are, to a lesser or greater degree ostensibly invariable, and which, in part, meaningfully define an organisation's corporate identity," (2011a, p.1381). His discussion of heritage and heritage identity looks to various literatures (tourism, psychology and marketing) to support the concept of the invariability of heritage. For example, the author quotes Lowenthal "An especial characteristic of heritage is its ability to clarify the past and make the past relevant for contemporary contexts and purposes (Lowenthal,1998 cited in Balmer, 2011b, p.1383). From this work, we can draw the assumption that CHI is part of the overarching Corporate/Organisational Identity, defined by the heritage characteristics which the organisation possesses.

Although Balmer (2011b) is the first to identify the Corporate Heritage Identity construct, heritage characteristics have been associated with Corporate Identity by other scholars. Heritage characteristics are related to Corporate Identity by Moingeon and Ramanantsoa (1997) who point to the importance of history and link it to identity when they describe how culture is part of corporate identity. They state: "Rites, myths and taboos are some of the more interesting symbolic products (of organisational culture)…Myths refer to the history of the organization, to its founder, to a "heroic era", etc.…These symbolic products constitute the culture of the organization, in other words the visible part of the identity," (Moingeon and Ramanantsoa, 1997, pp.385–6).

There are aspects of Organisational Identity which also illustrate the importance of heritage characteristics. Albert and Whetten's (1985) definition of

Organisational Identity specifically refers to those characteristics that are "enduring". Ravasi and Schultz (2006) find in a longitudinal study of Bang & Olufsen over 25 years that when the Organisational Identity was under threat it was important to recognize both the internal and external dynamics of identity. They conclude that as members question the Organisational Identity, the "who we are as an organization" they are influenced by the construed external image and organisational culture. Interestingly, the authors discovered that historic artefacts (cultural manifestations) and icons from the company's past, things that supported claims of uniqueness were an important part of the organisational culture sense-making that took place in times of identity threat at Bang & Olufsen (Ravasi and Phillips, 2011; Ravasi and Schultz, 2006). Clearly understanding how heritage relates to the Corporate Identity and the Organisational Identity is important in research that is looking at the relationship between heritage characteristics of a company and employee outcomes.

Burghausen and Balmer (2014, 2015) focus explicitly on the management of the CHI of a heritage organisation. They point out that a key aspect of corporate heritage identity is the enduring nature of key corporate heritage identity traits. Their findings support the premise that there are heritage characteristics in the CHI. As well, and importantly for this research, they found a link between heritage and identity supported by, not only the CHI literature, but also that of organisational identity and change management literature (Burghausen and Balmer, 2014). This suggests that there is value in looking at the internal view of Corporate Heritage, from the perspective of employees, through examining these heritage characteristics.

However, it is also important to separate Corporate Identity and Corporate Heritage Identity from Organisational Identity. Although both may exhibit characteristics of heritage, the Corporate Identity and Corporate Heritage Identity both relate to an external/marketing projection of a company, whereas the Organisational Identity is the internal view of the company by the employee.

Organisational Identification is closely related to Organisational Identity, and so the next section will examine this construct.

2.6 Organisational Identification

Organisational Identification (OID) is rooted in Social Identity Theory (Ashforth and Mael, 1989). Simply put, Social Identity Theory (SIT) proposes that members of an organisation define themselves in terms of the organisation they belong to ("Who am I?"). Ashforth and Mael (1989) identify three characteristics that increase identification with the group: (1) distinctiveness of the group's values and practices (2) prestige of the group (3) salience of the out-group(s) (what makes the group different or better than other groups). Dutton et al. (1994) apply Social Identity Theory in the context of an organisation and examine how a person's self-concept is shaped by their membership in an organisation. The authors argue that because each member's image of the organisation is unique that it cannot necessarily be generalised to the collective Organisational Identity as defined by Albert and Whetten (1985); that which is central, enduring and distinctive. Therefore, they define a separate construct, Organisational Identification as "the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization," (Dutton, Dukerich and Harquail, 1994, p.239). They also point out that this cognitive link between the definition of self and the definition of the organisation is consistent with attitudinal approaches to commitment. Dutton et al. (1994) argue that the strength of Organisational Identification is related to whether organisational membership is central to the member's own identity. Some scholars use the term Employee Identification rather than Organisational Identification to refer to the same construct (Bartels, Pruyn and Jong, 2009; Stuart, 2003). This thesis will refer to Organisational Identification (OID), unless using direct quotations.

Building on Dutton and Dukerich (1991), Stuart suggests that: "Weakened employee identification (OID) will result in a weakened organizational identity," (Stuart, 2003, p.42). She strongly links Organisational Identification with the construed external image of Dutton et al. (1994). She purports that "Changing

conditions such as declining organizational performance and negative media coverage of organizational actions (negatively) affect employee identification" (Stuart, 2003, p.36) and suggests that the result is a weakened organisational identity. She suggests that when Corporate Identity (the construed external image) and organisational identity are aligned then there is strengthened employee identification.

Social Identity Theory has also been used to provide insight into the relationship between Organisational Identity and Organisational Identification. Maxwell and Knox (2009) use Social Identity Theory to link Organisational Identity, Employer Brand (EB) and Organisational Identification. As was stated previously in the overview of Employer Brand literature, Maxwell and Knox suggest Organisational Identity and Employer Brand are "conceptually identical" and posit that the strength of employees' identification with their organisation increases when they perceive the identity of the organisation as attractive and unique (Maxwell and Knox, 2009, p.239). This links Organisational Identification, Organisational Identity and a *brand* construct. This is particularly interesting as the Project 1 study explores the possible connections between a brand construct (CHB) and constructs that may include organisational constructs such as Organisational Identification and Organisational Identity.

Bhattacharya and Sen (2003) have looked into the Social Identity view of the relationship between Consumers and Companies that provide branded products which they refer to as Consumer–Company Identification (C-CI). C-CI is similar to Organisational Identification but exists between a consumer and the company that produces the brands they purchase rather than between an employee and their organisation (Bhattacharya and Sen, 2003; He, Li and Harris, 2012). It is described as a strong, committed relationship that develops between the consumer and the company and is exemplified by Apple and their legions of loyal consumers who wait in line for hours to purchase whatever new Apple product has been released. C-CI often results in consumers becoming champions of the companies and their products with which they identify. C-CI is similar to Organisational Identification in that it reflects a relationship based on

shared attributes. Bhattacharya and Sen (2003) examine the C-CI relationship and propose, based on social identity and organisational identity theory, that consumers identify with *companies* (and not just product brands). They argue that "in today's era of unprecedented corporate influence and consumerism, certain companies represent and offer attractive, meaningful social identities to consumers that help them satisfy important self-definitional needs." (2003, p.77). They conclude that C-CI leads to substantive relationships between consumers and the companies that create their favourite products. He et al. (2012) in their work on consumer and brand identification suggest that C-CI is related to Corporate Identity, and that employee-focused Organisational Identification derives from Organisational Identity. This suggests a link between Organisational Identification and a Corporate Brand, as the Corporate Brand may represent the "Company" in the C-CI relationship. However, this calls into question the permeability of the "member" and "organisation" relationship. Generally, as has been previously discussed, Organisational Identification is viewed as an "internal" relationship. "C-CI", which could be termed "Corporate Identification" to maintain a consistent terminology, is viewed as an "external" relationship. If "members" are viewed as "stakeholders" as has been suggested by Scott and Lane (2000), then stakeholders could be both internal (employees) or external (consumers, potential employees). In either case, this suggests that identification with an organisation, be it "Organisation" as in Organisational Identification or "Company" as in C-CI, can exist and calls into question whether the strict internal/external views of Organisational Identification and C-CI that the literature suggests is overly narrow. This is relevant to this research as the relationships between members and organisations will be examined in both of the research projects P1 and P2 that follow.

In a meta-analytic review of Organisational Identification Lee et al. (2015) found that Organisational Identification was significantly and positively correlated with job involvement, job satisfaction and affective organisational commitment, with affective organisational commitment the most strongly linked. Organisational Commitment will be reviewed in more detail in Project 1, where the research examines the construct.

Ashforth (2016) has recently written on Organisational Identity and Organisational Identification. He links the three aspects of Albert and Whetten's (1985) definition of identity (central, distinctive, enduring) to the attractiveness of identification. He suggests that organisations that have a strong and clearly defined identity that is "deeply felt" by members will result in stronger identification (*that which is central)*. He likens a strong identity to a magnetic pole "attracting individuals who resonate with that core and repulsing those who do not," (Ashforth, 2016, p.363). He suggests that an organisation that is exclusive, has prestige and outranks the competition (*that which is distinctive)* will be an attractive target for identification. And finally continuity of identity will be attractive because there is little continuity in today's business world and therefore "*that which is enduring"* suggests an organisation with which members will strongly identify.

Ashforth (2016) also likens identification to falling in love, suggesting that "it can vary from 'little l' to 'capital L' which captures not only the idea that identification can be highly emotional, but that it also has a wide range of expression. Linked to this metaphor is the inherent risk of exclusive identification with a sole organisation. If the organisation undergoes financial downfall, scandal or other crisis, it could result in psychological trauma for the members akin to the emotional devastation of discovering that the love of your life has betrayed you (Ashforth, 2016). In a related study, Galvin et al. (2015) suggest that identification is experienced on a spectrum that has a form of "overidentification" on each end. Figure 2 presents an illustration of the model. The model suggests that "overidentification" is a state where the individual identifies so completely with their organisation that their own identity is dominated by the organisation's identity and in fact may actually completely define the member's identity. This illustrates that identification can have a negative effect on the member.

Figure 2 "The Continuum of Organizational Identification Forms From

Neutral organizational identification
(Lack of convergence of identities)

Narcissistic organizational
identification
(Individual-dominated identity: Individual's
identity subsumes perceived identity of the
organization)

Conventional organizational
identification
(Convergent identities: Neither the
individual's identity nor the perceived identity
of the organization subsumes the other)

Overidentification
(Organization-dominated identity:
Perceived identity of the organization
subsumes individual's identity)

The continuum of organizational identification forms

Identity of the individual

Identity of the organization

(Galvin et al., 2015, p.166)

Organisational Identity and Organisational Identification are two constructs that involve emotions and feelings that an employee may have for an organisation, and so may be very relevant to the research undertaken.

2.7 Critique and Summary of the Literature

The preceding review of relevant literature provides background for the two research projects in this study. Figure 3 summarizes the key literature and illustrates some of the relationships between key constructs as proposed in the literature.

One of the most significant observations that arose from this review of the literature was the divide between "Corporate" constructs and "Organisational" constructs. As is apparent from the previous review, several of the constructs have both an "organisational" view as well as a similar, often closely related "corporate" view. The literature generally agrees that those constructs that are "Organisational" are aligned with the "Internal" view (from inside the organisation) and are grounded in organisational behaviour theory and "Corporate" constructs are aligned with the "External" view (from outside the organisation) and are areas of marketing scholarship. i.e. corporate and organisational image, corporate and organisational identity, corporate brand and employer brand (which could be regarded as the organisational

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representation of brand to employees). Each version of the construct appears to be carefully studied with little reference to the scholarship on the "other side".

The summary Figure 3 illustrates this dilemma that there are few links between constructs held in the "internal" view and the "external" view and there is no integration. For example, Organisational and Corporate Image are linked but it appears to be more by a lack of clarity between the construct definitions, than a common view and despite apparent similarities, the scholarship remains quite separate.

Organisational and Corporate Identity provide one of the most well discussed examples of the organisational / corporate divide. Organisational Identity and Corporate Identity were linked by Hatch and Schultz (1997), recognizing these as two views of a similar as an external projection (Corporate) vs. the internal (Organisational) perception of the image, however they do not clarify whether these two "views" share common characteristics or are grounded in similar theories or whether they are, or should be, integrated as constructs.

Some scholars have suggested that there needs to be greater integration of the "Organisational Identity" and "Corporate Identity" literature. Balmer (2001b) points this out, using the metaphor of a "fog" to describe the lack of integration around, what he calls "business identity". He uses that term to encompass studies focused on corporate identity, organisational identity and he also includes visual identity. He points out that (in his opinion) "the ``fog'' has stunted the recognition of the strategic importance, as well as the multidisciplinary nature, of business identity." He calls for greater co-operation and sharing amongst these areas of scholarship. In a later article, He and Balmer (2007) also review the topic of Corporate vs. Organisational Identity through a systematic literature review and conclude there is still a divide, although it has narrowed somewhat and then point out the advantages of greater co-operation. Cornelissen et al. (2007), as was pointed out earlier in this review, makes one of the strongest appeals for Corporate and Organisational Identity constructs. Cornelissen et al. (2007) in concluding that connections can be made amongst the three identity concepts of Social Identity, Organisational Identity and

Corporate Identity, points out that there is value in doing further research to explore these connections. They acknowledge that it may not be appropriate to try to lump the three concepts together as there are recognized differences. However, they conclude there is no "Iron Curtain" between the identities and that insights from one literature could, and should be used to inform the others.

The research undertaken in this thesis looks at heritage from a "corporate" (CHB) perspective and identity from an "organisational" perspective and therefore, to some degree, is exploring the gap suggested by Cornelissent et al. (2007). As well, if we accept, as the majority of the literature suggests, that the Corporate Identity, as a construct rooted in Marketing, is a more externally focused construct and that the Organisational Identity is more internally focused, then both Identities will be constructs that employees have encountered and therefore is important in this research.

Although the suggestion that research on Corporate Identity and Organisational Identity should be more integrated was raised in 2001 (Balmer, 2001b), and by Cornelissen et al. in 2007, in a recent review of "Business Identity" literature which looks at the Corporate Identity and Organisational Identity work, Pérez and del Bosque (2014) find that there are still apparent silos in the academic areas of Marketing and Organisational Behaviour. They suggest that there has been little progress made in the intergration of the research. The literature and scholarship apparently remains separated.

Organisational Identification is generally regarded as "internal" in the literature, but as was previously noted, a stakeholder view of Identity as stated by Scott and Lane (2000) opens the possibility of a broader view of Identification, also suggested by Bhattacharya and Sen (2003). This suggests that bringing the "Internal" (Organisational) and "External" (Marketing) scholarship closer together may result in a deeper understanding of the entire corporation/organisation.

It is also apparent from Figure 3 that there are no direct or explicit connections between the Heritage traits and employee-related constructs such as Organisational Identification, Employer Branding, or Organisational Identity.

Albert and Whetten (1985) suggest, through their use of the term "enduring" when referring to the Organisational Identity that a time-related element exists, but they do not explicitly refer to history or heritage of an organisation. Burghausen and Balmer (2014, 2015) examine the Corporate Heritage Identity, and suggest that it is important that CHI be carefully stewarded, however there is no suggestion that heritage may influence employees beyond the top few tiers of management.

This identifies a gap, as there appears to be no research that has looked at corporate heritage as it affects the organisation, and specifically employees. But it also suggests that it is a particularly interesting one as it may help to bridge the divide between the "corporate" view of heritage and the "organisational" view.

Investigating how heritage may affect employees and potential employees as it appears from the organisational perspective may lead to a deeper understanding of how the corporate and organisational views fit together.

Figure 3 Summary of Literature with Construct Relationships

Corporate Identity
Abratt (1989)
Melewar & Jenkins (2002)

Hatch &
Schultz (1997)

Integration of Identity Types
Cornelissen et al (2007)
He & Balmer (2007)
Perez & del Bosque (2014)

Organisational
Identity
Albert & Whetten (1985)
Dutton et al (1994)

Corporate
Identity Traits
Balmer (2001)

Corporate Heritage
Identity
Balmer (2011)
Burghausen & Balmer
(2015)

Organisational
Identification
Ashforth & Mael (1989)

Balmer (2011)

Heritage

Stuart (2003)

Dutton et al (1994)

Maxwell & Knox
(2009)

Corporate Heritage
Brand
Balmer (2006)
Urde et al. (2007)

Corporate Image
Alvesson (1990)

Organisational Image
Tom (1971)
Aaker & Myers (1982)
Dowling (1996)

Maxwell & Knox
(2009)

Gioia et al. (2000)
Dutton et al. (1994)

Aaker (2004)

Corporate Brand
King (1991)
Balmer (1995, 2001)
Knox & Bickerton (2003)

Hatch & Schultz (1997)

Employer Brand
Ambler and Barrow (1996)

Balmer (1998)

External View
Marketing

Internal View
Organisational Studies

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3 RESEARCH PROJECT 1

A study of Corporate Heritage Brands and the Effect of Heritage Characteristics on Employee Outcomes

3.1 Project 1 Introduction to Research

The initial inspiration for this study was the researcher's personal observations working with a company with a corporate heritage. As has been previously discussed, a significant attachment or bond seemed to exist between employees and the company that appeared to be connected to the heritage of the company. The following research project evolved from those initial observations and questions.

Exploring the attachment between the employee and the organisation and trying to understand the role that heritage plays in that relationship was the overarching purpose of the study. The research in this study is focused on a Canadian corporation, Canadian Pacific Railway Company (CP) that has a history of some 136 years and very strong ties to Canada in its name, history and the role it plays in the Canadian economy.

This research project explores the heritage characteristics of an organisation with a Corporate Heritage Brand and identifies and explores the employee outcomes that may be affected.

3.2 Project 1 Literature Review

The following literature discussion supplements that found in the initial Literature Review (Chapter 2). As this research investigates the bond or attachment of an employee to their employer and the role that heritage plays in that attachment the following constructs which were discussed in the Literature Review in Chapter 2 are relevant: Corporate Heritage Brand (CHB), Corporate Image, Organisational Identity (OI), Corporate Identity (CI), Corporate Heritage Identity (CHI), Employer Brand (EB) and Organisational Identification (OID). CHB and CHI are specifically related to the heritage characteristic. Employer Brand represents the image or brand that is presented to the employee and

may influence how they regard the organisation. Organisational Identity and Corporate Identity, the internal and external identities of an organisation are related in that these may influence how an employee feels about their organisation. This feeling may include identification with the organisation and therefore Organisational Identification is relevant.

Another construct that is important to this research project (P1) is Organisational Commitment (OC) as it has been associated with the attachment that an employee has for their employing organisation (Allen and Meyer, 1990; Meyer and Allen, 1991; Mowday, Steers and Porter, 1979; Porter et al., 1974). The following section will look at Organisational Commitment and in addition, Organisational Commitment and its relation to Organisational Identification (OID) is also included.

3.2.1 Organisational Commitment

Organisational Commitment (OC) refers to the bond that exists between an employee and their employing organisation. As this is an important aspect of the research carried out, examining the literature on Organisational Commitment will help to position both the research design and the results within the existing body of knowledge.

Organisational Commitment has been studied in the disciplines of both Organisational Studies and Human Resources Management. In early work, Mowday et al. (1979) differentiated between the existing views at that time of "behavioural commitment", related to a member's investment in the organisation and their resulting behaviour or "attitudinal commitment" which was related to the member's identification with the organisation. Mowday et al. (1979) focused on the attitudinal commitment view, and defined Organisational Commitment as "a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals," (Mowday, Steers and Porter, 1979, p.225). This definition represents a unidimensional view of Organisational Commitment. Meyer and Allen (1991) propose a combined attitudinal and behavioural view of Organisational Commitment which they define as "a psychological state that characterizes the

employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization," (Meyer and Allen, 1991, p.62). The authors develop the construct further and introduce a three component model of Organisational Commitment which is comprised of:

1. *Affective Commitment*: refers to the employee's emotional attachment to, identification with, and involvement in the organization.
2. *Continuance Commitment*: refers to an awareness of the costs associated with leaving the organization.
3. *Normative Commitment:* reflects a feeling of obligation to continue employment (loyalty) (Meyer and Allen, 1991, p.67).

These three types of commitment are more simply described: "Employees with strong affective commitment remain (with an organisation) because they "*want*" to, those with strong continuance commitment because they "*need*" to, and those with strong normative commitment because they feel they "*ought*" to do so," (Allen and Meyer, 1990, p.3). Allen and Meyer (1990) developed an instrument for measuring the three components of commitment, Affective, Normative and Continuance, while Mowday et al. (1979) also developed an instrument which measured commitment on only one dimension.

There continues to be a following of Mowday's (1979) original definition grounded in the Human Resources Management field that refers to a single construct, "Employee Organisational Commitment", and does not separate or identify within the construct other forms of commitment (e.g. affective, continuance, or normative commitment) (Biswas and Varma, 2012; Caldwell, Chatman and O'Reilly III, 1990; Cole and Bruch, 2006; O'Reilly III and Chatman, 1986; Porter et al., 1974; Su, Baird and Blair, 2009; Taylor et al., 2008). However, there is also a considerable body of research utilising the Meyer and Allen (1990; 1991) definition and instrument to describe and measure commitment, (Johnson, Chang and Yang, 2010; Johnson and Chang, 2006; Johnson and Jackson, 2009; Lam and Liu, 2014; Marique et al., 2012; Meyer et al., 2002; Meyer, Allen and Smith, 1993; Meyer, Becker and van Dick, 2006; Meyer, Stanley and Vandenberg, 2013; Meyer and Maltin, 2010; Myer, Becker and Vandenberghe, 2004; Rhoades, Eisenberger and Armeli, 2001). There has also been occasional reflection and variation on the categorisation of

commitment that suggests the three Allen and Meyer (1990) components might be subdivided further. Robinson (2003) suggests that there are five categories of commitment:

- Affiliative: The compatibility of the employee's and the organisation's interests and values.
- Associative: The employee's perception of belonging to the organisation.
- Moral: The sense of mutual obligation between the employee and the organisation.
- Affective: The feeling of job satisfaction experienced by the employee.
- Structural: The belief that the employee is engaged in a fair economic exchange (2003, p.3).

Superficially, affiliative, associative and affective would all be included in the Allen and Meyer (1991) definition of affective commitment and there is no other support, empirical or otherwise, that the researcher has found in the literature to support the expanded categories of commitment.

In general, the three component model as proposed by Meyer and Allen (1991) has continued to stand up to scrutiny (Meyer, Stanley and Vandenberg, 2013). This definition has been chosen for this research project as aspects of their three dimensions of commitment have been observed in the subsequent research.

Both Mowday et al. (1979) and Allen and Meyer (1991) associate Organisational Commitment (Affective Commitment in the case of Allen and Meyer) with employee identification with the organisation. This suggests there are possible interactions between the constructs of Organisational Commitment, specifically Affective Commitment, and Organisational Identification which is one of the aspects that is to be explored in this research.

3.2.2 Organisational Identification and Organisational Commitment

There is an ongoing debate in the literature as to how Organisational Identification and Organisational Commitment are related. Jaussi (2007) points out the overlap and discrepancies in the definitions of what she terms "attitudinal commitment" highlighting the differences between the Mowday et al. (1979) definition of Organisational Commitment and the Meyer and Allen (1991)

three component model and notes how some of the variables/ideas have been dropped through the evolution of the construct and models. She cites in particular the O'Reilly and Chatman (1986) definition that includes the attributes of pride and internalisation, and that these characteristics no longer appear to be included in the current research. Jaussi (2007) then goes on to further blur the distinction between the definitions of Organisational Identification and Organisational Commitment suggesting that Organisational Identification is a separate, but related dimension of attitudinal commitment that refers to "an employee's sense of oneness with the organization as well as a sense of pride in the organization," (2007, p.55). She proposes a new definition of attitudinal organizational commitment as "a three dimensional construct consisting of positive effect for the organization, identification with the organization and willingness to exert effort on behalf of the organization," (Jaussi, 2007 p. 55). This challenges the theories that Organisational Identification and Organisational Commitment are separate constructs. The result is a complex construct that encompasses several concepts (Pride, Identification, Commitment and Affect). There is, however, no subsequent empirical research that could be found by searching the literature that supports this model. Mael and Ashforth (1992) have demonstrated that Organisational Identification and Organisational Commitment were separate constructs when tested using the six-item measure they proposed, and differentiable from the 15-item "OCQ", the instrument proposed by Allen and Meyer (1990) for measuring Organisational Commitment. Therefore, it is concluded that Organisational Commitment and Organisational Identification are two separate but related constructs. This research may help to illuminate how the two constructs are connected.

Edwards (2005) has reviewed the Organisational Identification literature and defines the construct as "a psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity." (Edwards, 2005, p.227).

Edwards and Piccei (2007) build on Edwards (2005) earlier work and propose a reconceptualization of Organisational Identification and identify three components:

1) Categorization of the self, or how a member (employee) self-labels as part of the organisation.
2) Integration of goals and values, or how the employee aligns their personal values and integrates those of the organisation into their value system.
3) Affective attachment, or how the employee experiences a sense of attachment and belonging to the organization.

This conceptualization embraces both the affective and the cognitive aspects of Organisational Identification which in other literature is often separated. Definitions of Organisational Identification tend to focus on one or the other. The Affective attachment component as defined by Edwards and Peccei (2007) has very strong similarities to components of Affective Commitment (Meyer and Allen, 1991). However, the authors are very clear in delimiting their third component of Affective Attachment from the more robust construct of Affective Commitment as defined by Meyer and Allen (1991). They go one step further and suggest that Organisational Identification "can be considered as a specific subset of the wider notion of organizational commitment and, therefore as a central component of the broader construct of Organisational Commitment as commonly conceptualized in the literature." (Edwards and Peccei, 2007). This then provides another view of the relationship of Organisational Commitment and Organisational Identification. Their research involves a quantitative study based on a measurement instrument developed by the authors (Edwards and Peccei, 2007). The results support their proposed three-component model of Organisational Identification. As there are clearly differing viewpoints such as Jaussi's (2007) merging of components, Mael and Ashforth's (1992) disaggregating of components, and Edwards and Piccei's (2007) introduction of "Affective Attachment", research such as that carried out in this study may help to illuminate and clarify how the constructs of commitment and identification may be related.

The Methodology used in this research project will be outlined in the next sections.

3.3 Project 1 Methodology

3.3.1 Research Question and Objectives

The research will explore heritage and the research question has been formulated as:

> ***"In what ways do the heritage characteristics of a Corporate Heritage Brand affect employee outcomes?"***

The specific research objectives that will address this question are as follows:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

P1-RO$_2$: Identify employee outcomes likely to be influenced by corporate heritage characteristics.

P1-RO$_3$: Explore effects of corporate heritage characteristics on the employee outcomes to be identified.

3.3.2 Methodological Approach

As the literature survey and review did not uncover any research linking the heritage characteristics of an organisation to employee outcomes this suggests that the research would be exploratory in nature and that a qualitative approach would be appropriate.

As discussed in the Philosophical Perspective section, an ontological approach of idealism with epistemological assumptions of constructionism was adopted. This had the goal of exploring the phenomenon of interest; the characteristic of Heritage and how it may affect Employee Outcomes. Initially, a Grounded Theory approach was considered for this research. However the body of literature surveyed in the Literature Review section offered possible constructs and theories that might provide some explanations and possible relationships amongst the constructs. This then suggested an Abductive Research strategy might provide a better framework than a Grounded Theory approach. Where Grounded Theory allows the theory to emerge solely from the data gathered (Partington, 2002), an Abductive approach "rests on the cultivation of

anomalous and surprising empirical findings against a background of multiple existing sociological theories and through systematic methodological analysis" (Timmermans and Tavory, 2012, p.169). This implies that while the research may find constructs and relationships that have been identified and described before, that these provide a theoretical fabric against which new findings of the research can be placed, and in doing so the existing constructs and theories contribute context to those findings.

Folger (2009) describes abduction as "reasoning to the best explanation" (Folger, 2009, p.63). According to Tavory and Timmermans, "Abduction occurs when we encounter observations that do not neatly fit existing theories and we find ourselves speculating about what the data plausibly could be a case of. Abduction thus refers to a creative inferential process aimed at producing new hypotheses and theories based on surprising research evidence. Abduction produces a new hypothesis for which we then need to gather more observations." (Tavory and Timmermans, 2014, p.7). The "existing theories" were outlined in the Literature Review, and the "observations that do not fit neatly" include the researcher's initial observations of an apparent deep bond that exists between employees and their employer that is somehow related to the company's heritage. This would seem to suggest the Abductive approach would be applicable.

3.3.3 Method

To understand the relationships between employees and the company that employs them suggests exploring the potential constructs that exist and the underlying mechanisms that may connect them. Following the review of the literature, it was apparent the area of Corporate Heritage Brands was relatively new, and there were no studies that looked specifically at the effect that heritage might have on employee outcomes suggesting an exploratory approach to the research. The abductive approach, as was previously described was adopted. In keeping with this approach, the semi-structured in depth interview was proposed as the best method to conduct the research and gather data. The semi-structured life-world interview is defined by Kvale (2007)

"as an interview with the purpose of obtaining descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomenon," (2007, p.8). This approach allows the researcher to follow interesting paths of development while the framework of the interview questions ensures a consistent approach to each interview.

Because the Abductive approach has an inductive component which allows theory to emerge from the data (Timmermans and Tavory, 2012), it was determined that data collection should continue until theoretical saturation was reached, rather than defining a pre-set sample size. Theoretical saturation is a seminal component of the inductive approach of Grounded Theory (Partington, 2002). According to Partington, "*Theoretical saturation* is reached when no new categories or properties are found, and all further instances of data merely add to the bulk of specific instances of already-discovered categories and properties," (Partington, 2002, p.151).

The site of the research chosen was the company where the researcher had worked for 26 years. It was while working for Canadian Pacific Railway (CP) that the original observations of the apparent "bond" between employees and company were made. The company, CP, has a rich and storied history. It is one of the oldest companies in Canada and is often credited with "building Canada" because of the key role that it played in joining the unsettled west of Canada with the more established eastern settlements. (Anon, 2017).

The unit of analysis was determined to be the individual employee.

The design of the interview itself is novel. It was developed to focus on the key characteristics that an employee associates with CP, the company, and to elicit those characteristics that the employee associated immediately with the company, and therefore could be thought of as most distinctive and important to the employee. For reference, the Interview Guide is included in Appendix A**.**

The following describes the method used for these interviews. The interviews were broken into four sections: Part A) The Warm Up, Part B) The 5 key CP

characteristics and their outcomes Part C) The CP Persona Part D) The Cool Down and Summary.

Part A: The Warm Up section consisted of the first introductory questions 1.1 – 1.4 (see Appendix A). These questions were intended to put the respondent at ease and gather certain demographic information such as their job title, how long they had worked for CP, etc. They were also asked if there were any other family members who currently worked at CP or had worked there in the past. This is a common phenomenon at CP as there are often multiple generations from a family who have all worked at CP and it was felt that this could be interesting information to capture.

Part B: The 5 Key CP Characteristics section followed (Questions 2.1-2.2) and each respondent was asked to think of five characteristics that they would use to describe CP (Question 2.1). They were then asked to write those on separate Post-it® notes of different colours. These Post-it® notes were then placed on a large (22" x 26") piece of poster paper and were arranged vertically down the left hand side of the poster. It is important to note that these 5 key characteristics were allowed to emerge naturally. There was no prompting, or suggestion of heritage in the question.

The researcher then explored each characteristic in depth with the participant; how the employee defined that characteristic, what it meant to them, why it was important and how it made them feel about the company. To understand both internal perception of the company as well as external perception, the "construed external image" (Dutton, Dukerich and Harquail, 1994), the interviewees were also asked about how they thought their team felt about that particular characteristic, and as well how the community felt about that characteristic.

As each characteristic was investigated, additional words and phrases that the participant used that seemed particularly important or thematic were captured by the researcher on separate Post-it® notes of the same colour as the first "characteristic" note and added to the poster paper. These were arranged from left to right as the interview progressed. This created a visual map of the

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characteristics that provided immediate feedback to the participant on each characteristic that was discussed. These posters are referred to as "Characteristic Maps". The Characteristic Map was placed on the table between the participant and researcher so that the participant could always see what was being added. At the conclusion of the first part of the interview, the participant was asked to look at the Characteristic Map and see if there was anything they would like to add. This provided an opportunity to correct or add to the topics that had been captured. It also provided a visual summary of the exploration of the characteristics. A photograph of a Characteristic Map is included to illustrate in Figure 4.

This method of identifying the five key CP characteristics provided a very effective means of carrying out the constant comparison of properties and categories that Partington (2002) refers to when using an inductive approach. Each of the five characteristics represented a category and therefore if a specific characteristic was identified as key by multiple respondents it would suggest there were common themes emerging from the data that could then be explored in subsequent interviews.

Part C: The CP Persona section was explored in Part C. Following the exploration of the "5 CP Characteristics" the researcher went on to ask Question 2.3 that required the interviewee to think about CP, the company, as a person and then were asked to describe that person. They were then asked how they would describe their relationship with that person. The resulting data is referred to in the analysis as the "CP Persona". This information was not captured on the Characteristic Map, but was compiled separately. Again, as this data was gathered, it could be compared to that previously captured, to see if common characteristics or categories were occurring. This section focused on the relationship that the respondent had with the CP Persona/the Company which gives a different perspective than Part B which was more focused on how they felt about the Company.

Figure 4 Characteristic Map of Post-it® Notes
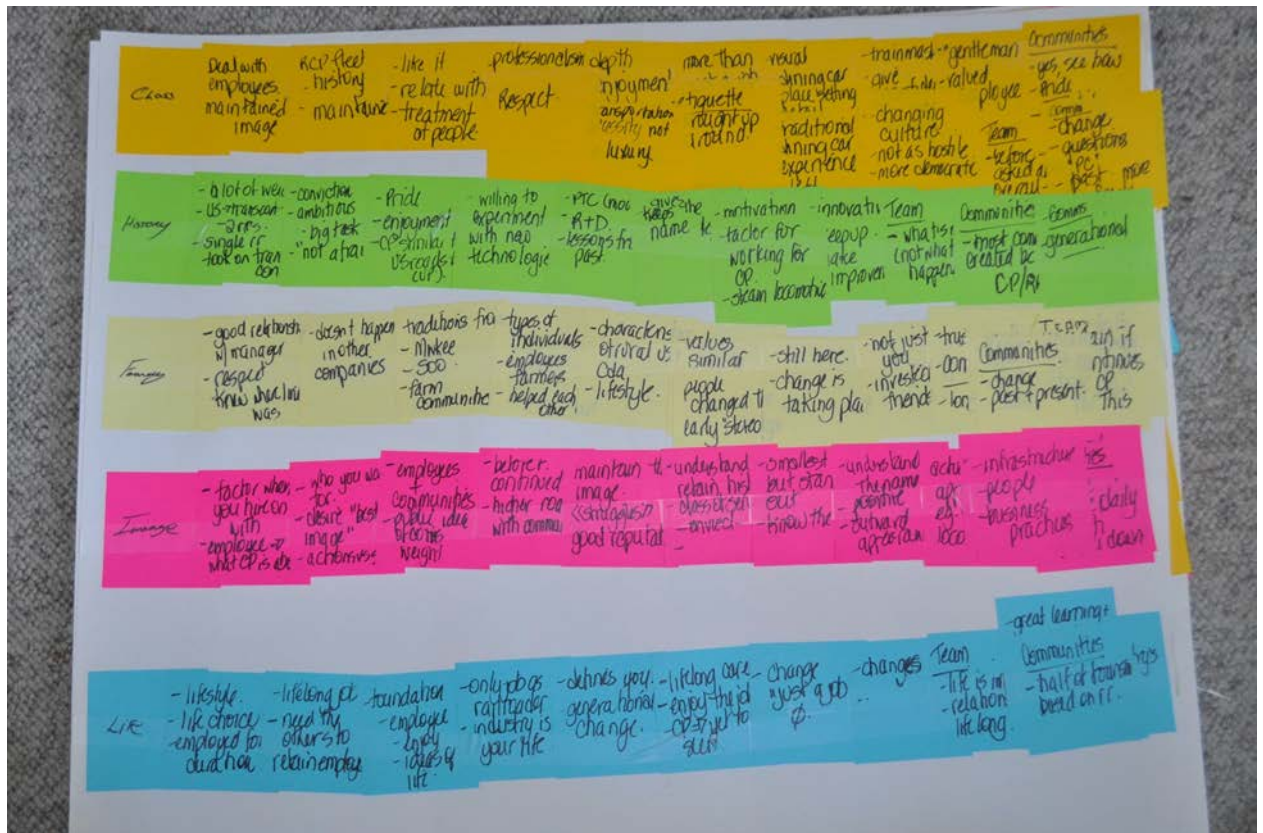
Part D: The Cool Down section gathered additional demographic data as well as allowing for any additional questions, further additions or changes to the Characteristic Map, or additional topics of conversation. The interview was ended following this last section.

The interviews were carried out during April – June 2014. There were fourteen employees of Canadian Pacific who were interviewed in total. All interviews took place at the headquarters of CP in Calgary, Alberta. All interviews were carried out by the researcher. All interviews were transcribed by the researcher. The result was approximately 22 hours of interview time and approximately 300 pages of transcription.

The next section will outline how the research methods align with the research objectives.

3.3.3.1 Method and the Research Objectives

It is important to understand the alignment of the research objectives with the method to ensure that the research will gather the appropriate data to address the objectives.

To reiterate, the research objectives for this project were:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

P1-RO$_2$: Identify employee outcomes likely to be influenced by corporate heritage characteristics.

P1-RO$_3$: Explore effects of corporate heritage characteristics on the employee outcomes to be identified.

Parts A and D primarily gathered demographic information, or personal data as it related to the company (position, career history with CP, etc.). Part B was focused on the 5 CP Characteristics and Part C was focused on the CP Persona.

In identifying the key 5 CP Characteristics, this provided data, and specifically company characteristics that would help establish if CP was a CHB and in doing so, this would address P1-Research Objective 1. The in-depth discussions on each of the 5 CP Characteristics that followed was designed to explore the relationship of these characteristics (and particularly heritage-related characteristics) with potential outcomes. This included probing into how the respondent felt about each of these characteristics and looking into possible outcomes. The data from this part of the interview would address in part P1-Research Objective 2 and Research Objective 3. The final part of the interview that investigated the CP Persona focused on the relationship of the respondent and CP, but through a different lens by using the metaphor of CP as a person. This was also to further examine the characteristic of heritage and the relationships between aspects of CP and organisational and employee outcomes, and specifically the respondent's intent to stay which would also assist in addressing Research Objective 2 and Research Objective 3.

The following section will review the selection of the research sample.

3.3.4 Sampling

Because of the work history and relationship of the researcher to the company, it was important to understand and mitigate any bias that may have been introduced, particularly in the selection of the sample. Therefore obtaining an appropriate sample was initially identified as a critical element to the success of the research. Another objective of sample selection was to cover a broad spectrum of the demographic attributes to ensure a wide variety of opinions and viewpoints.

The first seven respondents selected were former colleagues of the researcher who expressed a willingness to participate. Following their interviews, some of those seven respondents suggested other colleagues of theirs as potential respondents. Of these suggested respondents, some were known to the researcher and some were unknown. In that way, the sampling method was initially purposeful, selected by the researcher as appropriate for the research being done, and with later respondent selection it was a snowball sampling method, which is obtaining suggested subjects from those who participate (Coyne, 1997). Certain respondents were selected towards the end of the study to explore some of the possible theories that were emerging from the data e.g. that age, length of time with the company and nationality might affect some of the outcomes being explored. This is an example of theoretical sampling (Coyne, 1997). Because the Abductive approach has an inductive component which allows theory to emerge from the data (Nelson and Cushion, 2006; Timmermans and Tavory, 2012), it is appropriate that data collection should continue until theoretical saturation was reached. The method in which Theoretical Saturation was determined will be discussed further in a section that follows titled Determination of Theoretical Saturation.

3.3.5 Sample Attributes

To obtain a broad range of viewpoints and results, a number of employee attributes were identified during the research design phase as having potential

significance in the study. These attributes were: Age, Length of Employment with CP, Department within CP, Position/Level within CP hierarchy, Canadian Citizen or not. As country of birth data was gathered in the interview it was also included as an attribute. Each of the attributes was divided into categories as follows:

1. **Age:** (20 – 29), (30 – 39), (40 – 49), (50 – 59) and (60+)
2. **Length of CP Employment (in years):** (1 – 5), (6 – 10), (11 – 15), (16 – 20), (20+)
3. **Department:** Operations, Marketing & Sales, Finance, Information Technology or IT Projects, and Corporate (Legal, HR, Communications, etc.)
4. **Level within CP Hierarchy:** Entry Level, Specialist, Junior Manager, Middle Manager, Senior Manager, and Executive
5. **Citizenship:** Canadian citizen, Non-Canadian citizen

Table 1 summarizes the sample attributes and demographics of the Respondents (R1-R14).

Table 1 Sample Attributes of the Respondents

Respondent	Age Group	Gender	Years of CP Employment	Department	Position Level	Citizenship	Country of Birth
R1	40-49	Male	6 - 10	Operations	Junior Manager	Canadian / British	Canada
R2	30-39	Male	11 - 15	Operations	Junior Manager	Canadian	Canada
R3	60+	Female	20 +	Finance	Senior Manager	Canadian	Canada
R4	30-39	Male	11 - 15	IT & IT Projects	Junior Manager	Canadian	Canada
R5	30-39	Female	1 - 5	IT & IT Projects	Entry Level	Canadian	Canada
R6	50-59	Male	20 +	IT & IT Projects	Junior Manager	Canadian	Canada
R7	50-59	Male	6 - 10	Corporate	Middle Manager	Canadian	Trinidad
R8	30-39	Female	6 - 10	Finance	Junior Manager	Canadian	Canada
R9	30-39	Male	1 - 5	IT & IT Projects	Entry Level	Non-Canadian (Swiss)	Switzerland
R10	30-39	Male	6 - 10	Corporate	Specialist	Non-Canadian (US)	United States
R11	40-49	Male	16 - 20	Corporate	Executive	Canadian	Canada
R12	30-39	Male	6 - 10	Marketing & Sales	Junior Manager	Canadian	Italy
R13	50-59	Female	20 +	Operations	Middle Manager	Canadian	Canada
R14	20-29	Female	6 - 10	Marketing & Sales	Specialist	Canadian	Canada

The detailed distribution of respondents amongst the different categories identified above are found in the tables in Appendix B. These tables illustrate that there is representation of at least one respondent in every attribute group. This increases the possible range of responses to the questions and mitigates, to some extent, possible bias within the sample.

3.3.6 Determination of Theoretical Saturation

As previously indicated, it was determined that data collection would continue until Theoretical Saturation was reached. Theoretical Saturation as described by Partington occurs "when no new categories or properties are found, and all further instances of data merely add to the bulk of specific instances of already-discovered categories and properties" (Partington, 2002, p.151). Theoretical saturation in this case was determined by tracking the increase in the codes

added to the code book with each new respondent. The method used to determine this is described below.

The interview transcripts were imported into NVivo (Version 10) for coding and analysis. The interview transcripts were coded by the author and each interview was coded in the order in which it was conducted. In other words, the first interview was coded first, the second interview was coded next, etc. A list of the codes (nodes) was exported from NVivo after each interview was coded. This allowed for tracking the development of the Code Table to better understand the number of new, unique codes that were added to the Code Book with each additional interview. (More detail on the development of codes is included in the sections that discuss the analysis). The resulting lists of codes were then compared and Table 2 presents the results.

Table 2 Development of Codes

Respondent	# of Codes	Percentage of Total Codes
R1	38	24%
R2	74	47%
R3	89	56%
R4	99	62%
R5	112	70%
R6	120	75%
R7	124	78%
R8	126	79%
R9	133	84%
R10	139	87%
R11	143	90%
R12	145	91%
R13	148	93%
R14	159	100%

Table 2 illustrates how codes increased as each interview was conducted. Eighty per cent of the codes were identified within the first eight interviews, and very few were added in the next five interviews. This indicates the data was reaching saturation which is the point when no more, or very few codes are

added. The final interview added 11 new codes which was more than the previous five interviews. However, this represented an increase in codes of only 7%, as well this interview was found to have other anomalous results and given the low increase in added codes per interview prior to this interview; it can be concluded that theoretical saturation was close or reached as the final interview may be regarded as an outlier.

With theoretical saturation reached, it was decided that the sample of 14 interviews provided sufficient data to describe a theoretical model.

3.4 Project 1 Analysis of Results

3.4.1 Introduction to Analysis of Results

The interviews provided a very rich source of data. The interviewees were open and willing to explore any of the topics that were raised. To better understand the data collected, the analysis has been divided into three parts which map to the different parts of the interviews.

Part I of the analysis will focus on examining the 5 characteristics identified by each respondent in Question 2.1 (a) and exploring similarities and potential relationships amongst them. It also compares CP's "public" (brand) characteristics and the characteristics identified by the respondents with the characteristics of a CHB to determine whether CP is a Corporate Heritage Brand (as stated in P1-RO$_1$). Part I also examines how the respondents feel about these characteristics using responses drawn from Question 2(b).

Part II of the analysis concentrates on the exploration of each of the 5 CP Characteristics in more depth particularly the information covered in Questions 2.1 (b), (c), (d) and (e) focusing on how the respondents defined the characteristics, why these characteristics were important, how it made them feel about the company as well as whether these were characteristics that they felt were important to their teams and communities in general.

Part III of the analysis focuses on the questions that ask about CP as a person (the CP Persona), the relationship with the Persona and the respondent's intent to stay with the company (Questions 2.2, 2.3, 2.4, 2.5 and 2.6).

Figure 5 presents the parts of the interview (Part I, Part II and Part III) on the left with the questions associated with each part, and then to the right illustrates the processes of analysis associated with each part.

Figure 5 Process of Analysis
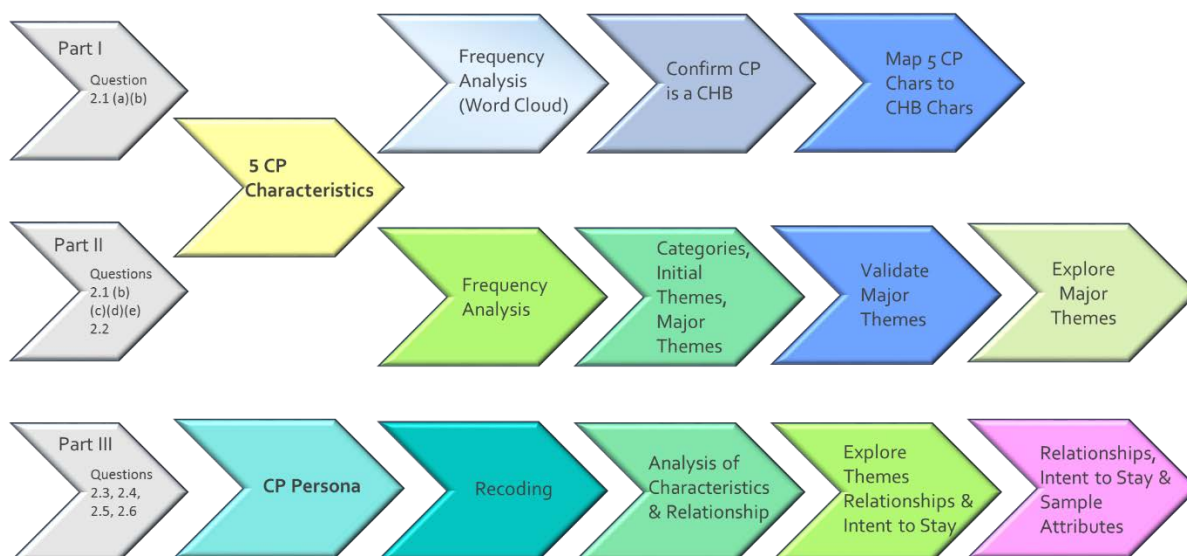
3.4.2 Part I – Analysis of the "5 CP Characteristics"

The initial five characteristics of CP selected by each interviewee, or the "5 CP Characteristics," were given in response to Interview Question 2.1(a).

> "I'd like you to think about your entire experience with CP over the course of your career. Here are 5 Post-it® Notes. Could you write one word on each note that would describe what you think are the 5 most important characteristics that you associate with CP, the company?"

These characteristics were documented and compared as the research interviews progressed and it became quite clear early in the interview process that there were common topics (similar topics raised by multiple interviewees) suggested by these one word (or in some cases a few words) descriptions of the characteristics. The raw list of "5 CP Characteristics" in the order delivered by the participants from the first participant through the 14th is included in

Appendix C. To gain a high level view of the characteristics, the first step in the analysis was to perform a frequency analysis on the raw "5 CP Characteristics". The results will highlight those characteristics that are mentioned by more than one respondent.

3.4.2.1 Frequency Analysis of the "5 CP Characteristics"

As a preliminary frequency analysis of the "5 CP Characteristics", a "Word Cloud" was created. To produce the Word Cloud, the raw list of "5 CP Characteristics" was used as input to NVivo's word cloud function. The result is shown in Figure 6.

Figure 6 Word Cloud Frequency Analysis

The word cloud function takes the frequency of occurrence of a word and presents it in a visual form; the greater the frequency of a particular word, the larger and bolder it appears in the Word Cloud. When the resulting Word Cloud was examined, Historic, Family, Economic Engine and Change are larger and feature prominently and this indicates there is a higher frequency of these characteristics. Although this is not a rigorous analysis, the word cloud illustrates that there are similar characteristics represented by the "larger" words that the respondents associated with the company. Both Historic and History are represented in the Word Cloud in a "larger" format. "Historic" is the largest characteristic displayed, signalling that this word is frequently being mentioned.

This suggests that the History/Heritage attributes of the company may be of particular interest to the respondents and therefore this is a characteristic that should be examined in more detail.

As well, because the "Historic" and "History" characteristics were prominent, along with the suggested significance of History/Historic to the respondents, it may also be related to how the respondents regard the company. Therefore further analysis of the history/heritage aspect of both the company and of the results of the "5 CP Characteristics" was undertaken.

Prior to carrying out further analysis of the "5 CP Characteristics, it was important to address the first Research Objective:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

Validating that CP is an organisation with a CHB was determined in two ways. First by examining aspects of the "public" or brand image projected by the company, its Corporate Brand, and then by analysing the "5 CP Characteristics" identified by the respondents and comparing them to the characteristics of a CHB as defined by Urde et al. (2007). This is consistent with an abductive approach of comparing results to existing theory to confirm that CP is an organisation with a CHB.

3.4.2.2 CP as a Corporate Heritage Brand

Canadian Pacific Railway has a significant history that is deeply intertwined with the early history of Canada. As the "Historic" and "History" traits were shown to be prominent in the "5 CP Characteristics" named by the respondents, it was a natural extension to look at the company and its brand to understand whether it could be said to have a Corporate Heritage Brand (CHB) as defined by Urde et al. (2007). Urde et al. (2007) define a CHB as possessing the following characteristics:

1) A **Track Record**: delivering value to customers and non-customer stakeholders over (a long) time of delivering on the brand promise
2) **Longevity**: although on its own it does not necessarily result in a heritage brand, it is one component, among others, that is important;

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3) **Core Values**: held for a period of time and which have guided corporate policies behaviours and actions;
4) **Use of Symbols**: reflecting a corporate brand's past in its communications;
5) **History** important to its identity: the past helps define the present.

We will examine the characteristics of CP that are readily accessible for public examination, whether through their website, annual report, or Canadian history books and compare those to the Urde et al. (2007) characteristics of a CHB. CP is 136 years old, established in 1881 by Royal Charter and has been operating as a railway continuously across Canada for that entire period which establishes the "**Longevity**" characteristic. CP has been delivering on its brand promise of moving freight across the nation for more than a century and so demonstrates its **"Track Record".** The company's history is important to its identity and this is reflected in this excerpt from the company's Code of Business Conduct:

> *"Canadian Pacific is one of Canada's oldest and most recognizable companies. We take pride in CP's historic legacy, its role as a business leader and its reputation for honesty, integrity and the faithful performance of its undertakings and obligations."*
> (Anon, n.d.)

The importance of the Company's history to its identity is also illustrated by the roundel logo that contains the year it was established "1881". A historic statue of the company's first president, George Stephen stands in the centre of the roundabout entrance to the newly constructed head office of CP, and on several of the buildings, the iconic photograph of the driving of the Last Spike (taken in 1885 at the completion ceremony of the railway) has been reproduced as a mural announcing very publicly the company's historic roots. These are very public displays of the company's history, and are of note as they have been brought to the new headquarters facility opened in 2014. This suggests that the **"History"** is still very much a part of the company's identity.

In regards to the **"Use of symbols",** the company logo contains the Beaver, Shield and Maple Leaf. These are enduring symbols of the company as they were originally symbols that were part of early company logos dating back to

the 1800's. The "Shield" first appeared in the original company logo dating from 1886 and shown in Figure 7 (Wilson and Stewart, 1998).

Figure 7 First Canadian Pacific Logo, July 1886

The beaver represents both industriousness, reflected in the character of the company, and the company's Canadian roots. The beaver is also Canada's national animal, selected because of the importance of the beaver fur trade on which Canada was founded as a nation (Boonstra, 2013). The Maple Leaf is also a symbol of Canada as it is contained in the Coat of Arms and is emblazoned on the Canadian flag (Peel, 2011). The Beaver and Maple Leaf first appeared in the company's logo dated December 1886, (Wilson and Stewart, 1998). See

Figure 8.

Figure 8 CP Logo, December 1886

This illustrates that the company uses symbols that reflect the brand's past as well as its Canadian roots.

Figure 9 shows the CP logo introduced in 1998 with the symbols of beaver and maple leaf as well as the year of the company's incorporation, 1881. Interestingly after 5 years, during which time the "Beaver and Shield" logo was significantly out of the public eye, an updated version of the logo was introduced in February 2017.

Figure 9 Canadian Pacific 1998 Logo 1998 and newly updated logo introduced February 2017.

1998 logo   **2017 logo**

CP is a company that has continued to exhibit strong ethical corporate values throughout its history. The Company's values are stated in its "Code of Business Conduct":

> *"Our values hold that in all our relationships we will demonstrate our steadfast commitment to integrity, trust and respect. These values must inform and govern all our activities on behalf of CP. In varying measure, we all represent CP in our relations with others, whether customers, suppliers, other employees, competitors, governments, investors or the general public. Whatever the area of involvement and whatever the degree of responsibility, we have a duty to act in a manner that will enhance CP's reputation) ."* (Anon, n.d.)

Based on the public presentation of CP's corporate brand, it can be concluded that CP possesses all of the characteristics of a CHB as defined by Urde et al. (2007) and therefore the company has a Corporate Heritage Brand.

Having confirmed that CP is an organisation with a CHB, we will now examine the "5 CP Characteristics" in the context of the interview responses to understand whether these reflect heritage characteristics and in particular the five CHB characteristics. This will help to understand how employees perceive the company, and whether they perceive it as a CHB.

3.4.2.3 Comparing the "5 CP Characteristics" to CHB Characteristics

Each of the "5 CP Characteristics" identified by the respondents was examined and compared with the characteristics of a CHB to see if it matched a

characteristic, or was similar in any way. As well, the responses to the questions that followed Question 2.1(a) (which requested the identification of the "5 CP Characteristics") were also considered in the analysis. These questions included:

> *2.1 (b) Now, looking at (First Characteristic) can you tell me what you mean by this term, how would you define it? Why is it important to you? What does it mean to you and how does it make you feel about the company?*

These responses were analysed to understand and support, in some cases, whether the "5 CP Characteristics" could be associated with, or were similar to a CHB characteristic. The complete analysis of the responses to questions 2.1(b), (c) and (d) is found in "Part II – Analysis of CP Characteristics Descriptive Responses".

The analysis of Part I began with an examination of characteristics that might be similar to the characteristic "**History is important**" (Urde et al. 2007). "Historic" was identified by five respondents, "History" was identified by two respondents and "Historical" was identified by one respondent. This suggests that a majority of the respondents specifically identified with a Historical characteristic. These responses can be directly associated with the Urde et al. (2007) characteristic of **"History is important"**. As well, "Nation Builder", "Builder," and "Nation Building" were identified by three respondents.

One respondent, in the following quote, clearly connects the Nation Builder characteristic with the heritage of the company:

> "Nation Builder, that's something (we) can't walk away from in my mind it was the National Dream, connecting the east to the west… knowing that Canadian Pacific was instrumental in creating that nation… the historic importance of Canadian Pacific as that builder of the nation connector of the east to the west it's not something I think about every day, but it's something I attach very tightly to what CP is."

"Uniter" and "Pioneering" were also selected by respondents and relate to the history of the company. In total, there are 13 characteristics identified by 11 respondents that are associated with History/Heritage. (See Table 3).

The next characteristic examined was "**Longevity**" which Urde et al. (2007) qualify saying, "Longevity alone does not necessarily result in a heritage brand, but it can be a key element," (2007, p.10). The characteristics identified by the respondents that suggest longevity are "Stability", "Old", "Established", and "Tradition".

R4 refers to "Stability" in the following quote:

> "So generally, though, I think most employees view Canadian Pacific as being a very stable employer. It's a well tenured company, been here for 125 years, it's not on unstable financial footing.… The company's not going to go away, it's unlikely in the present environment anyway, that it's going to get bought, it's stable."

His description clearly suggests an attribute of longevity; CP has been here a long time and it's not going anywhere. "Old", "Established" and "Tradition" were also linked by respondents to longevity.

One respondent identified "Old" as a key characteristic and describes it in terms of how long the company has been around (its longevity):

> "Old. Yeah. Company that's been around for a 100 years so there is that history, there's the in terms of how there's that hierarchy in terms of how the business is set up….it's just been around forever…"

Another respondent describes "Established" in terms that reflect the company's longevity:

> "Well what I meant was really because it is historic and you know over the years has done well, has obviously survived,…There's a stability there that not all companies have…And so that the established thing is just I don't think it's going anywhere soon."

The characteristic "**Track record**" as defined by Urde et al. (2007) refers to delivering on the brand promise to customers over a long period of time. R2 captures this idea particularly well with his definition of "Long-standing":

> "Long standing in that our customers, even though they may dislike us more than they like us, they continue to rely on us. You know I think there's a century and a half of reliability. You know maybe we didn't always deliver when we said we would, but we delivered…"

He then adds to that saying:

> "I think I'm still correct in saying this. We're the only Class 1 Railroad who has never been bankrupt in North America."

Which implies both **"Longevity"** and **"Track Record."**

Six other respondents each identify a characteristic that is related to the Canadian economy. They use the terms: "Economic Engine of the country", "Economically Important", "Economic Growth", and "Essential". Each of these can be related to the "Track Record" characteristic. CP moves goods for customers across the country and has done so since 1885, it is a critical part of the national economy, an essential part of the supply chain and in this way relates to the **"Track Record".** Based on the examples that refer to the characteristics selected by the respondents of "Economic engine", "Essential" and "Service focus", we can draw the conclusion that CP has a **"Track Record".**

According to Urde et al. (2007) the use of symbols reflects a corporate brand's past via its communications. The "**Use of Symbols**" from the "5 CP Characteristics" is suggested by the "Beaver" characteristic identified by R1. The beaver has long been a symbol associated with Canada and with CP, as it has been present as an element in different versions of the logo for over a hundred years, including the present day logo. R1 highlights this connection, saying:

> "The beaver is… that long standing symbol…the beaver has been a constant in the railroad from the beginning. And I think it very much symbolizes a lot of things that are CP. The industrialness (sic)…uniquely Canadian, that hard working, unassuming, does the job, works hard, that to me can and has in a lot of ways and fram(ed) it in a historical…and even today it still represents what CP is. Everybody works hard…"

"Core Values", that are held for a long time that are important to the company was not a characteristic that was specifically identified by any of the respondents. However, there were a number of characteristics that could be associated with Core Values. Values came up in discussions about "Family", "Canada/Canadian", "Class/Classic", "Hard working", "People" and "Diverse People"

One respondent summed up his thoughts about "Class" by saying:

> "Everything we do everything we say represents the company and you can do it in a way that's either lower brow common denominator…and maybe kind of offends a few people. Or you can say, no, we will be a step above that, we will speak properly we will listen to you. We will engage you in a conversation at a higher level and work through things and show you that we are a good corporate representative, a good company. Not going to fight and scream. We're going to be adults about this - Respect. We will respect what we do to the public to the other companies and to other stakeholders…"

Although he doesn't specifically reference values, we may intimate from his words that "respect" is a value widely held at CP. And that it has been a value for a long time, given his connection of "Classic" to an earlier era.

One respondent describes the characteristic Family, and some of the values that are similar between CP and his family, like finishing what you start and supporting each other:

> "We were raised if you start something you finish it. You want to do the job you want to do it right. You finish what you started…. Yeah. You have an obligation to them to do it. And they have an obligation with you to do whatever they're doing too. And you support each other as much as you can."

Four other respondents also selected Family and linked it to Values. Through the characteristics of Family, Diversity, Class, Hard-working and People there is a clear alignment with **"Core Values"** as Urde et al. (2007) describe it.

There are many of the characteristics identified by the respondents which are either a direct match to the Urde et al. (2007) CHB heritage characteristics, or have a close association with one of them. Table 3 illustrates how the "5 CP Characteristics" are related to the Urde et al. (2007) CHB characteristics. The first column (#) contains the number of the Respondent (R1 – R14), and the other columns contain the 5 CP characteristics selected by that Respondent. The colour coding reflects how the characteristics discussed by the interviewees reflect the five attributes of corporate heritage brands presented by Urde et al. (2007). (See legend for detail).

Table 3 Comparing "5 CP Characteristics" to the Characteristics of a CHB

#	Characteristic 1	Characteristic 2	Characteristic 3	Characteristic 4	Characteristic 5			Legend
R1	Historic	Beaver	Class(ic)	Canadian	Essential			History is important
R2	Long Standing	Historic	Innovative	Diverse People	Politically Dysfunctional / Irresponsible			Longevity
R3	Nation Builder	God Damn the CPR	Economic Engine - Contemporary	Geographic Impact	Employer			Track Record - Delivering on brand promise
R4	Historic	Dynamic	Stability	Tradition	Essential			Use of Symbols
R5	Historic	Slow Moving	Conservative	Old	Pioneering			Values
R6	Builder	Uniter	Family	Opportunities	Known World Wide			
R7	Nation Building	Diversity of Cultures to Canada	Economic Growth through Export of Natural Resources	Land Deals with Native Groups that benefitted both	CP's Iconic Personalities			
R8	Historic	Canadian	Change	Family	People			
R9	Hardliner	Safety Oriented	Operations Driven	Unwillingness or scared of change	Technologically behind			
R10	Class	History	Family	Image	Life			
R11	Change	Complicated	Economically Important	Hard Working	Challenging			
R12	Historical	Economic Engine of the Country	Diversified Fields of business	Stock market Darling	Hyperefficient			
R13	Canadian	Established	Fun	Planful	Successful			
R14	History	Family / Community	Service Focus	Individual Efforts for Team Results	Growing with Customers			

We have concluded, previously, that based on the external projection of the company, the Corporate Brand, CP is an organisation with a Corporate Heritage Brand. The associations illustrated in Table 3 linking the key characteristics identified by the respondents to the characteristics of a CHB (as defined by Urde et al. 2007) suggests that these CHB heritage characteristics are important to the employees of Canadian Pacific. Each respondent, except one, identified at least two of the "5 CP Characteristics" that can be associated with a CHB characteristic. Interestingly, the one respondent who did not identify a single characteristic that could be associated with a CHB had a short tenure with the company (2.5 years), is not a Canadian citizen and was not born in Canada. Out of the total of 70 key characteristics identified, 37 could be associated with the characteristics of a CHB.

Because the key characteristics of the company, as identified by the respondents, had such a large representation of heritage characteristics

associated with a CHB, it implies that employees perceive CP as a CHB and that these characteristics are significant in the minds of the employees. To support that, of the 11 respondents who had a "Historic" or "History-associated" characteristic, in all 11 cases, it was the first or second characteristic that they identified. There was no suggestion by the researcher to the respondents when they were asked to name the "5 CP Characteristics" that they should name them in order of importance. However, that these Historic characteristics were so consistently named first does suggests that the heritage characteristics are of importance to the respondent. Because History and Historic were consistently mentioned first, it implies that these are important and distinctive characteristics in the minds of the employees and that their perception of the organisation is one of a CHB.

The analysis supports the opinion that CP is an organisation with a Corporate Heritage Brand and in doing so addresses the first research objective – validate the use of the research context as an organisation with a Corporate Heritage Brand. It also supports the suggestion that because many of the characteristics identified as "key" by the respondents can be associated with a CHB characteristic that CHB characteristics, that heritage characteristics are important to these employees.

3.4.3 Part II – Analysis of CP Characteristics Descriptive Responses

Having analysed the "5 CP Characteristics" and established that the respondents associate heritage characteristics with the company, Part II of the analysis examined the descriptive responses associated with the "5 CP Characteristics" along with the Characteristic Maps that were created. This was the data gathered in response to the questions:

2.1

    b. Now, looking at (First Characteristic) can you tell me what you mean by this term, how you would define it? Why is it important to you? What does it mean to you and how does it make you feel about the company.

    c. Is this something that is important to the team you belong to (of colleagues)?

    d. Is this characteristic something that is important to the community?

REPEAT: From b) to d) for each of the characteristics.

Review the "map" that has been created and see whether they agree with what it looks like, if they want to make changes, or further connections.

Are we missing anything important here that you'd like to add in or change?

The first step in the process was to code the responses to these questions followed by the analysis. The method used for coding and analysis of the data is described below.

3.4.3.1 Part II - Method of Coding and Analysis

The following section outlines the process used for coding and analysis in Part II. Consistent with the abductive approach, the coding process was evolutionary. Codes were allowed to emerge from the data and there was no pre-determined list of codes in place prior to the start of the preliminary analysis. Through the preliminary analysis stage, there were some initial observations noted around some common themes that seemed to be emerging. As well, the "5 CP Characteristics" had a number of characteristics that were repeated (Historic, Family) which also suggested codes. However, these observations were put aside until the completion of the initial coding process. The process steps that follow in Figure 10 have been adapted from the more generic process for analysing semi-structured interviews suggested by Saldaña (2013).

Figure 10 Process Steps of Part II - Coding and Analysis
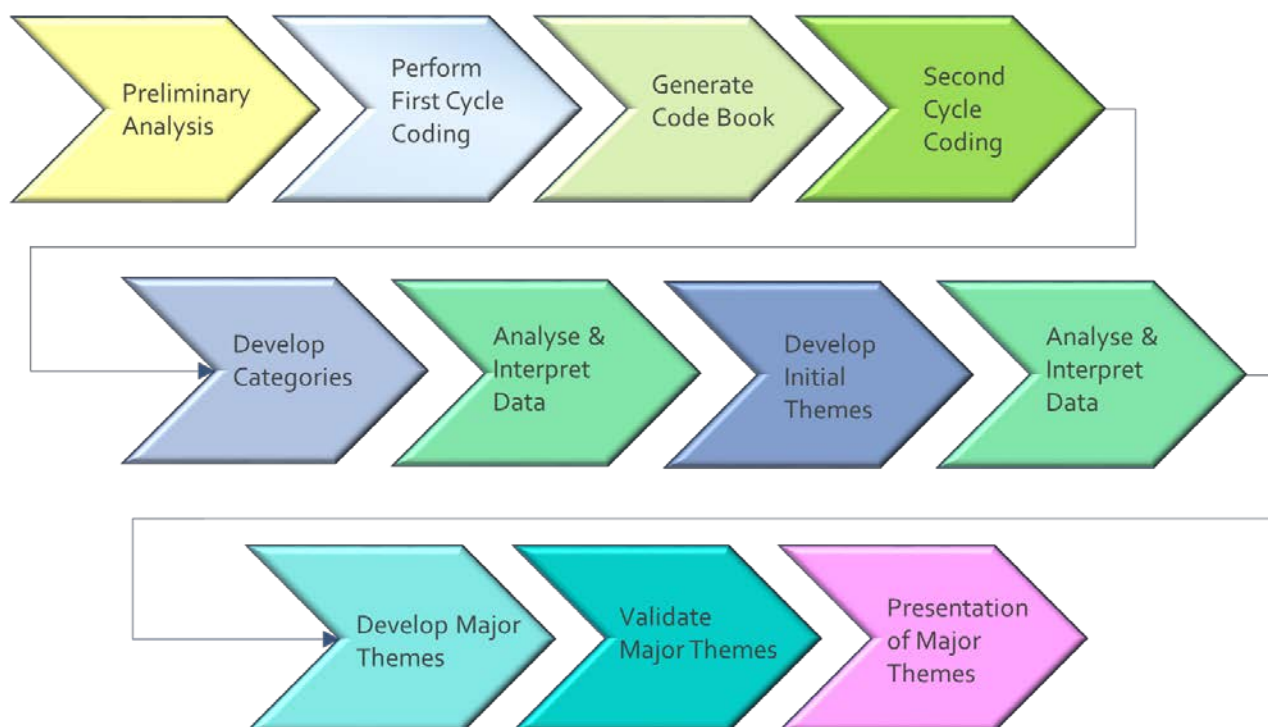
3.4.3.1.1 Preliminary Analysis

Preliminary analysis of the data began prior to the transcription of the data. The "Characteristic Maps" (Figure 4), captured words and phrases associated with the specific characteristic being discussed. These maps provide an abbreviated version of Part I and II of the interview. This high level overview of the interview began to suggest patterns and themes in the responses.

The transcription process then allowed for a very deep engagement with the interview data as it permitted the researcher an opportunity to become very familiar with the answers to the interview questions. It also provided additional colour and context to the answers. For example, in response to the question asking about the relationship with "CP as a person", a joking and light hearted "Oh, they would drive me nuts", is quite a different response than if the same words are said with frustration or bitterness. In this way, the transcription process along with subsequent re-reading of the data became a part of the initial data analysis. It allowed the researcher to begin to identify emerging patterns, similarities in answers, identify anomalies and was excellent preparation for the more rigorous coding process.

3.4.3.1.2 First Cycle Coding

First Cycle coding refers to the techniques and methods used in the initial coding and organisation of qualitative data (Saldaña, 2013). A number of different coding techniques were used during this stage including: Attribute, Structural, Descriptive, Emotion, Value, Subcoding; and Simultaneous Coding. In approaching the data, Attribute Coding was used as a means of capturing information about the respondents. This type of coding can be used to manage the data using key characteristics (e.g. demographic characteristics) of the respondents (Saldaña, 2013). Certain "Sample" attributes were identified when designing the research sample as potentially important and the gathering of this demographic-type information was built into the interview protocol. These sample attributes included: Age, Length of CP employment, Department, Level within CP hierarchy, Canadian Citizen, Country of birth. Each interview transcript was coded for these attributes.

Following the initial reading of the transcript data, followed by the attribute coding, it was apparent that the "5 CP Characteristics" suggested topics or themes that could be used for organising the data. This method of coding by topic is defined as "Structural Coding" and is used to group large sections of data collected using semi-structured interviews, as there are similar topic areas (Saldaña, 2013, p.86). Along with the "5 CP Characteristics", structural coding was also used to identify the data associated with the "CP Persona" questions (Part III). In this case, structural coding then allows for ready extraction of all data associated with a particular "CP Persona" question or "CP Characteristic".

Following the structural coding, Descriptive Coding, was the method used to code the interview data at a more granular level. "Descriptive Coding" is defined as "summarizing in a word or short phrase – most often as a noun - the basic topic of a passage of qualitative data." (Saldaña, 2013, p. 87). This coding method is consistent with the epistemological approach in exploring a phenomenon of interest (Saldaña, 2013).

Within this descriptive coding, "Emotion Coding" was also used. Emotion Coding associates the data with a particular emotion. Because some of the

interview questions dealt with how the respondent felt, the responses were coded specifically using a particular emotion (Proud, Love, etc.). Similarly, "Values Coding" is the identification of particular values that are being expressed and this coding method was used to identify and label both personal and company values that were raised in the interview (Doing the right thing, Respect, etc.). Both "Emotion Coding" and "Values Coding" are described by Saldaña (2013).

Subcoding was also utilized as a means of grouping and organising certain codes (Saldaña, 2013). There were often multiple codes that were related to a common heading and this technique allows for several codes that are associated (subcodes) to be grouped under a common code. For example, the overall code of "Emotions" had a number of subcodes ("Passionate", "Proud", "Frustration") grouped under it. Simultaneous Coding as defined by Saldaña (2013, p.80) is applying multiple codes to the same word or phrase. This was a technique used for many descriptive answers as there were often complex explanations or descriptions that covered multiple topics or themes. For example, a description that talked about CP's driving of the Last Spike (the iconic event that completed the railway in 1885) was coded to both History and to Canada and also Nation Builder.

The First Cycle coding was completed one interview at a time in the order in which the interviews were conducted. All of the coding was done using NVivo software.

3.4.3.1.3 Code Book Generation

Following the completion of First Cycle coding, the initial Code Book was generated. This is done automatically by NVivo as the codes are saved and stored as the work is carried out.

3.4.3.1.4 Second Cycle Coding;

Once the First Cycle of Coding was completed and the list of codes (Code Book) was generated the codes were all reviewed and analysed. As well, the data was reread again to ensure that it was coded correctly. This process of re-

examining both the codes and the data is referred to as Second Cycle Coding. Qualitative data coding is iterative and Second Cycle coding was the next iteration of coding/recoding, reinterpreting and reanalysing the data. This process facilitates the emergence of categories and, eventually, themes (Saldaña, 2013). In reviewing the codes and data it was clear that some of the codes were very similar (History / Historic) and these were combined into one code. In some cases subcodes had been placed under the wrong code, and these were moved to the correct or sometimes a more suitable code. The codes were reviewed to check that the descriptions were appropriate and some of these were changed. The result was a Code Book that was more aligned and streamlined.

Another type of Second Cycle coding, called Focused Coding, was also used to gain further insight into the data. Focused Coding looks at the frequency of codes (Saldana, 2013). The first step in this process was to conduct a simple frequency analysis to determine those codes that had the highest frequency of occurrence throughout all of the interviews. Using NVivo for this analysis, the results also include the number of sources where the code occurred. If the sources for a code are greater than one, it indicates that the code was found in more than one interview suggesting validity and not a onetime occurrence. The frequency analysis highlights codes that are mentioned more often by the respondents. By examining these higher frequency codes and the more streamlined Code Book, certain "topics" or "groupings" became visible. These "groupings" begin to suggest some of the categories.

3.4.3.1.5 Category Development

Developing categories is the next step in the coding process. Categories are larger groupings within which similar or related codes can be grouped. The development of categories started very naturally during the First Cycle coding process. As coding took place, subcodes were created under codes which will be referred to as "higher level codes" to differentiate them. On examination of the code book following the Second Cycle it became clear that the higher level codes suggested categories in many cases under which the subcodes were

grouped. For example the higher level code "Emotions" had a list of emotions under it: "Feel bad", "Feel good", "frustration", "Gone or Bitter", "Indifferent", etc. "People" (another higher level code) had "Characters", "Diversity of People", "Employee Identity", "Family", "Fun". Both "Emotions" and "People" (higher level codes) suggest categories of codes. However some of the codes that had been used to assist in organising the data which were also higher level codes did not suggest categories. These included the Attribute codes which named the respondents and contained their demographic data and Structural codes which allowed the major parts of the interviews to be differentiated ("CP Characteristics", "CP Persona", "Community" and "Team"). To focus on developing the categories, these structural and attribute codes were removed from the list of potential categories. The resulting list of codes was reviewed again to refine the "higher level codes" into categories. Some subcodes were moved (for example "Change in Culture" was moved to "Change"), and a few code names were changed to better reflect the category, for example "Successful" was changed to "Company Success" so as not to confuse it with "Personal Success". There were several categories that related to Canada – "Canadian History" "Essential to Canada" and "Canadian". A decision was made to leave these as separate categories rather than grouping them all under a "Canada" category as during this process it was felt that it was important to maintain some of the subtle differences between Canadian History, Canadian Identity and the "Canadian-ness" expressed by some respondents. A final list of Categories, with the associated codes contained in each category is found in Appendix F.

3.4.3.1.6 Data Analysis and Interpretation and Initial Theme Development

Following the development of the categories, another iteration of reviewing and analysing the data, including codes, subcodes and categories was undertaken. The outcome of this process was to further understand the data and to develop initial themes. Themes are described by Saldaña (2013) as a way to categorize a set of data into "an implicit topic that organizes a group of repeating ideas" (Auerbach and Silverstein, 2003 cited in Saldaña, 2013, p.176). Ryan and Bernard (2003) suggest that themes can be found in data by looking for such

qualities as "repeating ideas, participant or indigenous terms, metaphors and analogies, transitions or shifts in topic, similarities and differences of participant expression, linguistic connectors, theoretical issues suggested by the data and even what is missing from the data (Ryan and Bernard, 2003 cited in Saldaña, 2013, p. 180**).**

Themes are not "derived" in the same way that categories are developed. Categories are simply "buckets" which hold similar "things" (codes) and therefore it is relatively easy to track their creation. Developing themes is a more reflective exercise and therefore the process is more difficult to describe as it involves identifying underlying ideas, patterns, and assumptions, connecting ideas, metaphors, descriptions, and grouping them into something linked through commonalities. It is an organic process that evolves and requires the researcher to trust their interpretation of the data. As a starting point, the interview transcripts were re-read, the codes reviewed and the new list of categories examined in search of motifs. Further extensive reflection and interpretation resulted in a list of themes.

3.4.3.1.7 Data Analysis and Interpretation and Major Theme Development

Following the development of the list of Initial Themes identified in the last step of the process, it is possible for these themes to be further refined. Saldaña (2013) refers to this "theming the themes" as the creation of major theme headings, or meta-themes or "elements" (2013, p.179). These are referred to as Major Themes.

Developing the Major Themes is another inductive process that requires another iteration of reviewing the data, reflecting on the themes identified in the last step of the process, and examining how they may be related. The results presented later in this thesis will illustrate how these Major Themes relate to the Initial Themes that were generated.

3.4.3.1.8 Major Theme Validation

Following the development of the Major Themes, the sorting of the Initial Themes into the Major Themes was validated. This validation process was carried out to determine whether the categorisation of the Initial Themes into the final list of Major Themes was repeatable by someone external to the research process, thereby validating the Major themes. An academic colleague who holds a Doctorate in Education and whose research has involved qualitative methods was selected as an appropriate second coder. She was unfamiliar with the specifics of the research, but understood qualitative methodology. The Initial themes were each printed on 4X6 Post-it® notes and arranged randomly in a stack. The Major Themes were printed on 11X17" pieces of paper and these were arranged randomly on a table. The second coder was given the Initial Theme notes and was asked to place each one on one of the Major Themes posters. There was no further explanation provided to the second coder, nor were there any examples given to her of either the categories or the themes.

A level of intercoder agreement of 80-90% was targeted, as this is suggested as a minimal benchmark for intercoder agreement (Saldaña, 2013). In the event that 80-90% intercoder agreement was not reached with the first validation, subsequent validation would be carried out with additional descriptive explanations of the categories provided to the second coder. Following a second round of validation, discussion between the researcher and the second coder would ensue to attempt to achieve 80-90% agreement.

3.4.3.1.9 Major Theme Presentation

The end result of the entire coding, analysis, categorising, theming and validation process was a list of valid Major Themes.

3.4.3.2 Part II – Results of Coding and Analysis

The following sections will provide the results of the analysis process, previously described.

3.4.3.2.1 Results of First Cycle Coding

First Cycle coding is the initial review of all of the interview data made up of the responses to Questions 2.1 – 2.6. As was mentioned in the Sampling section, there was no *a priori* list of codes. The codes emerged from the data as it was reviewed. The result was a list of 159 codes and subcodes which are contained in the "Code Book" Appendix D. The analysis of qualitative data is iterative, and so once the First Cycle of coding was completed, the next iteration, Second Cycle coding, was initiated.

3.4.3.2.2 Results of Second Cycle Coding

Second Cycle Coding (as presented in the Method) involved reviewing the 159 First Cycle codes, clarifying codes, removing redundant codes and confirming descriptions. The result was a more streamlined Code Book.

Following the review of the codes and descriptions, Focused coding was used to examine the frequency of codes and determine those codes that had the highest frequency of occurrence throughout all of the interviews. This analysis also suggests validity if the frequency of a code is greater than one. The initial frequency analysis contained the Structure and Attribute Codes, which were used to organise the data (Structure Codes represented the different parts of the interview (Part A, Part B, etc.), the Attribute Codes related to the Sample attributes of the respondents. As these Codes were only used for organisational purposes and they distorted the results because their frequency was high, the frequency analysis was rerun without these codes. The codes with occurrences greater than 20 are listed in Table 4. A full frequency table is presented in Appendix E**.**

Table 4 Frequency of Code Occurrences

Code Name	# of Respondents	Total # of occurrences
Historic	14	102
Pride	13	91
Affective Commitment	12	88
Family	10	77
Passionate	10	48
Change	7	39
Canadian Identity	6	38
Nation Builder	12	37
Loyalty	10	37
Relationships	7	34
Economic Engine	9	33
Image	11	33
Intention to Stay	8	32
Part of Something Bigger	9	31
Canadian History	9	26
High Share Price	6	24
Canadian	7	22
Engagement	8	22
Service focused	1	22
Feel good	10	22
CP Not Doing the Right Thing	6	21
Hard working	9	21
Intention to Leave	12	21
Opportunities	6	21
Frustration	4	21
Tone at the Top	8	21
Historic Iconic Brand	7	20

By examining the higher frequency codes and the more streamlined Code Book, certain "topics" or "groupings" started to become more visible. This is the next stage of coding and analysis which is the development of "categories".

3.4.3.2.3 Developing Categories

As outlined in "Method of Coding and Analysis", an important step in the development of the categories was first looking at the higher level codes that had a number of subcodes grouped under them.
The list of these "higher level" codes follows in Table 5.

Table 5 List of Higher Level Codes

Higher Level Code Name *
Belonging
Canadian
Canadian History
Change
Commitment
Community
Complex
Conservative
Culture
Dynamic
Economic Engine
Efficient
Emotions
Engagement
Essential part of Canada
Historic
Identity
Image
Legacy
Longevity
Part of Something Bigger
People
Personal Success
Purpose and Vision
Rail Industry
Safety
Stability
Successful
Team
Trust
Values

* Presented alphabetically

This list of "Higher Level" Codes was then compared to the list of high frequency codes in Table 4. In many cases, the same codes appeared on both

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lists e.g. Historic, Canadian Identity. However, in some cases a subcode frequency was greater than the "higher level code" that contained it. For example, the frequency of Commitment (the higher level code) was 15 whereas the frequency of "Affective Commitment" (the subcode) was 88. This indicated that an additional frequency analysis that totalled all of the "subcode" frequencies into the higher level code that contained them might provide additional insight. Following, in Table 6, is the revised list.

Table 6 Revised List of Higher Level Codes

Code Name	References
Commitment	251
People	243
Emotions	243
Historic	190
Image	124
Successful Company	96
Canadian	93
Change	80
Personal Success	77
Canadian History	71
Values	64
Engagement	47
Efficient	37
Economic Engine	33
Part of Something Bigger	33
Identity	28
Conservative	26
Safety	15
Isolation Lack of Understanding	15
Lack of Communication	14
Stability	13
Tradition	12
Challenging	9
God Damn the CPR	8
Culture	8
Change in Culture	7
Legacy	7
Rail Industry	6
Longevity	6
Belonging	5
Recognized (Brand)	5
Brand	4
Purpose and Vision	4
Beaver	3

This list of codes were reviewed to determine whether they represented appropriate categories. The codes with a higher frequency tended to represent

what was felt to be appropriate groupings (categories) for the data. The codes with a frequency of less than 20 were examined carefully to see whether they could possibly fit into another "code/category" or whether they should remain as distinct categories. Frequency was not used as an absolute criteria as this is qualitative data and the initial cut off of a frequency of 20 was purely arbitrary. In some cases, the codes with a lower frequency represented what was felt to be an interesting topic, and therefore remained as a "Category". In others, they were combined with another code of a similar topic.

Table 7 illustrates how some of the codes with a frequency less than 20 were merged into other codes to create the proposed categories. These are coloured blue. The green coloured and *italicized* codes were those higher level codes with a frequency of less than 20 that were determined to be categories.

Table 7 Examples of Merged Codes

"High Level" Codes	Freq	Proposed Categories	Reason for combining
A	B	C	
Commitment	251	Commitment	
Emotions	243	Emotions	
People	243	People	
Historic	190	Historic	
Image	124	Image	
Successful Company	96	Successful Company	
Canadian	93	Canadian	
Change	80	Change	
Personal Success	77	Personal Success	
Canadian History	71	Canadian History	
Values	64	Values	
Engagement	47	Engagement	
Efficient	37	Efficient	
Economic Engine	33	Economic Engine	
Part of Something Bigger	33	Part of Something Bigger	
Identity	28	Identity	
Conservative	26	Conservative	
Complex	20	Complex	
Essential Part of Canada	*17*	*Essential Part of Canada*	
Isolation Lack of Understanding	15	Identity	Referred to the lack of understanding the public has for CP, felt to be part of Identity.
Safety	*15*	*Safety*	
Trust	*15*	*Trust*	
Lack of Communication	14	Engagement	Employees felt disengaged by the lack of communication
Stability	*13*	*Stability*	
Dynamic	*13*	*Dynamic*	
Tradition	12	Longevity	Tradition fits with Longevity, Longevity is a CHB characteristic

Challenging	9	Change		Majority of description of CP as a Challenging place to work were related to the recent changes.
Culture	*8*	*Culture*		
God Damn the CPR	8	Image		This is a classic cultural reference used by farmers to blame CP for many things, including the weather. It is really a part of CPs image.
Change in Culture	7	Change		A clear reference to change.
Legacy	*7*	*Legacy*		
Longevity	*6*	*Longevity*		
Rail Industry	6	Identity		Being a part of the industry is a part of CP's identity.
Belonging	*5*	*Belonging*		
Recognized (Brand)	5	Image		Brand references fit with image
Purpose and Vision	4	Identity		The purpose and vision of CP are a part of its identity
Brand	4	Image		Brand is part of image.
Beaver	3	Historic		Beaver is a historic reference to past logos and association with Canada.

Some discussion and example quotes of those lower-frequency codes that remained as categories are detailed below to demonstrate their importance.

Essential Part of Canada

One respondent stated in response to the question of what did "Essential" mean to him that:

> "That one's easy for me because a lot of what we as consumers (buy) including myself doesn't come anywhere by truck it comes by rail. And to me that is, we are an essential service. Not like police officers, or fireman. But we're essential. A lot of the things that happen, the goods and services that people buy don't magically appear by truck. And people forget that. The community as a whole forgets that. But I know that that container of toys or bicycles or pretty much 99% of what I buy comes from an intermodal container and …at the end of the day, people forget that" *R1*

The quote illustrates that beyond many of the other characteristics discussed that talked about how important CP was to the economy, the fact that in some cases, it was regarded by employees as "Essential" to Canada's well-being appeared to be important and so it was retained as a category.

A respondent confirmed that when he said:

> "CP has been essential to the very structure of our country.   You could argue that if you didn't have the Canadian Pacific Railway, Canada would not be Canada." *R4*

Culture

Hatch and Schultz (1997) suggest that organisational culture is the "context within which interpretations of organizational identity are formed and intentions to influence organizational image are formulated," (Hatch and Schultz, 1997). Culture, therefore may be an important factor in influencing how employees feel about the organisation and so it was left as a category.

Longevity

Because longevity is one of the Urde, et al. (2007) CHB characteristics, rather than combining the code/category with History, it was decided to keep it as a separate category to understand how it affects employee feelings about the company.

Belonging

Belonging was a consistent finding in the data. A respondent talked about belonging to the family:

> "Yeah. Belonging to the family. And coming from a place where you like I picked up and moved people were what made it easier, you know."

And she went on to add:

> "It made you feel that you could do anything in the company. Like you could make stuff up. Within reason. You could you could solve problems that you know you were you weren't the average, you were part of a different crowd..like you were above the average…you were part of an elite crowd."

The references to belonging suggests an important connection between the respondent and the company. Social Identity Theory defines identification as "belongingness" to a group (Ashforth and Mael, 1989) and therefore the idea of belonging seems very relevant to how the employee may relate, or identify with the organisation and therefore it remained as a category.

Following the review of the codes that determined whether categories with a frequency of less than 20 occurrences would be retained or merged, another iteration of examining the codes, and reviewing the transcripts was carried out to ensure that there weren't any categories that had been overlooked, hidden, or perhaps masked by the consolidation of the subcodes into codes. During this review, the codes of **Pride** and **Family** were identified as probable categories. Both codes had originally been on the list of high frequency codes in Table 4, (ranking 2nd and 4th) however, they were both subcodes where their frequency was then "consolidated" into the higher level codes. Pride was interpreted as possibly being an important characteristic in explaining how the employees felt about CP. Family also had a high frequency and from the responses it appeared to represent something beyond just "People" the code under which it was a subcode and so it, too, was added to the list of categories. The final list of categories is shown in Table 8.

Table 8 Final List of Categories

	Categories
1	Belonging
2	Canadian
3	Canadian History
4	Change
5	Commitment
6	Complex
7	Conservative
8	Culture
9	Dynamic
10	Economic Engine
11	Efficient
12	Emotions
13	Engagement
14	Essential Part of Canada
15	Family
16	Historic
17	Identity
18	Image
19	Legacy
20	Longevity
21	Part of Something Bigger
22	People
23	Personal Success
24	Pride
25	Safety
26	Stability
27	Successful Company
28	Trust
29	Values

Appendix F presents all of the codes grouped into the categories that are presented in Table 8.

3.4.3.2.4 Developing Initial Themes

Following the development of the final list of categories is the development of initial themes. This part of the process is intuitive and involves a great deal of interpretation. Because some of the interview questions and resulting data focused on how the respondent felt about the company, the first part of the process looked at identifying emerging themes focused around these feelings, or different aspects or characteristics of the company that might be associated with those feelings.

Taking the list of Categories, the transcript data was then reviewed in light of these categories with a view to identifying themes that might link a category to how the employee felt about the company. For example, the Category "Historic" is made up of codes relating to history and heritage and there were strong examples illustrating how the interviewee felt about the history and heritage of the company.   For example:

> "I think the history of Canadian Pacific is intrinsically tied to the history of Canada and that's always been something that's not only important, but also interesting to me. It's something I wanted to be a part of."

This resulted in an initial theme of **"The history and heritage of this company is important to me".** Based on the category "Family", and the data coded in this category, **"CP is my Family"** also became an initial theme. There were references by both two different respondents about marriage and divorce in describing their relationship with CP. One respondent has family on both his mother and father's sides who all work for CP and he said:

> "And you know what. A lot of what makes it fun to work whether its here, or some other company, it's the people you work with .. they do become your family, your daytime family. And some of them you've made lifelong friends…."

Each of the Initial Themes describes either a connection between the employee and CP or describes a part of the CP identity that is important to them (and may affect their feelings). This process resulted in 50 different initial themes. The resulting list of Initial Themes is found in Appendix G with sample quotes from the respondents which more fully illustrate these themes.

Following are a few select examples of themes and sample quotes. To illustrate the theme "**I am passionate about CP the company**", one respondent talks about how he "loves" the company. Another describes his relationship with the company as similar to a marriage. Another said:

> "Yeah, I try to sell CP wherever I am….Absolutely it's that passion."

The theme "**CP employees are attached to the company**" describes the bond that exists between the employee and the company. One of the most graphic descriptions of how R3 described this bond between CP and employees follows:

> "You know there's this National Geographic or something study that's always stuck with me. And it's a horrific story actually where Chimps or Baboons or some ape-like creature, very similar to humans. (It's a) terrible experiment. Took the baby away at birth, and instead of the mother they put back an image or a fuzzy figure of the mother, but with nails sticking out of it. And the babies would still cling to the thing and tried to nurse with this thing that looked like its mother, even though it was cutting them. I hate this image, (but) whenever I think about CP and this relationship and particularly what's frankly what's gone on in the last couple of years, I think about that image. And (the) loyalty. And in some ways that's what loyalty is. Irrespective of what that person or being does to you, you've got that loyalty to come back."

(This refers to experiments done by psychologist Harry Harlow on infant monkeys in the 1950's at the University of Wisconsin). This example quote illustrates that the respondent recognizes the bond between employee and CP and it also gives a sense of the strength of the bond that exists between some employees and CP. It also implies that the bond is not always a positive factor for the employee.

There were also several Initial Themes that related to Pride and the pride felt by the employee in the company. In many cases, there was Pride expressed in the history of the company. For example, for the category **"I am proud of CP's history"**, one respondent described it:

> "It makes me feel proud. I'm proud because it's a great accomplishment (the building of the railway) and it went against a lot of odds that it would actually happen."

Many Initial Themes related to the fact the CP is a Canadian company which was an important characteristic for many of the respondents. In some cases, the Initial Themes represented an alignment of their passion for Canada and their passion for the company. To illustrate the theme **"CP is uniquely Canadian"**:

> "I'm a very proud Canadian. I'm a nationalist. I love the fact that I'm Canadian and I think Canada is one of the wonders of the world. And knowing that Canadian Pacific was instrumental in creating that nation, how without Canadian Pacific this would be a very, very different country. BC in all likelihood would be in the US. So the historic importance of Canadian Pacific as that builder of the nation connector of the east to the west it's not something I think about every day, but it's something I attach very tightly to what CP is."

The Initial Themes also reveal the importance to the respondents of CP's association with Canada beyond its history. The theme: **CP is the economic engine of Canada** illustrates that employees are very aware of the contribution the company makes to the economy. One respondent said:

> "I mean to me, it always feels I guess, satisfying in some measure to know that the company you work for is such an important part of your country and of your economy."

This is both a point of pride and also a connection with the company.

Many of the Initial Themes describe characteristics of CP that the respondents identified consistently with the company. For example, **"CP is a company that has class".** A respondent noted:

> "(I always noticed) their branding. All the different advertisements. … I thought the artwork, and its logos….its portrayal of its image I guess to the general public, you know the paint schemes…the maroon and gray…..that's interesting. I liked that stuff. And I don't always know why. It appealed to me. It's very classy, very ……very….professional."

Related to another CP characteristic **"CP is successful and growing",** another respondent emphasized:

> "But it's (the changes) changed the whole way we look at success, the company . And it's no longer…so there's this established thing…but it's no longer a given that you're going to work here. Nobody's owed a job and that's what's really (made a difference)…that we've raised the bar in

terms of performance we've raised the bar and its made us into a highly successful company."

The Initial Themes were still were descriptive, but there were 50 of them, so it was necessary to refine these and to identify and develop the Major Themes.

3.4.3.2.5 Developing Major Themes

Following the development of the list of the Initial Themes, these were reviewed and analysed to identify higher level or Major Themes. The list of Initial Themes was reviewed to elicit further connections and themes at a higher, overarching level. Again, the process is interpretive and inductive. The results of the first round of thematic analysis is listed in Appendix H (in the column "Major Themes First Round").

The First Round was followed by a reassessment of the Major Themes (Second Round). The themes were examined again and in some cases, were consolidated into other themes. For example, "Family" emerged as a strong theme in Round One and it was also related to multiple other themes – Belonging, Values and Attachment and so it was felt that "Family" actually should be a part of the "Belonging" theme. There were aspects of "Family" described in the data that indicated that membership in the "Family" was really about belonging in the organisation, the company, CP. "History" was another theme that was reassessed. It was interpreted to be related to both "Belonging" and "Attachment" and so it was collapsed.

"Security" and "Longevity" were both considered to be characteristics of the "CP Identity" and therefore were collapsed into the theme of "CP Identity". All of these changes can be seen in Appendix H. The list of Major Themes Second Round includes:

1) Attachment
2) Belonging
3) Canadian Identity
4) CP Identity
5) Change
6) Engagement
7) Pride

8) Values

3.4.3.2.6 Validation and Recategorisation

Following the method as described in "Part II – Method of Coding and Analysis," the "Initial Themes" were grouped into the "Major Themes" firstly by the researcher, and then by a second coder in order to validate these groupings. The first cycle of validation by the second coder had a match of 65% to the researcher's original grouping. Three of the themes matched 100%, these were "Pride", "Values" and "Canadian Identity". Another two, "Change" and "Engagement" had one mismatch each. The majority of the mismatches were focused in the three remaining categories of "Attachment", "Belonging" and "CP Identity".

The initial cycle match of only 65% was significantly below the low end of the acceptability range of 80% and so a second cycle of validation was carried out. This second cycle was carried out approximately two weeks after the first, and involved the same steps with the exception of the following additional direction. Prior to the exercise, the researcher read the documented explanations (from Part II – Exploring Major Themes) of the Major Themes to the second coder to provide background. For example for the Major Theme "Attachment", the following explanation was supplied:

> "Attachment as a theme refers to the bond that employees feel towards Canadian Pacific. It is often expressed in terms of affection and there is often passion associated with it. The attachment varies in strength, but is clearly observable in many of the responses. It also encompasses the feeling of commitment to the company as well as the loyalty felt by the employee. Attachment, connection, passion, love were all words used to describe this theme."

That was the only additional information provided initially. During the categorisation exercise, the researcher provided quotes (from Appendix G**)** when further explanation of an Initial Theme was requested by the second coder. For example, the second coder had questions on the Initial Theme: "CP's current CEO has a huge influence" and the following quote was supplied:

> "Basically it seems (it's) Hunter's (the CEO's) way or No way. Since he arrived, a whole bunch (of people) got let go. I don't know what the

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percentage is now…like 15% gone and another 15% coming. If when he went the rounds in the yards, he shut down a whole bunch of them. He looked at them, said nope, not efficient and closed (them). There is not much room for negotiations it seems. There is change, yes, whether it's positive or negative, it's still to be determined in my opinion. "

With the completion of the second cycle of validation, there was a match of 85%.

During this process there were two Initial Themes that were placed in the same Major Theme twice by the Second Coder that did not match the Major Theme selected by the Researcher. Upon further discussion between the Researcher and the Second Coder, these themes were moved from the original Major Theme that the researcher had placed them in to the Major Themes selected by the Second Coder during the recategorisation process. These are shown in Table 9.

Table 9 Recategorisation of Two First-Order Categories

First Order Categories -	Major Themes – Original Categorisation by Researcher	Major Themes Recategorisation Round 1 by Second Coder	Major Themes Recategorisation Round 2 by Second Coder	Major Themes Final following discussion of Researcher & Second Coder
This is more than a job, working for CP	Attachment	Engagement	Engagement	Engagement
CP is a part of the community	Attachment	CP's Identity	CP Identity	CP Identity

There was also disagreement between the researcher and the second coder regarding the Initial Themes allocated to the "Canadian Identity" and "CP identity" Major Themes. There were several instances where in the first round of recategorisation the category was placed in Canadian Identity, the second time it was placed in CP Identity. This suggested that the theme Canadian Identity was not clearly differentiated from CP's Identity. In accordance with Miles and Huberman (1994), these differences were discussed between the researcher and the participant and the following resolution was arrived at. The name of the theme "Canadian Identity" was changed to "CP's Canadian Identity" which suggests a subset of CP's Identity in that it is referring to that part of CP's Identity that was particularly "Canadian". Because it comes

through so strongly as "Canadian" it is maintained as a separate category. (See Table 10). This was agreeable to both the researcher and the second coder.

Table 10 Canadian Identity and CP Identity Recategorisation

Initial Themes	Major Themes – Original Categorisation by Researcher	Major Themes Recategorisation Round 1 by Second Coder	Major Themes Recategorisation Round 2 by Second Coder	Major Themes Final – Following Discussion
CP is an essential part of Canada's history	Canadian Identity	Canadian Identity	Canadian Identity	CP's Canadian Identity
CP is uniquely Canadian	Canadian Identity	Canadian Identity	CP Identity	CP's Canadian Identity
CP is a nation builder, it built Canada;	Canadian Identity	Canadian Identity	Canadian Identity	CP's Canadian Identity
Canada wouldn't exist without CP	Canadian Identity	Canadian Identity	Canadian Identity	CP's Canadian Identity
CP is Canadian, uniquely Canadian,	Canadian Identity	Canadian Identity	CP Identity	CP's Canadian Identity
Beaver symbolizes Canadian and CP	Canadian Identity	CP Identity	CP Identity	CP's Canadian Identity

With the two changes mentioned, the match on categorisation increased from 85% to 90%. The remaining 10% was resolved through further discussion and therefore we conclude that the categorisation of the Initial Themes into the Major Themes is repeatable and the final list of Major Themes is valid.

Following is the list of Major Themes after the final changes:

1) Attachment
2) Belonging
3) Change
4) Engagement
5) Pride
6) Values
7) CP Identity
8) CP's Canadian Identity

Each of the themes and the associated findings are discussed in the following sections.

3.4.3.3 Exploring Major Themes

The following sections will look at each of the eight themes identified as significant to the respondents.

3.4.3.3.1 Attachment

Attachment, as a theme, refers to the bond that employees feel towards CP. It is generally expressed in terms of affection and there is often passion associated with it. The attachment varies in strength, but is clearly observable in many of the responses. It also encompasses the feeling of commitment to the company as well as the loyalty felt by the employee. Attachment, connection, passion, love were all words used to describe this theme.

One respondent talked about his connection with the company that he feels when he's "out on the property" or near the tracks, seeing trains and the "railroad business" of CP that he doesn't see when he's in the office:

> "Because to me, I… there's something I like about CP and I can connect with it. Every time I'm out on the property in some way shape or form, I connect with the company and there are times where I can be out there and I can connect with the company and (it) helps me reconnect when perhaps stuff that's gone on at the office has made me feel disconnected."

Another respondent implied that this sort of attachment is normal, and suggests that the history of the company strengthens this tie:

> "I think it's a whole package, right? I think that it (nation builder and history) probably strengthens a normal emotional tie you have to a company."

Another expressed their passion for both CP and railways more generally and how that leads him to doing things that promote the company on his own time, for which he is not compensated:

> "Yeah. What I feel about CP and railways is a passion. And I do go that extra mile. I do. I try to sell CP wherever I am. I've gone out and given talks and it's not my area, at my granddaughter's school twice. I mean they asked me back. And I've done things with CP Police for Operation Lifesaver at Heritage Park and Model Railroad show. No, I sell it….And it is that passion….that's why I do it."

In some cases, employees speak of their attachment to the company in terms of "it's more than a job". They describe situations where there is so much more that is wrapped up in their feelings for the company. One respondent described his relationship with CP as equivalent to a marriage:

> "Do not ever let my wife know I said this, but it's kind of like a marriage. It's a relationship that's really really good sometimes really really shitty at other times. But you just have to work at it right? And that's kind of the way I that I view it. ..it's something that you invest in and you want to put the effort in to making it run smoothly and you hope that your partner reciprocates."

He talks about it being a long-term relationship that fosters trust and that he feels it is worth investing in with his time and effort. There are suggestions of commitment that come through in his description as well. It was quite obviously an attachment that he felt was reciprocated and as long as that continued, to extend the marriage metaphor, he would remain "faithful" and committed to the company.

In some cases, the strong emotional attachment is perceived as negative. Following is the description one respondent gave when speaking of a former colleague and friend who had left the company:

> "So I'm going to use "D" as an example. Someone who was so emotionally wrapped up in CP and management decisions and how she was being treated and whether she was being successful or not. It created huge anxiety for her. And when she (left the company and)

severed that relationship, she's gone to another company with whom she will never have that relationship. She's made a very conscious decision that she won't."

This suggests that the relationship that "D" had with the company was having a negative impact on "D" personally. The same respondent went on to speak of loyalty:

"The loyalty factor. "G"…why hasn't she left? Good Lord, what are you thinking? She joined fresh out of school and so she's another one that's very wrapped up (emotionally) with CP."

Loyalty was a feeling that a number of respondents spoke of and that is also a form of Attachment. One respondent had a particularly astounding story of how a senior manager had a major impact on his life, his career, and cemented his loyalty to CP:

"When I first started with CP Hotels (Canadian Pacific Hotels & Resorts) in Chateau Lake Louise in 1981, there was a cantankerous old fart of a Vice President called "IP". People feared this man. An old cantankerous Czechoslovakian hotelier. I got to Chateau Lake Louise in April and I worked in Front Office and then moved to Co-ordinator and then my visa was up. And Canada Immigration gave me a story that I had to leave the country. I went to the Calgary office and they said you have one week to get out of the country or you'll be deported. I went back to Toronto on my way back to Trinidad, because I couldn't afford to be deported because I was going to school in Toronto. I got to the Immigration office and I was met at the door by a Supervisor and he gave me back my passport and said, your visa has been extended, your student visa, work visa has been extended. You can go back to work. I phoned up my boss in Lake Louise, and I said, you wouldn't believe what happened, and he said, we know. I was like…What? Yeah, we know. I said can I come back to my job? And he said yeah. I got back to the hotel, same job, everything was good, visa was extended everything like that. And I found out that this guy, named IP, who I had never met before, called Ottawa on my behalf to get my visa extended. And I was like wow….And I'd never met him. And I was a student. And this was my first job in Canada. And he walked up to me in the lobby of Chateau Lake Louise when I got back and shook my hand and called me by my first name and just said, glad you're still with us and walked away. That was loyalty. That was it."

This respondent makes it clear that his loyalty to CP was absolute following the intervention of "IP". What is also interesting about this story is that the loyalty

built from that relationship with Mr. "IP" to CP Hotels, where the respondent was working, carried on after he left CP Hotels to join CP Rail. As background, the two companies share a history. The hotel properties of CP Hotels were built by the railway starting in the late 1800's to support the railway's passenger business by promoting the tourist industry. By the time this employee joined CP Hotels, the two companies were being operated completely separately but were both held by the overarching holding company, CP Ltd. This supports the premise that this attachment, this transfer of loyalty, was possibly influenced by the historical connection of the two companies.

The suggestion emerges that the Attachment influences the loyalty and commitment to the company, that because of this attachment, this bond, employees may stay with the company even when there are other, possibly more lucrative, opportunities:

> "I actually had…. I wouldn't say I had firm offers, but I had some inquiries (about) moving away from CP and I turned them down, and it was (for) more money…because money is not my motivator… I mean money's important but it's not the reason I go to work every day… I believe it's railway blood…CP blood…I believe strongly in family and this is family and it's more than just a job."

The idea that this is "more than a job" also suggests greater employee engagement because of this bond, possibly because the commitment to the company is greater. This doesn't reflect any sense of obligation, but suggests it is the attachment, the bond that kept the respondent from taking another position with a different company.

The strongest form of the attachment was expressed as love, which would be considered a very strong emotional attachment in any circumstances:

> "Oh, yeah…if you'd heard my (retirement) speech last night I said I loved this company….it was the only company I wanted to work for."

In further illustration of this respondent's commitment to the company, he later stated that:

> "So don't put this in but if I was ever to get a tattoo, there'd probably only two tattoos I'd get. The Canadian flag or the beaver and shield."

The logo referred to as the "Beaver and Shield" is one of CP's iconic historic logos which is presented in Figure 11. This logo, and a similar variation, was in use from 1946 until 1968 (Wilson and Stewart, 1998).

Figure 11 Canadian Pacific Logo "The Beaver and Shield"

This example uses the symbolism of the Beaver and Shield logo to evoke a very strong connection with the company. Another respondent used the iconic colour red to describe the bond between employees and CP. Red was used by CP in many of its past logos and as well, red is the colour CP paints its locomotives, The respondent described the bond (and included himself in the description) as "Bleeding Red" to imply the company is in their blood:

> "And so, you know the men and women of the company really do work …physically hard, (a) sort of commitment-wise work hard, and you talk about the engagement with the company for a variety of reasons, there's a lot of people (where) there is that emotional connection to the company. They **bleed red** kind of thing and this is an outcome of some of the sense of connection that a lot of employees do have with the railroad. They are quite passionate about it and quite committed. Int: Are you? Respondent: Am I *(passionate)*? Yes. Can't you tell?"

The idea of that sort of whole body commitment implied in the term "bleed red" suggests a commitment that goes beyond simple loyalty, but is a part of their person, their identity. The tattoo reference also implies this complete physical commitment. This suggests a strong identification with the company.

There were other examples of those who did not feel a strong connection to the company. For example, one respondent who works in the office environment:

> "I don't have that history with the railway, I don't touch it or feel it, it's somewhere out there. So, I think if I had a different role, where that was part of my job and I was more involved maybe, in the kind of operations

aspect of the company I might be more attached to that whole aspect, that historic aspect."

Others found that their attachment to the company was changing with the change in management in the last year and a half:

"I do see people like myself, and like some other people that we know who are here because they loved what the company was a year and a half ago. They love the industry and they feel some loyalty to some of the people who are still here."

The changes that have taken place since the new management regime began have had an impact on the strength of the affective commitment of the respondents. The respondents clearly speak of a decrease in that emotional commitment, and the result is the respondents appear to be less likely to stay with the company. A respondent states that:

"…I have looked in the last year and a half. I have seriously considered leaving the company. Where as in the first 9 years. Wasn't even in my mind."

He makes it very clear that because the changes have affected how he feels about the company, he is now considering leaving. There is a feeling of betrayal when some of the respondents speak of the changes, as one would have if a good friend or lover were treating them badly which emphasizes the strength of the attachment, which could be described as affective commitment.

The theme of Attachment was strongly suggested throughout the interviews. Attachment had aspects of a long-term relationship, a strong emotional tie, loyalty that was emotional and understood to be reciprocal. Attachment was influenced by the characteristics of a CHB as there were examples of loyalty, history and heritage of the company, symbols, as well as the long-held values.

3.4.3.3.2 Belonging

The theme of belonging was expressed in a number of ways. There were many cases describing it as "being part of something bigger", part of the "Family" or employees often talked about "being a part of the history". For example:

"Yeah…being part of something bigger than yourself I think in many ways. Writing the MD&As (Management's Discussion and Analysis - a

section of the financial statements) was leaving a piece of me with Canadian Pacific. No one will ever know that was me writing those sections of the MD&A or proofreading it to the extent that I did. But the pride that you have in knowing that it is your work and it is part of the Company. I'm part of this history, no one can ever take that away. It's not going to be my name or my statue that will tell you that, but I'm part of it."

Sometimes it was categorised as being a part of the story, the narrative, the legacy that is CP and its history. One respondent described it:

"Absolutely, absolutely (it's about being) a part of the story. And when you are out there and you see the kids eyes light up when they watch the steam engine come to a stop …the old guys with tears in their eyes because they remember going off to war on a train that was pulled behind an engine like that. it really grounds you in the idea that these machines, and these trains and this industry and this company were so much a part of the everyday lives of Canadians."

Belonging was also strongly linked with "Family", either actual family or what one respondent called "my CP family." Many of the respondents have a multi-generational connection with CP that goes back more than two or three generations on both sides of their family. One interviewee added up his family's combined employment years with CP and came up with a number in excess of 500 years.

Other respondents who do not have a literal family connection talked about CP as their family, and referred to their "work husband" and "work kids" suggesting a family-like relationship. This theme came through over and over again. The sense of belonging, of family, of a network of people who looked after you and you looked after them was a very strong theme.

"CP is a Family. So that extends beyond my bloodline which obviously is here (the respondent's father works for CP). But I grew up with the people I work with. .... we work together, we get through hard times together..."

And in other cases, there was an exclusivity associated with belonging:

"It made you feel that you could do anything in the company. Like you could make stuff up. Within reason. You could solve problems. That, you know, you weren't the average, you were part of a different

crowd...like you were above the average… you were part of an elite crowd."

There were also those who were starting to question how important that "belonging" was given the changes in management and the company in general. Some were considering other competitive opportunities:

> "…I think you always start and you like CP and you love CP and you do whatever the company needs you to do and you like to belong to a company that matters so much. But then on the other hand…or at the same time you start considering everything else that's being offered across the street and how does that make you feel. Like what are you (CP) doing for me, what's the company doing…(for) my life work balance…its not just money, …there's so many things being offered (by the company 'across the street')."

This suggests the respondent is beginning to feel that there isn't a benefit to the "belonging", there's nothing in it for him because competing companies are offering more benefits.

"Belonging" as discovered in this study refers to the employees being part of CP, its history, its story, the company family, or an exclusive group.

3.4.3.3.3 Engagement

Engagement was a term often used by the respondents when referring to how they felt about their jobs. Employee Engagement is defined in the literature as "an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes," (Shuck, Reio and Rocco, 2011, p.427). Because of previous employee surveys conducted in the past where the term "Employee Engagement" was used, employees of CP are familiar with the term. They use it frequently to describe aspects of job satisfaction, and their feelings towards the work they do, whether it stimulates them, provides them with interesting challenges and generally represents how much they "like" their job and their work. For example:

> "Well, if you have the best job that you could ever ask for, anything other than that is a step down. Doesn't matter what it is…(it was the best job in the world) because I loved it. There was never any doubt, ever, at any point, like there was never a speck of doubt….and I often talk to my friends back home, people I've known all my life, and they're not happy

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and they're just going through life and you know, I never had a shred of doubt about what I was doing in terms of did I enjoy it, was I gonna be good at it, and was I going to succeed. And I could accomplish every goal that I'd ever set out for in my life with this one little job."

The following example directly ties pride to engagement:

"We always like to talk about employee engagement and I mean for me that was a big one, because I think if you're proud of the company you work for, and you're proud of the things that they're doing, and the way that you see them giving back to communities and giving back to the country it makes you want to go the extra mile. It makes you, not to over use the word, but it makes you really engaged…"

This example directly links the history of the company to engagement:

"Again, I think and this is really a testament to the company that the history of CP is impressive enough that once people start to learn about it, just about anyone goes wow, I had no idea, or wow, that's really cool. Or Wow I didn't realize what an impact the railway had on Canada, or …and the stories that you can tell them. So I mean I think that when people start to learn about it or are told about it, then, you know, maybe it ups their engagement a little bit. Because it is interesting. Even to someone who doesn't particularly like trains, the historical aspect of the company is interesting enough that it kind of draws them in."

One respondent spoke of how difficult and challenging work was also engaging:

"But even in the past, one that I would say personally was very challenging, was, relatively inexperienced, relatively young in the Grain Office… I got sent out with 3 or 4 years of railroad experience, an Easterner with an MBA, to go meet communities and outline why XYZ branch line was on the discontinuance plan. …you're going to discontinue their branch line and it was tough. But it was hard and emotionally difficult, but it was also pretty interesting and challenging and it was engaging. Even if it wasn't fun, or pleasant in some of those. "

This respondent spoke about how her engagement has lasted over a long career and in this case, engagement is linked to attachment:

"Oh, yeah I think I'm pretty engaged. I do not think I could phone it in. If I started feeling that, I'd have to do something about it. I mean I'm not saying through 37 years, I've never felt…I've certainly felt disengaged at points like at some point in my career where I just wasn't feeling good.. but I've always come out of it."

There were also a number of examples where the respondents were not feeling engaged by their work. One respondent described one of their subordinates (who was also interviewed):

> "This is someone who is very employable and yet, we've now gone from having that extra level of engagement and that desire to go the extra mile to the point where she's going - ,well, why bother investing because I don't know if my job is going to be here or if they're going to fire me or what."

Many of the references to a lack of engagement were related to the changes the company has undergone in the last year and a half:

> "Now I still come to work every day and I still work hard. But the engagement is harder to get. And there are days when I come and I don't feel it. "

Another respondent talking about how slowly things moved in the company and why that caused her to not be engaged:

> "So it's again that whole issue of things are very slow. …you're not necessarily developing or learning new skills…you're just passing time…and that's not sort of engaging…"

And another respondent talks about how the change in management has affected the engagement of an employee who had previously been committed:

> "They (dedicated, attached, committed people who have left the company) didn't want to be bitter…truth be told…they didn't want…(to be thinking) why am I doing this, this isn't the same company as it was two years ago…I don't enjoy coming to work, my family doesn't like me coming to work."

This example directly identifies the reduction in attention paid to the historic aspect of the company as a reason for this respondent's loss of engagement:

> "…we've been talking about the historical aspect and how important it is to me. ...the same reasons it's important to me, those are the same reasons that now, it becomes more difficult for me to remain engaged as the company moves away from those things because they were important to me and I don't see them being as much a part of our corporate identity anymore."

From the examples, Engagement appears to often occur with Attachment. There are also indications that the strength of the attachment may affect the level of engagement. Engagement was also connected to pride, where there was greater pride, there was greater engagement. Another connection was between the heritage of the company and engagement, with decreased emphasis on history, there was a decrease in engagement. One connection that does appear to be clear is the link between Change and the changes in the organisation, particularly the CEO, upper management and the general culture which has led to a degradation in Engagement level at least with several of the respondents interviewed.

There are influences on Engagement from the CHB characteristics. There are connections between Engagement and history ("the historical aspect draws them in"), longevity (a negative connection, as the "old company moves slowly", less opportunity for advancement), and values (the way people are treated). Engagement is not directly linked in the examples quoted to an employee's intention to stay. However, as the question wasn't asked directly (whether the employee was engaged AND were they planning to stay) we cannot draw any definite conclusion here. It would be interesting to explore this connection in future studies.

It is interesting that Engagement has emerged as a major theme as it was not originally identified as a construct that would necessarily be of high relevance (and hence was not explored in the literature review). However, it has become increasingly clear through the interview process as well as the data analysis that it is an important theme, and that it is linked to other key themes.

3.4.3.3.4 Values

Values refers to the values of CP as recognized and shared by the employees. In some cases these were linked to the Family aspect. In one case, one respondent described the admirable way that CP treated her family during her husband's (also a CP employee) illness, medical leave and eventual death. She described a very emotional recognition of how CP "had done the right thing

for her and her family". Respondents often referred to how people were treated, respect and that CP was "doing the right thing."

> "Whether it comes from the history and the legacy of CP or just the values that were demonstrated because we were a Canadian company, I don't know or because we were a Bay Street, blue chip widows and orphans kind of company. Those values I think had been there for a very, very long time."

This example also underlines that the values are linked to the longevity of the company, they have been core values for a long time.

As well, with changing management, several respondents commented on how the values of the company have changed. The following refers to a specific incident in June of 2013 during massive flooding in Calgary, a train bridge (with a train on it) was compromised. CP's CEO refused to meet with the mayor and there was no admission of culpability by the company:

> "Researcher: Do you think there's been a change in values that's associated with the change in management?
> R3: Oh, that's what I mean by arrogance. For sure there has been. (a change in values). I mean if we'd dropped a train and a bridge into the river after a ten day flood in Calgary under our previous management structure, you think CEO G wouldn't have been there? You think CEO R wouldn't have been there talking to The Mayor and saying don't worry, we'll work together. This is an aberration."

And the change in values, in how people are treated and how they treat one another, according to the following respondent, comes from top level management.

> "So everything that we've done in the choices that management has taken and the pressure that is being imposed on employees and the stress and strain that employees are under and therefore their reaction to their colleagues and peers; this constant anger and yelling and tension and brutality is tone at the top. The tone at the top has dramatically changed."

There were examples of definite discomfort amongst the respondents with the changing values. It was pointed out by some of the respondents that the "Company Values" that had previously been posted in a large banner format in every single meeting room in head office had been removed. It was clear that

the new values that the company was beginning to endorse are not values held by the employees, that there is less alignment, less identification with these changed values.

Values are closely mirrored by the CHB characteristic of "Values", particularly as Urde et al. (2007) describe this characteristic as long-held values. History and Longevity (these values have been around a long time) were CHB traits also linked to the theme of Values.

3.4.3.3.5 Pride

Pride in the company and its accomplishments was a theme most of the respondents spoke about. They expressed feeling pride in the company they worked for, they were proud of the history of the company; proud that it had played an important part in the history of the country. They were proudly Canadian and felt that CP also shared that pride in being Canadian.

There were numerous examples of linking that pride with the history of the company including:

> "I'm proud, well because it's a great accomplishment (the building of the railroad) and it went against a lot of odds that it would actually happen. And it wasn't without its successes and obviously its failures too...but... ...they set out to do something and I don't know what time frame they originally had to do it in, but the fact that they made it essentially from one end of the country to the other end ...they didn't just build a railroad, they helped build a nation that wasn't there before,"

There were many other areas where the respondents mentioned pride. For example, because the company is considered "the economic engine of the country:"

> "The fact that CP is critical to our Gross National Product, is not nearly as well understood, I think, but yet, is important to me and is also a source of pride for me and gives me ... an extra reason for being here."

There were also examples that related to the respondent's commitment to the company:

"We go back to the pride. I felt pride about working for the place. I felt committed 100% to the company. If they needed anything from me it was going to be no brains. No brainer. To deliver."

And examples of pride in the contributions the company made to communities through some of their programs and in this case, using its history to connect to communities:

"You feel great (about being a part of the steam program). And when people are saying thank-you and you get people saying how great it is that CP would actually do this (run the steam train), and you hear the crowd and when people find out that it cost millions of dollars to restore this (steam) locomotive and that any income we made through ticket sales went to charity. The trips we did were always basically community ambassador work or charity work, but it didn't generate a dime of revenue for CP… and so you'd get people saying "Wow, that's incredible that a big company like CP would spend millions of dollars to do this." And so, yeah, it makes you feel proud and it made you feel really grateful for the opportunity to be able to be a part of that."

One respondent suggested that pride gets reflected in productivity:

"If you can take pride in the areas that you work in, and you have enough pride in those working environments, where you're going to bring in family and show them where you work. Instead of being embarrassed by what that is. Again that just reinforces the work ethic that you should have with your employees. You know if you can generate that at any level, that all rolls back into the productivity."

The recent changes in the organisation have had an impact on the pride felt by employees. One respondent made that clear:

"…..and like I say, 90% of my career I've been proud to wear the patch. And the last couple, not so much…and maybe in part because I was a little uncomfortable, because of the management style, so maybe I was pulling away a little bit at the same time. But it was, I think it was maybe it was because of (the CEO's) reaction to (the mayor)…he refused to talk to him and where we came across as arrogant…that historically we wouldn't have done. So it's interesting in my mind that for 30 of my 34 years, I'd be proud to wear the patch and right now, I'm, not so much."

And another respondent compared the historical accomplishments of the company as something to be proud of, whereas now, with the changes, he

compares it to a financial turnaround which he infers is not exactly something he feels pride in:

> "The historical aspect of the company itself is something that cannot be taken away. I mean it is what it is. History is written. This is what CP did. There's always that to be proud of. But when you say it's important because you want to be part of it….what am I being part of now. 5 years ago I could say, yeah, I'm involved in the steam program. It did give you a feeling of being a lot more connected with the history of the company and what the company has accomplished over the last 125 years and the good things that have come about as a result of CPs development or expansion or participation…where as now, it's kind of like…oh, wow…I was a part of a $60.00 share price turn around!!!! You know…to me there's not a lot of pride in that."

The theme of pride was linked to all of the CHB characteristics – history, longevity, track record, symbols and values. In short, those aspects of the company that are reflective of the heritage of the company were sources of pride. However, the changes in the organisation are having an impact on pride, as there is a clear decrease in the pride felt by several respondents with the change in culture, the way people were treated and the representation of the company to the public (construed external image).

3.4.3.3.6 CP's Organisational Identity

The theme of CP's Identity was explored through three different approaches. First, the initial identification of the "5 CP Characteristics" that were associated with CP in the interview, looked at CP's Identity and how those particular aspects of the company affected the respondents. Second, during the course of the exploration of the "5 CP Characteristics" other traits that were related to CP's Identity also surfaced and these traits are discussed here as well. Thirdly, the aspect of CP's Identity associated with Canada which was considered as a separate theme, CP's Canadian Identity is examined and analysed in the section CP's Canadian Identity.

3.4.3.3.6.1 CP's Identity

The "5 CP Characteristics" that were originally identified by each respondent at the beginning of the interview provides a list of traits that form CP's identity as

perceived by the respondents. To reiterate, Albert and Whetten (1985) define Organisational Identity as that which is central, distinctive and enduring in an organisation. The question asked of the interviewees in Part I of the interview was worded to capture those traits that they considered significant or distinctive about CP. Therefore, the 5 CP Characteristics provide a snapshot of the respondent's perceived identity of the company. Table 3 (shown previously), contains a full list of the "5 CP Characteristics" identified by the respondents.

From the full list of characteristics, there are several which are common to many of the respondents with History or Historic being most frequently identified, followed by Canadian, or references to Canada or Canadian History (Uniter, Nation Builder, Economic Engine). Family and People were also strongly represented. It also includes references to Security and Longevity. Many of these are direct examples of CHB characteristics. (History, Longevity, Track Record, Symbols and Values). Although there are several characteristics that appear frequently, each group of 5 characteristics is unique and represents an aspect of the "perceived organisational identity" of each respondent as defined by Dutton et al. (1994).

3.4.3.3.6.2 CP's Canadian Identity

The theme of CP's Canadian Identity refers to the numerous references to Canada and Canadian characteristics of the company that were mentioned by the respondents. There was a connection that the interviewees felt because they were Canadian and CP was Canadian. CP's history is so inextricably linked with the building of Canada that many (if not most) of the interviewees associated the company with their own "Canadian-ness". There were numerous references to CP as "uniquely Canadian" the Nation Builder, the Economic Engine of Canada, and in this example, the classic "humbleness" of a Canadian:

> "It's important (that the company is Canadian) because I live here. It's important as an employee because I know that I am Canadian and I know when you combine the history it's a Canadian company to start with. It always was a Canadian company to start, with our head office in Canada. We're not an American railroad. We're a Canadian railroad

with American tracks. But to me, that's important…I want to feel I'm working for a Canadian company because then I truly believe or I like to believe that the upper management also believes that it's important, that we are good to the country that has been good to us, to get us here."

Because many of the respondents were Canadian, this aspect of the company reflected and reinforced the respondents own Canadian identity. There was great pride associated with CP's part in the building of Canada, and it was often mentioned that "Canada would look very different if it weren't for CP and the building of the railway". As this respondent put it:

"Well, I always think about how CP built a lot of Canada, I mean created the path, created the way for Canada to become a country really. My family is very old Canadian. It was established in Quebec and Ontario and I think that was really important to my parents and talked about it a lot growing up. So when I started working for CP the fact that it was a Canadian company and so *blatantly Canadian* and *proudly Canadian* was important."

And even one of the respondents who is not Canadian born was appreciative of the history and the Canadian identity of CP:

"The Company was pivotal in the creation of Canada as a country and that was apparent to me, even before I had my first interview…when I started doing research. And before I came to work at CP, being a new Canadian, I really liked to be part of the company that had that heritage or that importance for the country.

This national identity is something shared by both CP and most of the respondents. There were two interviewees who were not Canadian citizens (one American, one Swiss) but both of them were familiar with CP's part in the building of Canada. So even though they were not Canadian, and therefore do not possess a strong Canadian identity, they still understood the importance of CP's history, of CP's place in Canadian history and that Canadian part of CP's Identity.

Sometimes the national identity was emphasized by contrasting it with the American identity:

"It's that hardworking and unassuming mentality (of Canadians). You know, like, just, you know, we're not flashy or big, grand like a bald eagle like the United States. It's the humble beaver. He's doing his job and

ultimately, yeah, it represents Canada well and it represents the railroad well (as a symbol)."

And this comparison was made frequently as the new CEO and many of the new executives are American. There is a sense of loss of the Canadian identity with some of these changes:

> "I think it also came into light more so whether or not it was Canadian or US-based as brought in the change in management and the executives..it was the big toppling of the Canadian (CEO and Board) and bringing in the US guys…and you see more of it at CP nowadays than you ever did before with the southern drawls. It's new. And you bring in a bunch of military guys and US military guys and it's a different feel of the place. So I think it's more noticeable that it's a little less Canadian in the last few years than it has been before."

And when the logo was changed recently from "Canadian Pacific" to "CP", this respondent was upset, "affronted" in her words:

> "It was the symbol of taking the Canadian out (of Canadian Pacific)… And that was the reaction (angry) from a lot of people that I had to deal with who had to get it (the change to the logo) done."

The strength of the Canadian Identity as a part of CP's Identity was made evident by most respondents. There was pride in the association with the building of Canada and the Company's continued major role in the Canadian economy. This was something they were proud of. But, generally, they weren't happy with the move to make the image or the identity of the company less Canadian. This again signals Change and in this case changes to the identity of CP. The "de-Canadianizing" of CP's identity also signals a major change.

3.4.3.3.6.3 CP's Identity as a Theme

Although CP's Identity would not be considered an outcome, the theme itself is important as it reflects how employees view the company. There is a very strong alignment between CP's Identity and the CHB characteristics, which is worth noting. It is also suggested that CP's Identity comes through as a strong theme because it is currently under attack due to the ongoing Organisational Change. Change has been noted as a significant theme woven throughout

several of the previously discussed themes and so the following section will discuss the impact of Change in detail.

3.4.3.3.7 Change and its Impact

Although this study did not set out to examine the construct of Change due to certain events that took place at CP starting in 2012 and continuing throughout the time period when the interviews were conducted, the company has undergone enormous change. Change has permeated all aspects of the organisation and that came through very strongly in the research interviews. Therefore, different aspects and impacts of change are examined in light of employees and their feelings towards the company.

As background, in late 2011 an ugly proxy battle was waged by an American hedge fund who, believing that CP was underperforming, took a major shareholder position in the company, and began to agitate for the replacement of the CEO with the man who was currently CEO of CPs biggest rival. This man, (EHH) who is something of a legend in the railroad industry, had taken CP's main competitor (CN) and turned it into a very efficient railway with significantly increased profits and a substantially improved share price. It was proposed by the hedge fund managers that he could do the same type of turnaround at CP. In May 2012, following nine months of uncertainty and a great deal of internal stress and negative press, the CEO was replaced (resigned) as were many of the existing Board members and EHH was appointed CEO. For a historic, conservative, blue-chip, Canadian organisation, this was an unprecedented event. The change in leadership and management has resulted in many changes to the organisation including significant and ongoing layoffs, changes in leadership style, strategy, objectives and culture.

The respondents raised the aspect of Change when speaking about many different themes. Some of the effects of Change are viewed as positive, and some are perceived as negative. But there is a recognition that Change is being experienced throughout the organisation. As one respondent put it, "You don't have a choice. Change is the only constant right now. Whether you want it or not." Another respondent put it very starkly:

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"We almost need to separate this, right. The first 9.5 years (that I worked here) and the last year and a half, (since the change in management) because it's polar, it's black and white almost and how opposite I feel about those two time periods."

Some aspects of change and its impact on how employees felt about CP will be explored in the next sections.

3.4.3.3.7.1 Change and Culture

Change has had an impact on the culture of the organisation. One of the respondents speaks of the new "culture of fear", others see it as a change from the "way things were". Some references are to the change in how people are treated (changing values) or that the continuing layoffs make for a very uncertain environment which affects how employees feel. For example:

"Why do I work for a place like this? You know. Or the way we recently have been treating people. I understand the change and there has to be an extreme change in order to change the culture, and unfortunately as much as I hate to admit it, I don't think there's any other way of doing it."

Although there are a few indications that the changes have had a positive impact on the culture, there are many more examples that indicate the impact on the culture has been negative.

3.4.3.3.7.2 Change and Identity and Image

Many of the respondents spoke of the impact of change on CP's identity and its image, two closely linked constructs. The changes have meant less emphasis on the historical aspects of the company. For example, the company wordmark has been changed from "Canadian Pacific" to "CP", clearly de-emphasizing the "Canadian" character of the company. It is a company in flux which is reflected in the employee's feelings that the company's identity is under siege.

"I mean the last year and a half has been rough, but I don't think that you can just take an eraser to 125 years of history and say ok we're going to be *this* now. I don't think that (history) just goes away overnight. And I don't think I'm the only one here who thinks that way."

"I'm looking at it from the entire 8 years that I have been here. Because more so the culture has changed more recently to be different…And I think at times, this company has done a great job of being much more

embracing of its history and what has taken place. And I think more recently you have seen a move away from that..."

This respondent hopes that the change slows down, and that things begin to stabilize, including the identity of the company. He also suggests that the company has taken on some of the identity of their competitor (CN) as the new CEO is the former CEO of CN, and he has "imported" many colleagues from that company.

> "It's possible that the company is at a turning point and that things are going to stabilize and can regain some of its identity, I guess? … It might be early to judge the legacy at this point... I just speak from lowly employee personal feelings. And sometimes you do need a butcher to take care of business for things to get better… there's a lot of CN people here. I mean, the higher you go in the pyramid the more evident… so it's kind of weird because we've taken over CN's some of their mantra I guess we're taking some of their people and their ethics and we're just recreating what was there. Sometimes not just recreating, but copy and pasting actual people, right?"

This suggests that not only the culture, but the values of the organisation have changed. It suggests that CP is adopting (or is having imposed on them) the culture and values of their chief rival, a company that was not admired by CP employees. This change is viewed in a negative light. This relates to the characteristic of Social Identity Theory which references the salience of the outgroup, where one feels "superior" because of belonging to the ingroup, and regards the "outgroup" negatively (Ashforth and Mael, 1989). In the past, because CN was regarded as the "outgroup" and its values were regarded negatively by CP employees, there was an increased identification with the "ingroup" (CP). However, because of the change and the imposition of CN's values on CP this leaves the employees struggling with understanding what is happening with the organisation's identity, and leads them to infer that not only are the values of the organisation changing but the identity of the organisation is changing as well.

3.4.3.3.7.3 Change and Attachment, Pride and Commitment

The change in management, culture and direction has had an impact on the attachment that employees feel for the company. That has also affected their

commitment to staying with the company. In some cases it has affected the pride they feel in the company.

These respondents expressed how they no longer felt the same about the company, the bond is weakened, the passion lessened or extinguished in some cases:

> "I feel that the passion's not there. So there's still pride, hey we've got to do a good job. I've got "C" who has taken a leap of faith with bringing me on board and I don't want to let him down, so it would be no more different than when I was reporting to you….just trying not to let your boss down. So that's got me on my toes. But the passion's gone. I don't go home at night thinking about this job."

The changes have also affected the pride that the employees feel towards the company:

> "I would not recommend this place. Because I think despite the other issues that are going on in this company it's a difficult place to work. But it's a good paying job. But it's not a morale inducing place, this is not a place you come and enjoy and feel pride in your work. You feel ground down in this job and this place."

This respondent has noticed that there has been a decrease in the diversity of people, particularly in senior management and this is something he is not proud of:

> "I think it's a bit of pride too… you work for a company with employees that are really great people, it doesn't matter what colour of skin they are or what gender they are….that's changing right now. Because of new leadership, I'll call it management, it's not leadership……they're losing some of the diversity…and it's being noticed and people don't like it, they don't like it at all…"

Some respondents made it clear that the changes had an effect on how they felt about the company and that while they might have been committed to staying with the company in the past, that now it was not a certainty. Many were considering pursuing other opportunities:

> "I mean there've been times in the transition where I've gotten frustrated and I've made it very clear that today's the day I'm actually going to make a resume and send it out. And the fact that I get support from people that are family and still here (is surprising) whereas normally

they're like, "Hail CP" to the bitter end….and (now) they're like yeah, (sending a resume out) that makes sense if you have to. That tells you where they're at."

Another respondent indicates that he just isn't willing to go the extra mile any more:

"I like to think I'm a high performer. And I think some of these things used to bug me quite a bit initially. Cause I'd like try and bend myself backward to do whatever needs to be done. But I feel like it's changed my attitude, because the only way for myself to cope is to preserve myself. So don't tell my boss but I do what can be done, but if it can't be done I'm not gonna be like pulling 24 hours or 12 hours every day to do it. So I think the company's putting myself in a position where I'm deincentivized to do hard work…"

So it is evident that the change has had a negative impact on employees' attachment and commitment to, and pride in the company.

And yet, there are still those who continue to hope:

"So why I would (stay). Because of everything that we just finished talking about for the large part during the first 9 years, like I can honestly say that the last year and a half there really hasn't been a lot of positive. Pretty much everything I've experienced here in the last year and a half has contributed to an inclination to leave. I haven't done it yet. Maybe I'm just a sucker for punishment. Maybe I keep hoping it will turn around. This company's been here for 125 years I don't know how many times I've said that when you play the recording you can count them but this company's going to be here for a long time. I don't think it can continue on the present path…. I don't know if we've necessarily hit the bottom, but I think at some point if we haven't we will and it will have to rebound. So that is the optimist in me going ok, this great storied stable historical company is going to be that again at some point. We're going through some growing pains or maybe an unpleasant period in our evolution, but it won't always be this way. Right. It might feel ugly right now, but you hope that you are going to come out the other end of it and things will improve and that some of those things that were important to you before maybe will come back. So if that doesn't happen, I probably won't stay."

That hope appears to be linked to the strong attachment and a continuing belief in the company.

3.4.3.3.7.4 Positive Impact of Change

There is also an understanding from the respondents that some of the changes were necessary for the company to survive, and certainly to be as successful as it has become. That is recognized as a positive outcome of change. There is definitely an appreciation for the positive impact on the company's financial and operating success. Although every respondent who spoke of it recognizes that the success has come at the cost of losing a lot of things (people, feeling of family, engagement, values) they credit the new management with getting the job done:

> "And as much as I hate what's going on right now and I don't like the management style right now. I actually appreciate it because of that legacy. Because I know it strengthens the company and gives it more likelihood of surviving down the road. And that's very important to me. …He's (the CEO) strengthening Canadian Pacific. He's making it more viable. Nobody can buy it at $175 dollars a share….Something had to be done or this company would have gone down. I don't like the management style, but I'm grateful that someone is turning this company around. I just don't want to be part of it. I tried. And I tried. And because I can, I'll move on, but I'll hold the shares, because I'd be crazy not to."

The example quotes strongly suggests that the change has had an impact on corporate culture, values, and this has resulted in changes in how the employees feel about the organisation, their commitment and attachment to it, their engagement, pride in the organisation and ultimately in their intent to stay with the organisation. Interestingly, none of the respondents were considering leaving the organisation simply because they felt their job was in jeopardy. Some recognized that their job might be eliminated, but none were planning to seek employment elsewhere because they thought they might lose their job. In fact one respondent said:

> "I see myself staying with CP as long as CP has use for me. So I'm 55 now and I kind of thought I'd work here til I was 65 at one point. I think there's a snowball's chance that that will happen. I kind of see that every year closer to 60 that I get to as an achievement. 60's kind of the time when I said that's when I'd go…but I don't know that I'll go before I'm asked to go…"

Change has had, and continues to have, a major impact on many areas of the company which has resulted in employees changing how they feel about, their attachment and loyalty to, and intent to stay with, the organisation.

3.4.3.3.8 Major Themes, CHB Characteristics and Outcomes

The findings in Part II and the exploration of the themes illustrate the connection to, and influence of, the characteristics of a CHB (the heritage traits) on the major themes. These connections are presented in Table 11.

Table 11 Mapping of Themes to CHB (Heritage) Traits & Outcomes

Theme	History	Longevity	Track Record	Symbols	Values	Outcome (Yes/No)
Attachment	✓	✓		✓	✓	Yes
Belonging	✓	✓			✓	Yes
Engagement	✓	✓			✓	Yes
Values	✓	✓			✓	No
Pride	✓	✓	✓	✓	✓	Yes
Change	✓		✓	✓	✓	No
CP Identity/ Canadian Identity	✓	✓	✓	✓	✓	No

All of the themes identified have been linked to at least three of the CHB traits, suggesting these characteristics have a role in employee outcomes, which is the focus of the research question. Not all of the themes would be considered outcomes. Attachment, Belonging, Engagement, and Pride would be outcomes. But for example, "Values" is linked to CHB traits, but it would not be the "Values" per se that would be the outcome, but the *alignment* of the employee's values to those of the company that is the outcome. It was observed that as the emphasis on certain CHB characteristics (history, for example) decreases, the alignment of values decreases as well. Change is also not an outcome, as it is more of a force influencing the outcomes. CP's Identity/CP's Canadian Identity are also not outcomes. They are directly linked

to the CHB traits, and the validation of CP as a CHB carried out in Part I, shows that all of these CHB traits are a part of CP's Identity.

The next section will propose associations between the major themes that have been described and the employee outcomes.

3.4.4 Associating Themes with Employee Outcomes

The second research objective was to determine the employee outcomes likely to be influenced by heritage characteristics.

Because of the exploratory nature of the study, prior to determining the organisational and employee outcomes, it was important to understand whether employees considered heritage characteristics as significant or unique characteristics of the organisation. The results from Part I Analysis matching the "5 CP Characteristics" with the CHB characteristics as defined by Urde et al. (2007) found that a large proportion of the "5 CP Characteristics" identified by the respondents matched the CHB characteristics. These results are presented in Table 3. As well, because these heritage characteristics were selected as "key characteristics" of the company, heritage characteristics could be considered to be important to the majority of the respondents as there were so many examples of heritage characteristics selected. In addition, the responses given to the additional questions probing each key characteristic supported the premise that these key heritage characteristics were of importance to the employee and affected how they felt about the company. This implies that the heritage characteristics of CP may influence certain employee outcomes.

The next step in achieving the second research objective was to understand the organisational constructs likely to be affected by heritage characteristics.

The following organisational constructs were discussed in the literature review and are suggested as those outcomes possibly influenced by heritage characteristics: Organisational Identity, Organisational Identification and Organisational Affective Commitment.

Having identified the possible organisational constructs that could be affected by heritage characteristics, it is important to examine the Major Themes that emerged from the Part II analysis to determine whether there are themes that are suggestive of, or associated with, any of these organisational constructs. It is also important to determine if there are other constructs that were not identified, but that emerged from the analysis of the data. The Major themes suggest that potentially the constructs of Organisational Change, Employee Engagement and Organisational Pride might also be outcomes affected by heritage characteristics.

From the analysis in Part II, the themes that emerged from the responses to the discussions about the "5 CP Characteristics" were: Attachment, Belonging, Change, Engagement, Pride, Values, CP Identity and CP's Canadian Identity.

The Part II themes emerged from the responses to questions regarding the "5 CP Characteristics" and as a very large number of these characteristics could be defined as heritage characteristics (as they were matched to the CHB heritage characteristics), it suggests that heritage characteristics may influence these themes.

In the following sections, the Major Themes will be associated with organisational constructs and these associations will be supported from the literature.

3.4.4.1 CP's Identity, CP's Canadian Identity and Organisational Identity

The theme of CP's Identity represents CP's Organisational Identity. CP's Canadian Identity is also a part of that overarching Organisational Identity. From the initial analysis of the "5 CP Characteristics", it was concluded that many of these characteristics are similar to the heritage characteristics of a CHB. These characteristics along with the characteristics used to describe the "CP Persona" were aggregated into the theme of "CP Identity". Both the "5 CP Characteristics" and the characteristics of the "CP Persona" could be described as those attributes which the respondents found to be "central, enduring, and distinctive" about CP's Identity (Albert and Whetten, 1985). These attributes,

many of which are characteristics of a CHB appear to be a central part of CP's Organisational Identity. The History/Heritage of CP is such a central, enduring and distinctive characteristic of the company that it may be perceived by employees as being central to the identity of the company.

The theme "CP's Canadian Identity" can also be viewed as a part of CP's Organisational Identity because it, too, is a central, enduring and distinctive attribute of CP. The Canadian (national) identity is shared by all of the Canadian respondents and therefore was identified as a distinctive theme whereas the more general CP Identity characteristics were not necessarily shared by all of the respondents. The national aspect of "CP's Canadian Identity", as a part of Organisational Identity is supported by Cornelissen et al. (2007) who state that "Organisational Identity may be anchored in some specific combination of geographical place *(Canada)*, nationality *(Canadian)*, strategy, founding *(1881)* core business *(railway)* technology, knowledge base, operating philosophy or organization design," (text in italics added) (Cornelissen et al., 2007, p.17). We therefore can suggest that heritage traits are a part of CP's Organisational Identity.

In addition, these themes align with the Balmer (2013) definition of Corporate Heritage which he defines as having the following attributes:

(1) Omni-temporality;
(2) Institution trait constancy;
(3) External/internal tri-generational hereditary;
(4) Augmented role identities;
(5) Ceaseless multigenerational stakeholder utility; and
(6) Unremitting management tenacity (Balmer, 2013, p.305)

In particular, CP's Canadian Identity is an example of the attribute of "Augmented role identities" which Balmer suggests a heritage organisation often exhibits, being "more than just the company". CP's Canadian Identity represents that part of CP's Identity that is inextricably linked with the history of Canada, and makes it truly representative of a Canadian Company.

The next section examines the themes of Belonging, Values and Attachment in relation to Organisational Identification.

3.4.4.2 Attachment, Belonging, Values, Pride and Organisational Identification

The themes "Attachment" "Belonging", "Values", and "Pride" are associated with Organisational Identification. This is supported by Edwards and Piccei's (2007) definition of Organisational Identification:

1) Categorization of the self, or how a member (employee) self-labels as part of the organisation.
2) Integration of goals and values, or how the employee aligns their personal values and integrates those of the organisation into their value system.
3) Affective attachment, or how the employee experiences a sense of attachment and belonging to the organization. (Edwards and Peccei, 2007, p.30).

These themes are also consistent with the Dutton et al. (1994) definition of Organisational Identification, "Organizational identification is the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization," (1994, p.239). According to Mael and Ashforth (1992) "Organisational Identification is the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member," (1992, p.104).

The theme of Attachment can be clearly associated with Organisational Identification. This is the degree to which the employee identifies with the organisation and there were clear examples like "bleeding red", "like a marriage", and the notion of having the company's logo tattooed on their person which are strong indicators of identification. This aligns with Ashforth's (2016) likening of Organisational Identification to "falling in love."

There were also examples of what Galvin et al. (2015) refer to as "overidentification" which is when the identity of the employee is dominated by the organisation's identity. This was the case where one employee ("D") was so wrapped up in the company and identified so strongly with the company that it was having a negative impact on her; where her identity was dominated by the company's.

The theme of "Belonging" is also associated with Organisational Identification. This is supported by Social Identity Theory (SIT), which, according to Ashforth and Mael (1989) proposes that members of an organisation define themselves in terms of the organisation they belong to ("Who am I?"). The uniqueness of CP's history meets the first of Ashorth and Mael (1989) criteria of distinctiveness of the group's values and practices and also implies there is prestige associated with the group. In referencing the "elite" aspect of belonging to CP, the employees recognize the third criteria or salience of the out-group(s). Understanding that they are part of a group, the employees align themselves with the organisation and we see that expressed in terms of referring to the "family" to which they belong. The concept of family suggests that the employees, as members of the family also share the values of the organisation and this supports the Dutton et al. (1994) definition of Organisational Identification. As Dutton et al.(1994) express it, "When a person's self-concept contains the same attributes as those in the perceived organizational identity, we define this cognitive connection as organizational identification" (1994, p.239). To further support the idea that the employees consider themselves to have the same attributes, (Organisational Identification) many of the respondents consistently referred to the company as "we", as though they were speaking as if they were the company (as a person) would speak:

> "And even with the Bonnybrook, *we* did a great job of cleaning up. But it was the arrogance with which *we* did it. *We* didn't… take the public lashings, the *mea culpas,* all that."

There is an implied benefit to Belonging, being a part of that "group", and this is negatively illustrated when one respondent talks about what competing companies are offering "across the street"; whereas they may be offering more money, he is getting the equivalent benefit by "belonging" to the CP group.

The theme of Belonging reflects influences of the CHB traits of history (being a part of the history), longevity (the family that had 500 years of service with CP), and values as expressed by family values. The theme of Belonging suggests there is Organisational Identification and that the employees are aligned with

the company, its history, and its values and also that they derive benefit from this identification.

The theme of Values can also be associated with Organisational Identification. Ashforth and Mael (1989) identify the distinctiveness of the group's values and practices as a characteristic of Organisational Identification and so this suggests the Values theme can be associated with Organisational Identification. Edwards and Peccei (2007) also incorporate values into their definition of Organisational Identification referring to the integration of goals and values, or how the employee aligns their personal values and integrates those of the organisation into their value system. This confirms the link between Values and Organisational Identification. However, also worth noting, as a consequence of the perceived changing values that the interviewees speak of, there is a potential weakening of Organisational Identification. .

In addition, the theme of Pride is associated with Organisational Identification. Appleberg defines Organisational Pride as "An affective response state resulting from an employee's identification with an organization and their assessment of organizational performance, attributes or worth. (Appleberg, 2005, p.42). Kraemer and Gouthier (2014) suggest that Organisational Pride "requires high social identification with the organization" (2014, p.128) which supports the association of Pride with Organisational Identification. In some cases, it is difficult to disaggregate the sense of Pride and the Attachment that the employee feels for the organisation, but both appear to be associated with Organisational Identification.

There were also numerous examples of respondents referring to the company as "we", which is considered an example of "self-labelling" and a very clear demonstration of Organisational Identification (Edwards and Peccei, 2007). In addition there are numerous references to the organisation as "Family" which encompasses aspects of each of the themes of Belonging, Attachment and Pride. The Family association is strongly suggestive of Organisational Identification as it situates the company as a sort of surrogate Family for the

employee, intimating a very high alignment of their own attributes and values and the company's.

3.4.4.3 Attachment, Pride and Organisational Affective Commitment

The themes of Attachment and Pride can be associated with Organisational Commitment. These themes relate more specifically to Organisational Affective Commitment which is defined by Allen and Meyer (1991) as the employee's emotional attachment to, identification with, and involvement in the organisation. The attachment aspect is clearly illustrated in the examples of respondents provided that include their declarations of love for the company, their passion for it. Several of the questions that were asked of the respondents were the same or similar to those contained in the Allen and Meyer instrument used in the measurement of Organisational Affective Commitment. In some cases, the respondents volunteered information that answered an instrument question. Specifically, the following questions from the Allen and Meyer instrument were among those to which the respondents replied. Note that some of these questions are in the reverse ("R") format.

1. I would be very happy to spend the rest of my career with this organization
2. I do not feel like 'part of the family' at my organization (R)
3. I do not feel 'emotionally attached' to this organization (R)
4. This organization has a great deal of personal meaning for me
5. I do not feel a strong sense of belonging to my organization (R)

The Allen and Meyer instrument for determining Affective Commitment is included in Appendix M. This supports the association between the theme of Attachment and Affective Commitment.

As well, there are examples that indicate that because of the bond, the attachment, the Affective Commitment that employees have "gone above and beyond" in terms of their duties to the company because of this attachment to the company. One respondent took several weeks of his vacation every year to "volunteer" with CP's Steam Locomotive Program. This heritage public relations program had as one of its objectives to improve the company's image, particularly with the many communities through which the railway operates.

This respondent provided labour and services to the program which, in turn, delivered value to the company and assisted in improving its image while the respondent did not receive any material compensation for his time.

Much of the discussion with the respondents, when speaking of attachment to the organisation, suggested that the attachment was an emotional bond although loyalty was also used to describe the attachment at times. According to Meyer and Allen (1991), Normative Commitment is generally associated with loyalty and reflects a feeling of obligation to continue employment (Meyer and Allen, 1991). However, in the examples of employee loyalty it did not appear to have any "obligation" characteristics, and so would not be considered "Normative Commitment." The loyalty described by the respondents was more of an emotional attachment, suggesting Affective Commitment.

The theme of Pride is also associated with Affective Commitment. This is supported by the Appleberg (2005) definition of Organisational Pride as "An affective response state resulting from an employee's identification with an organization and their assessment of organizational performance, attributes or worth. (Appleberg, 2005, p.42). Organisational Pride arises "from the employee's need for affiliation with the organization," (Gouthier and Rhein, 2011, p.636). Both of these definitions suggest association (affective response, need for affiliation) with Affective Commitment.

There was also strong evidence in the study for example:

> "I felt we go back to the pride. I felt pride about working for the place. I felt committed 100% to the company. If they needed anything from me it was going to be a no brainer to deliver."

And:

> "…..and like I say, 90% of my career I've been proud to wear the patch. And the last couple (of years), not so much…and maybe in part because I was a little uncomfortable, because of the management style, so maybe I was pulling away a little bit at the same time."

This example illustrates how, given some of the changes in the company, that as a result her pride in the organisation was diminishing and so was the

commitment and affection for the company. There are many other examples where the respondent speaks proudly of the company, that the affection, attachment, commitment may not be spoken aloud, but is certainly evident. Therefore, based on these observations and the supporting literature, we can associate the theme of Pride with Affective Commitment.

3.4.4.4 Pride and Organisational Pride

The pride described by the respondents is not a pride in self, but a pride in the organisation, therefore the theme of Pride would be associated with (or equated to) the construct of Organisational Pride. Organisational Pride has been defined as a construct that has its roots in employee group membership (Dennis and Debra, 2002). According to Gauthier and Rheine (2011) Organisational Pride is not connected to a single event, but is an employee attitude that results "from the employee's need for affiliation with the organization." (Gouthier and Rhein, 2011, p.636). This "affiliation" or group membership also links Organisational Pride to Social Identity Theory (Ashforth and Mael, 1989). Arnett et al. (2002) suggest that "Pride in an organisation results from specific perceptions of the organization and from experiences with that organization (2002, p.90). (2011, p.636). Some of the literature on Organisational Pride suggests positive employee outcomes are associated with Organisational Pride (Dennis and Debra, 2002; Gouthier and Rhein, 2011; Veleva et al., 2012). The findings in this study also suggests that positive employee outcomes such as employee engagement and commitment may be related to organisational pride.

3.4.4.5 Engagement and Employee Engagement

The theme of "Engagement" is associated with the construct of "Employee Engagement". This is based on the definition of Employee Engagement as proposed by Wiley "The extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals," (Wiley, 2014, p.39). Interestingly in work done by Shuck et al. (2011) it was found the Employee Engagement was also linked to Affective Commitment.

3.4.4.6 Change and Organisational Change

Change emerged as a strong theme as the research progressed and it is threaded through all aspects of the results. Even respondents who had been with the company a relatively short amount of time (less than five years), spoke of the many changes they had seen since joining CP. The theme of Change is related to the construct "Organisational Change". The theme of Change as it emerged from the data is similar to one of the more widely accepted definitions of Organisational Change as "a difference in the form, quality, or state over time in an organizations alignment with its external environment," (Rajagopalan and Spreitzer, 1997). Therefore, we can make the link that the "Change" theme is similar to the Organisational Change construct.

3.4.4.7 Major Themes and Employee Outcomes

In the previous sections, a number of themes and their association with specific organisational constructs has been illustrated. However, not all of these constructs would be considered outcomes. Of the constructs discussed in the literature review, Organisational Identification and Organisational Affective Commitment would be considered "Outcomes". Organisational Identity is not an outcome. Of the constructs that were identified as the research unfolded, Organisational Pride and Employee Engagement would be considered outcomes. Organisational Change is not an outcome, but it is a phenomenon that also appears to be affecting the outcomes.

Figure 12 presents these associations in a summary format. While there was an association established between the major themes CP Identity, CP's Canadian Identity and Organisational Identity, and between Change and Organisational Change, as was previously stated, Organisational Identity and Organisational Change would not be considered outcomes. This is highlighted by the dotted box at the bottom of Figure 12.

The themes of Belonging, Attachment, Values, Pride and Engagement are associated with the outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride.

Figure 12 Association of Major Themes with Organisational Constructs
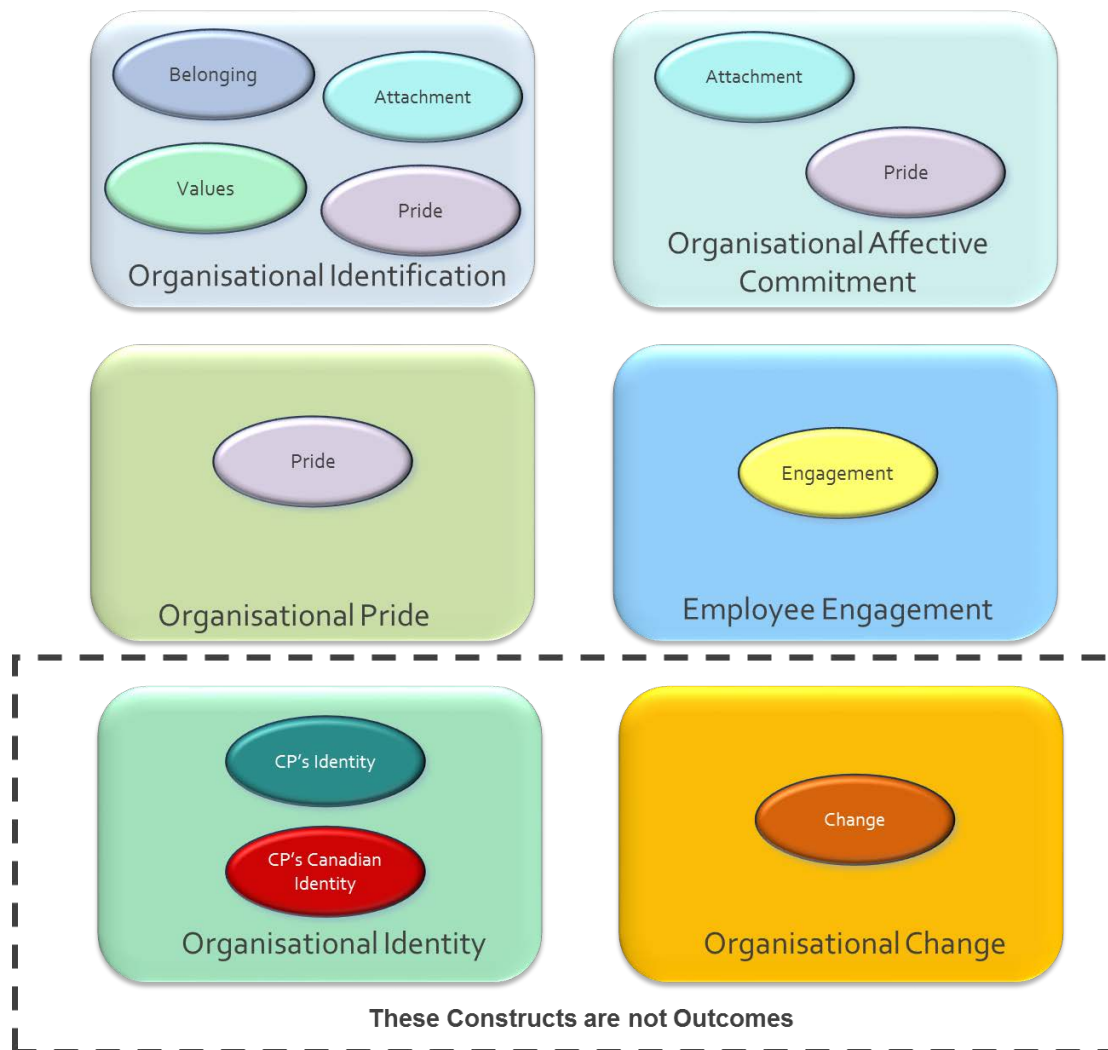
3.4.4.8 Heritage Characteristics and Employee Outcomes

Table 11 illustrates that the thematic outcomes of Attachment, Belonging, Engagement and Pride have been influenced by the characteristics of heritage and a CHB. In addition, the theme "*Alignment* of Values" was also influenced by the heritage characteristics. Figure 12 illustrates the associations between these themes and the outcome constructs of Organisational Identification, Organisational Affective Commitment, Organisational Pride, and Employee Engagement. This suggests that heritage characteristics likely influence the employee outcomes of Organisational Identification, Organisational Affective Commitment, Organisational Pride, and Employee Engagement.

In the following section, the analysis of the CP Persona (Part III) is presented.

3.4.5 Part III – Analysis of the CP Persona Data

To obtain a better understanding of the relationship of the employee with the organisation, and perhaps see this relationship from a different perspective, a deeper analysis of the "CP Persona" data was undertaken. This involved the responses from the third section of the interview that focused on the following questions:

> *2.3 Now looking at the "map" we've created here using some of the characteristics of CP, and how you feel about the company, I'd like you to try to think about Canadian Pacific as a person, how would you describe them.*

> *2.4 How would you describe your relationship with "that person"?*

> *2.5 Now given how you've described CP, the characteristics, "the person" analogy, and assuming things stay much as they are currently, do you see yourself staying with CP?*

> *2.6 And in light of some of those important characteristics of CP you've identified here and how you feel about the company, can you talk a little bit about the things that keep you here or not?*

The responses to these questions were originally coded with the rest of the interview data in Part II, using the method as described in "Part II - Method of Coding and Analysis". However, a second separate coding exercise was undertaken to see what might emerge from the Part III data. The analysis in

Part III dealt with the *relationship* between the respondent and the personification of the company, whereas the previous sections (Part I and II) dealt with the respondent's *feelings* about the company based on the characteristics the respondents associated with the company. Because of this difference (relationship vs. feelings) it was thought that recoding the data and further analysis might shed additional light on the research question by analysing it through a different *(relationship)* lens.

3.4.5.1 Part III – Method of Coding

To ensure that the coding process was rigorous and unbiased, a new and uncoded CP Persona data set was required. To accomplish this, the transcripts were once again imported into NVivo, however only the portions of the transcripts that answered Questions 2.3, 2.4, 2.5 and 2.6 were coded and analysed.

The Method used for coding of the CP Persona data was similar to the one used for coding the Part II CP 5 Characteristics Descriptive Data but as there were some differences, the process has been outlined in Figure 13 and is detailed in the sections that follow.

Figure 13 Process steps of Part III - Coding and Analysis
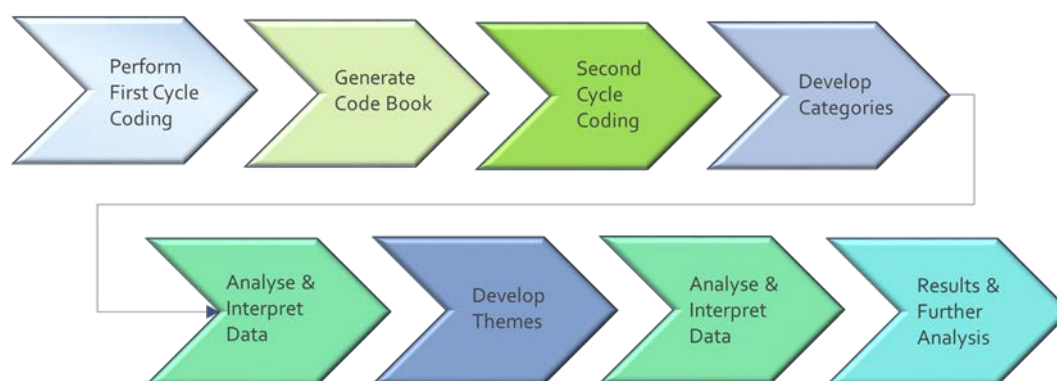
3.4.5.1.1 Part III - First Cycle Coding

Similar to Part II coding, there was no *a priori* list of codes developed before the coding began. Descriptive coding was used and the codes were allowed to emerge from the data itself. The codes naturally separated into two categories based on the topics of the first two and last two questions:

1. CP Persona (Q 2.3 and 2.4)
2. Intent to Stay (Q 2.5 and 2.6)

Subcodes were created under each of these higher level codes.

As the interviews progressed, when asked to describe CP as a person, the respondents often paused, and then talked about CP "then" and CP "now". Different descriptors were used by the respondents when speaking of CP "then" and CP "now" whether describing the characteristics of the persona or the relationship they had with the persona. CP "Now" represented how the respondent saw the characteristics and relationship with the company since the "New management" had taken the helm as opposed to how things had been in the past, prior to the arrival of the new management. As a result, two codes were initiated under the "CP Persona"; **CP Traditional** which represented "CP Then" and **CP New Management** which represented "CP Now". The data contained in each of these two groups was then sorted into either "Characteristics" or "Relationship" aligning with Questions 2.3 and 2.4.

There were no obvious groupings that emerged under "Intent to Stay" so no further groups were created under that heading.

The coding structure was as follows:

CP Persona

CP Traditional – Characteristics, Relationship
CP New Management – Characteristics, Relationship

Intent to Stay

3.4.5.1.2 Part III - Second Cycle Coding and Developing Categories

The Second Cycle coding was a brief process as the amount of data coded was much less than was carried out in Part II Coding. The Second Cycle coding process involved reviewing the codes and combining and reorganizing codes to ensure they were in the appropriate place. These were minor changes such as merging "Get the job done" into "Reliable" and "Make mistakes" into "Human". As well, "Well-known" had been placed in the Relationship area, and was

moved to the "Characteristics" code as the data clearly was describing a "CP Persona" characteristic and not the relationship.

The data was then reviewed again, in light of the emergence of the two CP Personas (Traditional and New Management) to look specifically at the single descriptive words used for the Personas. These words had been coded already within the characteristics, however they had been coded as phrases, not single words. The additional coding resulted in a further code within each CP Persona category of "Description".

The single word coding of the "Description" made it simpler to carry out a frequency analysis of the words that described the two personas. The intent here was also to see if the specific descriptive words might reveal more about the view of the respondents towards the two emerging CP Personas. It should be pointed out that not all respondents divided their descriptions of the CP Persona.

The results of the First and Second Cycle coding, are contained in the Code Book in Appendix I.

Further review of the data coded to Characteristics suggested dividing it into categories that described the different types of characteristics associated with each of the two CP Personas (Traditional and New Management):
- Emotional Characteristics
- Physical Characteristics
- Values held by the Persona
- Characteristic Behaviour

Interestingly, when grouping the characteristics for the "CP New Management", there were characteristics in the Physical, Values and Behaviour groups, but nothing that could be categorised as "Emotional Characteristics".

The data under "Relationship" for both CP Traditional and CP New Management did not suggest any further categories as it was quite fragmented.

"Intent to Stay" contained the responses to the following questions:

2.5 Now given how you've described CP, the characteristics, "the person" analogy, and assuming things stay much as they are currently, do you see yourself staying with CP?

2.6 And in light of some of those important characteristics of CP you've identified here and how you feel about the company, can you talk a little bit about the things that keep you here or not?

However, the responses were all very focused around answering question 2.5 with very little that was associated with 2.6. Following the answer of what their Intent to Stay was in 2.5, the rest of the responses dealt with the "Why" of the answer given. Therefore "Intent to Stay" was left as a category on its own with no further breakdown into additional sub-categories.

The Categories developed for the **CP Persona** are included in Table 12**.**

Table 12 Summary of Codes and Emerging Categories

Category	Sub-category	*Characteristics*	*Relationship*	*Description*
CP Persona	CP Traditional	Emotional traits Physical traits Values Behaviour	✔	✔
	CP New Management	Physical traits Values Behaviour	✔	✔
Intent to Stay	-	-	-	-

3.4.5.1.3 Part III – Develop Themes

The next step was to conduct analysis of the data to begin the process of developing themes. The first step was to perform a frequency analysis on the data contained in the categories "CP Traditional Description" and "CP New Management Description". These were analysed using the "Word Cloud" frequency function. This is similar to the method used in Part II. The results are shown in Figure 14.

Figure 14 Frequency Analysis CP Traditional Description
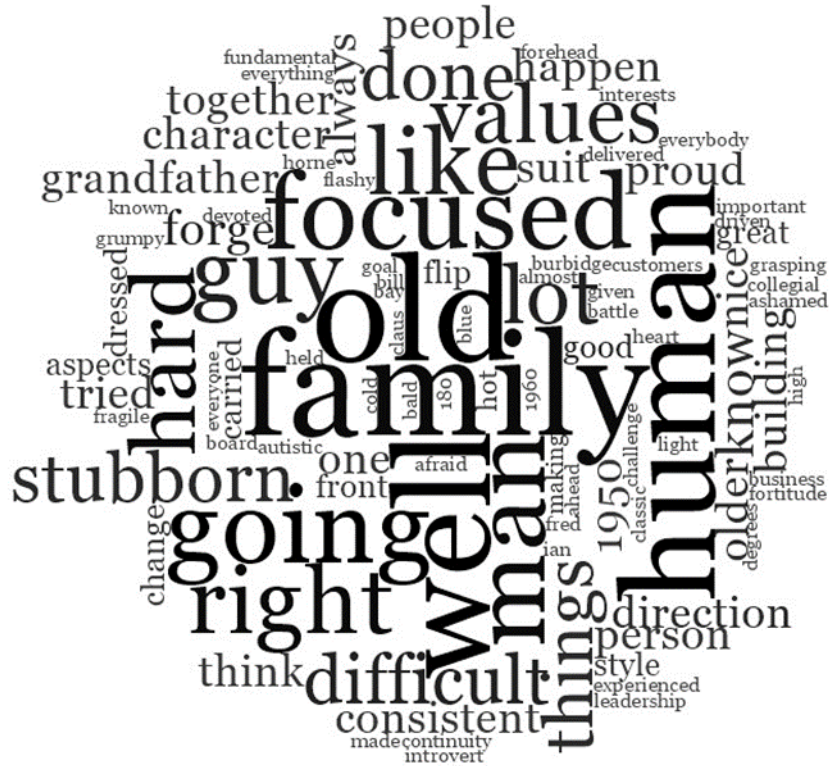
Figure 15 Frequency Analysis CP New Management Description

In examining Figure 14 and Figure 15, we do not see many similarities between them in the words used to describe each of the CP Persona. In Figure 14 (CP Traditional) we see "Old, Family, Guy/Man, Human" as dominant to the eye. We also see "Hard, Stubborn, and Focused". Whereas Figure 15 (CP New Management) has "Look, Like, Right, Sure, Class". We also see "Swear, Yelling and Proud". This suggests there may not be many themes that are common to both categories of the CP Persona and indicates that the two personas may be very different.

Following the frequency analysis, a more in-depth examination of the codes, data and categories was executed to see what themes emerged. This began with examining the CP Traditional - Characteristics and Relationships followed by CP New Management - Characteristics and Relationships, and finally an examination of Intent to Stay.

3.4.5.1.3.1 CP Traditional Persona Themes

Looking at examples of descriptive characteristics of the CP Traditional Persona (see Appendix I), there are some familiar themes that emerge; themes similar to those found in Part II. The list includes characteristics such as respect and trustworthy which suggests values. Family-type descriptions were often used: "Like a stern father", or "a trusted neighbour, someone I could go to for advice." Class, as in higher status, wealth and dressing well, and values such as "doing the right thing" were also terms often used. Respect was frequently used when describing the relationship with this "person" and even affection. We start to see a picture of an older, conservative, male who has lots of experience, who has strong values, is passionate, confident and is a good and ethical person, a family man or parent. The characteristics for the most part are positive, and although "Grumpy old man" is the description that one respondent uses, he qualifies it by saying that this would be someone he respects. Another describes CP (the Persona) "I think it's a bit of a surly introvert guy" but he then says that they would be buddies. So although these characteristics might be viewed initially as negative, the respondents seem to see them more as part of what makes up this "character", perhaps a bit unpleasant, but not bad. In fact

one respondent compares "him" to his maternal grandfather; irascible, but still respected and loved.

There was one unusual description of the CP Persona:

> "I think the easiest way to describe CP (and it's not overtly negative), just thinking back on its identity. You could almost describe the railroad itself as and not as a joke, the best way to describe it is a tad bi-polar autistic."

He then goes on to explain more:

> "The autism side of things is a positive in a way, because the company has done so well, at singular things. Very focused on one goal. And they do it very, very well. But sometimes it has a more difficult time grasping… other aspects, at building upon their strong suits. Once it's focused, it's focused. The focuses change, but again its always got this very tunnel vision focus on what it's going to do all the time. Instead of looking at things from a broader perspective and trying to take in a little bit more of that; broadening that focus. I think they have a little bit of difficulty with. The Bi-Polar comes in, kind of in the same regards as the autism. It runs hot and cold. The focus of today might not be the focus of tomorrow."

The analogy is not entirely negative, however it does show a different perception of CP Traditional when compared to the others.

For the category "CP Traditional-Relationship," there were many references to "Friendship", "Family", "Neighbour", "Marriage", and "Trust"

There were several examples of friends and friendship:

> "A person you could go to and they would be there, and you would understand them and you could that with them and they would understand."

And:

> "I'd say we're buddies…maybe sometimes you have to do what they want to do. And they pout. Take their ball and go home. But when you have fun it's enough fun that you want to hang out with them again. It's a good relationship."

There were many examples of family-type relationships mentioned:

> "…what I really meant was CP is human. That there was a human heart beating there that cared about people and that it was a family. And that we were treated like family…"

In both the CP Traditional Characteristics and Relationship the themes of Family, Friend, Parent, and Marriage suggests a close and, in some cases, a long-term relationship. This implies two themes that were also found in Part II Themes – "Belonging" and "Attachment". The Family theme was illustrative of "Belonging", and Parent, Marriage and Friendship suggests "Attachment". The "Class" theme, is reflective of the theme of "Pride" from Part II as well. The Characteristics describing "respect", and "doing the right thing", "upstanding" suggest a theme of "Values" which was also found in Part II.

However, not all of the descriptions of relationships suggested a positive relationship of "Belonging" or "Attachment". One respondent says:

"We would be acquaintances and I would always watch my back."

The themes of Belonging and Attachment carry through from Part II to Part III and although the majority of respondents describe the CP Traditional relationship in positive terms, there are some who do not see it that way.

Change is also a theme found in Part II and also in the analysis of Part III. This suggests that some of the respondents have seen that the relationship with the CP Persona has changed, or is undergoing change, which aligns with the changes in management. This is supported by the fact that two Personas emerged from the data – CP Traditional and CP New Management. Some examples of respondents speaking of change include a description of a relationship as: "an interesting relationship, one that changes a lot." And the respondent who described the Persona as "bi-polar autistic" said:

"You understand that the personality that it (CP) does have is one that rapidly changes over time and that in some ways it's a positive, because it doesn't have enough time to grow old and stale and you get bored with it."

Several of the themes that developed in Part II have also emerged in the analysis of the CP Persona – Traditional data including: Attachment, Belonging, Values, Pride and Change.

3.4.5.1.3.2 CP New Management Persona Themes

Looking at CP New Management as a separate category, allows us to view the contrast between the identity of CP in the past and what it has become in the last two to three years. When examining the "CP New Management" characteristics there is a more negative tone in the descriptions, "lack of values", "profit driven", "inconsistent", although there were some similarities with "CP Traditional" as we also saw "formal", "cleans up well", "well-dressed". Table 13 illustrates the contrast between the words used to describe "CP Traditional" and those used to describe "CP New Management".

Table 13 Comparison of CP Traditional and CP New Management Descriptors

	CP Traditional Descriptors	CP New Management Descriptors
R1	1950's guy Old School Beaver Pin Reliable, Friend Classic, Admirable Purpose & Direction Trustworthy	1980's guy Big old cell phone (outdated technology) No direction Uncertain, disjointed Lack of direction Not to be trusted Profit driven
R2	Old Man Traditional Grumpy Nice family People	Toxic Miserable Yelling Gives orders
R3	Family values Did everything right Heart, Mentor Consistent values Stern father, Respect Does the right thing	Yelling, Tension, Brutality No history with CP No family, No respect Changed values Nasty step father Doesn't know what the right thing is
R4	Long term, Spouse Beaver Who you love	Disappointing
R5	Upper class male, Conservative, Formal Wealthy No access to them	*Didn't differentiate between CP past and present*
R6	Family, Parent, Does the right thing	Tough love **How** things are done isn't right, the **why** is Trying to make good decisions Isolated, no interaction
R7	Delivered, Reliable Tenacity Sometimes manipulation Great fortitude & leadership Family	Lack of communication Shoot from the hip Not family, lost the emotional side All business
R8	A Gentleman Old, Proud Stubborn Family Man Do the right thing Afraid of change Strong united front Polite & professional	Adapted to change Yells and swears but can be charming Pride in appearance
R9	Weathered, Experienced Strong, Older Man Not fragile Please customers, helping others Not hard line	*Didn't differentiate between CP past and present*
R10	Bi-polar Autistic Short-term focus Delivered	Constant change
R11	Well dressed, Surly introvert, Core values	A very different tree (person) from past person Unsure of themselves Change Brain body disconnect Wears a tie

R12	Dead beat friend Schizophrenic	*Didn't differentiate between CP past and present*
R13	Santa Claus, Old and Smart Tall, in good shape	Changing
R14	Bald Devoted, Family Mentor	

One respondent provided a very negative and uncomplimentary description of CP. He was referring to CP now, but he didn't specifically differentiate between CP Traditional and CP New Management. He described CP as:

> "…your deadbeat friend that borrows your money and then when you go to him to ask him for the money will insult you for asking. You know to ask them to repay. I feel like we're kind of like schizophrenic. He wouldn't be a nice friend."

There is also a differentiation found when comparing CP New Management Relationship vs. CP Traditional Relationship. Whereas the CP Traditional relationships described had long-term characteristics, an implied commitment, the relationship with new management was described as "Can't connect", "Can't trust", "Lack of respect", "shallow" and very tellingly "Nasty stepfather".

One respondent describes a relationship that is quite negative:

> "I don't have access to that person (the CP Persona), it's not just (the current CEO)….it's like I have no access to anything."

Another also presents a negative relationship, saying:

> "It (the relationship) would be a struggle because you'd feel he was a little bit wandering and a little bit shallow."

However, another respondent looks at the bigger picture and still makes the "Family" analogy in describing the relationship with CP New Management:

> "They (CP Persona) are trying to make the best decisions for the family involved and the family in this case includes investors….so it's almost like a parent looking after their children and they're trying to push them so they can be the best they can and get the most rewards they can …"

So a theme of "Negative" within the CP New Management Relationship emerges. This "Negative" theme appears to be linked to the overarching theme of Change. The negative relationships (nasty stepfather, yelling, swearing,

disrespectful) seem to be the result of the changes in management, changes in values, changes in people, etc.

Themes that were discovered in the Part II were also found when the Part III CP Persona data was analysed. The Part II themes of Attachment, Belonging, Change, Engagement, Pride, Values were specifically identified. As well, the Personas themselves act as a proxy for CP's Identity and so CP's Identity and in some cases, CP's Canadian Identity were frequently the focus of the discussion. Finding similar themes in the analysis of the Part III CP Persona data to those found in Part II indicates that the CP Persona findings in Part III support those found in Part II. Appendix K tabulates the themes that were found in Part II that were also found as themes in Part III with illustrating quotes from each Respondent.

3.4.5.1.3.3 Intent to Stay Themes

Following the examination of the CP Persona Characteristics and Relationships for both CP Traditional and CP New Management, the next questions asked the respondent about their intent to stay with CP. The answers fell into three groups which focused on "Stay", "Leave" or a qualified "Stay", which has been termed "Stay (But)". The "Stay (But)" responses indicated that the respondent planned to stay for now, "But if things didn't improve, they would leave", or if another, better offer came along, they wouldn't stay.

There were some very definite "Stays".

One respondent (who is in the "bleeds red" category) is definitely staying:

> "People ask me this actually a lot…(whether I will stay. And I respond). "There's something out there other than CP? That exists? Are you sure? Have you seen it? I haven't seen it."

Another is also very positive about staying:

> "Yeah. (I intend to stay) Right now. I'm probably in the almost bleeding red category… I like the business. You know, I never thought I would but that was 20 years ago. …I wouldn't describe myself as a railroader ten years ago, but I'd start to describe myself as a railroader (now). And be positive about it."

And another is going to hang on:

> "I see myself staying with CP as long as CP has use for me. So I'm 55 now and I kind of thought I'd work here til I was 65 at one point. I think there's a snowball's chance that that will happen. I kind of see that every year closer to 60 that I get to as an achievement. Sixty's kind of the time when I said that's when I'd go…but I don't know that I'll go before I'm asked to go…"

And there were also some firm "Leaves" (not intending to stay):

One respondent is quite firm that he will not stay:

> "(Do I see myself) Staying with the constant change, all that stuff?… in all honesty, I don't…. Right now I want to stay I want to see this project through. I don't even know if we have a job after. Whether there is going to be more projects. Who knows? Maybe we get a different job offer, maybe not. But in all honesty, I wouldn't be too sad if I would be let go. Because it's just, I don't know. It doesn't feel quite the same. Seeing good people leave or being let go or leave themselves which is a big turnaround right now. It's a bit sad."

And another does not see any opportunities:

> "I don't see myself staying here. Because I don't see the opportunities."

In some cases the response was a little bit equivocal, but likely not staying:

> "If things continue in the same vein….I'd say it depends on what the opportunity would be. But probably not (staying)."

And then there are quite a few respondents who indicate they will stay, but qualify that they might leave if the right opportunity comes along, or if things don't improve. These have been put into the "Stay (But)" group:

> "Right now, I yeah. I do. (intend to stay) Are there some questions, definitely, there's lots. And is my mind made up. No. If you were to rewind three years, it would be a definite, mind's made up (staying). So there's the change involved in that…. Yeah. It's not (definite). At the end of the day, it all boils down to my lifestyle and what I'm willing to put up with. For now, I'm able to cope with it. And I'll do whatever I can, and I'd like to stick around. I've moved enough. But yeah, if the blocks are still there, are they there in the next month or the next year, its hard to say (if I'll stay)."

Those who qualify their response of "staying in the near term, but…with less certainty around staying in the future" have been classified as "Stay (But)". With them, there is a sense of hopefulness, that despite the bad things that have come with the changes in New Management, they hope to ride it out, and remain with the company until things get better. This hopefulness indicates that generally "Stay (But)" was a positive response to Intent to Stay.

In many ways, we can interpret the theme here is really about the Change that has happened in the relationship. The Intent to Stay seems to have been strongly affected by the changes in management, values, styles, culture, etc.

3.4.5.1.3.4 Relationship Types

The descriptions of the relationships with both CP Traditional and CP New Management personas were examined to get a sense of the types of relationships that exist. There were three types of relationships that emerged from both CP Traditional and CP New Management relationships: 1) Affective, 2) Functional and 3) Negative.

The **Affective** relationship is one where there is a strong emotional connection described. Words like "love", "marriage" "passion" or parental or family references were included. In the case of one respondent he simply states:

> "If you'd heard my speech last night…I said I loved this company….it was the only company I wanted to work for."

The **Functional** relationship is one in which there is no evidence of an emotional bond. This is simply a transactional exchange arrangement where the employee brings skills and is compensated for their labour. It may also include career aspirations and a desire to get ahead. For example:

> "You are just here to take care of business…take care of our own. I mean maybe that's what business is like. That's what we're doing."

The **Negative** relationship is characterized by negative descriptions, for example one respondent describes the "Nasty Stepfather" and another talks of how the relationship:

> "Would be a struggle because you'd feel he was a little bit wandering and a little bit shallow."

And another refers to a lack of trust:

> "I'd always watch my back."

Analysis of each of the respondents and the relationship with the CP Personas (CP Traditional and CP New Management) including example quotes is presented in Appendix J.

The Affective and Functional relationships were found in both the CP Traditional and CP New Management. The Negative type of relationship was only found in the CP New Management relationships.

3.4.5.2 Part III - Results and Further Analysis

From the previous sections, it has become apparent that there are themes that emerged in Part III that were also themes found in the analysis of Part II. This suggests that there is similarity between the characteristics that the respondents described (the "5 CP Characteristics"), how they feel about the company and the relationship they have with the company.

To probe further into similar findings from the analysis done in Part II and Part III, an analysis was carried out to see whether any of the descriptions of the CP Personas could be considered CHB characteristics.

Firstly, the CP Persona descriptions were examined to see if they could be related in any way to CHB characteristics as defined by Urde et al. (2007). In Table 14 the "Descriptors" column contains some of the words used to describe CP as a person. These have been matched to CHB characteristics (next column). It shows that Longevity and Values are matched with several (8) of the respondents. History and Symbols are evident in Respondent 1. Track record is found in R1 and R7. This shows that the CP Persona, is consistent with the key "5 CP Characteristics. This is consistent with the findings in Part II, where the frequency of "5 CP Characteristics" which were also CHB characteristics suggests that the employees perceive the organisation as a

CHB. It also suggests that the Organisational Identity, as represented by the CP Persona, has heritage characteristics.

Various aspects of the CP Persona Relationships (both CP Traditional and CP New Management) will be examined in the next section in relation to the respondents' "Intent to Stay" to see if this reveals any new findings. These findings are also summarized in Table 14. Note that the column labeled "Intent to Stay Past" indicates the respondents' response when referencing the intent to stay prior to the change and new management and the column labeled "Intent to Stay Now" indicates their current intent to stay. The results with detailed comments associated with each respondent can be found in Appendix L.

Table 14 CP Persona CHB Descriptors, Relationships and Intent to Stay

#	CP Traditional				CP New Management			
	Descriptors of Persona	CHB Characteristics	Relationship	Intent to Stay Past	Descriptors of Persona	CHB Characteristics	Relationship	Intent to Stay Now
R1	1950's guy Old School Beaver Pin Reliable, Friend Classic, Admirable Purpose & Direction Trustworthy	History Symbols Track Record	Affective	Stay	1980's guy Big old cell phone No direction Uncertain, disjointed Lack of direction Not to be trusted Profit driven	Some history, but not admirable (80's)	Negative	Stay (But) [3]
R2	Old Man Traditional Grumpy but nice family People	Longevity	Affective	Stay	Toxic Miserable Yelling Gives orders	None	Functional	Stay (But) [3]
R3	Family values Did everything right Heart, Mentor Consistent values Stern father, Respect Does the right thing	Values	Affective	Stay	Yelling, Tension, Brutality No history with CP No family, No respect Changed values Nasty step father Doesn't know what the right thing is	None	Negative	Leave
R4	Long term, Spouse Beaver Who you love	Longevity Symbol	Affective	Stay	Disappointing	None	Affective	Stay
R5	Upper class male, Conservative, Formal Wealthy No access to them	None	Functional	Stay	*Didn't differentiate between CP past and present*		Functional	Leave
R6	Family, Parent, Does the right thing	Values	Affective	Stay	Tough love **How** things are done isn't right, the **why** is Trying to make good decisions Isolated, no interaction	None	Affective	Stay[2]
R7	Delivered, Reliable Tenacity Sometimes	Track record Values	Affective	Stay	Lack of communication Shoot from the hip	None	Functional	Stay (But) [3]

	manipulation Great fortitude & leadership Family				Not family, lost the emotional side All business			
R8	A Gentleman Old, Proud Stubborn Family Man Do the right thing Afraid of change Strong united front Polite & professional	Longevity Values	Affective	Stay	Adapted to change Yells and swears but can be charming Pride in appearance	None	Functional	Stay (But) [3]
R9	Weathered, Experienced Strong, Older Man Not fragile Please customers, helping others Not hard line	Longevity Track record	N /A	N/A	*Didn't differentiate between CP past and present*	None	Functional	Leave
R10	Bi-polar Autistic Short-term focus Delivered	Track record	Affective	Stay	Constant change	None	Affective	Stay (But) [3]
R11	Well dressed, Surly introvert, Core values	Track record Values	Affective	Stay	A very different tree (person) Unsure of themselves Change Brain body disconnect Wears a tie	None	Affective	Stay
R12	Dead beat friend Schizophrenic	None	Functional	Stay	*Didn't differentiate between CP past and present*	None	Functional	Leave
R13	Santa Claus, Old and Smart Tall, good shape	Longevity	Affective	Stay	Changing	None	Affective	Stay
R14	Bald Devoted, Family Mentor	Longevity Values	Affective	Stay	Strayed from them emotionally	None	Affective	Stay

[1]Relationship Type   Based on the words used to describe the relationship (See Section "Relationship Types" for additional explanation)
1) Affective: Used words like friends, family, parent described a relationship where positive emotion was involved
2) Functional Used neutral words to describe a business-type relationship
3) Negative: Described the relationship in negative terms, negative emotions.

[2]Stay   Both R3 and R6 were retiring within a 3 month time frame, and so their intent to stay was a backwards looking statement

[3]Stay (But)   These respondents indicated that they planned to stay, but if things didn't change, they would consider leaving. They were hopeful that they could "ride it out" (the changes that came with the new management)

3.4.5.2.1 Intent to Stay and Relationship Types

The following section examines the respondents' replies to the question on "Intent to Stay", which were categorised as **1) Stay, 2) Leave,** or **3) Stay (But)** and compares these with the type of relationship (**Affective, Functional or Negative)** that they have with the CP Persona (**Traditional** or **New Management**). **Intent to Stay** is defined as an employee's resolution to remain working with an organisation. It is considered the positive counterpart to intent to turnover (Mayfield and Mayfield, 2007).

In looking at "Intent to Stay" and the CP Traditional Relationship type, it appears that all of the respondents intend to **Stay**, both those who had an **Affective** relationship and those who had a **Functional** relationship.

In reviewing Intent to Stay and the CP New Management Relationship type, we see that those respondents who indicate that they intend to **Leave** have either a **Functional** or **Negative** Relationship. All of the respondents who intend to **Stay** have an **Affective** relationship.

Those respondents who qualified their Intent to Stay as **Stay (But)** had a mix of **Functional, Affective** and **Negative** relationships. This group qualifies their intent to stay with remarks like "if things don't change, I will deeply consider leaving". Without exception, these respondents indicated that in the past (before the start of the organisational change) that they would have declared a positive Intent to Stay.

We observe that all respondents who describe the relationship with the CP Persona (Traditional or New Management) as an **Affective** relationship had an Intent to Stay of **Stay** or a qualified **Stay (But)**. The **Affective** relationship, defined by the descriptors the respondent used, can be also linked to the other outcomes that have been discussed earlier in Part II, including Attachment, Belonging, Engagement and Pride. Therefore, we see a connection between these outcomes (themes) and Intent to Stay. As was previously presented, the themes of Attachment, Belonging, Engagement and Pride are associated with the constructs of Organisational Identification, Employee Engagement,

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Organisational Pride and Organisational Affective Commitment and therefore we can imply that an affective relationship may have a positive effect on the outcomes of Organisational Identification, Employee Engagement, Organisational Affective Commitment and Organisational Pride which then may positively influence the Intent to Stay.

By definition, the relationship with the CP Traditional Persona is backward-looking, as those respondents who differentiated the Personas (all with the exception of R9 and R14) were describing a relationship with a Persona who was no longer the same (Traditional) but had changed (New Management). It is important to note that this may have influenced their view of the relationship, as the "good old days" are often viewed with nostalgia. However, we can also observe that almost all of those who describe an Affective relationship with the CP Traditional Persona (with one exception) describe their intent to stay as "Stay" or "Stay (But)". This is despite several of the relationships with the CP New Management described as Functional or Negative.

The exception to this was R3 who had an Affective relationship, but whose "Intent to Stay" is Leave. This case is interesting and worthy of some background. This respondent is a 30+ year veteran who exhibits a very strong Affective relationship with CP Traditional, but now indicates the relationship with New Management as Negative. At the time of the interview she was planning to retire (Leave) within 10 weeks. In her case, the change in values espoused by the new management was critical in her decision to leave. She was quite outspoken in identifying a number of incidents that had happened since the change in management that involved management treating people with great disrespect. She spoke of a final incident that "was the straw that broke the camel's back" and triggered her decision to leave. It involved very disrespectful treatment of a colleague. So despite the very strong Affective relationship and the long-term commitment, her love of the History of the company, the Canadian Identity, the Belonging, and the Engagement with her current work, the Change in Values was too great an obstacle to be offset by the other factors. She did, in fact, leave the company in May of 2014.

This exception may suggest that although there may be factors that mitigate an employee's Intent to Stay, which may include the Attachment, Belonging, Engagement, and Pride all of which create an Affective relationship, that at some point, the negativity, in this case the degree of organisational change, will tip the balance. Therefore, despite the affective commitment, pride, engagement, loyalty, and organisational identification, the change in the organisation, be it of values, or identity, results in changes to the relationship to the point that a decision is made to leave. In this case, it appears that the change in Values, the loss of alignment of her values with the company's values was the factor that had the strongest (negative) influence on the respondent's Intent to Stay.

3.4.5.2.2 The Role of CHB Characteristics

The use of CHB characteristics to describe the CP Persona can be associated with both an Affective relationship and also the Intent to Stay. Once again, if we examine Table 14, we observe that where the respondent has associated heritage (CHB) characteristics with the CP Persona, there is an increased likelihood that it results in an Affective relationship with the CP Traditional Persona. There are two exceptions, R9 who associates "Longevity" with the CP Persona does not express an Affective relationship, and R10, who does not associate any CHB characteristics with the CP Persona, but does express an Affective relationship with the CP Traditional and the CP New Management.

As we have already established that an Affective relationship with the CP Traditional increases the likelihood in an "Intent to Stay" of "Stay" or "Stay (But)", we also observe that those respondents who associate the CHB characteristics with the CP Persona tend to have an "Intent to Stay" of "Stay" or "Stay (But)". As well, because of the observation that those with an Affective relationship with the CP Traditional Persona, who describe either a Negative or Functional relationship with the CP New Management generally express their "Intent to Stay" as "Stay (But)", it suggests that the effect of heritage characteristics on the Affective relationship is positive in terms of and increased likelihood of a strengthened "Intent to Stay". For example, it is possible that

without the effect of the heritage characteristics that the "Intent to Stay" in these cases would be "Leave" rather than "Stay (But)".

Therefore, we can say heritage characteristics may influence the Affective relationship, possibly strengthening it, which in turn may mitigate some of the negative impact of Organisational Change on the organisation including the change in Organisational Identity (CP Traditional Persona to CP New Management Persona) which results in a more positive "Intent to Stay" outcome.

This establishes that the CHB characteristics may positively affect the employee outcome of "Intent to Stay", as well as influencing the Affective relationship, which we can interpret as positively influencing Affective Commitment. These findings add to our understanding of CHB and outcomes and the relationship with employee outcomes, which also addresses the second research objective that was "Identify the organisational outcomes likely to be influenced by CHB" and the third research objective "Explore effects of corporate heritage characteristics on the employee outcomes identified."

3.4.5.3 Part III – CP Persona Summary

The CP Persona data was recoded and reanalysed to determine if the results would add further support or reveal something different about how the employees felt about the company, by viewing it through the lens of the relationship with the CP Persona/the Company.

We can regard the CP Persona as a proxy for the Organisational Identity, as that persona, as described, represents what is distinctive, central and enduring about the organisation (Albert and Whetten, 1985). Therefore, finding two different Personas emerging from the data suggests that in the employee's perception, the Organisational Identity is changing. Although Change emerged in the Part II analysis, it was only through the recoding process, that the existence of two personas in Part III became clear and which allowed us to make this connection with the changing Organisational Identity. As we view the CP Persona as a proxy for the Organisational Identity, we observe that

Organisational Change appears to be having an effect on the Organisational Identity as it is perceived by the employees. The results suggest that the effect of the change has resulted in a differentiation in many employees' minds between the Organisational Identity prior to the change (CP Traditional) and the evolving Organisational Identity of today (CP New Management). The differences we see between the two personas represents the change in the perception of the Organisational Identity, from a "kinder, family gentleman" to a "profit-driven, nasty step-father". Although it appears that this impact is generally negative, there is also a recognition from some respondents that the changed organisation with its new identity is capable of driving successful results although it is also recognised that this success comes at a cost to people, culture and values.

There were also observations made that those respondents who did not have an Affective relationship with the CP Traditional Persona were also those whose "Intent to Stay" was "Leave". As well, the results suggest that CHB characteristics associated with the CP Persona may strengthen, or result in, an Affective relationship, which may mitigate some of the other negative influences of Change and result in a more positive Intent to Stay.

3.5 Project 1 Discussion

The purpose of this study was to explore the heritage characteristics of a CHB and how these characteristics may influence employee outcomes.

The next sections will discuss the results as well as the research objectives and how the results address each of these objectives.

3.5.1 Summary of Findings

The research carried out in Project I of the study validated that CP was a Corporate Heritage Brand using the attributes defined by Urde et al. (2007) and therefore making it a suitable subject for the study of heritage traits and the effects on employee outcomes. The identification of the "5 CP Characteristics" by the respondents in Part I of the study also confirmed that heritage traits were important to the employees, as all but one respondent named two or more traits

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in their "5 CP Characteristics" that could be linked to one of the five CHB traits. In total, more than half of the "5 CP Characteristics" identified were heritage characteristics related to the attributes of a CHB.

The themes that were identified in Part II of the study that were related to heritage traits included Attachment, Belonging, Values, Pride, Engagement, Change, CP Identity and CP's Canadian Identity. These themes were associated with the constructs of Organisational Identity, Organisational Identification, Organisational Affective Commitment, Organisational Pride, Employee Engagement and Organisational Change. Of these constructs, Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement would be considered employee outcomes that are likely to be affected by heritage traits. Organisational Identity and Organisational Change are not outcomes but they represent important themes that emerged in discussing the company's heritage traits.

Part III of the study examined the relationship between the employee and the Organisational Identity represented by the CP Persona. The types of relationships that were identified were Affective, Functional and Negative relationships. Employees who described the CP Persona using heritage traits were more likely to have an Affective relationship with the CP Persona. Employees with an Affective relationship were also more likely to have a positive response to "Intent to Stay", indicating either "Stay", or a qualified answer of "Stay, But". These results suggest that the heritage traits of a CHB positively influence an employee's Intent to Stay.

The results also suggest that the positive influence of CHB characteristics on employee outcomes may also diminish the negative effects of organisational change on intent to stay.

In addition, the results of Part III highlight the changing perception of Organisational Identity by employees.

3.5.2 Discussion of Results and Research Objectives

To reiterate, the research objectives for the project were defined as:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

P1-RO$_2$: Identify employee outcomes likely to be influenced by corporate heritage characteristics.

P1-RO$_3$: Explore effects of corporate heritage characteristics on the employee outcomes to be identified.

3.5.2.1 Research Objective 1 - Validation of the Research Context

The first research objective was to determine whether Canadian Pacific Railway was an organisation with a Corporate Heritage Brand. Based on the results found in Part I of the study, the company possesses the characteristics of 1) a track record of delivering service to customers, 2) longevity as it is a company that was established in 1881 and has operated continuously since that date, 3) core values that have been held for a long time and guide behaviours and actions which are stated in the company's code of ethics, 4) symbols used that reflect the company's past which includes the company's logo that contains the historic elements of the "beaver and shield", and 5) history is important to its identity which is stated on its website. These are the attributes of a CHB as defined by Urde et al. (2007). In addition, each of these characteristics was either named specifically when the respondents were choosing their "5 CP Characteristics", (e.g. history, track record, longevity, values, symbols) or were raised during the discussions of those 5 characteristics, or the CP Persona (e.g. values). This confirms that CP is a CHB as defined by Urde et al (2007) and that the research setting was appropriate to carry out the study.

These findings also highlight the significance that the employees associate with the heritage characteristics of the company. This suggests that the employees regard the heritage characteristics as an important part of the Organisational Identity as defined by Albert and Whetten (1985) being those characteristics of an organisation that are distinctive, central and enduring. This relationship with Organisational Identity will be discussed further in the section titled Heritage Characteristics and Organisational Identity.

The following section will build on the importance of the heritage characteristics to employees and how that relates to the Organisational Identity.

3.5.2.2 Research Objectives 2 and 3 – Employee Outcomes Likely to be Affected by Corporate Heritage

The second research objective was to identify the employee outcomes likely to be influenced by corporate heritage characteristics and the third research objective was to explore the effects of heritage on those employee outcomes.

The results suggest that the following constructs are likely to be affected by heritage characteristics: Organisational Identity, Organisational Change, Organisational Identification, Organisational Affective Commitment, Organisational Pride, Employee Engagement and Intent to Stay.

The following sections will discuss the heritage characteristics and the possible effects these have on Employee Outcomes. The first will look at the relationship with the Organisational Identity.

3.5.2.2.1 Heritage Characteristics and Organisational Identity

This study has explored the heritage characteristics of a Corporate Heritage Brand and in doing so has highlighted important aspects of the Organisational Identity. Organisational Identity, as has been discussed previously, would not be considered an employee outcome, however the results suggest that heritage characteristics constitute an important part of the Organisational Identity.

Although there is evidence in the literature that suggests that the heritage characteristics of a company could be a part of the Corporate Identity (Abratt, 1989; Melewar and Jenkins, 2002; Urde, Greyser and Balmer, 2007), at the time this research was carried out, (2014 - 2015) it had not yet been suggested that heritage characteristics are a part of the Organisational Identity. Balmer (2011a) proposed the existence of the Corporate Heritage Identity which he related to the Corporate Identity, but differentiated from it. Corporate Heritage Identity, according to Balmer is defined as:

> "Relating to those institutional attributes and qualities that also are, to a lesser or greater degree ostensibly invariable, and which, in part,

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meaningfully define an organisation's corporate identity. Heritage identity traits can include corporate competencies, cultures, philosophies, activities, markets and groups, etc. and may find, in addition, expression in distinctive visual identities, architecture and service offerings", (Balmer, 2011a, p.1381)

In other words, it is that part of the corporate identity that has endured, that hasn't changed.

The study from Burghausen and Balmer (2014) validates empirically the existence of the Corporate Heritage Identity. However, it does not suggest anything about the relationship between the Corporate Heritage Identity and the Organisational Identity (if any). It is important to note that this construct (Corporate Heritage Identity), as Balmer has defined it, is consistent with the other constructs that have been examined in this thesis (and in the literature) that are prefixed with "Corporate". These have consistently related to the external/marketing perspective of the construct (e.g. Corporate Brand, Corporate Identity, Corporate Image). This is as compared with the similarly named constructs that are prefixed with "Organisational" (e.g. Organisational Identity, Organisational Image), that are generally related to an organisational/internal view. Thus, we would conclude the Corporate Heritage Identity is marketing focused and external facing which is consistent with Balmer's definition.

As was discussed earlier in this thesis, He and Balmer (2007) have previously suggested that the Corporate Identity and the Organisational Identity overlap. They propose there are advantages of further integration of Organisational Identity and Corporate Identity that may provide a better understanding of customer identification with a corporate entity. This research study, Project 1, acknowledges the overlap of Organisational Identity and Corporate Identity and focuses on the "Organisational" rather than the "Corporate" view, investigating employees, rather than customers/consumers. The study looked at the subject initially from a marketing/external perspective by examining a heritage brand (CHB) and its heritage characteristics and then probed the organisational perspective and effects. It specifically looked at the effects of heritage

characteristics on employees and their perception of the Organisational Identity. As was suggested by the results, the heritage characteristics of the organisation are very important to the employees as these were amongst the most frequent characteristics identified when employees were asked to name five important characteristics of the company. The results also suggest the heritage characteristics of an organisation are an important part of the Organisational Identity. Firstly, they are important because many of the 5 CP Characteristics identified were heritage characteristics and these could be considered those characteristics that are "central" and therefore descriptive of the Organisational Identity. Secondly, because heritage characteristics were associated with the descriptions of the CP Persona, which may be considered a proxy for the Organisational Identity. Not only are heritage characteristics an important part of the Organisational Identity, but they may also constitute a distinct part of it. This suggests the existence of a separate organisational construct that is related to, or a part of, the Organisational Identity. A new construct is proposed, the Organisational Heritage Identity (OHI). It is defined here as that part of the Organisational Identity which specifically relates to the heritage characteristics of an organisation. It has relevance and importance to an internal audience, and specifically the employees of the organisation. It is a construct that is internally perceived. It is separate from the Corporate Heritage Identity as it does not "in part, meaningfully define an organisation's *corporate* identity" (Balmer, 2011a), but defines (in part) the *organisational* identity, meaning that which is central, distinctive and enduring (Albert and Whetten, 1985).

The original write-up of this project and the proposal of the construct of the Organisational Heritage Identity by the researcher was submitted in January 2015. Separately, but in parallel, Balmer and Burghausen (2015a) also introduce a construct, the "Organisational Heritage Identity". This work will be described in more detail below as it adds relevance and support to the introduction of a separate construct. However, it should be noted that this is an interesting occurrence of theory emerging from the data, which in this case was also emerging in other researchers' work (Balmer and Burghausen). This supports the validity of the abductive approach taken in this study.

Balmer and Burghausen (2015a) introduce the concept of Organisational Heritage built on the previously established construct of the Corporate Heritage Identity (CHI) of Balmer (2013), and CHB. They have included literature from Organisational Identity, Organisational Identification, and Organisational Memory in support of the Organisational Heritage construct. They define Organisational Heritage as composed of three sub-constructs of 1) Organisational Heritage Identity, 2) Organisational Heritage Identification, and 3) Organisational Heritage Cultural Identification which they define as follows:

> *Organisational heritage identity:* the organisational heritage identity traits which refer to a corporate heritage identity (heritage organisation) and which organisational members perceive/claim to be central, distinctive and enduring.
>
> *Organisational heritage identification*: the process of an omni-temporal identification/self-categorisation vis-à-vis a corporate heritage identity (heritage organisation) by organisational members which is predicated on their joint appropriation and valorisation of the organisational past into heritage (as a process and practice).
>
> *Organisational heritage cultural identification:* the process of an omni-temporal identification by multi-generational organisational members with a corporate heritage culture which is predicated on their joint appropriation and valorisation of the organisation's cultural past into heritage. (Balmer and Burghausen, 2015b, p.377)

The definition of Organisational Heritage Identity proposed by Balmer and Burghausen (2015a) aligns with the definition proposed by the researcher, and in particular references the heritage traits that are perceived to be central, distinctive and enduring.

Balmer and Burghausen (2015a) also point out "there is a gap in the current conceptual discussions of past-related concepts within organisation and management studies." (Balmer and Burghausen, 2015b, p.367). They add that "For us, the corporate heritage notion is of especial relevance for the established and mature field relating to organisational identity and organisational identification. Yet, to date, organisational behaviourists and management scholars (who for the main focus on organisational identity and

organisational identification) have not accorded heritage significance" (Balmer and Burghausen, 2015a, p.386).

It is interesting that without knowledge of the work of Balmer and Burghausen (2015a) , a similar construct of Organisational Heritage Identity was also proposed and similarly defined through this research project. Balmer and Burghausen (2015a, 2015b) introduced a conceptualisation of Organisational Heritage and the three sub-constructs through exploring the theory and literature whereas in the current research (Project 1), the concept was derived by empirical exploration, although grounded primarily in the same fields of literature.

Project 1 results provide empirical evidence to support the construct of Organisational Heritage Identity. Of further note, Balmer and Burghausen (2015b) suggest areas for future empirical research which "could examine how and why organisational members identify with a corporate heritage brand and the possible (positive and negative) implications of this affiliation" (2015a, p.407) which aligns with the research carried out in this study.

Having established the concept of the Organisational Heritage Identity, the following will outline how the heritage characteristics, which comprise the Organisational Heritage Identity may affect employee outcomes.

3.5.2.2.2 Heritage Characteristics and Employee Outcomes

The major themes that were identified in the study as likely being affected by heritage characteristics were associated with a number of organisational constructs. Those constructs that would be regarded as employee outcomes include Organisational Identification, Organisational Affective Commitment, Organisational Pride, Employee Engagement, and Intent to Stay. Because of the importance of heritage characteristics in the development of these themes, and because heritage characteristics can be regarded as a distinct part of the Organisational Identity, (i.e. comprising the Organisational Heritage Identity), the presented evidence suggests that heritage characteristics may positively influence these employee outcomes. This addresses Research Objective 2 in

part as it identifies those employee outcomes that are likely to have been influenced by heritage characteristics of a CHB.

An interesting observation is that, with the exception of Intent to Stay, each of the other four employee outcomes could be considered outcomes that relate to the feelings the employee has towards the organisation. If we examine the definitions presented in Table 15 it is apparent that each of the constructs has an affective quality. This suggests that heritage characteristics have an emotional impact on employees, that heritage characteristics have a positive influence on these affective employee outcomes. This suggests that heritage may be influencing the feelings and affective emotions of the employees.

Table 15 Definitions of Organisational Constructs associated with Employee Outcomes

Construct	Definition
Organisational Identification	A psychological linkage between the individual and the organization whereby the individual ***feels a deep, self-defining affective and cognitive bond*** with the organization as a social entity. (Edwards, 2005, p.227)
Organisational Affective Commitment	Refers to the employee's ***emotional attachment*** to, identification with, and involvement in the organization. (Meyer and Allen, 1991, p.67)
Organisational Pride:	An ***affective response state*** resulting from an employee's identification with an organization and their assessment of organizational performance, attributes or worth. (Appleberg, 2005)
Employee Engagement	An individual employee's cognitive, ***emotional,*** and behavioral state directed toward desired organizational outcomes." (Shuck et al., 2011, p.427)

This is also supported by the results of the exploration of the CP Persona, which examined the relationship the employee had with the organisation. The CP Persona (both CP Traditional and CP New Management) can be regarded as a proxy for the Organisational Identity, as it is the "perception" of what the company is, described as a person. Although described in human terms, the descriptions included at least some of those characteristics that could be regarded as central, distinctive and enduring in the organisation which is the definition of Organisational Identity (Albert and Whetten, 1985).

The CP Traditional persona was closely linked to heritage characteristics. In many cases, respondents used words to describe the CP Traditional persona that reflected the CHB characteristics of track record, longevity, values, symbols and history (refer to Table 14). The research suggests that employees who mentioned CHB Characteristics when describing the CP Persona (Organisational Identity) may be more likely to have an Affective type of relationship with the CP Persona. (Note that this suggestion was made through examining the results of this exploratory work and through pattern matching to arrive at this proposal).

For example, when regarding the results in Table 14, an employee who described the CP Persona (Organisational Identity) with heritage characteristics and had an Affective relationship was more likely to describe their Intent to Stay as "Stay" or "Stay (But)." Therefore, the results suggest that heritage characteristics likely have an influence on the Organisational Identity (CP Persona) and that may have an affective result (i.e. an affective relationship). This possible positive influence on the relationship could be regarded as having a more positive perception of the Organisational Identity. This positive perception which appears to be influenced by the heritage characteristics and their affective nature, may then have a positive effect on the outcome of "Intent to Stay".

In the examination of the CP Persona, it was also observed that some of the themes (Attachment, Belonging, Engagement and Pride) which were associated with the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride appear to be more prevalent when an Affective relationship existed. Therefore, because of the previous association of heritage characteristics and Affective relationships it supports the findings in Part II that heritage characteristics may have a positive influence on these employee outcomes. Because it has already been noted that when heritage characteristics are used to describe the Organisational Identity (CP Persona), there is a greater likelihood of an Affective relationship and this then may have a positive influence on Intent to

Stay, it suggests that heritage characteristics (OHI) may positively influence the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride which may result in a positive effect on Intent to Stay.

Heritage characteristics appear to have a positive influence on Organisational Identification, Organisational Affective Commitment, Organisational Pride and , Employee Engagement which was illustrated by the results in both Part II and Part III of the study. The effects observed were likely to positively affect (strengthen or increase) these employee outcomes. It has been noted that these employee outcomes each have an affective element, which suggests that heritage characteristics may have an affective influence as they appear to influence these affective outcomes. This positive (affective) influence on these employee outcomes then may have a positive influence on the employee's Intent to Stay. This provides an interesting perspective on employee retention, suggesting that using intangible traits of an organisation such as heritage characteristics that may have an affective influence could possibly result in an increased intent to stay, which then may translate into increased employee retention.

Through the initial review of the literature, Organisational Identification and Organisational Affective Commitment were identified as constructs that might be affected by heritage characteristics. Neither Employee Engagement nor Organisational Pride were suggested through the literature. These two constructs emerged from the analysis of the data. This makes them very interesting and revealing in terms of uncovering new insights into the study of Organisational Heritage.

Organisational Change was also a construct that emerged from the data rather than the literature. The next section will look at the relationship between heritage characteristics and organisational change.

3.5.2.2.3 Heritage Characteristics and Organisational Change

Throughout the data analysis and interpretation there are examples of how organisational change is affecting employees and how they feel about the organisation as well as the relationship they have with the organisation. The emergence of two CP Personas from the analysis in Part III suggests that Organisational Change is affecting the employee's perception of the Organisational Identity and their relationship with the organisation.

During the time that the data collection took place, CP was undergoing profound organisational change. The company had recently undergone a radical change in top executive management including the replacement of the CEO who brought in new executives and managers, new processes, a new style and, as the research findings suggest, new values and culture. Before discussing the heritage characteristics and the possible impact of change, it is important to provide some context from the literature on Organisational Change as it may be relevant to the research on CP.

Organisational Change is defined as "the observation of difference over time in one or more dimensions of an entity; and is an empirical observation of difference in form, quality, or state over time in an organizational entity", (Van de Ven and Scott, 1995, p.512). Elsewhere, the construct is defined as "A difference in the form, quality, or state over time in an organization's alignment with its external environment" (Rajagopalan and Spreitzer, 1997, p.49). Other scholars note that organisational change "refers to understanding alterations within organizations at the broadest level among individuals, groups, and at the collective level across the entire organization, (Burnes as cited in Kezar, 2001, p.12);

Organisational Change is a complex, multi-dimensional construct which can be categorised and studied across a number of dimensions. Kezar, in a review of recent conceptualizations of change, suggests the following properties or dimensions of change which have been studied in relation to Organisational Change: degree of change, timing, scale, focus, adaptive vs. generative change, planned vs. unplanned, proactive vs. reactive, active vs. static, focus

on process vs. outcomes, (Kezar, 2001). The results that have been observed in the study of CP would suggest that the *degree of change* is one aspect that is important to understand as the change suggested through the data appears to indicate change of a considerable magnitude. Levy and Merry (1986) examine the degree of change and they disaggregate organisational change into two categories: First-order change and Second-order change. *First-order change* is defined as "those minor improvements and adjustments that do not change the system's core and occurs as the system naturally grows and develops" (Levy and Merry, 1986, p.5). This suggests a gradual, evolutionary type of change that does not encompass the type of radical actions and changes to processes, management, values and culture that was described as happening at CP. Levy and Merry (1986) also define *Second-order change*, referring to it as "organization transformation" that "is a multi-dimensional, multi-level qualitative, discontinuous, radical organizational change involving a paradigmatic shift" (P.5). Kezar (2001) adds to this description suggesting that second-order change is transformational, affecting the values, mission, culture, processes and structure of the organisation. This Second-order or transformational change would seem to describe the type of change that has taken place at CP which has encompassed changes in corporate values, culture, operational processes, human resource processes, and a significant downsizing which followed the change in leadership at the CEO and executive levels.

Another indication that the degree of organisational change the company is undergoing is significant or "second-order" or "transformational" is the emergence of two CP Persona (CP Traditional and CP New Management) suggesting that the very Organisational Identity is under siege as the employees' perceptions of the Organisational Identity are changing from the persona of CP Traditional to the persona of CP New Management. This change in perception of Organisational Identity underlines the degree of the organisational change taking place at CP.

Another area of organisational change literature that is relevant concerns the study of change and individuals. Much of the organisational change literature focuses on the organisation and how it manages and reacts to organisational change (Oreg, Vakola and Armenakis, 2011). Judge et al (1999) however, illustrate through their work that the success of change efforts is associated with individual employees' abilities and motivation and therefore an individual-level approach to managing change is suggested. Herscovitch and Meyer (2002) also point out, that (at that time) there was a lack of research on the reactions of employees to change despite the evidence that suggests organisational change efforts often fail at the individual level. Bouckenooghe et al (2014) call for more investigation of the employee reaction to change. There is now a body of literature that looks specifically at the reactions of employees to various types of change. There are a number of employee reactions to change that have been conceptualised and studied. Some of these concepts are framed as having a positive influence on the success of organisational change (e.g. openness to change, commitment to change) whereas others are framed as a more negative influence on the possibility of success of organisational change (e.g. resistance to change, cynicism towards change). This literature is important in light of the results found in the study of CP employees who are experiencing major (second-order) organisational change and which focuses on the likely impacts on the individual employee.

One of the individually experienced effects of change that was noted in this research was the impact of organisational change on the relationship (as described by the respondents) with the Organisational Identity represented by the CP Personas. These changes in relationships are summarised in Table 14. The results suggest there is a negative reaction on the part of the individual employees that appears to be associated with Organisational Change. This is indicated by negative effects on the employee outcomes. There are examples in Part II that change had a negative effect on Attachment, Belonging, Engagement, Values, Pride and Identity. As these were related to the outcomes of Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement, this suggests that

Organisational Change had a negative influence on these employee outcomes. The results in Part III also support this finding. This aligns with other findings that organisational change may negatively influence employees and there is a body of literature that explores the negative employee reaction labeled "resistance to change" (Caldwell, Herold and Fedor, 2004; Judge et al., 1999; Oreg, 2003, 2006; Oreg, Vakola and Armenakis, 2011; Su, Baird and Blair, 2009).

In their study, Oreg et al (2011) examine 79 quantitative studies published between 1948 and 2007 that focus on individuals' or "recipients'" reactions to organisational change. They characterise the explicit reactions of recipients to organisational change in three areas 1) Affective reaction 2) Cognitive reaction 3) Behavioural reaction. Within Affective reaction, although there are some frameworks that measure positive affective reaction such as pleasantness and change related satisfaction, many more studies identify and explore the negative affective reactions such as stress, anxiety and fatigue. This suggests that negative reaction to organisational change is likely outcome and that it may be observed in the affective reaction to change. Along with affective reaction, Oreg et al. (2011) also consider the cognitive reactions which measure the assessed value of the change on the individual, for example perceived fairness and decision satisfaction. Behavioural reactions look at both explicit reactions and also intentions to behave in response to the organisational change, e.g. intent to stay. This categorisation of individual recipients' reactions provides further insight into the findings of the research. In particular, because an affective reaction to organisational change is possible, it is perhaps not surprising that the employee outcomes that were affected by heritage characteristics and that were previously observed to have an affective component appear to be negatively affected by the transformational organisational change. As well, the intended behavioural response to change of "Intent to Stay" in this study also supports the hypothesis that organisational change may negatively affect employee outcomes.

The results of this study also suggest that where the relationships have changed between the CP Traditional Organisational Identity and the CP New Management Organisational Identity, there appears to be an increased negative influence on the employees' "Intent to Stay". In other words, where there is a change in the type of relationship there is also observed a decrease in Intent to Stay. The results also suggest that heritage characteristics may act to mitigate or weaken some of the negative effects of change as those employees who described the CP Persona with CHB-like traits were more likely to have an Affective relationship, and were more likely to have a positive response to "Intent to Stay". This suggests that heritage characteristics may have a positive affective influence that is offsetting or possibly dampening the negative affective influence of the Organisational Change.

A concept introduced by Miner et al (1990) may suggest a basis for this apparent dampening effect of heritage characteristics on the negative effects of organisational change. Miner et al (1990) introduce the concept of a *transformational shield* which they define as "an organizational trait that insulates an organization against the probability of *(organisational)* failure resulting from transformation (change)" (1990: 695). The authors focus their definition specifically on protections that come into play only when significant firm-level change occurs and there is the possibility of complete organisational failure. However, the findings in this study suggest that perhaps there is a category of transformational change shield trait that is contextually and culturally based that helps dampen the effects of change. There does not appear to be significant literature on transformational shields beyond a study by Fischer and Pollock (2004) and so further investigation of whether heritage and possibly other organisational traits can act as transformational shields would be an interesting area for future research.

It is also interesting to note that the construct of Organisational Change as an important factor in this study of the likely influence of heritage characteristics emerged from the data and its analysis. Prior to this study, there had been no indication in the literature or elsewhere that the effects of change might be

qualified in any way by organisational heritage characteristics. This underlines the appropriateness of choosing a method that used an abductive approach.

The previous discussion suggests that heritage characteristics may have a positive and affective influence on employee outcomes, and specifically suggests there is a positive influence on Intent to Stay. However, the finding that heritage characteristics may dampen the negative effects of Organisational Change is equally important and interesting. Given the increased rate of change in most organisations today companies would welcome strategies that can successfully diminish the effects of change on employees and that may positively influence their commitment to change, or reduce their resistance to change especially in the areas of turnover. Strategies that could (possibly) positively influence an employee's intent to stay could be extremely valuable. It will be important to further explore this phenomenon to determine if the Organisational Heritage Identity and heritage characteristics could be successfully activated and deployed to influence employee intent to stay in times of transformational organisational change.

3.5.2.3 Proposed Model of Heritage Characteristics and Employee Outcomes

A model is presented that reflects the findings of the research and proposes possible relationships amongst the constructs. The model proposes that heritage characteristics, as embodied in the Organisational Heritage Identity, may have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. Through the positive influence of these affective employee outcomes it also proposes a positive effect on employee Intent to Stay. The model also proposes that Organisational Change of a transformational nature may negatively influence employee outcomes. The model proposes that the heritage characteristics of an organisation may diminish or dampen the negative effect of Organisational Change on the employee outcomes. Most importantly, it proposes that through this dampening

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of the effect on change, may reduce the negative impact of change on Intent to Stay. The model is presented in Figure 16.

Figure 16 Proposed Model of Organisational Heritage Identity, Organisational Change and Employee Outcomes
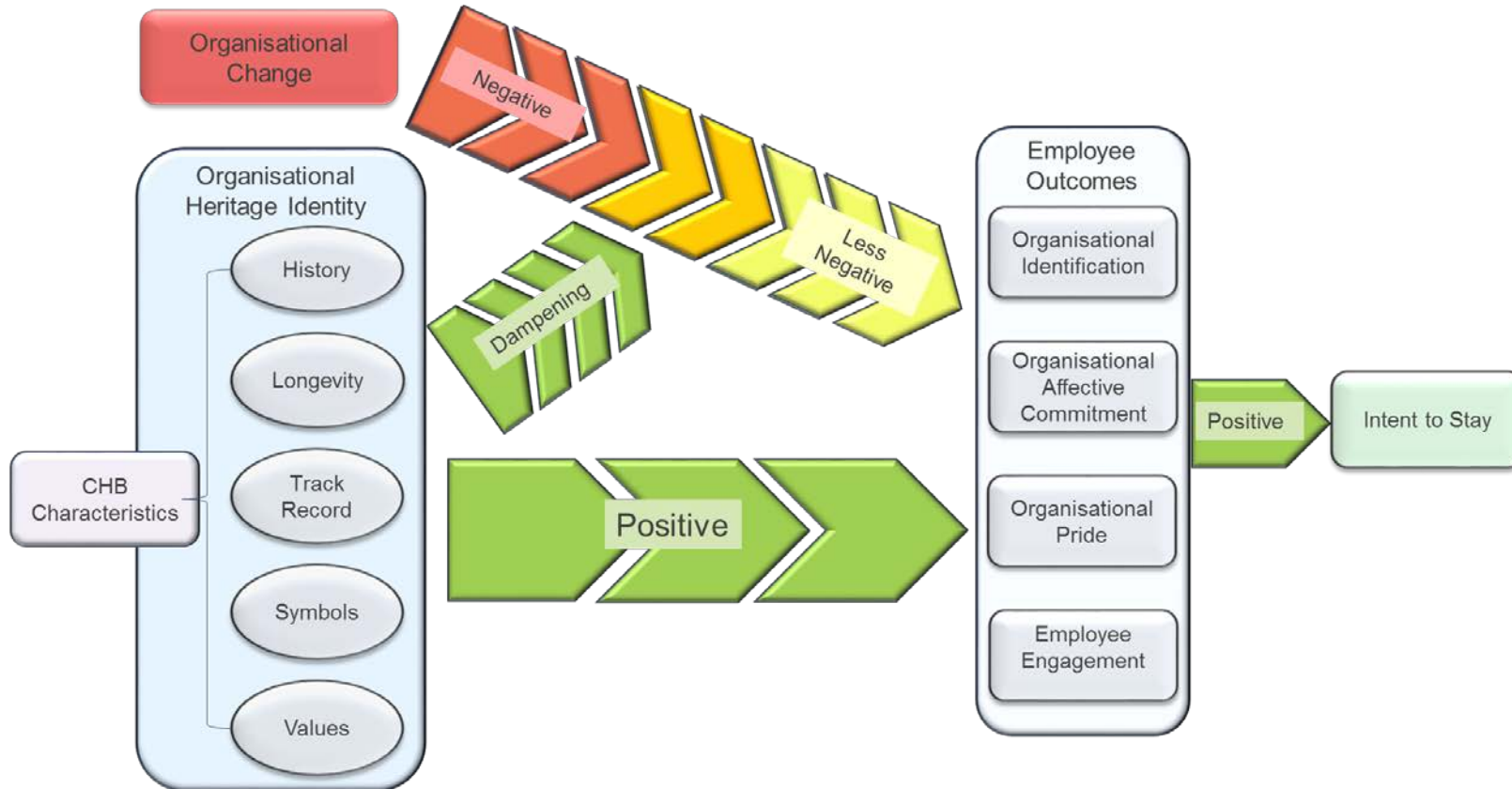
3.5.3 Contributions

The results of this study found that heritage characteristics of a CHB appear to have influence and possible effects in a number of areas. Following are the contributions that this study has made in the areas of Corporate and Organisational heritage.

This study broke new ground as it was, to the best of the researcher's knowledge, the first study to explore heritage from an organisational perspective and particularly in relation to employees. Previous work has focused on the "Corporate" view of heritage through research on Corporate Heritage Brand (Balmer, Greyser and Urde, 2006; Balmer and Burghausen, 2015b; Balmer and Chen, 2015; Blombäck and Scandelius, 2013; Hudson, 2011; Santos, Burghausen and Balmer, 2016; Urde, Greyser and Balmer, 2007) and Corporate Heritage Identity (Burghausen and Balmer, 2014, 2015). This contribution opens up the entire area of the Organisational view of heritage and the potential effects on relationships and perceptions that employees and other internal audiences may have of heritage. The findings of this study have only touched on this topic area, but the results indicate that this may be a very rich field for further research. This a contribution in the area of organisational studies and specifically in the study of organisational heritage.

The research findings also make a theoretical contribution in that heritage characteristics appear to have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride. Although there have been organisational characteristics that have been found previously to influence these outcomes (Dutton, Dukerich and Harquail, 1994; Shuck, Reio and Rocco, 2011), this is the first time that the heritage of an organisation, in the form of its heritage characteristics, has been associated with positive effects on these employee outcomes. This is an important contribution particularly in understanding that

heritage may influence employees and employee outcomes. This contribution is also important in that it found that heritage, which is an intangible or symbolic characteristic of an organisation, was important in influencing employee outcomes. This is a key contribution because it has provided evidence that a symbolic characteristic may affect employee outcomes. This suggests the possibility of other intangible organisational characteristics that could also be found to influence employee outcomes.

The research has also added a contribution beyond the positive effects of organisational heritage characteristics on employee outcomes in that heritage characteristics were identified as likely to influence an employee's Intent to Stay with an organisation. In the area of Human Resources Management, this is a significant contribution as it is the first time (to the best of the researcher's knowledge) whereby organisational heritage characteristics have been identified as affecting the Intent to Stay. This is a significant outcome that could have substantial economic benefit and therefore should be explored further to determine how it could be exploited.

The study proposes a new construct, the Organisational Heritage Identity, which was (almost) simultaneously also introduced by Balmer and Burghausen (2015b). Organisational Heritage Identity was proposed as a separate construct as the closest previously identified construct (Corporate Heritage Identity) did not fully describe the phenomena that was discovered in this study. The OHI, refers specifically to the heritage aspects of the organisational identity, whereas the Corporate Heritage Identity refers to the heritage aspects of the corporate identity which has an external and often a marketing perspective. It is defined as:

> *"Organisational heritage identity:* the organisational heritage identity traits which refer to a corporate heritage identity (heritage organisation) and which organisational members perceive/claim to be central, distinctive and enduring," (Balmer and Burghausen, 2015b, p.377).

Which is very similar to the definition of Organisational Heritage Identity derived from this study which is:

> That part of the Organisational Identity which specifically relates to the heritage characteristics of an organisation. It has relevance and importance to an internal audience, and specifically the employees of the organisation. It is a construct that is internally perceived.

This is an important contribution in our understanding of Organisational Identity as well as extending our knowledge of the effects of heritage in an organisational setting.

This research also provides the first empirical support for the construct of Organisational Heritage Identity. This is important as it provides evidence that establishes OHI as a construct that exists independent of the Corporate Heritage Identity. It is a construct that has considerable significance for employees and therefore may be shown, in future, to be of value in Human Resources Management particularly to an organisation with a heritage.

One of the most important contributions of this research was the finding that organisational heritage characteristics appeared to diminish or dampen the impact of Organisational Change. The situation studied in this research indicates the degree of organisational change taking place at CP was substantial and could be identified as second-order or transformational change. The subsequent findings suggest that the transformational organisational change was so significant that it was affecting the Organisational Identity and that a new Organisational Identity was emerging that was more negative in nature. The heritage characteristics as embodied in the Organisational Heritage Identity, appear to diminish and dampen the impact of this new identity which was a result of the organisational change, and the result was a less negative response to Intent to Stay. Because significant or transformational organisational change so often has a negative impact on employees, the identification of an approach that could diminish this impact is significant.

A model is introduced which links the Organisational Heritage Identity to organisational and employee outcomes. This model represents a theoretical contribution as it proposes Organisational Heritage Identity may have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement, and Organisational Pride. Through these organisational outcomes, the Organisational Heritage Identity is proposed to have a positive influence on an employee's Intent to Stay. This ground-breaking model is the first to suggest that the heritage characteristics of a company may influence employee outcomes, with a further positive influence on Intent to Stay.

In addition, the model proposes that organisational heritage characteristics (Organisational Heritage Identity) reduce the negative effect of change on employee outcomes including Organisational Identification, Organisational Affective Commitment, Employee Engagement, Organisational Pride and through these outcomes also has a positive influence on Intent to Stay.

This model contributes to the theoretical development of the work done in the nascent field of Organisational Heritage and proposes there are positive effects that organisational heritage may have on a number of organisational constructs.

The method for prompting the descriptive organisational characteristics from respondents used in Project 1 was novel and innovative and contributes to the methodological techniques that are employed in qualitative interviewing. Prompting the respondents to simply think of 5 words that would describe the company was an unbiased request that did not focus on heritage, attractiveness or any specific aspect of the organisation. Writing down the characteristics as single words gave the respondents the opportunity to think about the characteristics as well as distil their thoughts and impressions into one word. Creating "Characteristic Maps" was a useful visual cue which allowed for a continued focus on the characteristics while developing the description around the characteristic. This technique could be used successfully for other exploratory research.

3.5.4 Managerial Implications

Project 1 found that the heritage characteristics of an organisation were important to employees and that they comprise the Organisational Heritage Identity. In addition, the results suggest that Heritage characteristics affect a number of organisational and employee outcomes including Organisational Identification, Employee Engagement, Organisational Affective Commitment and Organisational Pride and Intent to Stay.

Because of the competitive nature of obtaining and keeping the best human resources, companies invest significant resources (both human and capital) to encourage positive employee outcomes and behaviours including identification, commitment, engagement and pride. Therefore, management may consider a number of strategies that could capitalize on the use of their heritage to encourage these positive employee outcomes.

Using corporate narrative has been recognised as a means of providing sensegiving to employees (Ravasi and Schultz, 2006). Using heritage to tell the story of an organisation, including its history, can provide employees with context and encourage feelings of identification, commitment and pride. It exploits the "omni-temporal' characteristics of heritage by making the connection between the past and the present and can also extend into the future. Using CP as an example, the company could recount its history through heritage vignettes that reinforce the connection of the company with its famous past but also makes it relevant to the company's actions today, and its future. Because the majority of the current rail line follows the same route as when it was built 136 years ago, there are innumerable ways to connect the current operation with the past, while emphasizing where the company is going in the future.

A related approach, also with the goal of connecting current employees to the heritage of the company, may use historic artefacts to illustrate both the history of the company and the accompanying narrative. These physical artefacts are

symbols of that heritage and are physical representations of the culture of the organisation. Ravasi and Schultz recount how ,as part of Bang & Olufsen's strategy, "physical or linguistic artifacts were used as concrete illustrations of values, attitudes, and behaviors" (Ravasi and Schultz, 2006, p.452).

Combining the display of artefacts with an ongoing retelling of the historic narrative can provide employees with visible and tangible representation of the Organisational Identity; what is central, distinctive, enduring (Albert and Whetten, 1989). This may reinforce their Organisational Identification, the sense of "belonging" that was observed in Project 1. This also suggests that it could provide the context for employee Organisational Heritage Identification defined by Balmer and Burghausen as "Organisational members' identification/self- categorisation vis-à-vis the perceived and reminisced omni-temporal traits…of their work organisation" as the organisational identification would be related to history and heritage (Balmer and Burghausen, 2015a, p.403).

Celebration of an organisation's historic past could also be employed to appeal to employees' sense of pride. Companies with a heritage may select significant dates and make these occasions for internal celebrations thereby focusing employee attention on the proud past and encouraging feelings of Organisational Pride in, and Organisational Identification with, the organisation. For example, CP could celebrate "Last Spike Day" on an annual basis. The company, in recognising this historic corporate milestone, underlines its connection with the past. The location of the driving of the last spike, Craigellachie, British Columbia, remains a part of the company's active mainline, and this, in itself emphasizes that the present has been built on the past, the history and allows for the suggestion that future growth and innovation will also rest on this historic foundation. Companies with a heritage can likely find these connections between past, present and future to invoke and increase Organisational Pride.

Employee recognition and rewards have been identified as antecedents to Employee Engagement (Saks and Rotman, 2006; Wollard and Shuck, 2011). An

organisation with a heritage can link recognition awards to a historic figure or feat, and thus possibly positively affect employee engagement. For example, CP could create the "Van Horne Award" to recognise outstanding achievement, invoking the spirit of William Cornelius Van Horne" who was the General Manager (and then President) that completed the construction of the railway. This links the pride in accomplishment (winning an award) with pride in the organisation's heritage. This would not only activate engagement in the employee who wins the award, but may stimulate and encourage engagement in other employees who also desire the recognition of the achievement award.

An organisation with a heritage and which has the additional understanding that organisational heritage can positively influence the employee outcomes of Organisational identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride, can activate the heritage of the organisation through integration into many internal, employee focused activities. Employee events and communications could include specific elements of the heritage of the company to help encourage these positive employee outcomes. This would suggest that another approach that a company with a heritage could use would be to emphasize its organisational heritage identity through their Employer Brand. Developing an Employer Brand which includes an emphasis on the heritage characteristics could help promote pride, identification, engagement and commitment with employees. This could be done through incorporating heritage elements into the internal representation of the brand. This might include reference to historic logos, or colours used in the company's past. Internal intranet sites and other employee communications could incorporate these heritage elements. For example, as has been previously discussed, the "Beaver and Shield" are historic symbols that have appeared throughout CP's history. Incorporating these symbols into employee communications, perhaps even naming the employee newsletter "The Beaver & Shield", could help activate the organisational heritage identity. Incorporating heritage elements into the Employer

Brand would highlight the unique and distinctive character of the organisation which may lead to strengthened organisational identification as suggested by Maxwell and Knox (2009) and it may also influence employee engagement, commitment and pride.

As well, it is important for management to understand that employees are also consumers of the external corporate brand (de Chernatony and Harris, 2000). Research has previously shown that consumers can be positively influenced by brand heritage (Bhattacharya and Sen, 2003; Wiedmann et al., 2011a). Therefore, consideration may be given to emphasizing heritage within the corporate brand which could positively influence consumers and also employees. This may include integrating aspects of an organisation's heritage into the corporate logo, as has been illustrated by both CP and Hudson's Bay Company in recent years, introducing heritage into advertising of the corporate brand, and generally integrating heritage into all aspects of the corporate brand where it may be projected externally to stakeholder groups.

Including references to the organisation's heritage in employee communications, events, brand and other ways may result in positive effects on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride. This may then lead to increased employee retention as was suggested by the study's results. This would be an extremely desirable outcome for practitioners. Recognizing that the heritage characteristics of an organisation may positively influence the engagement of employees, their commitment to the organisation, their identification with the organisation and their pride in the organisation and ultimately their intent to stay with the organisation could provide a distinctive strategic approach to employee retention. If Organisational Heritage could be used to increase the likelihood of an employee's Intent to Stay, as was evidenced in this research, such a strategy would have real economic value. "The War for Talent" is often touted as one of the greatest challenges that organisations face now and will continue to face in the

future (Beechler and Woodward, 2009). This heritage strategy could be unique and distinctive and could be used to differentiate the organisation with employees and also other stakeholders including customers, communities and potential recruits.

Companies that do not have heritage at their core, but where a potential of heritage exists, could look for sources of heritage in their brands or identities. If these sources of heritage exist, these could be made salient through activating the heritage. This might include narrative methods; introducing the heritage of the organisation through "telling the story" of the company in internal communications. Heritage could also be activated through integrating it into the Employer Brand, as was suggested previously for those companies who have a CHB, and generally celebrating the heritage. The research suggests unearthing heritage can make a real difference to a company's human resources success as it provides a distinctive and differentiated organisational identity that may increase identification, commitment, engagement, pride and intent to stay.

3.5.4.1 Management Implications related to Organisational Heritage and Organisational Change

The findings in this study suggest that strategically promoting and leveraging organisational heritage identity is likely to help inoculate the organisation from the negative effects on employee outcomes in times of profound transformational organisational change. This may include situations such as changes to leadership, strategy and values such as was experienced by CP in the study, or mergers and acquisitions, reactions to economic downturns, etc. These are organisational change situations where having employee "organisational buy-in" and loyalty could prove essential to the future success of the organisation. Using strategies that activate or continue to emphasize the organisation's heritage may help an organisation to navigate and survive these organisational change events.

As was previously described, heritage has an "omni-temporal" characteristic, being of the past, present and future (Balmer, 2013). This attribute could be exploited by

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an organisation that is facing transformational organisational change. Reinforcing the roots of an organisation, its history, whether through narrative, use of symbols or artefacts provides to employees the foundation of "who we are as an organisation". Highlighting heritage with employees underlines what is central, distinctive and enduring about the organisation which is the definition of organisational identity (Albert and Whetten, 1985). That identity can then be linked to the proposed vision of the organisation in the future following the transformational change. The present represents the current state of the organisation which is being affected by organisational change. By using the heritage to link past, present and future, an organisation can illustrate where they have come from, and where they are going. It can underline that the present is a part of that temporal continuum, suggesting that it requires organisational change to accomplish the future vision. Heritage can provide a reminder that change has also been a part of an organisation's history, and that the organisation hasn't continued to survive and thrive through being stagnant. It might be particularly useful to use specific examples of major change that the organisation has undergone in the past to illustrate how that change has strengthened the organisation and added to its success without changing the organisation's identity. For example, CP could tell the story of the transformational change that took place when CP moved from using steam locomotives to diesel locomotives to power its trains, a change that took place in the 1950's and 1960's. This was a huge and difficult technological change that had an impact on the entire organisation but ultimately contributed to the ongoing success of the company. As has been noted in the results of this study, heritage appears to have a positive effect on employee outcomes that have an affective component. Narratives that use heritage to illustrate these successful organisational changes may positively affect the employee's affective commitment.

It is also important to note that organisations cannot rely solely on heritage in times of change, especially if such change challenges the organisational values and the

very heritage of the organisation. The preliminary evidence in the research suggests there is an increased likelihood that employees stay with an organisation with heritage in times of change. However, if an organisation challenges "the order of things" and the core of heritage (values, symbols, track record) there is the possibility that this may lead to a change in the employees' relationship with the organisation, and may result in some employees leaving. This suggests that during significant organisational change it is important for management to carefully steward the organisational heritage as it is a fundamental part of the organisation, the organisational heritage identity, that employees feel they can identify with and feel proud of and something with which they can align their own values.

Project 1 found a number of implications for management in the results of the study. The results suggested that heritage can positively influence employee outcomes. Knowing this, management may choose to emphasize heritage through continuing heritage narratives, use of historic artefacts, utilising heritage elements in employee events, internal employer branding, and other communications. It would be prudent for management to integrate the heritage of the organisation into employee-focused activities. Events and communications may include specific elements of the heritage of the company. Employees are also consumers of the external corporate brand therefore it is suggested that management also consider emphasizing heritage within the corporate brand. The integration of heritage characteristics into employee related activities may also have positive effects on employee retention as was suggested by the study's results.

Companies that do not have heritage at their core, but where a potential of heritage exists, could look for sources of heritage in their brands or identities to take advantage of the positive effects of heritage on employee outcomes.

This study also suggests that strategically promoting and leveraging organisational heritage identity may be useful in times of organisational change. This may include situations such as changes to leadership and strategy, mergers and acquisitions, economic downturns, etc.; times in which having employees "organisational buy-in"

and loyalty could prove essential. However, management is discouraged from relying on heritage alone to mitigate the effects of organisational change. The study did show that when change affected organisational values, that heritage was effective in reducing the impact of change.

3.5.5 Limitations and Opportunities for Further Research

There are several limitations associated with this research study which also constitute opportunities for future investigation.

The model that was presented, "Organisational Heritage Identity and Employee Outcomes" (Figure 16) is a theoretical model based on the research. It is a proposed model, and as such confirmation of the model through further research would increase knowledge in this area. This could lead to increased understanding of the effect of heritage on current employees and organisational outcomes. More specifically in terms of future research, quantitative confirmation of the model could provide results that are generalisable to a larger population.

The research was carried out on a single Canadian company Canadian Pacific, and although it provided unique insights into that organisation, the findings cannot be generalised to all CHBs. Additional research that looked at a broader group of CHBs in relation to employee outcomes would provide both confirmation of the findings as well as it may suggest ways of activating and deploying heritage to positively influence employee outcomes.

The study is limited to the Canadian context and it is possible that because of Canada's short history of 150 years, a company such as CP with a CHB is rare and therefore the influence of heritage may be more pronounced than in other countries or contexts. Future research that examines heritage in a broader, global context could confirm whether the relationship between heritage characteristics and current is generalizable in other contexts.

Another limitation was the size of the sample and although adequate to fulfil the requirements of theoretical saturation a larger sample could possibly reveal additional findings. Research that used quantitative techniques, with a sample appropriate could allow a greater generalisation of the results to the populations of interest.

One of the most interesting findings that was implied, but not completely explored in the research, was the suggestion that some of the effects of Organisational Change may be mitigated by heritage characteristics. Future research could focus on how organisations can weather the negative effects of organisational change and maintain positive employee outcomes through characteristics which are at the very core of their Organisational Identity. In addition, it would be helpful to understand how the heritage characteristics interact with the employee reactions to organisational change, e.g. resistance to change or commitment to change. More specifically because of the reoccurrence of affective attributes in this study, it would be interesting to see if the employee reaction of Affective Commitment to Organisational Change plays a role in the heritage-organisational change interaction. This could prove to be a rich area for further exploration.

Although the research performed was limited in its scope, the exploratory nature of the work has provided results which suggest several avenues of interesting future research.

3.5.6 Conclusions

The purpose of this study was to gain insight into the research question:

> ***"In what ways do the heritage characteristics of a Corporate Heritage Brand affect employee outcomes?"***

To address this, the following three research objectives were fulfilled:

P1-RO$_1$: Validate the use of the research context (Canadian Pacific Railway) as an organisation with a Corporate Heritage Brand.

P1-RO₂: Identify employee outcomes likely to be influenced by corporate heritage characteristics.

P1-RO₃: Explore effects of corporate heritage characteristics on the employee outcomes to be identified.

This research study used in-depth interviews with employees of a company with a Corporate Heritage Brand, to examine the importance of heritage characteristics in a number of organisational contexts.

The results validated the use of the research context (Canadian Pacific) as an organisation with a Corporate Heritage Brand and confirmed that heritage characteristics of a CHB were important characteristics to employees and an important part of Organisational Identity. The results suggest that heritage characteristics represent a distinct part of the Organisational Identity, the Organisational Heritage Identity. This addressed the first research objective.

The study identified the employee outcomes likely to be influenced by corporate heritage characteristics and found the constructs of Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement were affected. The results also suggest these employee outcomes have a positive influence on Intent to Stay. These findings addressed the second research objective.

The results indicated that Organisational Change was likely affecting Organisational Identity. It appeared that the employee's perception of the Organisational Identity was changing and at the same time, the relationship that the employee had with the Organisation (i.e. with the Organisational Identity) was changing. The findings suggest that heritage characteristics may mitigate some of these negative effects of Organisational Change.

A model is proposed that suggests heritage characteristics of a CHB comprise the Organisational Heritage Identity and that it has a positive influence on the organisational outcomes of Organisational Identification, Organisational Affective

Commitment, Organisational Pride and Employee Engagement as outlined above. This positive influence appears to have a positive effect on employee's Intent to Stay. It also proposes that heritage characteristics may dampen the negative effects of Organisational Change on Intent to Stay. This model, along with the findings, addresses the third research objective.

This study has made contributions in several areas. It is believed to be the first research that has examined heritage and heritage characteristics from an organisational and employee perspective. It also made a theoretical contribution in that heritage characteristics appeared to have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride. The research has also added a contribution in that heritage characteristics were identified as likely to influence an employee's Intent to Stay with an organisation. The study proposes a new construct, the Organisational Heritage Identity, which was simultaneously also introduced by Balmer and Burghausen (2015b) and provides the first empirical support for the construct of Organisational Heritage Identity. One of the most important contributions of this research was the finding that organisational heritage characteristics diminished or dampened the impact of Organisational Change. The study also proposes a model that summarizes the findings.

This study has provided insight into the research question and in doing so has increased our understanding of Organisational Heritage.

The next section encompasses the second research project, Project 2 which looks at "Corporate Heritage Brands and Characteristics that Affect Potential Applicants' Perceptions of Organisational Attractiveness".

4 RESEARCH PROJECT 2

A study of Corporate Heritage Brands and Characteristics that Affect Potential Applicants' Perceptions of Organisational Attractiveness

4.1 Project 2 Introduction to Research

The previous research study covered in Research Project 1 (Chapter 3) examined how the heritage characteristics of a Corporate Heritage Brand may affect employee outcomes. These findings encouraged the researcher to investigate the effects that heritage or heritage characteristics might have on potential employees.

As was previously noted, Balmer et al.(2006) were the first to identify a CHB as a distinct construct and they also concluded that if stewarded appropriately within the corporate brand, the distinctive nature of that heritage could provide the basis for building unique relationships with other stakeholders (Urde, Greyser and Balmer, 2007).

Recruiting employees is a critical function as companies attempt to attract and retain top talent in a very dynamic labour market. We could regard potential employees, those recruits that are interested in applying and working for the organisation, as stakeholders. Their consideration of the organisation as an employer would include them as stakeholders according to the definition of stakeholders adopted for this study; "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, cited in Mitchell et al., 1997, p.856). Because of the previous findings that the heritage traits of an organisation with a CHB may affect existing employees and their attitudes towards an organisation and that may result in positive outcomes, exploring whether heritage traits might be a factor in determining how potential employees regard an organisation seemed an objective worth pursuing.

This study explores how the characteristics of a Corporate Heritage Brand may affect a potential applicant's differentiation of employer organisations and the perception of the attractiveness of an organisation.

4.2 Project 2 Literature Review

The proposed research will look at the characteristics of an organisation, a CHB that may influence a potential applicant's perception of an organisation. It will look at how this perception may affect how they differentiate between organisations and in particular, the attractiveness of an organisation. The following literature review will look at two specific areas of literature that are relevant to the research, Organisational Attractiveness and Person-Organisation Fit. It will also touch on Employer Attractiveness and how it relates to Organisational Attractiveness. As well, key literature was reviewed in the broader Literature Review in Chapter 2 that is also relevant. This includes Corporate Identity, Organisational Identity, Corporate and Organisational Image, Social Identity Theory, Corporate Heritage Brand and Employer Brand. The following review will position this research study within the literature and establish links between the relevant fields of literature.

4.2.1 Organisational Attractiveness

This study proposes to explore the attitudes of potential applicants towards an employer organisation and the characteristics that applicants may use to differentiate one employer from another. An organisation that is perceived as more attractive to a potential applicant differentiates itself from competing employers who are perceived as less attractive. To help position the research in understanding this differentiation it is important to examine the construct of Organisational Attractiveness.

Sara Rynes made the observation in 1991 in her treatise on Recruitment, Job choice and Post-hire Consequences that "Given applicants' limited information early in the job search process, it seems likely that application decisions are based heavily on general impressions of organizational attractiveness. As such, one

useful direction for future research would be to determine the major components of organizational image, and whether any of them can be cost-effectively modified or communicated to improve applicant attraction," (Rynes, 1991, p.58). Paraphrased, this defines "Organisational Attractiveness" as the perception a potential applicant, applicant, or potential employee has of an organisation based on their general impressions. Cable and Turban (2001) point out that "It is obviously difficult to understand or manage applicant attraction when it is unclear what applicant attraction is rooted in, or based upon (Cable and Turban, 2001, p.181). Since that "challenge", there have been numerous studies that have looked at Organisational Attractiveness and the relationships with individuals within the recruitment process. The following sections will look at a number of literatures that have influenced thinking on Organisational Attractiveness.

4.2.1.1 Organisational Attractiveness and Organisational Characteristics

A topic of study that has a direct bearing on the research in Project 2 is exploring specific characteristics of an organisation and the effects these may have on an applicant's perception of Organisational Attractiveness (OA). In an early study, Turban and Keon (1993) investigated the influence of four organisational characteristics on attraction. They also looked at characteristics of individuals to see if these moderated the influence of the organisational characteristics. The organisational characteristics studied were 1) reward structure 2) centralisation of decision making 3) organisation size and 4) geographical dispersion. These characteristics were selected based on a number of previous studies that showed that these characteristics were found to be salient in some way to job decision or selection of applicants. As the purpose of the study was to determine if organisational characteristics did affect applicant attraction, it was not necessary to have an exhaustive or complete list of characteristics, but rather it was more important to choose broadly defined characteristics that could intersect with applicants' preferences. This quantitative study used a five question instrument to measure Organisational Attractiveness. The results supported the hypothesis that

organisational characteristics have an influence on organisational attraction although they found that only reward structure and centralisation had a significant influence on Organisational Attractiveness. They also found that the personal characteristics of self-esteem and need for achievement moderated this influence (Turban and Keon, 1993).

Lievens et al.(2005) also looked at specific job and organisational characteristics and hypothesised that these would be positively related to the Organisational Attractiveness of a single employer (the Belgian Army). They conducted an inductive study to identify the nine job/organisational characteristics they tested. These were 1) Social/team activities, 2) Physical activities, 3) Structure, 4) Advancement, 5) Travel opportunities, 6) Pay and benefits, 7) Job security, 8) Educational opportunities and 9) Task diversity. When tested, they found that task diversity and social/team activities were significant predictors of attractiveness. Despite the lack of generalisability of these findings to other organisations because the organisation studied was military, it provides interesting insight into characteristics that were not pre-selected by the researchers as was done by Turban and Keon (1993). The organisational characteristics were inductively generated. Another interesting, although not surprising, finding of this study was that prior familiarity with the organisation was a positive predictor of Organisational Attractiveness (Lievens, Van Hoye and Schreurs, 2005).

Chapman et al.(2005) carried out a meta-analysis of 71 studies that looked at a number of characteristics affecting applicant attraction. Part of this study examined job and organisation characteristics and the prediction of Job or Organisation Attraction. The job characteristics analysed included 1) Compensation and advancement, 2) Pay, and 3) Type of work. The organisational characteristics included 1) Work environment, 2) Organisation image, 3) Location, 4) Size, 5) Familiarity and 6) Hours. Work Environment and Organisation image were found to be significant predictors of attraction, with the other characteristics having less affect.

The studies mentioned in this section focused on specific organisational characteristics. Some of the organisational characteristics investigated were derived from previous research (Turban and Keon, 1993) and some characteristics were identified through inductive work with subjects (Lievens, Van Hoye and Schreurs, 2005). In both of these studies, support was found for certain characteristics as significant predictors of Organisational Attractiveness. The next section will also examine organisational characteristics and Organisational Attractiveness, but within the specific framework of Instrumental and Symbolic attributes.

4.2.1.2 Organisational Attractiveness, Instrumental & Symbolic Attributes and Organisation Personality

In moving from general characteristics to a more focused view, there are a number of studies that have looked at the relationship of Instrumental and Symbolic attributes of an organisation with Organisational Attractiveness. The Instrumental and Symbolic framework draws on marketing theory which conceptualizes brand and brand image as consisting of functional (instrumental) and intangible (symbolic) qualities (Katz, 1960; Keller, 1993). Lievens and Highhouse (2003) use this theoretical approach as the basis for an Instrumental-Symbolic attribute framework to better understand Organisational Attractiveness. They hypothesise that Instrumental attributes of an organisation would be related positively to a company's perceived attractiveness as found in previous studies (Highhouse et al., 1999; Lievens et al., 2001; Turban and Keon, 1993). In addition, they propose that Symbolic traits would incrementally increase the perceived attractiveness over and above the influence of Instrumental attributes. The Symbolic organisational traits used in the study were based on Aaker's (1997) work on brand personality traits. Aaker's initial work developed these traits to characterise the human-like traits of brands. The traits were based on the "Big Five Personality Traits" of human personality originally introduced by Norman and used extensively in the field of psychology (Norman cited by Aaker, 1997, p.349). The Big Five Personality

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factors are drawn from the premise that all human personality traits can be captured in the five broad categories of Conscientiousness, Extraversion, Agreeableness, Neuroticism, and Openness to Experience" (Barrick and Mount, 1991). Aaker identified five Brand Personality traits: "Sincerity," "Excitement," "Competence," "Sophistication" and "Ruggedness," (Aaker, 1997). Lievens and Highhouse (2003) suggest that a similar set of personality traits exist for organisations. They tested Aaker's brand traits in relation to organisations and did not find a complete match. As a result, they replaced two of the brand traits with traits that better reflect the personality traits of an organisation. "Excitement" was replaced with "Innovativeness" and "Sophistication" was replaced with "Prestige." The study looked at both potential employees and current employees and the results did indeed show that the Symbolic traits were positively related to Organisational Attractiveness over and above Instrumental traits. In their discussion Lievens and Highhouse also suggest that these types of "organisation personality" traits make it easier for applicants to differentiate amongst different organisations (Lievens and Highhouse, 2003).

Van Hoye and Saks (2011) also used the Instrumental and Symbolic framework and carried out research on potential applicants and their companions at a job fair. Their findings also support the Lievens and Highhouse (2003) hypothesis that Instrumental attributes have a positive effect on Organisational Attractiveness, and Symbolic traits explain the incremental variance. Again, this provides additional insight into the types of organisational characteristics that may influence an applicant and the perceived attractiveness of an organisation. It indicates that it is not just the tangible "Instrumental" attributes that affect Organisational Attractiveness, but also the intangible "Symbolic" attributes.

The concept of an "Organisation Personality" grew out of Lievens and Highhouse's (2003) work on Instrumental and Symbolic traits. Organisation Personality is defined as "the set of human personality characteristics perceived to be associated with an organization" (Slaughter et al., 2004, p.86). However, rather than adopting

the "borrowed" brand traits used by Lievens and Highhouse (2003), Slaughter et al. (2004) developed a set of Organisation Personality traits through an exploratory process. They engaged undergraduates to rate familiar organisations described with a number of adjectives. From these lists of adjectives they identified the following five Organisation Personality traits: **Boy Scout** – described as honest, attentive to people, family-oriented, **Innovativeness** - described as original, creative, unique, **Dominance** - described as big, successful, popular, **Thrift** described as simple, low-class, sloppy and **Style** - described as trendy, up-to-date, contemporary. They then tested these traits and found that applicants found organisations more attractive if they were rated highly on the Boy Scout, Innovativeness, Dominance and Style dimensions and that organisations identified with the Thrift trait were found to be less attractive. These results may have been biased by the obvious negative tone associated with "Thrift". The Thrift description of simple, low-class, sloppy is in stark contrast to the more attractive and positive descriptions of Boy Scout, Innovativeness and Style. Perhaps if more neutral language, or at least equally positive language was used to describe thrift the results might have been different. For example, if the trait was called "Extravagant" and was described as "complex, high-class, and tidy" (simple antonyms for the words actually used).

Schreuers et al.(2009) also looked at the influence of "Organisation Personality" traits on Organisational Attractiveness in the context of an applicant's own personality traits using the Big Five Personality factors as a basis (Barrick and Mount, 1991). This echoes Aaker's (1997) work which, as previously discussed, based brand personality traits on the theory of human personality traits known as The Big Five Personality traits. Schreuers et al. (2009) hypothesised that there were certain of the Big 5 (human) Personality traits (Conscientiousness, Extraversion, Agreeableness, Neuroticism and Openness to Experience) that had a similarity to certain of Organisation/Brand Personality traits: Sincerity, Excitement, Competence, Sophistication and Ruggedness (Aaker, 1997). They

hypothesised that applicants with a certain personality type would find organisation's with a particular personality trait more attractive. The results showed only two relationships. They found "Sincerity" was positively related to Organisational Attractiveness for individuals who were high "Conscientiousness". "Excitement" was positively related to Organisational Attractiveness for individuals who were high "Openness to Experience". Although only two Big 5 human traits were aligned with two Organisational traits, it does reinforce the possibility that potential applicants with certain personality traits are drawn to certain traits, attributes or characteristics of an organisation and that translates into a positive perception of Organisational Attractiveness. The work of Slaughter and Greguras (2009) also support this. Their study focused on attraction early in the recruitment process. They looked at the Organisation Personality traits of Boy Scout, Innovativeness, Dominance, Thrift and Style in relation to the Big Five personality factors. They found that Conscientiousness moderated for Boy Scout, Innovativeness and Thrift, and had a positive effect on Organisational Attractiveness. Again, this suggests that the traits or characteristics of an organisation play a significant role in the perception of Organisational Attractiveness.

The previous section has outlined how organisational attributes have been related to Organisational Attractiveness, this includes tangible, Instrumental attributes, and that this attraction is incrementally increased when intangible, Symbolic characteristics are measured. A specific set of Symbolic characteristics, which are identified as Organisation Personality traits, have been found to influence attractiveness among applicants. As well, certain human personality traits (the Big 5) were found to be aligned with some Organisation Personality traits.

The following section will look at a specific organisational characteristic, Corporate Social Performance, which appears to affect employee's or potential applicant's perception of Organisational Attractiveness.

4.2.1.3 Organisational Attractiveness and Corporate Social Performance

Corporate Social Performance (CSP) has garnered significant attention, and has been the focus of a number of studies regarding its relation to Organisational Attractiveness amongst potential applicants. Researchers have proposed that Corporate Social Performance is related to increased Organisational Attractiveness (Backhaus, Stone and Heiner, 2002; Jones, Willness and Madey, 2014; Turban and Greening, 1996; Zhang and Gowan, 2012). Turban and Greening (1996) found that a higher Corporate Social Performance rating and a better reputation were related to greater Organisational Attractiveness. They use Social Identity Theory to explain that a potential applicant may be seeking an organisation that is aligned with their values, that would fit with their self-identity and if they are oriented towards values of social conscience, then they would find an organisation with a higher Corporate Social Performance rating more attractive. There is also the suggestion that organisations that have a high score on Corporate Social Performance may also be perceived as signalling better working conditions. Backhaus et al.(2002) also found support for a positive relationship between Corporate Social Performance and Organisational Attractiveness. They conclude that it is important for an organisation that is recruiting to manage their image, including Corporate Social Performance, to communicate a positive perception of itself. The influence of an Organisation's Corporate Social Performance on Organisational Attractiveness is not surprising. These findings also align with the theory of Psychological contracts which was discussed in Employer Brand in Section 2.4. An Ideological Psychological Contract would suggest that an applicant would find an organisation attractive if they held similar values in regards to their social performance, values and principles.

The preceding sections have explored a number of aspects of Organisational Attractiveness and in particular they have looked at how characteristics of an organisation may affect Organisational Attractiveness, including general characteristics, Instrumental and Symbolic characteristics, Organisation

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Personality characteristics and Corporate Social Performance. This study proposes examining how the heritage characteristics of an organisation may affect perceived Organisational Attractiveness for potential applicants. Many of the previous studies have derived the characteristics from other sources (Chapman et al., 2005; Turban and Greening, 1996; Turban and Keon, 1993). There are a few studies that were found that have done exploratory work to determine organisational characteristics (Lievens, Van Hoye and Schreurs, 2005; Terjesen, Vinnicombe and Freeman, 2007). However, in these studies, in general, the characteristics identified have then been used as the basis for developing instruments for quantitative studies on organisational characteristics and Organisational Attractiveness. The characteristics themselves have not been explored in depth with the applicant or potential applicant to better understand the relationship between organisation characteristics and Organisational Attractiveness, as has been proposed in this research.

As this research is concerned with Organisational Attractiveness it will be important to find an instrument to measure it. The next section will cover that topic.

4.2.1.4 Measuring Organisational Attractiveness

Organisational Attractiveness, as has been suggested previously, is a perception on the part of an individual. Therefore measuring Organisational Attractiveness implies measuring individual perceptions. This requires a validated and reliable instrument for measurement. Fisher et al. (1979) utilised a four question instrument when investigating job offer acceptance amongst applicants:

1. I am very interested in pursuing my application with this company
2. I would be very willing to accept a job with this company if offered one
3. I would really like to work for this company
4. I feel I know enough about this company to no longer be interested in it (Fisher, Ilgen and Hoyer, 1979, p.99).

Turban and Keon (1993) also used the same four question instrument in their study of Organisational Attractiveness. Highhouse et al. (2003) developed the instrument further, adding questions to allow focus on three areas of attractiveness – General Company attractiveness, Intentions toward the company and Company prestige. Their final instrument has a total of 15 questions. The section on General Company attractiveness was based on previous studies (Fisher, Ilgen and Hoyer, 1979; Turban and Keon, 1993). The section on intention was based on the premise that the best predictor of behaviour is intention, rather than attitude, and therefore the questions were related to a recruit's intention to be engaged with an organisation (e.g. If this company invited me for a job interview, I would go). The prestige section was adapted from other sources (Highhouse et al., 1998; Turban, Forret and Hendrickson, 1998). The instrument has proven to be effective and has been used in many other studies of Organisational Attractiveness (Gomes and Neves, 2011; Jones, Willness and Madey, 2014; Kavitha and Srinivasan, 2012; Lievens, Van Hoye and Anseel, 2007; Stoughton, Thompson and Meade, 2015; Walker et al., 2013). Because finding a dependable and validated instrument to measure Organisational Attractiveness is important to this study, a decision was made to base measurement questions on the Highhouse et al. (2003) instrument.

The next section will consider Social Identity Theory as a theoretical approach in order to better understand Organisational Attractiveness.

4.2.1.5 Organisational Attractiveness and Social Identity Theory

Because Social Identity Theory (SIT) is threaded throughout several of the fields of literature that are examined here, a brief recap has been included to provide context for Organisational Attractiveness. Based on Ashforth and Mael (1989), members of an organisation define themselves in terms of the organisation to which they belong. To reiterate Social Identity Theory, three characteristics increase identification with the group: distinctiveness, prestige of the group and salience of the out-group(s) (Ashforth and Mael, 1989). Social Identity Theory suggests that social memberships in part define self-identity. Dutton et al.(1994)

also suggest that membership in an employer organisation has a significant effect on self-identity. Although this study proposes looking at individuals before they become members (employees) of an organisation, Social Identity Theory would suggest that applicants (or potential applicants) would consider what membership in that organisation might mean for them in terms of their self-identity and so may influence their perception of Organisational Attractiveness. Social Identity Theory suggests that characteristics that increase perceived distinctiveness, prestige or salience of the outgroups of an organisation would positively affect Organisational Attractiveness as these would be organisations in which membership would be desirable. Understanding the characteristics which might enhance the perceived distinctiveness, prestige or outgroup salience when compared to other employers, may provide additional insight into the perception of Organisational Attractiveness.

Highhouse et al. (2007) focus on Social Identity consciousness which they define as 'one's concern for attaining social approval through organizational affiliation' (2007, p.138). As context, they introduce the idea that Symbolic traits and inferences made by job seekers may lead to attraction. They point out that inferences drawn from both Symbolic and Instrumental traits of an organisation may lead to attraction. However, because the organisation we work for is an important part of our social identity (Dutton, Dukerich and Harquail, 1994), Highhouse et al. (2007) suggest that job seekers will look for clues as to the "type" of organisation they are applying with and thus use symbolic traits as signals about the organisation. This then may result in attraction to the organisation. They specifically looked at two social-identity dimensions of social identity consciousness – 1) concern for social adjustment and 2) concern for values-expression. Concern for Social Adjustment is defined as focusing on impressing others and increasing social status and Concern for Values Expression focuses on being associated with principles, values, doing the "right thing". They suggest that "People identify with organizations as a means of expressing themselves and acquiring social approval, for self-esteem" and therefore "a job-seeker's social-

identity concerns interact with symbolic inferences about an organization to influence attraction" (p.143). Because the organisation has such a strong influence on self-identity, it suggests job seeker's will be more attracted to organisation's that align with their social-identity consciousness. The results support this hypothesis, as individuals with a concern for social adjustment were more attracted to "impressive" organisations and those with a concern for values were somewhat more attracted to "respected" organisations. This suggests that symbolic traits that relate to social-identity consciousness may be an important influence on potential applicant's attraction to an organisation. It also suggests that symbolic traits may be important in differentiating between employer organisations.

Dearmond and Crawford (2011) extend the work of Highhouse et al.(2007) and they look at whether social-identity consciousness in the two dimensions of "social adjustment" and "values expression" act as moderators in the relationship between organization personality perceptions (i.e., Boy Scout, Innovativeness, Dominance, Style and Thrift) and Organisational Attractiveness. They found some support for this hypothesis.

These studies illustrate that Social Identity Theory can be used as a theoretical basis for some aspects of how individuals perceive organisations and consequently Organisational Attractiveness. In particular "social adjustment" which relates to the "prestige" aspect of Social Identity Theory and "values expression" which relates to the "distinctiveness" (of values) aspect of Social Identity Theory.

The following sections will outline additional topics of literature which are linked to Organisational Attractiveness. These include Employer Branding and its relationship to Employer Attractiveness, and Person-Organisation Fit.

4.2.2 Employer Branding and Employer Attractiveness

Employer Brand was examined earlier in the Literature Review (See Section 2.4 Employer Brand), however there are specific connections between Employer/Organisational Attractiveness that are important to highlight and so the

following section will look at Employer Brand in relation to the attractiveness of an employer.

Employer Attractiveness is defined as "the envisioned benefits that a potential employee sees in working for a specific organisation" (Berthon and Ewing, 2005, p.156). They propose that an organisation with a strong Employer Brand may be found to have higher Employer Attractiveness. Berthon and Ewing (2005) focus their study on understanding the various dimensions of Employer Attractiveness. Employer Attractiveness, as Berthon and Ewing define it, is similar to Organisational Attractiveness but specifically as it applies to the field of recruitment and potential applicants. Both seek to describe "Attractiveness" however, Employer Attractiveness is focused exclusively on potential employees, whereas Organisational Attractiveness can apply to both potential employees and existing employees, or any other stakeholder where relevant. Berthon and Ewing (2005) found five factors of Employer Brand that were related to Employer Attractiveness, 1) "Interest value", providing work that is interesting, novel, or of high-quality; 2) "Social value", a fun place to work with good interpersonal relationships, 3) "Economic value", good compensation and benefits; 4) "Development value", opportunities for career development and recognition; and 5) "Application value", opportunities to apply what has been learned and teach others (Berthon and Ewing, 2005). Although they validated the Employer Brand factors as being related to Employer Attractiveness, they did not explore which of the factors might have a greater influence on Employer Attractiveness. In looking at connections with other literature discussed previously, the factors that Berthon and Ewing (2005) identified could be divided into symbolic and instrumental factors with "Interest value" and "Social value" in the symbolic category and "Economic value", Development value" and "Application value" in the instrumental category. This would link their work to research previously discussed that investigated the Instrumental and Symbolic framework of Organisational Attractiveness (Van Hoye

et al., 2013; Van Hoye and Saks, 2011; Lam, Ahearne and Schillewaert, 2011; Lievens and Highhouse, 2003; Schreurs et al., 2009).

From this brief review of Employer Brand and Employer Attractiveness, it is suggested that Employer Brand traits may increase Organisational Attractiveness. The following section will explore the literature of Person-Organisation Fit.

4.2.3 Person-Organisation Fit

In attempting to understand compatibility between job seekers and employers, researchers have considered the construct of "Person-Organisation Fit" (P-O Fit). The topic is relevant to this discussion as job seekers that find a "good fit" with an organisation may consider that organisation to be more attractive (Carless, 2005; Kristof-Brown, 2005; Kristof, 1996; O'Reilly III, Chatman and Caldwell, 1991; Yu, 2014). As well, a number of studies have explored organisational attributes or characteristics to gain insight into P-O Fit (Arbour et al., 2014; Nolan and Harold, 2010; Wei et al., 2016). This may be helpful in further understanding the characteristics of an organisation that may be perceived as attractive by potential applicants which is a key focus of Project 2.

Kristof (1996) in her meta-analysis of P-O Fit looks at a number of conceptualizations and presents a comprehensive definition: "P-O Fit is defined as the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both," (Kristof, 1996, p.4). Her analysis looks at many aspects of P-O Fit which indicates there is considerable support for a positive relationship between P-O Fit and Organisational Attractiveness.

Values congruence has been the focus of a number of studies on P-O Fit (Cable and Judge, 1996; Judge and Cable, 1997; O'Reilly III, Chatman and Caldwell, 1991; Roongrerngsuke and Liefooghe, 2013). O'Reilly et al. (1991) measure P-O Fit using a method of matching individual values profiles and organisational values

and found that individuals preferred organisations they perceive as having similar values to themselves.

Other studies have used the Big Five personality traits as a proxy for employee or applicant values when studying P-O Fit. Judge and Cable (1997) investigate the relationship between personality traits of applicants and values to better understand organisational culture preferences and P-O Fit. Using the Big Five personality traits of extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience as a proxy for job applicant values, they hypothesise these traits/values would relate in very specific relationships to eight factors representing organisational culture. The factors were 1) innovation, 2) attention to detail, 3) outcome orientation 4) aggressiveness, 5) supportiveness 6) emphasis on rewards 7) team orientation and 8) decisiveness. The results did provide support for their hypothesis that applicants are seeking alignment of their values with those of an employer organisation.

Lievens et al. (2001) also look at P-O Fit and use the "Big Five" personality traits. They were trying to understand which of four specific organisational characteristics: 1) organisation size, 2) level of internationalisation, 3) pay mix and 4) level of centralisation affected Organisational Attractiveness. They looked at which of the Big Five personality traits may act as moderators of the effects of the organisational characteristics on Organisational Attractiveness. The four organisational characteristics were not identified through an exploratory process during the study but were selected from a number of sources and references including scans of job postings and so were deemed reasonable. The study found that medium and large-sized organisations, multinational organisations and decentralised organisations were most attractive, with decentralisation being the most salient characteristic. Only two of the Big Five personality traits were found to moderate the effect on Organisational Attractiveness.

Interestingly, the work in these two studies (Judge and Cable, 1997; Lievens, Van Hoye and Schreurs, 2005) is similar to some of the studies explored earlier in this

thesis that looked at Big 5 Personality traits and how those aligned with Organisation Personality traits (Schreurs et al., 2009; Slaughter et al., 2004; Slaughter and Greguras, 2009). This associates a branch of Organisational Attractiveness literature with the P-O Fit literature.

Yu (2014) examines P-O fit and its effects on Organisational Attractiveness, using Social Identity Theory and Signalling theory as its basis. He found that values congruence did not necessarily support increased Organisational Attractiveness. These findings are counter to much of the previous research (Judge and Cable, 1997; Lievens, Van Hoye and Schreurs, 2005; O'Reilly III, Chatman and Caldwell, 1991). It is suggested as a possible explanation that jobseekers perceptions of organisational values are uncertain because they are unfamiliar with the organisation and that their perceptions of characteristics may be inaccurate due to a lack of exposure, information, or experience with the organisation (Yu, 2014). This could also suggest that traits that specifically communicate about values would have more effect on the applicant's perception of Organisational Attractiveness. Heritage might be such a trait as CHB heritage characteristics include "core values".

Swider et al.(2015) looked specifically at P-O Fit with job applicants and found that the perception of P-O Fit changes during the recruitment process as the applicants gather more information about the organisations, and that a positive change in P-O Fit was significant in predicting job choice. This aligns with Barber (1998) who suggests that applicants will form perceptions of organisations prior to any formal recruiting activities based on prior knowledge they have of the organisation (Barber, 1998 cited in Swider et al., 2015, p. 882). With increased information received during the recruitment process, the applicant is better able to ascertain P-O Fit, and positive fit then results in increased Organisational Attractiveness, and ultimately positive job choice. Wei et al. (2016) investigate this concept further and find that information delivered to applicants through recruitment messages was important in providing information and context to applicants and their

understanding of the organisation's image. They observe that "the effect of corporate image on intention-to-apply is a product of the job seeker's recognition of P-O fit," (Wei et al., 2016, p.2224). The literature supports that a positive P-O Fit will have a positive effect on Organisational Attractiveness.

The P-O Fit literature examined here was similar to the work carried out when looking specifically at Organisational Characteristics and Organisational Attractiveness. Both literature areas support the hypothesis that the values and personality characteristics of an individual applicant (or employee) when aligned with the personality, values and characteristics of an organisation results in increased Organisational Attractiveness.

The following section will summarize the literature reviewed.

4.2.4 Summary of the Literature

This review has looked at a number of areas of literature including Organisational Attractiveness, Employer Branding and Employer Attractiveness, and Person-Organisation Fit. The research in this study will examine the organisational characteristics that potential applicants may use to differentiate amongst potential employers, and more specifically will try to determine if Heritage characteristics may be important in differentiating between potential employers, and the effect this may have on Organisational Attractiveness. The literature has provided support that characteristics of an organisation may positively affect Organisational Attractiveness. As well, and more specifically, both Instrumental and Symbolic traits can positively impact Organisational Attractiveness. This is important as "Heritage" would be considered a symbolic characteristic as it is intangible and not a functional characteristic. However, there has been no literature found that looks at heritage characteristics and the possible effect on potential employees or applicants and Organisational Attractiveness.

There were also studies that looked at specific Symbolic traits or "Organisation Personality" characteristics and examined how these were related to

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Organisational Attractiveness. In some cases, these were aligned with the "Big 5 Personality" traits of the applicants, and there was evidence that certain applicant personality traits were aligned with certain organisation personality traits and there was a positive impact on Organisational Attractiveness.

The P-O Fit literature suggests that when there is congruence of values between an applicant and the organisation, there is a positive effect on Organisational Attractiveness. Applicant values were often represented as "Big 5 Personality" traits. Organisational values were sometimes represented by characteristics of Organisational culture, or more general characteristics. However, it is interesting to note that some of these organisational characteristics were very similar to the Organisation Personality characteristics identified in the Organisational Attractiveness literature. Another important observation from the P-O Fit literature is that applicant's perception of an organisation changes the more information they receive. In general, the P-O Fit literature suggests that with a positive P-O Fit, there is a positive effect on Organisational Attractiveness.

Overall, much of the literature examined suggests that organisational characteristics may positively affect Organisational Attractiveness among potential applicants. However, as previously stated there was nothing found to date in the literature that has looked at Corporate Heritage Brands and Organisational Attractiveness, or that indicates that Heritage has been examined in relation to Organisational Attractiveness. This suggests that this is an area for further research and Project 2 will explore this emerging area.

The following section will outline the main research question and the associated objectives.

4.3 Project 2 Research Question and Objectives

The research question that was developed for investigation was:

"Do the heritage characteristics of a Corporate Heritage Brand affect differentiation and organisational attractiveness as perceived by potential applicants?"

In order to address this question, the following three research objectives will need to be fulfilled:

P2-RO$_1$: Identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers.

P2-RO$_2$: Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers.

P2-RO$_3$: Explore how strongly heritage characteristics are aligned with organisational attractiveness when compared with other corporate image characteristics.

As the researcher has been unable to find any literature that links the heritage characteristics of an organisation to potential applicants' perceptions of an organisation, including its attractiveness, this research was considered exploratory and therefore, a qualitative approach was pursued.

4.4 Project 2 Method

4.4.1 Introduction to the Method

The following section will outline the research design and methods that were used, including an explanation of the Repertory Grid Technique, and also the sample frame. It will provide support for the selection of samples and techniques and link the research objectives to those methods.

4.4.2 Research Design

The Research Objectives as stated suggest that one of the goals of the research is to investigate the characteristics of an organisation from the perspective of a

potential employee that may play a part in how they regard that organisation. One of the first requirements is to generate the characteristics that the potential employee might consider when evaluating an organisation as a potential employer. In studying aspects of Corporate and Organisational Image and Organisational Attractiveness, a number of methods of investigation have been employed by researchers to understand the aspects or attributes of an organisation that may make the organisation attractive to job seekers. Slaughter et al. (2004) developed a survey instrument that was based on a review of 248 trait adjectives from studies of human and brand personality to develop their five dimensions of Organisation Personality (Slaughter et al., 2004). They related this to Organisational Attractiveness as well (Slaughter et al., 2004; Slaughter and Greguras, 2009). Lievens and Highhouse (2003) developed an instrument that had organisational attributes based on a pre-questionnaire administered to students which they used to investigate characteristics which were related to the initial attraction of a job seeker to an organisation. In addition to the studies mentioned, many of the other studies of Organisational Attractiveness and Image were quantitative in nature and questionnaire-based, examining large groups with a considerable sample size (Allen, Mahto and Otondo, 2007; Backhaus, Stone and Heiner, 2002; DeArmond and Crawford, 2011; Gomes and Neves, 2011; Van Hoye and Saks, 2011) among many others.

The studies that used focus groups or other face-to-face techniques of gathering organisational traits or characteristics related to determining attractiveness were found, in general, to be creating or validating survey instruments based on the gathered characteristics rather than examining and analysing the actual characteristics. Berthon and Ewing (2005) used university student focus groups to inductively generate a list of factors associated with an "ideal" employer, which they then used to create a 32-item Employer Attractiveness scale. Highhouse et al. (1999), in eliciting characteristics of attractiveness in companies, presented a sample of students with forced choice pairs of fast food restaurants and asked

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them which they would prefer to work for and why. From the "whys", they developed a set of characteristics for further testing. Again, the characteristic data wasn't analysed on its own merits.

According to Dutton et al. (1994) "The images that members hold of their work organizations are unique to each member" (1994, p.240). If we extend this concept then it follows that the images (perceptions) that a potential member of a work organisation hold are also unique. To understand the unique perspectives of individuals and the characteristics they would perceive as making an organisation attractive as an employer would suggest exploration and a one-on-one discussion of those traits or characteristics. Dowling (1986) proposes that in-depth interviews and other marketing research techniques are useful methods for isolating the "salient image dimensions" of a corporate image.

The population from which the sample was drawn was made up of near-graduates and included young people who may have had little experience in reviewing potential employers. Because of a lack of experience, it is possible they might have trouble verbalising characteristics of potential employers in an interview situation. As a result, in-depth interviews might not generate a sufficient number of characteristics to differentiate between organisations, or it is also possible that an in-depth interview might result in suggestions of superficial characteristics, and not those that the subjects would truly use to differentiate the organisations under consideration. Because of these potential issues, other methods of eliciting organisational attributes were explored one of which was Repertory Grid Technique. The following section will provide an overview of Repertory Grid Technique, why it was selected, and define and explain each of the key parts of the technique.

4.4.2.1 Repertory Grid Technique Background

Repertory Grid Technique (RepGrid) is an interview technique that is useful for eliciting the underlying characteristics that a subject may use to describe their view

of the world by focusing on the differences of a series of elements. Very simply, a subject is presented with a group of elements (usually three) and asked to group two together that they perceive as similar (Jankowicz, 2004). They are then asked to describe what characterises the two that are similar, from the one element that is different. These descriptors are labelled "Personal Constructs" and are used to define the two poles of a scale. The subject is then asked to rate each of the elements on that scale. The resulting grids from all subjects can then be analysed and compared to provide insight into the phenomenon that is being studied.

RepGrid was developed by George Kelly as part of his Personal Construct Theory (Fransella, Bell and Bannister, 2004). At the foundation of the theory is Kelly's assumption that each of us is a scientist, constantly creating hypotheses (constructs) to make sense of our day-to-day experiences. Personal Construct Theory (PCT) suggests that individuals create a framework of constructs and theories to make sense of their world (Boose, 1984; Fransella, Bell and Bannister, 2004; Shcheglova, 2009). Fransella et al. (2004) explain that:

> "Kelly suggests that we strive to make sense out of our universe, ourselves and the particular situations that we encounter. To this end each of us creates and re-creates an implicit theoretical framework which, whether it is well or badly designed, is our personal construct system." (Fransella et al., 2004, p.5).

Goffin (2002) summarizes the main components of Personal Construct Theory in the following points:

1. All individuals develop and test constructs as a way of maintaining and anticipating events
2. Many constructs will be constantly updated as they prove useful and less useful in interpreting events
3. Different interviewees typically differ in how they construe events (although there will be some constructs that will be shared across interviewees).
4. Social contexts influence individuals' constructs.
5. If one individual construes events in a way similar to another, then both of their psychological processes are similar. (Goffin, 2002; p. 5).

According to Fransella et al. (2004), Kelly developed the Repertory Grid hand-in-hand with his Personal Construct Theory (PCT). Kelly posited that constructs are

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bipolar, that for each construct there is an opposite; in a sense for each thing we believe, we deny the opposite (Fransella, Bell and Bannister, 2004). This led to the development of the Repertory Grid which is based on the polarity of constructs.

The constructs, as defined in Personal Construct Theory and used in Repertory Grid Technique, are not the same as constructs we would refer to in developing theory and so in this thesis Kelly's constructs will generally be referred to as personal constructs to differentiate them.

Although Kelly originally developed the Repertory Grid Technique or RepGrid for use in the field of Psychology and Psychotherapy, it has proven to be very useful in other fields of research when dealing with complex topics and in drawing out information that interviewees may have trouble articulating (Goffin and Koners, 2011). RepGrid has been used successfully in research in the fields of Product Innovation (Goffin and Koners, 2011; Raja et al., 2013), Information Systems (Alexander et al., 2010; Curtis et al., 2008), Supply Chain Management (Goffin et al., 2012), Human Resources Management (König, Jöri and Knüsel, 2011), Tourism and Hospitality (Hankinson, 2004) and Marketing studies (Macdonald, Kleinaltenkamp and Wilson, 2016; Rogers and Ryals, 2007).

Goffin et al. (2006) found in their study of 'Close' supplier-manufacturer relationships that when the research subjects were asked a question directly regarding the characteristics of these relationships, the answers were limited. Characteristics such as "Good", "Open", "Direct" were offered which are described by Goffin as "clichés" (Goffin et al., 2006, p.196). When the RepGrid technique was used to elicit characteristics, far richer descriptions of relationship characteristics were gathered. Rogers and Ryals (2007) point out that:

> "…there is some evidence that depth interviews may not always access the underlying reality. A known problem is that the researcher may introduce bias through the way that she or he poses or elucidates questions." They then go on to state the bigger problem "is…whether the interview actually accesses the underlying reality,"(Rogers and Ryals, 2007, p.597).

They conclude that Repertory Grid Technique can be used to address both of these issues.

In this study, the first research objective (P2-RO_1) states: "Identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers." This suggests that each interviewee must clearly identify the characteristics that they associate with a particular company. At the same time, they must describe these characteristics with sufficient clarity that it would be possible to use these characteristics to distinguish amongst several other companies (potential employers). This could be particularly difficult for those interviewees who have little job search experience (for example, students) as they may not have clearly identified specific characteristics of a company which make them an attractive employer. Therefore, asking direct questions may not "access the underlying reality" (Rogers and Ryals, 2007, p.597). Given the usefulness of RepGrid at extracting this type of differentiating information, it appeared to be a good fit for the proposed research.

4.4.3 Sample

4.4.3.1 Population of Interest

The population of interest is defined by the Research Question and the Research Objectives as "potential job applicants". This could, in its broadest definition, include any person who is currently seeking employment, or who may be seeking employment in the near future. The unit of analysis is the individual, potential applicant.

4.4.3.2 Sampling Frame and Sample Selection

To address the research objective of exploring the perceptions of "potential applicants", an accessible sample of potential applicants was sought. It was also considered a positive characteristic if the sample subjects were either in the process of seeking a position, or would be seeking a position in the next 6-24 months. This would ensure that the interviewees would have done some

preliminary thinking about companies whom they might consider as potential employers.

A convenience sample was recruited from the student body of the Southern Alberta Institute of Technology Polytechnic, which served as a sampling frame. SAIT is a post-secondary polytechnic institution located in Calgary, Alberta, Canada that provides education and training through a number of academic and trade related programs. It is also the institution where the researcher is on faculty in the School of Business.

One group of interviewees was recruited from the population of Business Administration (BA) diploma students who expect to graduate in 2016 or 2017. The BA Diploma is a two-year business qualification. The first year is general business education, and in the second year the students select a major. Majors include Marketing, Supply Chain Management, Human Resources, Financial Services, Accounting, and Management (General). These students were either in a current job search or were embarking on a search in the next 6 - 24 months. They would qualify as potential applicants for any of the companies that are being considered in this study and therefore are suitable for selection for the sample. Students were recruited from a number of different majors. Included in the BA program is a mandatory first year Management course, in which there is an assignment that requires the student to complete a detailed career plan. Completion of this career plan ensures that the students have considered career direction and potential employers and therefore would be well suited to being interview subjects for this research.

A second group of students was recruited from the Railway Conductor Program training class at SAIT. This is a 16-week program that trains students to work as freight railway conductors. Because of the research carried out in Project 1 that focused on Canadian Pacific Railway, (CP) which was established to be a Corporate Heritage Brand, it was thought that this would provide an interesting sub sample. Railway Conductor students would have familiarity with CP as it is one of

only two major railways in Canada and so it would almost certainly be considered by all graduates of the program as a potential employer. It was thought that these students might also provide interesting insights into their perception of CP as a potential employer, particularly the characteristics that they might find attractive. Because of their selection of a career with a railway and their familiarity with CP, it was thought they might provide different perceptions of the potential employers than the BA students.

Recruitment of interviewees was carried out by the researcher in a number of BA classes and the Railway Conductor class. It consisted of a short explanation of the research undertaken, biographical information about the researcher, and an invitation to sign up for an interview. All of the students who signed up were contacted, and of those, any of the students who were willing to confirm an interview time were selected. The result was a sample of 22 students. In a later section, the sample size will be discussed and a Pareto analysis provided to support the adequacy of the sample.

As previously stated, there were two groups within the sample – the Business Administration (BA) students and the Railway Conductor (RC) students.

All 22 of the interviewees confirmed they were planning to graduate from their programs in the 12 months following the interview and each one also confirmed they were either currently pursuing a career position or would be within 12-24 months which confirmed them as suitable subjects.

4.4.3.3 Sample size

As with any qualitative research method, an appropriate sample size is not easily defined. The Repertory Grid literature is not consistent in suggesting sample size. Tan and Hunter (2002) state that "The intensive nature of the RepGrid technique often means a relatively small sample size. A sample size of fifteen to twenty five within a population will frequently generate sufficient constructs to approximate the "universe of meaning" regarding a given domain of discourse. That is, no new

constructs are normally added even if the sample size is increased." (Tan and Hunter Gordon, 2002, p.9). This aligns with the concept of theoretical saturation, a concept used in determining adequate sampling when using a Grounded Theory approach (Breckenridge and Jones, 2009; Coyne, 1997; Glaser and Strauss, 1967; Sandelowski, 1995). Theoretical Saturation, (which was previously described in Project 1) , occurs "when no new categories or properties are found, and all further instances of data merely add to the bulk of specific instances of already-discovered categories and properties" (Partington, 2002, p.151). Siau et al. (2010) utilise a technique to show the "Point of Redundancy" (theoretical saturation). They focus on "construct classes" or categories of constructs, rather than specific personal constructs, and track these for the number of unique construct classes that are added with each additional RepGrid. They reached redundancy at 10 subjects. (Siau, Tan and Sheng, 2010). Pareto analysis is often used by researchers to determine whether the point of redundancy has been reached (Goffin et al., 2012; Goffin and Koners, 2011; Micheli et al., 2012). Using this technique, the addition of new constructs by each subsequent interviewee is plotted to determine at which point 100% redundancy is reached. It should be noted that this analysis is done following the determination of "Common Constructs" or categories which will be described in the next sections. A Pareto Analysis was completed similar to that carried out by Micheli et al. (2012) and it was determined that the point of redundancy was reached at nine interviewees. This is illustrated in Figure 17. Therefore, the sample of 22 interviewees exceeds the point of redundancy.

Figure 17 Pareto Analysis of the Point of Redundancy
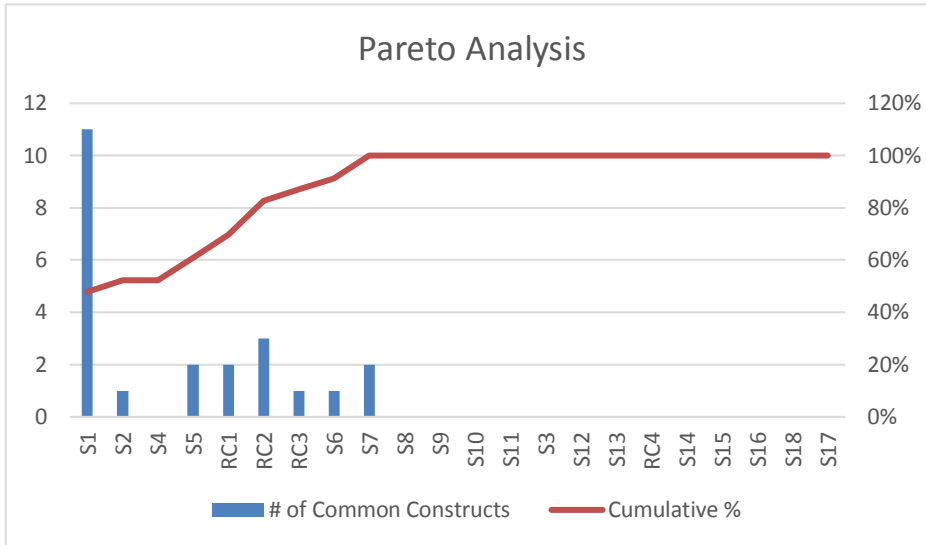
Note: The left axis shows the number of Common Constructs contributed by each interviewee; the right axis shows the Cumulative percentage of common constructs reached (out of 22). Interviewees are displayed in the chronological order in which they were interviewed.

From Micheli et al. (2012).

4.4.3.4 Summary of Sample Attributes

Table 16 presents a summary of the attributes and demographic information collected during the initial stage of the interview process. Tables containing other summary information and distribution of subjects by attribute are presented in Appendix Q.

Table 16 Attributes of the Interviewees in the Sample

Interviewee	Age Group	Gender	Program	Major	Years of Work Experience	Citizenship
S1	30 - 34	Male	Business Admin	Marketing	4 - 5 years	Canadian
S2	20 - 24	Female	Business Admin	Marketing	1 - 3 years	Canadian
S3	25 - 29	Female	Business Admin	Human Resources	< 1 year	Non-Canadian (Italian)
S4	25 - 29	Female	Business Admin	Marketing	1 - 3 years	Non-Canadian (Columbian)
S5	15 - 19	Male	Business Admin	Marketing	< 1 year	Canadian
S6	30 - 34	Male	Business Admin	Automotive Management	19 years	Canadian
S7	45 - 49	Male	Business Admin	Marketing	30 years	Canadian
S8	20 - 24	Male	Business Admin	Marketing	1 - 3 years	Canadian
S9	20 - 24	Female	Business Admin	Automotive Management	4 - 5 years	Canadian
S10	25 - 29	Female	Business Admin	Management	6 - 10 years	Canadian
S11	25 - 29	Male	Business Admin	Financial Services	1 - 3 years	Canadian
S12	15 - 19	Female	Business Admin	Marketing	1 - 3 years	Canadian
S13	25 - 29	Male	Business Admin	Marketing	4 - 5 years	Canadian
S14	40 - 44	Female	Business Admin	Accounting	1 - 3 years	Canadian & Iranian
S15	20 - 24	Female	Business Admin	Automotive Management	1 - 3 years	Canadian
S16	45 - 49	Female	Business Admin	Accounting	30 years	Canadian
S17	30 - 34	Male	Business Admin	Accounting	4 - 5 years	Canadian
S18	30 - 34	Female	Business Admin	Marketing	11 - 15 years	Canadian
RC1	20 - 24	Female	Railway Conductor	N/A	6 - 10 years	Canadian
RC2	50 - 54	Male	Railway Conductor	N/A	30	Canadian
RC3	25 - 29	Male	Railway Conductor	N/A	11 - 15 years	Canadian

| RC4 | 25 - 29 | Male | Railway Conductor | N/A | 6 - 10 years | Canadian |

4.4.4 Overview of Repertory Grid Technique

The Repertory Grid Technique, as previously stated, allows the researcher to elicit information that may be difficult to get at. The technique involves "Elements" and "Constructs". Kelly (1955) defines elements as "the things or events which are abstracted by a construct" (Kelly, 1955, cited in Fransella et al., 2004 p.15). Fransella defines "Constructs" (based on Kelly, 1955) as "bipolar dimensions which each person has created and formed into a system through which they interpret their experiences of the world," (Fransella et al., 2004, p.16). Fransella goes on to explain that it is the bipolarity that differentiates a "Personal Construct" from a "Concept". That bipolarity is the basis on which the interviewing technique is built. The next sections describe the selection of the elements that were used in the Repertory Grid interviews.

4.4.5 Elements

Once the Repertory Grid Technique has been selected as an appropriate tool, it is necessary to select the "elements" or items that are to be considered by the subjects. Based on the research question proposed in the section 4.3 Project 2 Research Question and Objectives, the items to be considered would be "Potential Employers" which would infer companies or organisations of employment. Fransella et al. (2004) state two important considerations when selecting elements (based on Kelly's original design). They state first: "A vital requirement for choosing elements in a grid, elements should be within the range of convenience of the constructs used." They go on to add "An important key to choosing elements is that they should be representative of the area being investigated," (Fransella et al., 2004, p. 19). This suggests that the elements (the companies, the potential employers) must be familiar to the interviewees (within the range of convenience). As the area being investigated is Corporate Heritage Brands (CHB),

it is vital that at least some of the elements (companies) are considered CHBs. To ensure that the companies were within the range of convenience, this was verified in the preliminary section of the interview. The following section will elaborate on how the elements were selected to ensure the criteria of being within the "range of convenience" and also "representative of the area being investigated" (CHB) were fulfilled.

Elements can be selected by the interviewee *(personal elements)*, or they can be provided by the researcher *(provided elements)* (Goffin, 2002)*.* In the field of psychology where the Rep Grid technique originates, the most common method of obtaining elements is by providing the research subject with "role titles" and getting them to suggest names of people who occupy those roles in their life (mother, boyfriend, best friend, mentor, etc.) (Fransella, Bell and Bannister, 2004). However, in management research, recently there is a trend towards providing the elements as this allows for comparison across grids and subjects because each grid contains the same elements (Jankowicz, 2004). Presenting interviewees with a pool of provided elements and allowing interviewees to choose the ones they are familiar with is also a method of providing elements that are familiar to the interviewees. (Goffin, 2002).

To address the research objectives, this study is attempting to understand the characteristics (particularly the characteristics of heritage) of a CHB which might be attractive to a potential employee. Therefore, it was important that at least some of these Companies (elements) were CHBs, and to ensure this some of the elements were provided by the researcher. If all of the elements were provided by the interviewees (personal elements), there was significant risk that none of those elements would be CHBs. It was equally important that the group of elements contain some companies that the interviewees would consider as attractive, as we were interested in this aspect. If all elements were provided, it is possible the interviewee might not have found any of them attractive. To address this, the interviewees were asked to name companies that they would consider as potential

employers and that they would "most like to work for". These potential employers would be considered desirable employers, and therefore would likely be considered attractive to the interviewees. The attractiveness of the organisation was also tested later in the interview using the Organisational Attractiveness Questionnaire to confirm[1]. The resulting list of elements contained four provided elements (with three CHBs) and three personal (selected) elements. Although, this is not a common method for element selection there are some examples in the literature that rely on a similar method to select elements (Grudge and Johnson, 2004; Senior and Swailes, 2004). This mix of personal and provided elements reduces the ability to analyse across grids which can be done when the elements are provided and identical for every interviewee, but it did ensure that both CHBs and companies the interviewees found attractive were included.

The literature suggests that for a repertory grid to be effective that at least six elements (in this case Potential Employers) are required for examination (Goffin, 2002). A total of seven elements was selected as an appropriate number of elements that would provide adequate data, but that was also manageable in an interview time of 1.5 hours. The following section details the selection of the Provided Elements and the selection of Personal Elements for this research.

4.4.5.1 Selection of Provided Elements (Potential Employers)

The Research Question specifically sets out to investigate Corporate Heritage Brands:

> ***"Do the Heritage characteristics of a Corporate Heritage Brand's image affect organisational attractiveness as perceived by potential applicants?"***

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[1] The Organisational Attractiveness Questionnaire is introduced as a part of the Interview Process. It is a survey designed to measure the Organisational Attractiveness of a company as perceived by the interviewee. It will be explained in more detail in Section titled "Interview Process". A sample of the questionnaire can be found in Appendix P.

As stated in the previous section, to ensure that data can be gathered on the characteristics of companies with Corporate Heritage Brands, three of the four Provided Elements selected by the researcher are considered to be CHBs. A CHB, as defined by Urde et al.(2007) is an organisation that has the following attributes:

1. Track record: delivering value to customers and non-customer stakeholders over (a long) time of delivering on the brand promise
2. Longevity: although on its own it does not necessarily result in a heritage brand, it is one component, among others, that is important;
3. Core values: held for a period of time and which have guided corporate policies behaviours and actions;
4. Use of symbols: reflect a corporate brand's past via communications;
5. History is important to its identity: the past helps define the present

The following CHB companies were selected as provided elements:
1) Canadian Pacific Railway
2) Hudson's Bay Company
3) Fairmont Hotels and Resorts

The fourth provided element was Canadian Tire.

Canadian Pacific Railway (CP) was selected as an element because of the research that was carried out in Project 1. It is the company in which the researcher was working at the initiation of the Project 1 research and it was the heritage of the company and the relationship that employees had with CP that originally prompted the interest in researching CHBs.

Hudson's Bay Company (HBC) was selected as an element because it also has a significant history and is closely tied to the history of Canada. This provides some similar characteristics although the two companies are in very different industries (retail vs. transportation). HBC is a major retail chain with stores all across Canada and therefore is likely to be familiar to the interview subjects.

Fairmont Hotels and Resorts (Fairmont) was selected because there are several of the companies signature heritage properties located close to, or in, Calgary and so

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the interview subjects are likely to have at least a passing familiarity with this hotel chain. As well, Fairmont formerly operated as Canadian Pacific Hotels and Resorts, and was a sister company to CP. They share a common history and therefore, there may be similarities between them that might provide interesting results.

Canadian Tire was selected because it had properties of some of the other three elements, but it would not be considered a CHB. It is a retail chain, located across Canada as is HBC. It also is considered very "Canadian" as would both CP and HBC and therefore there may be interesting similarities (because of the "Canadian-ness") and differences, because it is not a CHB, that may be found.

The following sections outline how CP, Hudson's Bay Company (HBC) and Fairmont Hotels and Resorts (Fairmont) meet the criteria to be considered a CHB, using the Urde et al. (2007) attributes.

4.4.5.1.1 Canadian Pacific

Canadian Pacific Railway, CP is a historic Canadian railway company. It was the subject of Project 1 and part of that analysis validated CP as a CHB. See the section 3.4.2.2 CP as a Corporate Heritage Brand for a detailed analysis

4.4.5.1.2 Hudson's Bay Company

Hudson's Bay Company (HBC) is a major Canadian retailer with stores located across Canada. It received its royal charter from King Charles II (of Great Britain) in 1670 to explore British North America (Canada) and trade in furs, primarily beaver. It claims to be the oldest company in North America (Anon, 2015). This would suggest that it has attributes of History, Longevity and Track Record. As further confirmation that its heritage is important to its identity, the Company has a separate website that showcases its heritage (http://www.hbcheritage.ca/hbcheritage/home).

HBC utilizes the symbols of its heritage. It displays its coat of arms which is a close replica of the original coat of arms on many of its brand elements and so meets the criteria of "uses symbols".

It projects its values through the HBC Foundation which is described in the following:

> "The HBC Foundation is a leading registered charitable organization, dedicated to improving the lives of Canadians. The HBC Foundation supports Canadian organizations and initiatives that contribute to healthy families, strong communities and sport excellence. Since 2005, the HBC Foundation has donated more than $77 million in cash and in-kind donations to charitable organizations, including our official charitable partners: Canadian Olympic Foundation, Canadian Paralympic Committee, Look Good Feel Better, The Breast Cancer Research Foundation and Habitat for Humanity." (Anon, 2014).

This meets the criteria of "Core values".

To provide further evidence of the importance of its heritage, and that history is an important part of its identity, as a corporate sponsor of the Canadian Olympic Team, HBC aired a television advertisement throughout the 2016 Rio Olympic Games: https://www.youtube.com/watch?v=m_vzybpOiIM . This advertisement, which was broadcast Canada-wide throughout the 2016 Rio Olympic Games, takes the history of HBC and Canada using images and references to David Thompson, one of Canada's most prodigious early explorers and map makers, and links it to Canadians today. This is accomplished by having the narrator, Rick Hansen, refer to Thompson who travelled thousands of miles mapping Canada as "The Original Man in Motion". The title of "Man in Motion" is one that Rick Hansen, world-class Paralympic athlete, and famous for his round the world "Man in Motion" tour of the mid-1980's, is commonly known by (Anon, 2016b). The advertisement also links HBC to Canada by connecting all Canadians to the original Royal Charter of HBC granted in 1670, which refers to "**The Company of Adventurers** of England Trading into Hudson's Bay". This is done through the final tag line used in the

advertisement, "A **Country of Adventurers**" placed under the original HBC flag, which is illustrated in Figure 18.

The flag of HBC is a variation of the British Royal Navy's Red Ensign that was granted to HBC by Prince Rupert in 1682 (Anon, 2015). It should also be noted that a similar version of the Navy's red ensign was used by Canada as its flag up until 1965 when the red maple leaf was introduced. This again underlines the connections between HBC, Canada and Canadian history and confirms that history is important to the company.

This illustrates and confirms that HBC can be considered a Corporate Heritage Brand.

Figure 18 Flag of HBC

4.4.5.1.3 Fairmont Hotels and Resorts

Fairmont Hotels and Resorts is a world renowned hotel chain. The Fairmont name is originally associated with the hotel property built in San Francisco in 1909, however, Fairmont Hotels and Resorts also shares a history with Canadian Pacific Railway. CP built some of Canada's most iconic hotels, starting in Banff in 1888, to accommodate those who travelled on the railway. These properties include the Banff Springs Hotel (Banff), the Chateau Lake Louise (Lake Louise), the Chateau Frontenac (Quebec City), The Palliser (Calgary) and the Royal York (Toronto), all

of which are historic Canadian icons. Canadian Pacific Hotels and Resorts (as it was known at the time), purchased the Fairmont chain in 1999, and rebranded with the Fairmont name. For example, the Chateau Lake Louise was rebranded as the Fairmont Chateau Lake Louise. This incorporated the history of the US heritage brand while retaining the heritage of the Canadian CP brand. This clearly supports Balmer's hypothesis that corporate heritage brands often relate to several companies (Balmer, 2013). Following a corporate spinoff of the CP subsidiary companies in 2001, there is now no corporate association between Fairmont Hotels and Resorts and Canadian Pacific Railway. However, Fairmont continues to market its heritage (which includes its CP heritage) and publishes history pages on the websites associated with each of its historic properties.

Fairmont illustrates its history in the following excerpt from the Philosophy page on its website:

Fairmont Then & Now

Fairmont Hotels & Resorts is the world's most storied hotel brand. For more than a century, our grand collection of fabled castles, secluded lodges, storied meeting places, beach resorts and modern retreats, have hosted the rich and famous, kings and queens, Presidents and Prime Ministers and stars of the stage and screen.
Many of our iconic properties have been integral in the development of cities, had an impact on the course of history or even altered the social fabric. In fact, they are often deemed attractions in and of themselves.
These extraordinary places still exist. One glance from any vantage point can settle even the most restless of souls or draw excitement from even the most staid and seasoned traveller.
Today, Fairmont is a growth organization. Throughout the United States, Canada, Bermuda, Barbados, Mexico, the United Kingdom, Monaco, Kenya and United Arab Emirates you will find Fairmont Hotels & Resorts: the largest luxury hotel management company in North America.
Building upon our unique strengths and established reputation, we aim to become an unrivalled global presence. As we expand our brand worldwide, we remain committed to our core values by providing experiences that are authentically local, in hotels and resorts of unrivalled presence, with service that is truly engaging. (Anon, 2016c)

This suggests it meets the track record, longevity, core values and history attributes of a CHB. As well, an example of using symbols is the continued use of the stylised "F" in Fairmont that reflects the original logo of the hotel in San Francisco. See Figure 19 for an illustration. This confirms that Fairmont can be considered a CHB.

Figure 19 Fairmont Hotels & Resorts historic logo (L) and Current logo (R)

4.4.5.1.4 Canadian Tire

The fourth provided element, Canadian Tire, was selected because it was likely to be familiar to the interviewees. It is a Canadian retailer of automotive, hardware and household goods and is found in locations across the country. Although it does have a history in Canada (established in 1922), which gives it longevity, that history does not appear to be important to its identity. Canadian Tire does not emphasize its history in its public image. It does emphasizes its "Canadian-ness" including the maple leaf in its logo, the sign is red (the colour most associated with Canada), along with the name "Canadian Tire" (see Figure 20). But it does not use other historic symbols in its promotion. It could be viewed as having a track record, and long-held core values, as it has operated continuously under the same name, however again, those appear to be tied to being "Canadian" not necessarily a CHB. Because of Canadian Tire's lack of emphasis of its history, we will not regard it as a CHB.

Figure 20 Canadian Tire Logo

All of these provided elements are well-known in Canada, and therefore it is likely they would be familiar to most if not all of the sample students. But familiarity with each of the provided elements was also confirmed with the interviewees prior to the start of the RepGrid process. This process will be outlined in the Interview Process section.

4.4.5.2 Selection of Personal Elements

The interviewees provided their suggested companies through a pre-interview questionnaire (see Appendix N). This email was sent to all interviewees 36 – 48 hours prior to their interview. This approach was taken to give them time to think about companies they would consider as potential employers.

The interviewees were asked to select their most preferred company that they would like to work for, and then in addition to this "Preferred Co." they were asked to identify five other companies that they would like to work for (potential employers). Of these six companies the "Preferred Co." was selected as a personal element and then two other companies were selected from their choices by the researcher as the second and third personal elements (Second Co. and Third Co.). The interviewees were asked to provide six companies to ensure that there wasn't duplication with any of the provided elements. The researcher selected the two additional companies (Second Co. and Third Co) based on the following criteria: 1) if any of the suggested companies had heritage attributes, these were selected or 2) if there was a similarity with one of the provided elements in terms of characteristics (industry, geographic reach, etc.) these were also selected. Selecting companies that had heritage characteristics was to provide more opportunity to examine heritage characteristics. Selecting

companies from a similar industry, or location was to possibly provide additional areas for comparison. If the companies suggested had no heritage characteristics or did not have any similar characteristics when compared to the provided elements, the Second Co. and Third Co. were randomly selected from the elements provided by the interviewee.

4.4.5.3 Selection of Triads and Order of Presentation

RepGrid technique generally presents the elements (provided and personal) in groups of three, a "triad", to the interviewee. To ensure that triads were not duplicated, and that the interview was conducted in an efficient manner, the composition of the triads was determined ahead of time as well as the order in which they would be presented. This ensured consistency amongst the interviews as the same combinations and order was maintained for each interview.

Goffin (2002) suggests that to avoid interviewee fatigue an interview should last no longer than 60 minutes and that this generally suggests the completion of 10 - 14 triads. However, as there were additional questions and the Organisational Attractiveness questionnaire to be answered at the end of the interview, 10 triads was determined as a reasonable number to complete.

The triads provided a mix of company selections. As suggested by Goffin (2002), no more than two of the elements are changed in between presented triads which provides some continuity in the companies for the interviewee. One triad (of the 10) contained all of the respondent's selections (Preferred Co, Second Co and Third Co). One triad (of the 10) contained only CHB selections (CP, HBC, and Fairmont). All of the remaining triads contained at least one of the CHB elements and at least one of the respondent's choices. This ensured they were within "the range of convenience" and "addressed the area of investigation" (Fransella, Bell and Bannister, 2004). Table 17 illustrates the triads and the order in which they were presented to the interviewees.

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Table 17 Triad Composition and Order of Presentation

Order to Present	Company 1	Company 2	Company 3
1	Preferred Co.	Second Co.	Hudson's Bay Company
2	Hudson's Bay Company	Canadian Pacific	Preferred Co.
3	Second Co.	Canadian Tire	Canadian Pacific
4	Canadian Tire	Hudson's Bay Company	Preferred Co.
5	Hudson's Bay Company	Canadian Pacific	Fairmont Hotels
6	Third Co.	Hudson's Bay Company	Canadian Pacific
7	Preferred Co.	Second Co.	Third Co.
8	Third Co.	Hudson's Bay Company	Fairmont Hotels
9	Canadian Pacific	Fairmont Hotels	Third Co.
10	Canadian Pacific	Preferred Co.	Second Co.

Now that the selection of elements has been outlined, the triads determined and the order of presentation selected, the Interview Process will be described.

4.4.6 Interview Process

The interview process was made up of five parts:

1. Pre-interview questionnaire
2. Demographic questions
3. Repertory Grid Question and Triad Presentations
4. Organisational Attractiveness Questionnaire
5. History / Heritage Question

The pre-interview questionnaire, included in Appendix N, was used to gather information (personal elements) for the interview as well as to provide a copy of the

Letter of Informed Consent to the interviewee. The Letter of Informed Consent was provided as a partial requirement for ethical approval of the research by both SAIT and Cranfield University.

Because the pre-interview questionnaire was sent out ahead of the interview (36 – 48 hours in advance) it allowed the interviewee time to consider their choice of the personal elements (potential employers) ahead of the interview. This was done in part to avoid a sense of anxiety that might occur if interviewees were asked to come up with their selections, "on the spot" during the interview which helped ensure these were thoughtfully chosen. Receiving the personal elements ahead of time also allowed the researcher to prepare the triads, including personalizing the "triad cards" with logos. This pre-work helped maximize the productive time in the interview; avoiding taking time for the interviewee to think about and decide on their personal elements. Some interviewees did not provide the researcher with the elements ahead of time, but each of them had considered the question and had the companies in mind at the start of the interview.

If the personal constructs were provided ahead of time, the researcher prepared the "Triad Cards" to be used for the presentation of the triads as illustrated in

Figure 21. A Triad Card was a 5" by 8" index card that had the name of the company selected and the company logo printed on it. This was to provide a visual cue for the interviewee during the presentation of the triads which is a technique that can useful for eliciting constructs (Goffin, 2002).

Figure 21 Triad Card Example

The interviews were all held on the SAIT campus in meeting rooms that contained a white board. This ensured a neutral space which was important as the researcher is an instructor at SAIT and the interviewees were SAIT students. Therefore it was essential to avoid any perceived power differential which might be implied by the location, i.e. the interview was not held in the researcher's office as this might reinforce the power and position of the researcher as an Instructor. The room was set up so the interviewee was seated, and could clearly see the white board and also could easily stand up and move to the white board.

The following describes a typical interview:

Following the arrival of the interviewee, the researcher confirms the Letter of Informed Consent and both interviewee and researcher sign the letters. The Letter of Informed Consent contains consent to having the interview recorded and so at this point the recorder is switched on.

The interview then commences with the researcher asking the demographic questions (Part 2 of the Interview Process). Once these questions are completed, the researcher explains briefly how the Repertory Grid Technique works and then

proceeds to the RepGrid section of the interview (Part 3 of the Interview Process). The Interview Guide is presented in Appendix O.

The process used for the RepGrid part of the interview follows the basic structure as laid out by Goffin (2002). See Figure 22 for an overview of the RepGrid Process.

Figure 22 Overview of RepGrid Interview Process
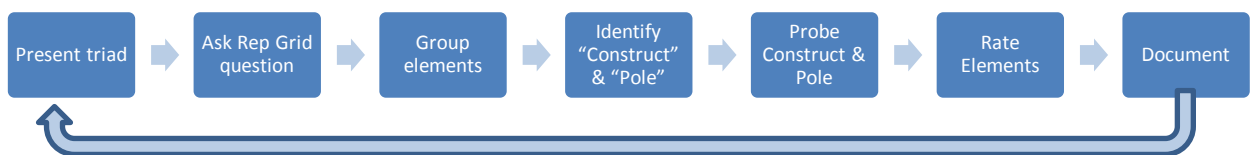
The RepGrid Process begins with the researcher presenting the first triad. The triads and their order has been preselected as laid out in Table 17. The first three "Triad Cards" are place randomly by the researcher on the whiteboard and held there using magnets. The researcher then reads the RepGrid question:

> *"I want you to think about the corporate images of these three companies (that is, the perception you have of these corporations – i.e., what they stand for in your mind, what they mean to you). Now if you were considering these companies as potential employers, (thinking of what companies you would like to work for) in what way are the corporate images of two of these companies alike and at the same time different from the corporate image of the third?"*

The interviewee is asked to physically group the Triad Cards, two together, one separately on the whiteboard. The interviewee is then asked to identify and describe the "construct" that makes the two similar. They are asked to identify what they would consider to be the opposite or "pole construct" that is identified with the third element – that which makes it different. The interviewee is then probed for more information on both the "construct" and the "pole" so that these are clearly described. The researcher strives to have a single characteristic (construct) identified and a single pole and this, in some cases, requires additional probing and clarifying with the subject. Following the grouping and the discussion to identify the "Construct" and the "Pole", the researcher writes these terms on the whiteboard under a pre-printed scale of 1 – 7 which is also attached to the whiteboard. The "Construct" is generally written under "7" and the "Pole" written under "1". This was done for consistency. The interviewee is then asked to place the Triad Cards on the scale to rate each of the three triad elements. When using RepGrid technique, ranking or rating can be used, however, rating was Kelly's original method and Fransella notes that a seven point scale is commonly used (Fransella, Bell and Bannister, 2004). The scale is defined by the "construct" and the "pole" providing the two extremities of the scale (e.g. Construct = 7, Pole = 1). Following the placement of the element cards on the scale, discussion then follows regarding the reasons the interviewee has placed the cards in those places. The researcher then takes a photograph of the whiteboard to preserve the data. The First Triad cards are removed, and the interviewee is then asked to rate the four other elements (companies) which did not form a part of the first triad. These element cards are given to the interviewee, who then places them on the (1-7) scale. The researcher prompts the interviewee for reasons why they may have given the companies the ratings they have. A second photo is taken to record the data. The board is then cleaned of the construct and pole and the next triad is presented. Figure 23 is a photograph of the whiteboard with the three triad cards placed on the scale.

Figure 23 Photograph of Triad and Element Rating
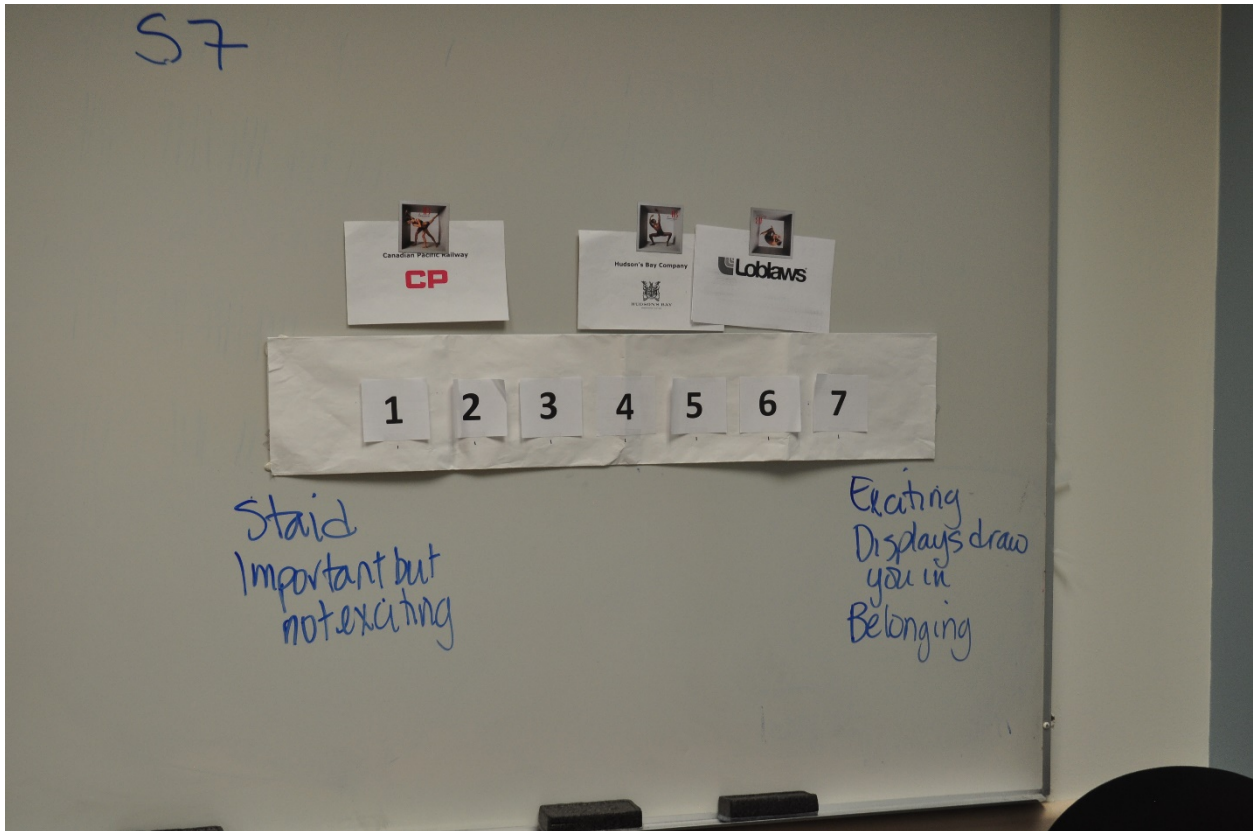
The physicality of having the interviewee move the triad cards around, stand up, sit down to reflect, etc. appeared to help engage them in the process.

Once all of the triads have been presented, the interviewee is given the Organisational Attractiveness Questionnaire – Part 4 of the Interview Process. The purpose of the questionnaire was to understand more about the interviewee's perception of the Organisational Attractiveness of the elements. The questionnaire, found in Appendix P, was designed to offer the common "Supplied Construct" of "More Attractive – Less Attractive". This is similar to the technique used by Raja et al. (2013) in which they provided a "Supplied Construct" (Satisfied – Dissatisfied) to each interview subject. Multiple grids can then be analysed using a technique of content analysis that was developed by Peter Honey (1979) that uses the "Supplied Construct" and its ratings as a common reference across all of the grids.

The decision was made while designing the research that presenting a construct of "Attractiveness – Unattractiveness" as per Raja et al. (2013), and having the interviewees simply rate each company (element) on a scale of 1 – 7 was quite simplistic. Therefore, it was decided to present the supplied construct of Organisational Attractiveness in the form of a questionnaire with a similar 7 point rating scale to elicit a more complete understanding of the interviewee's view of Organisational Attractiveness of each of the elements.

The Organisational Attractiveness questionnaire was derived from previously designed instruments that measure attractiveness (Fisher, Ilgen and Hoyer, 1979; Highhouse, Lievens and Sinar, 2003). It consists of seven questions asked for each of the seven elements (companies). A sample question is; "*This Company is attractive to me as a place for employment."* The full survey is presented in Appendix N.

Following the completion of the questionnaire, the researcher asks one final question (Part 5 of the Interview Process): "Is the History or the Heritage of a Company in any way important to you when you are considering a Company as a potential employer?" After the interviewee answers, and following any additional discussion or questions, the interview is terminated.

The interviews were conducted between April and June 2016. The interviews took approximately 35 hours in total. All interviews were conducted by the researcher.

4.5 Project 2 Analysis and Results

4.5.1 Introduction to Analysis

The Repertory Grid technique provides a great deal of rich data. Each Grid consists of 10 - 12 constructs and poles, and seven element ratings. This results in a total of 90 – 108 data items available in each of the 22 grids for a total of over 2200 data items. In addition to the RepGrid data there were recordings of the interviews which provided additional descriptions and clarifications made

throughout the interview process. The Organisational Attractiveness Questionnaire also provided more data, and at the end there was the final question on History and Heritage. With such a depth and breadth of data, it was important that the analysis was targeted and selective. The following sections will outline the steps taken in the analysis process. This includes 1) Preparation and Validation of Data, 2) Analysis of RepGrid Data and Identification of Key Constructs and 3) Content Analysis.

4.5.2 Preparation and Validation of Data

Prior to any analysis, the data collected during the interviews had to be transcribed and prepared for analysis. The photographic data from Part 2 of the Interview Process was transcribed and loaded into grids that were contained in Excel spreadsheets with a separate grid for each interviewee. Each interviewee's grid contained the constructs and poles as well as the ratings of the elements. The grids also captured their "personal elements" (Preferred Co, Second Co, and Third Co). An example of a completed grid is contained in Appendix R. The transcription of the photo data was carried out by the researcher.

Following the transcription of the Grids, including the Constructs, Poles and Ratings, each transcribed grid was sent to the individual interviewee for confirmation of accuracy. With one exception where one interviewee changed some of their element ratings, the grid data was confirmed as accurate and reflective of the views of the interviewee. For the interviewee who wished to change some of their ratings, those changes were made.

Following the validation of the RepGrid data, the recorded interview conversations that were associated with the RepGrids were transcribed into a Word document. During that process, for each grid, the element ratings for each construct were confirmed between the verbal record as it was transcribed and the photographic record. Corrections were made to the ratings on the transcribed grids where it was required. The researcher carried out all of the interview transcriptions. The Word

document was then uploaded into the software program NVivo for coding purposes. As part of this transcription, the interview material associated with the final question (Part 5 of the Interview Process) was also transcribed and uploaded into NVivo. The Organisational Attractiveness Questionnaire data (Part 4 of the Interview Process) was entered into the software tool Qualtrics, for data capture and analysis purposes. The demographic information from Part 2 of the Interview Process for each Interviewee was linked to the appropriate Questionnaire data and also entered into Qualtrics.

4.5.3 Analysis of Repertory Grid Data

There are many approaches to the analysis of Repertory Grid data. Each elicited construct is very personal, and unique which is the basis for Kelly's Personal Construct Theory (Fransella, Bell and Bannister, 2004). An initial review of the Personal Constructs gives the researcher something of an overview of the content, but to carry out further analysis it is necessary to reduce the number of constructs. This can be done by finding common themes amongst the constructs and compiling a listing of "Common Constructs" based on these common themes. The procedure that was carried out is based on methods derived from Goffin et al. (2006) and Raja et al. (2013). The analysis involved five steps:

1) **Coding and Theming:** The interview material that was linked to each of the elicited constructs and poles was coded using the software tool NVivo. Following the initial coding of the interview transcripts, the codes were reviewed for key themes.
2) **Identification of Common Constructs**: Based on the Themes that emerged from Step 1, a list of "Common Constructs" was developed.
3) **Categorisation of the Personal Constructs**: The constructs and poles that were elicited in the interviews, and that constituted the grids were then matched to one of the Common Constructs. This categorisation of the elicited Personal Constructs into Common Constructs was validated by a second researcher.
4) **Identification of Key Constructs:** Using the software tool Idiogrid (Grice, 2002), the grids were analysed using the method employed by Raja et al. (2013) which produced a list of Key Constructs.

5) **Honey's Content Analysis:** Using the element ratings of the Supplied Construct, "More Attractive – Less Attractive", Honey's Content Analysis Technique was performed to determine the alignment of Key Constructs with the Organisational Attractiveness construct.

A full description of the procedures carried out in each step of the analysis is embedded in the Results sections which follow.

4.5.3.1 Coding and Theming and Identification of Common Constructs

Prior to the Coding of the Constructs and Poles from the grids, the interview transcripts were reviewed with particular attention paid to the descriptions of the constructs and poles as well as the detailed explanations which described the similarities of two of the companies in the triad, and the explanation of the difference of the third company in the triad. This ensured that the meanings of the construct and pole descriptions were clear to the researcher before the coding began. In some cases, if there was ambiguity regarding the interviewee's actual intent in their description of a construct, the transcripts were consulted.

The Constructs and Poles for each grid were loaded into the NVivo software tool, which was used for coding. There were 221 constructs and poles. The coding process used descriptive coding as described by Saldaña (2013). Descriptive coding, as the title suggests, develops codes that describe the key point in a phrase, or summarizes the topic. Each construct and pole was coded and summarized. In some cases, there was more than one topic contained in the construct description. For example, "Canadian brands; well known" was coded to both "Canadian" and "Well known brands". This is an example of simultaneous coding (Saldaña, 2013). As well, there were similar constructs which were coded to the same node, for example there were a number of occurrences of "B2B" and "B2C" which were coded to the same nodes (B2B and B2C).

The first round of coding the 221 constructs and poles resulted in 277 codes. The full list of Codes is presented in Appendix S.

The list of codes was then reviewed and revised to remove any duplicate codes. Clarification and comparison against the interview transcript was done to ensure the interpretation and coding was correct. This reduced the total number of codes to 266.

Following this process, a second review of the codes was carried out. In some cases, higher level codes had begun to emerge during the initial coding, for example "Brand & Brand Awareness" which described and contained the lower level codes of "Brand", "Logo", "Visibility of Brand", "Physical Appearance of Brand", "Brand Awareness". This review continued to understand whether there were any natural groupings or themes. The interview transcripts were also consulted to provide additional detail. This process of theming is consistent with Gioia's second-order analysis, where the researcher reviews the data looking for emerging themes and concepts that help explain the interview results (Gioia, Corley and Hamilton, 2012). The result of this theming exercise was an initial list of 30 categories or Common Constructs which is an appropriate number based on previous work carried out by Goffin and Koners (2011) and Goffin et al.(2006).

Following the identification of the Common Constructs through the Coding and Theming process, the next step was to place each personal construct from the original list of 221 personal constructs elicited through the interviews into a corresponding Common Construct or category. This categorisation will be detailed in the next section.

4.5.3.2 Categorisation of the Personal Constructs

The Categorisation Process involved the association of each of the 221 Personal Constructs as described in each grid with a corresponding Common Construct / Category. In some cases, the Personal Constructs as described, contained more than one construct, in other words they were not described in a single word, and more than one category was implied. These Constructs were divided and redefined as two constructs. These were then placed into the appropriate category.

For example, a Personal Construct was described as "**Obsolete (or close to it).**
Old way of doing business. Employees replaceable." It was divided into
"Obsolete, Old" which was placed in category "Company Age" and "Old way of
doing business, Employees replaceable", which was placed in category "Company
Culture". The final list of "Personal Constructs" contained 252 entries. See Figure
24 for an overview of the process.

Figure 24 Overview of Coding, Identification of Common Constructs and
Categorisation Process
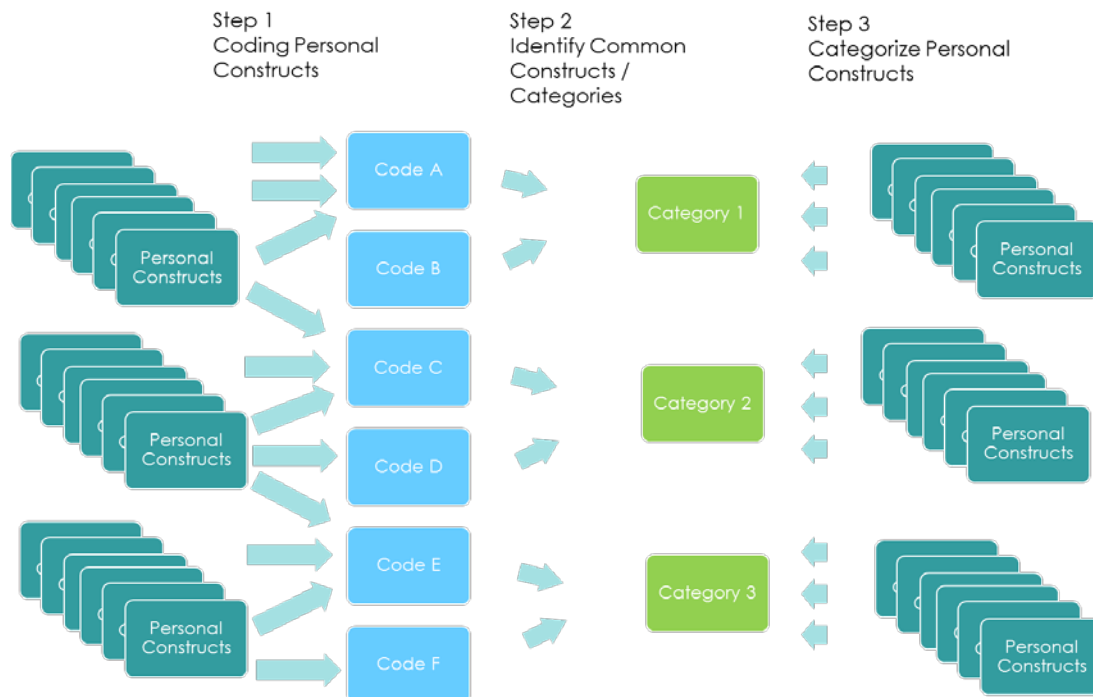
4.5.3.2.1 Definition of Common Constructs / Categories

Qualitative Analysis is iterative in nature (Gioia, Corley and Hamilton, 2012) and therefore it is not surprising that during the categorisation process, there was evolution in the Categories / Common Constructs themselves. In some cases, categories that had initially appeared to be clear cut and defined became somewhat indistinct. For example, "Image, Identity – Impersonal" which was defined as containing the characteristics of a company that were more impersonal such as more/less profitable, versus "Image, Identity – Personality", which tried to capture those aspects of the company that were more personal, had the characteristics of a person, like fun or serious; masculine or feminine; adult or youthful; blue collar or white collar. With successive iterations during the categorisation process, it became more difficult to differentiate some of the personal constructs into one or other of these categories. It became apparent that clearly defining the Common Constructs was critical at this stage in the process. In this process, some of the original categories were modified, or the definition was clarified. In some cases, categories were renamed to make the definition, or the differentiation more precise. For example, **Employee Benefits** and **Employee Treatment** appeared to be part of the same Employee package of benefits which was also indicative of how they were treated. In this case, the two categories were combined into **Employee Benefits**. In another case, **Company success**, **Company Reputation** and **Brand Image, Brand Appeal** and **Brand Personality** were combined into **Brand Image** which was to encompass the image, including the "human" aspects of the brand. Clear definitions were also critical for the validation stage of the process.

Other changes to categories included combining the categories **Corporate Reputation** with **CSR, Community and Environment** into the category **Corporate Social Image**. The categorisation of all of the Personal Constructs was reviewed three times by the researcher to work through some of the more ambiguous categories and to ensure clarity in the resulting categories. These

categories will be referred to as **Common Constructs** (Goffin et al., 2012; Raja et al., 2013). The final List of Common Constructs (23) and definitions are presented in Table 18.

Table 18 Definitions of Common Constructs

#	Name	Definition
1	**Brand Awareness**	• Awareness of the brand, also referring to brand, brand elements, logo, physical representation of the company, of the brand. • Name recognition, includes the name of the company and how well known it is • Includes references to places where the brand might be see – i.e. buildings that are associated with the company, the brand. • Also includes the negative of these properties, i.e. "no physical presence of the brand; not well known.
2	**Canadian Identity**	• Any references to Canada, Canadian company, Canadian History. • Includes the negative, "not Canadian, less Canadian"
3	**Career Fit**	• How well a career with the company would fit with the respondent; whether they have experience, skills, • Regard a career with the company as one they would be inclined to pursue; the work and company is attractive to them • Includes characteristics of a preferred career, what they are seeking in a career i.e. permanence, stability, excitement • Also includes the negative; not a fit, not a career that is attractive, not aligned with existing skills
4	**Career opportunities**	• The possibility of a career with the company; whether there are more or less opportunities; greater or lesser • Includes the sorts of career paths that might be pursued.
5	**Corporate Social Image**	• The social face of the company (positive or negative) • Includes community investment, CSR, environment, • Reputation - positive or negative in the eyes of the public as it relates to social issues • Trust in the company around social issues • How the public views the company and its values
6	**Company Age**	• Age or longevity of the company; newer, older,
7	**Company Industry**	• Industry that the company is involved in; Sales, Service, Transportation, etc.
8	**Company Scope**	• Scope of the company operations, range or influence; local, national, North American, global, international. • May include the relative impact of the company in these areas

9	**Company Size**	• Relative size of the company as perceived by the respondent; large, small
10	**Company Structure**	• The structural organisation of the company; corporation, franchise, multi-national. • Hierarchical, highly structured, union/non-union, more regulated/ less regulated
11	**Company Culture**	• What it's like to work for this company • The culture to be found in the Company itself, creative, restricted, entrepreneurial
12	**Customer characteristics**	• The types of customers/clients that the company has and characteristics of those customers • May be specific, or more broadly applied to the entire customer base. • May include references to whether the interviewee is a customer, or has ever used the products/services • May include B2B, B2C, long-term, diverse, etc.
13	**Customer interaction**	• Types of interactions that the company (or an employee of the company) has with its customers/clients • May refer to the length of the interaction, the frequency, whether transactional or relationship based.
14	**Customer Service focus**	• Whether the Company exhibits an orientation towards its Customers; customer-centric; • Provides a high level/high quality customer service (or the opposite, poor quality, low level service • References to customer satisfaction/low customer satisfaction • The pole may also refer to an "Efficiency-centric" organisation; getting the job done is more important than providing good customer service.
15	**Employee Benefits**	• The entire package that the organisation offers an employee; • Also, treatment of the employee by the company, whether positive, or the pole would be negative treatment of employees; • Includes benefits, compensation, pension, perks, etc.
16	**Financial Image**	• Success (or not) of the company; • Profitable, sustainable, profit driven • Industry leader, or follower
17	**Heritage Company**	• A company with a heritage, a historic company; may be related to longevity and the length of time the company has been in business • Heritage characteristics of the company including history • A history that is associated with the company • Traditional characteristics • The opposite pole would be modern, lack of history
18	**Brand Image**	• Related to the "projected" image of the brand/company and how that image is perceived by the interviewee including Brand Personality, Brand Appeal • "Human" qualities associated with the brand image • Qualities that define the personality of the organisation and its brand • What makes the image appealing - "Fun", "Youthful", "Passionate"

19	**Job Skills**	• Skills required to do the job; • General vs. specialized; fewer vs. greater • May include education or training required for the job
20	**Lifestyle**	• A job or career with this company that fits with the lifestyle of the interviewee • Work life balance (or lack of it) • Rigid or flexible work hours, conditions
21	**Pride**	• Feelings of pride about working for the company • Pride in the work that the company does
22	**Product characteristics**	• Describing characteristics of the product or service such as quality, expensive, high end, basic, etc.
23	**Work characteristics**	• Specific characteristics of the work to be done; i.e. "It's retail, and I don't like working with the public". • Dangerous, physical, boring, mundane

Before proceeding to further analysis of the data, it was important to validate the categorisation of the Personal Constructs into Common Constructs. The next section outlines the steps taken to complete this validation.

4.5.3.2.2 Validation of Categorisation

Validating the reliability of the categorisation of the personal constructs is an important part of the process (Jankowicz, 2004). Goffin and Koners (2011) and Raja et al. (2013) carried out validation to show intercoder reliability. Using a method similar to that used by Lemke et al. (2011) a second independent researcher (Researcher G) was given a spreadsheet that contained a list of the "Personal Constructs" and "Poles" as transcribed and verified by the interviewees. In addition, Researcher G was given the list of Common Constructs and Definitions (Table 18). Researcher G was asked to assign each of the Personal Constructs and Pole pairs to a Common Construct (category). He was instructed that in circumstances where he could not decide between two categories, he was asked to name a Primary category, the one where he felt the fit was closest, and then provide a Secondary category, a category that might also fit the construct in question. Researcher G completed an initial categorisation, and then to confirm, he reviewed and repeated the process.

The initial comparison between Researcher G's categorisation and the original work of the researcher had an exact match on 172 of 252 constructs, or 68%. A

second review looked at the instances where Researcher G had also provided a Secondary category as a possible fit. Using the Secondary category, 10 additional constructs were matched for 72% agreement. With the third review, the researcher looked at the outstanding Personal Constructs, the Common Construct (category) that had been selected as well as the Comments that had been added by Researcher G to support or explain his decision. This third review added agreement on 37 Personal Constructs which was a match of 87%. This meets the threshold for intercoder reliability, which is suggested by Raja et al. (2013) as sufficient. However, for additional confirmation, the researcher and Researcher G further discussed and resolved the remaining categorisation of the outstanding Personal Constructs.

The validated Common Constructs with their associated "Construct – Pole" Pairs are presented in Table 19.

Table 19 Common Constructs and the Construct-Pole Pairs

	Common Construct	Personal Construct	Pole
1	Brand Awareness	Greater Brand Awareness	Less Brand Awareness
2	Canadian Identity	More Canadian	Less Canadian
3	Career Fit	Good Career fit	Poor Career Fit
4	Career Opportunities	More Career opportunities	Less Career Opportunities
5	Corporate Social Image	Positive Corporate Social Image	Negative Corporate Social Image
6	Company Age	Old Company	Newer Company
7	Company Industry	Attractive Industry	Unattractive Industry
8	Company Scope	Large Company Scope (International, National)	More restricted Company Scope (Regional, Local)
9	Company Size	Large Company	Small Company
10	Company Structure	Positive Company Structure (Multiple subsidiaries & locations, non-union)	Negative Company Structure (unionized, rigid, fewer locations)
11	Company Culture	Positive Company Culture (Open, creative entrepreneurial, quality of life)	Negative Company Culture (Traditional, less quality of life)
12	Customer Characteristics	Positive Customer Characteristics (I'm one, everyday people, B2C)	Negative Customer Characteristics (B2B, I'm not a customer, Industrial)

13	Customer Interaction	Positive Customer Interaction	Negative Customer Interaction
14	Customer Service Focus	More Customer Service Focus	Efficiency Focus (not on Customer)
15	Employee Benefits	More Employee Benefits / Well treated	Fewer Employee Benefits / Poorly Treated
16	Financial Image	Successful Financial Image	Unsuccessful Financial Image
17	Heritage Company	More Historic Company, Important History	More Modern Company, Less History
18	Brand Image	Positive Brand Image	Negative Brand Image
19	Job skills	Specialized skills required for job	General skills required for job
20	Lifestyle	Attractive Lifestyle	Less Attractive Lifestyle
21	Pride	Greater Pride	Less Pride
22	Product Characteristics	Attractive Products Characteristics (Quality, Creative, Diverse, Hedonic)	Less Attractive Product Characteristics (Utilitarian, Less Diverse, Low Quality
23	Work Characteristics	Attractive Work Characteristics	Unattractive Work Characteristics

4.5.3.2.3 Creation of Common Construct Grids

Following the validation of the categorisation, the validated Common Construct (Category) that was associated with each Personal Construct was inserted into the dataset contained in an Excel spreadsheet. A grid was then created for each Interviewee that contained the Common Constructs associated with their original Personal Constructs and the Element ratings for those constructs.

At this point, the individual grids contained the Common Constructs with their associated ratings and so were in a format that could be uploaded to the Idiogrid software (Grice, 2002). This RepGrid specific software allows the calculation of a number of descriptive statistics and is necessary for further comparative data analysis. This process will be described more fully in an upcoming section. The next step in the analysis process was the identification of key constructs. This process will be outlined in the next section.

4.5.3.3 Identification of Key Constructs

The method used to identify Key Constructs was originally proposed by Lemke et al. (2003). It includes the calculation of the frequency of Common Constructs. Goffin et al. (2006) point out that frequency is only one measure of the importance of a construct. For example, a frequently mentioned construct may only indicate that it is a construct that is obvious to the interviewees. But frequency does not take into account the ratings of the elements for each construct. Therefore, as well as calculating the frequency of occurrence of a construct, the variability is also another factor that may suggest importance. Measuring the "distance" between ratings, which is the variability, indicates how strongly the interviewee differentiates between the elements or as Lemke et al. (2003) puts it "The variability of a construct is a measure of the spread of its ratings (in the evaluation process) compared to all the other constructs. The higher the variability of a construct is the greater is its importance to the respondent," (Lemke et al., 2003, p.25). Therefore, a Key Construct is a Common Construct that meets a defined frequency (>25% of interviewees) and variability (ANV) threshold.

The following two sections outline the Frequency and Average Normalized Variance (ANV) calculations and results.

4.5.3.4 Analysis of Frequency

Calculating the frequency of occurrence of Common Constructs is the first step in analysing across multiple grids (Lemke, Goffin and Szwejczewski, 2003). Using the NVivo word cloud function, a visual frequency picture was produced and is presented in Figure 25.

Figure 25 Frequency of Common Constructs

Although the picture doesn't provide specifics, it gives an overall sense of the occurrence of some of the constructs suggesting customer, brand, image, career and personality were constructs that were more frequently mentioned. An exact frequency was calculated and the results are shown in Table 20.

The column "Overall Frequency" indicates the total number of occurrences of the Common Construct. The "Unique Frequency" column indicates the number of unique mentions of a Common Construct by an Interviewee, in other words, if a Common Construct was found two or more times in an Interviewee's Grid, only one

(unique) mention was counted. This means the maximum Unique Frequency would be 22 which is the total number of interviewees.

An established threshold for considering a Common Construct as a Key Construct, based on frequency is the mention of it by at least 25% of the interviewees (Goffin, Lemke and Szwejczewski, 2006; Goffin and Koners, 2011; Lemke, Clark and Wilson, 2011; Lemke, Goffin and Szwejczewski, 2003; Raja et al., 2013; Shcheglova, 2009). Based on 22 interviewees, a 25% threshold would require at least six unique mentions by the interviewees.

Table 20 Frequency of Common Constructs

	Common Construct	Overall Frequency > = 6	Unique Frequency > = 6
1	Company Scope	22	17
2	Customer Characteristics	22	14
3	Brand Image	29	14
4	Canadian Identity	12	12
5	Career Opportunities	16	12
6	Brand Awareness	12	11
7	Customer Service Focus	13	10
8	Career Fit	13	9
9	Heritage Company	12	9
10	Product Characteristics	12	9
11	Customer Interaction	9	8
12	Employee Benefits	11	8
13	Company Size	9	7
14	Company Structure	7	7
15	Company Culture	9	6
16	Financial Image	7	6
17	Lifestyle	6	5
18	Job Skills	5	5
19	Corporate Social Image	8	5
20	Work Characteristics	7	4
21	Company Industry	4	3
22	Company Age	5	2
23	Pride	2	2
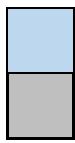
(light blue)	Construct meets frequency threshold Freq ≥ 6,
(grey)	Construct does not meet frequency threshold- Freq < 6

The grey shaded Common Constructs in Table 20 would be excluded as they do not reach the threshold of a frequency greater than 6. There are 16 Common Constructs that reach the threshold. However, as has been previously state, frequency alone is one, but not necessarily the only, indicator of an important construct. Determining the Variability of a Construct can also reveal important aspects of a Common Construct as will be discussed in the next section.

4.5.3.5 Analysis of Average Normalized Variability

As outlined above, in addition to the calculation of the frequency of occurrence of a common construct, the other measure that defines a Key Construct is the variability or spread amongst the ratings of the elements (Goffin, Lemke and Szwejczewski, 2006; Raja et al., 2013). The greater the spread, the greater the interviewee differentiates between the elements. This "spread" is termed the **Average Normalized Variability** or ANV.

Following the method as set out by Lemke et al. (2003) and Goffin et al. (2006), the first step was to determine the overall ANV for all grids for comparison purposes. Because the number of Common Constructs (CCs) varies slightly from grid to grid, the average number of CCs per grid was calculated. The result was an average of 11.45 CCs/grid. The average variability, calculated for all grids was then calculated as 100% (Total Variability)/11.45 CCs/grid = 8.73. Therefore, the average normalized variability (ANV) calculated for each Common Construct must equal or exceed 8.73 to meet the threshold for defining a Key Construct.

To calculate the ANVs for each CC, the Grids were individually loaded into the Repertory Grid Analysis software tool, Idiogrid. Idiogrid was selected for the analysis as it is specifically designed for working with RepGrid data (Grice, 2002). Although other statistical tools can be used for analysis, the design of Idiogrid allows for the efficient loading, manipulation and statistical analysis of constructs,

elements and poles. There have been a number of RepGrid software tools developed and used in the past, however, many of them are no longer available or supported. Idiogrid is still supported, and was used recently for RepGrid analysis by Raja et al. (2013) and Micheli et al. (2012). Using Idiogrid, descriptive statistics were then generated for each of the 22 separate grids. This includes the calculation of **Per Cent Total Sum of Squares** for each construct which is a required input for calculating the ANV. Then for each separate grid, the ANV was calculated for each Common Construct. Based on the method used by Raja et al. (2013) ANV was calculated as follows:

$$ANV = \frac{(\%TTS)(C)}{AC}$$

Where

%TTS	= % Total Sum of Squares *(from Idiogrid)*
C	= Number of constructs in a single Grid
TC	= Total Constructs in ALL Grids
G	= Total Number of Grids
AC	= Average Number of Constructs per Grid = *TC/G*

To illustrate an example of the calculation of ANV for respondent *S1* for the Common Construct of "**Heritage Company**"

%TTS	= 11.85
C	= 12
TC	= 252
G	= 22
AC	= TC/G = 11.45
ANV	= $\frac{(11.85)X(12)}{11.45}$
	= 12.42

This calculation of ANV was then performed for each common construct in each of the separate 22 grids. This resulted in 252 calculations (ANV for each common

construct in each of 22 grids). The results of the calculations for the ANV for the Common Constructs were then aggregated and the ANV across all grids was calculated for each Common Construct. Table 21 presents the Frequency as well as the ANV.

Table 21 Common Constructs with Frequency and ANV

	Common Constructs	Frequency ≥ 6	ANV ≥ 8.73
1	Company Culture	6	9.62
2	Employee Benefits	8	9.34
3	Customer Interaction	8	9.32
4	Customer Characteristics	14	9.06
5	Brand Awareness	11	9.01
6	Heritage Company	9	8.90
7	Company Structure	7	8.90
8	Product Characteristics	9	8.79
9	Brand Image	14	8.74
10	Pride	2	9.90
11	Company Industry	3	9.81
12	Lifestyle	5	9.72
13	Work Characteristics	4	8.78
14	Company Scope	17	8.60
15	Canadian Identity	12	8.60
16	Career Opportunities	12	8.52
17	Customer Service Focus	10	8.33
18	Company Size	7	8.17
19	Career Fit	9	8.10
20	Financial Image	6	7.42
21	Job Skills	5	8.47
22	Corporate Social Image	5	6.87
23	Company Age	2	7.96

Key Construct - ANV ≥ 8.73 and Freq ≥ 6

■	Not a Key Construct - Freq ≥ 6, but ANV < 8.73
■	Not a Key Construct - ANV ≥ 8.73, but Frequency is < 6
■	Not a Key Construct - Freq < 6 and ANV < 8.73

The Key Constructs are those which meet the criteria for Frequency ≥ 6 and ANV ≥ 8.73. These are coloured purple in Table 21. Of note, the Common Construct "**Heritage Company**" was found to be a "Key Construct" (number 6 in Table 21).

The next section explores each of the identified Key Constructs. It will define and describe each KC. It will also discuss support from the literature that may help explain the characteristic and why it may be a KC.

4.5.4 Key Constructs and Research Objective 1

The purpose of this study was to explore the organisational characteristics that may influence potential applicants and their perceptions of organisations as employers, and in particular whether the Heritage characteristics of a Corporate Heritage Brand affect organisational attractiveness as perceived by potential applicants.

The first research objective was to identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers. This study used Repertory Grid technique to identify characteristics of organisations that may be used by potential employees to differentiate employer organisations from each other. Through frequency and average normalised variability (ANV) analysis of the Common Constructs, Key Constructs were identified. A Key Construct (KC) in this study is defined as a construct that, when analysed, equals or exceeds a frequency threshold of 25% of the sample size, and has an average normalized variability (ANV) that equals or exceeds the determined threshold of 8.73 (Goffin et al., 2012; Goffin, Lemke and Szwejczewski, 2006; Lemke, Clark and Wilson, 2011; Lemke, Goffin and Szwejczewski, 2003; Raja et al., 2013). A Key Construct represents an organisational characteristic that is significant in differentiating between organisations.

The Key Constructs are displayed in Table 22.

Table 22 List of Key Constructs

	Key Constructs
1	Company Culture
2	Employee Benefits
3	Customer Interaction
4	Customer Characteristics
5	Brand Awareness
6	Heritage Company
7	Company Structure
8	Product Characteristics
9	Brand Image

The following sections will define and describe the key constructs and explore through the relevant literature why these characteristics were selected as important differentiators (KCs) and in doing so will partially address Research Objective 1.

4.5.4.1 Key Constructs Definitions and Descriptions

The next sections will define and describe the Key Constructs. It will also provide examples of Construct and Pole pairs so that the two ends of the RepGrid "scale" are understood. It is also important to understand whether the interviewees preferred the Construct or the Pole, and this data is also included. Example quotes will help illustrate and further explain the Key Construct. In addition relevant literature will be referenced to provide additional insight into each of the Key Constructs as to why they may be important to potential applicants. The Key Constructs are presented in frequency order, highest frequency to lowest frequency.

4.5.4.1.1 Brand Image

The Key Construct of "**Brand Image**" is defined as:

- Relating to Brand Image, Brand Personality, and Brand Appeal
- Related to the projected image of the corporate brand/company and how that image is perceived by the interviewee
- "Human" qualities associated with the brand image
- Qualities that define the personality of the organisation and its brand
- Qualities that makes the image appealing - "Fun", "Youthful", "Passionate"

The Construct and Pole pair:

Positive Brand Image	Negative Brand Image

The preference for the Construct was 89% and the preference for the Pole was 11% which indicates a strong preference for the positive aspects of **"Brand Image"**.

Some specific quotes that illustrate this construct:

"I'm actually looking at it from the point of view of passion, where would I find passion. Because of what they (the companies) do, it's where I would probably find passion" (S7)

"Well, maybe put RMR and HBC together because they seem to have a friendlier image to the customer." (RC4)

"Brand Image" had a frequency of 14 (maximum frequency is 22) which indicates 64% of the interviewees provided this construct. This was the highest frequency of all of the Key Constructs. However, the ANV was 8.74 which was the lowest ANV ranking, being just slightly above the threshold of 8.73. This suggests that although many interviewees mentioned this characteristic, it was not high in differentiating the companies from one another. This could be because interviewees may have found that the companies had similarly positive Brand images or personalities. The construct is similar to the brand personality concept defined by Aaker (1997). She defines Brand personality as "the set of human characteristics associated with a brand" (1997, p.1). **"Brand Image"** could also

include the Organisation Personality construct as explored by Lievens and Highhouse (2003) and Schreurs et al.(2009). There is a similarity in the definition of Organisation Personality in the literature: "The set of human personality characteristics perceived to be associated with an organization," (Slaughter et al., 2004, p.86) and the definition of this Key Construct that states it is the "Human qualities associated with the brand image." As other researchers have identified and validated the constructs of "Brand Personality" and "Organisation Personality" which seem to have at least some of the qualities of the **"Brand Image"** construct, particularly in referencing the "human" qualities, it is not surprising that this was a characteristic identified as important to the interviewees. This is supported by the findings of Gatewood et al. (1993) who found that corporate image was highly related to potential job applicants' intentions to pursue contact with a firm and therefore suggests that image is important to potential applicants. It is also supported by Chhabra et al. (2014) who found a significant and positive correlation between strong brand image and likelihood to apply.

In addition, Moroko and Uncles (2008) identified one of the characteristics of an attractive Employer Brand as the "unintended appropriation of brand values". This refers to the situation where a potential applicant relies on their existing knowledge of a company and its brand and brand values as a proxy for the organisation's values. The identification of **"Brand Image"** as a Key Construct may be an occurrence of this type of "values transference".

4.5.4.1.2 Customer Characteristics

The Key Construct of "**Customer Characteristics**" is defined as:

- The types of customers/clients that the company has and characteristics of those customers
- May be specific to a few customers, or more broadly applied to the entire customer base.
- May include references to whether the interviewee is a customer, or has ever used the products/services
- May include B2B, B2C, long-term customer, diverse customer types, etc.

The Construct and Pole pair:

Positive Customer Characteristics (I'm one, everyday people, B2C)	Negative Customer Characteristics (B2B, I'm not a customer, Industrial)

The preference for the Construct was 68% and the preference for the Pole was 32% which indicates a preference for the more positive aspects of **Customer Characteristics,** which aligned with a preference for organisations that had "Consumers" as customers, rather than businesses.

Some specific quotes that illustrate this construct:

> "I'm guessing these two would be more B2B marketing and (HBC) more B2C Consumer targeted marketing." (S13)

> "If it's about me. It's about what I need. What I would buy. As a customer. I'm more likely, I would buy a Rogers phone, I would get Rogers cable... I will partake of those products. " (S7).

"Customer Characteristics" had a frequency of 14 which means 64% of the sample identified this construct which is the same frequency as **"Brand Image",** both ranking number one in frequency. However, different from **"Brand Image"**, **"Customer Characteristics"** had a higher ANV at 9.06, or 104% of the ANV threshold of 8.73 and ranking as the 5th highest ANV of the Key Constructs. Many of the interviewees spoke of themselves, or people like them as customers (e.g. every day people), or conversely, people not like them (e.g. high class, elite) as customers. This suggests the interviewees were using their own knowledge as customers when evaluating the elements/organisations. The high differentiation between organisations represented by the ANV is explained by the frequency that B2B (business to business) and B2C (business to consumer) were used in describing customer characteristics. If a triad of elements had one B2B and one B2C, the rating of all of the companies tended to be at opposite ends of the scale, being either B2B (1) or B2C (7) as the perception of these companies tend to be one or the other, and not somewhere in between. This could explain the high variability measure.

"Customer Characteristics" is not an attribute that was evident anywhere in the literature that was reviewed. It is not immediately apparent why it might have been selected as a Key Construct. This will be discussed further in an upcoming section.

4.5.4.1.3 Brand Awareness

The Key Construct of **"Brand Awareness"** is defined as:

- Referring to brand, brand elements, logo, physical representation of the company, of the brand.
- Name recognition, includes the name of the company and how well known it is
- Includes references to places where the brand might be see – i.e. buildings that are associated with the company, the brand.
- Also includes the negative of these properties, i.e. "no physical presence of the brand; not well known.

The Construct and Pole pair:

Greater Brand Awareness	Less Brand Awareness, Less Name Recognition

The preference for the Construct was 83% and the preference for the Pole was 17% which indicates a strong preference for the more positive aspects of Brand Awareness.

Some specific quotes that illustrate this construct:

"They're large companies, and I've heard of them. Whereas Hardware Unlimited I don't know, I think it's smaller." (S13)

"I think that those two want to be known more. That means that gives someone that's employed there more opportunity; We (could) use brand awareness…to describe it"

"Brand Awareness" had a frequency of 11 or 50%, ranking third in frequency of mention by the interviewees. The ANV was also relatively high at 9.01 or 103% of the threshold, this ranked it 6th in the Key Constructs for ANV. **"Brand Awareness"** would be an important construct as it would provide some of the

information that the potential applicant has about an organisation. Turban et al. (1998) found that information about an organisation's reputation that was provided early in the recruitment process may have a positive effect on a recruit's attraction to the organisation. Cable and Turban (2001) apply the concept of brand equity to recruitment and introduce the concept of "recruitment equity" which they define as "the value of job seekers' employer knowledge". Recruitment equity was found to positively influence effectiveness of recruitment *because of job seekers' previous knowledge about the organization* (Cable and Turban, 2001, p.201). This suggests that a potential applicant will use knowledge of an organisation, which would include their knowledge and awareness of its brand and associated brand equity when considering a potential employer or differentiating between potential employers. Moroko and Uncles (2008) identify Brand Awareness as one of the key attributes of a successful Employer Brand and this also supports the finding that **"Brand Awareness"** is a Key Construct.

4.5.4.1.4 Heritage Company

The "**Heritage Company"** construct is defined as:

- A historic company with heritage characteristics;
- May be related to longevity and the length of time the company has been in business; long established
- A history and a heritage that is associated with the company
- Traditional characteristics, a track record
- The opposite pole would be a modern company, lack of history

The Construct Pole Pair is:

Heritage Company, Important History	Modern Company, Less History

The preference for the Construct was 73% and the preference for the Pole was 27% which indicates a preference for the Heritage aspects, rather than the Modern aspects of an organisation.

Some example quotes that illustrate this construct:

"I was going to go down the avenue of them all being old companies, but HBC is the oldest, it's more historic, rooted in the history of Canada whereas these two are rather new and directly related by their company roots. They are all historic." (S9)

"I'll group CP and HBC because they're really historical companies that have been around for a long time. They just automatically sit in Canadian's minds in one way or another." The other. New age kind of business. Not as long in business and maybe…something you wouldn't take as much pride in since it's a newer company." (RC4)

"Heritage Company" had a frequency of 9 or 41% of the sample which made it the fourth most frequently mentioned construct. The ANV was 9.29 or 106% of the threshold and this made it fourth in the ranking of ANV. **"Heritage Company"** was both frequently mentioned, but was also a strong differentiator between organisations. Understanding more about how heritage characteristics might influence potential applicants' perceptions of an organisation is at the core of this study, and it will be discussed in detail in the section titled: **Key Construct Heritage Company and Research Objective 2**. However, it should be noted that although the preference for the positive or "Heritage" aspects of the construct was 73% that 27% of the sample preferred the "Modern" aspects of organisations.

4.5.4.1.5 Product Characteristics

The Key Construct of **Product Characteristics** is defined as:

- Describing characteristics of the product or service such as quality, expensive, high end, basic, etc.

The Construct and Pole pair:

Attractive Product Characteristics (Quality, Creative, Diverse, Hedonic)	Less Attractive Product Characteristics (Utilitarian, Less Diverse, Low Quality

The preference for the Construct was 83% and the preference for the Pole was 17% which indicates a strong preference for the more positive aspects of **Product Characteristics**.

Some specific quotes that illustrate this construct:

"I see Roland as producing higher quality product more so than Canadian Tire.. …their one line of guitar pedals called Boss are extremely durable… they'll last forever. You can buy a second hand product that is twenty years old and it will last you another 20 years. Looking at CanTire specifically, their products aren't that durable. They aren't going to last as long. So they kind of are in a way cheaper and less durable." (S5)

"Because it's about creating entertainment and fun for customers. Where Co-op is more about filling a need."

"Product Characteristics" had a frequency of 9 or 41% of the sample. It was the fifth most frequently mentioned Key Construct. The ANV of "**Product Characteristics"** was 8.79 and it is just slightly above the threshold of 8.73. This indicates that it was not a construct that was a high differentiator. Because of the high preference for the positive aspects of "**Product Characteristics"**, this may suggest that potential applicants expect that a potential employer would produce quality products, or products that they are attracted to, and therefore it is not a differentiator.

"Product Characteristics" could also represent knowledge a potential applicant might have of an organisation prior to beginning a job search, or might be information that they acquire during a job search. Simple knowledge of an organisations products including the product characteristics could influence the perception of the organisation's image. This aligns with the findings of Cable and Turban (2001) discussed in the Brand Awareness section. It is also consistent with the perception of Corporate Image as defined by Alvesson: "A holistic and vivid impression held by a particular group towards a corporation partly as a result of information processing (sense-making) carried out by the group's members and partly by the aggregated communication of the corporation in question concerning its nature, i.e. the fabricated and projected picture of itself," (Alvesson, 1990, p.376). Information about "**Product Characteristics"** could be the result of the "aggregated communication" to its publics and therefore contributes to the information the potential employee has about the organisation.

4.5.4.1.6 Employee Benefits

Employee Benefits is defined as:

- The entire compensation and benefits package that the organisation offers an employee;
- Includes treatment of the employee by the company, whether positive, or the pole would be negative treatment of employees;
- Includes benefits, compensation, pension, perquisites, etc.

The Construct – Pole pair is:

Greater Employee Benefits, Employees well treated	Fewer Employee Benefits, Employees Poorly Treated

The preference for the Construct was 62% and the preference for the Pole was 38%. There is comparatively less preference for the Construct, when compared with the other Key Constructs.

Some specific quotes:

"Treat employees well is actually based on people who work for the company. I know people who work for Cenovus and TCPL that haven't been laid off and they have very good things to say about the company……(they are) trying to restructure rather than laying off" (S10)

"Based on pensions. Where these two have very good pension plans. And they have matching RRSPs, I don't even know if Caltrax has a pension plan." (RC2)

The frequency of "**Employee Benefits**" was 8 or 36% of the sample which was sixth in terms of ranking. The ANV was 9.34 which is 107% of the threshold and second in the ranking. This implies that **"Employee Benefits"** was a strong differentiator. It is not surprising that **"Employee Benefits"** is identified as a Key Construct. Compensation has been found to influence recruits' perceptions of an organisation at all stages of the recruitment process (Aiman-Smith, Bauer and Cable, 2001; Lievens, Van Hoye and Schreurs, 2005; Turban and Keon, 1993).

Compensation and benefits would be a clear way to distinguish between potential employers, and therefore that suggests it would be a characteristic the potential applicants would consider as a differentiator. Drawing from marketing literature, Cable and Turban (2001) suggest that much like consumers have a "consideration set" of brands when considering a purchase that a "consideration set" also exists for applicants. A consumer's "consideration set" is defined as subset of all the brands available for purchase, and where this subset of brands meets a consumer's most basic, fundamental buying criteria. Similarly, potential applicants identify those attributes, values, etc. that meet their employment needs, and organisations that have those attributes would be included in their "consideration set" of companies for application (Wilden, Gudergan and Lings, 2010).

This is supported by the following quote:

> "That's actually based on people who work for the company…they have very good things to say about the company. Just good things about how they treat their employees…. (They are) trying to restructure instead of laying off as many people as they could…that's important." (S10).

It is logical that compensation, benefits and treatment would be in that list of criteria to determine the "consideration set" as it is such a fundamental part of filling the needs of the applicant. In other words, a company that is known to pay well and treats its employees well would be included in the "consideration set", whereas a company that does not pay well and does not treat its employees well would quite simply be excluded from the consideration set.

4.5.4.1.7 Customer Interaction

The Key Construct of **Customer Interaction** is defined as:

- Types of interactions that the company (or an employee of the company) has with its customers/clients
- May refer to the length of the interaction, the frequency, whether transactional or relationship based.

The Construct and Pole pair:

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Positive Customer Interaction, Customer needs met, "Good customer experience"	Negative Customer Interaction, Customer needs not met, "Bad customer experience"

The preference for the Construct was 68% and the preference for the Pole was 32% which indicates a preference for the more positive aspects of **"Customer Interaction"**, although not as strong as "**Company Structure"** and "**Heritage Company"**.

Sample quotes that add some detail to this Construct follow:

> "You're building a personal connection with customers. It's not as fast paced. You're getting to know them. You're building a relationship, they're coming back. It takes time."

> "Consumers are in there longer (Fairmont Hotel). There's more customer exposure time-wise. Customer experience is longer. More time to create value for the customer."

"Customer Interaction" had a frequency of 8 or 36% of the sample, and it was ranked seventh. The ANV was high at 9.32 or 107% of the threshold of 8.73 indicating that it was a strong differentiator.

"Customer Interaction" is about the relationships that an organisation has with its customers. As is illustrated in the quotes above, in referring to these interactions the interviewees refer to the length of the interaction ("It's not as fast paced. You're getting to know them, etc."). There were other examples of this that referred to whether it was a brief, one time transaction, or an interaction that took place over a much longer period of time, and indicated the building of a relationship with a customer. These are social interactions and may signal to the potential applicant something about the values and personality of the organisation. The potential applicant may see an organisation that has positive customer interactions in the form of long-term, positive, mutually beneficial relationships as having the traits of "Sincerity" (Lievens and Highhouse, 2003) or "Boy Scout" (e.g., honest, attentive to people, family-oriented) (Slaughter et al., 2004) suggesting a congruence of values which is supported by the P-O Fit literature.

4.5.4.1.8 Company Structure

"Company Structure" is defined as:

- The structural organisation of the company; corporation, franchise, multi-national.
- Hierarchical, highly structured,
- Union vs. non-union, more regulated vs. less regulated

The Construct – Pole pair is

Positive Company Structure (Multinational, Multiple subsidiaries & brands, non-union)	Negative Company Structure (unionized, single company, not multinational)

The preference for the Construct was 78% and the preference for the Pole was 22% which indicates a strong preference for the more positive aspects of "**Company Structure**".

The following quotes illustrate the intent of the interviewees when describing personal constructs associated with "**Company Structure**".

> "The whole multi-national area is of more interest. HBC has many different international brands, credit card services." (S8)

> "Honestly – they're non-unionized, they have more freedom as an employee. You're not stuck in that political structure. Freedom as an employee vs… restricted" (S10)

> "The corporate structure is similar (CN and CP), how they run their operations…and how they delegate the work down the line until they ultimately get to the operations employees. Hierarchical. " (RC4)

"Company Structure" was eighth in frequency with 7 mentions by interviewees or 32% of the sample. The ANV was 8.90 or 102% of the threshold. So both of the indicators are close to the threshold. The quote examples show that different aspects of "**Company Structure**" are attractive to each of the potential applicants. S8 is looking at the multi-national, multi-brand aspect and finds that attractive. S10 finds that less structure, in a non-unionized environment is more attractive and RC4 prefers the highly structured railway hierarchy as he sees many different

opportunities within it. Kristof (1996) defines P-O Fit "as the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both," (Kristof, 1996, p.4). This suggests, as with "**Customer Interaction"**, a potential P-O Fit where there is a "fit" between the needs of the potential applicant (need for a particular type of organisational structure) and what is "supplied" by the organisation (the structure required).

4.5.4.1.9 Company Culture

The Key Construct of Company Culture is defined as:

- What it's like to work for this company
- The culture to be found in the Company itself, e.g. creative, restricted, entrepreneurial.

The Construct and Pole pair:

Positive Company Culture (Open, creative entrepreneurial, quality of life)	Negative Company Culture (Traditional, less quality of life)

The preference for the Construct was 89% and the preference for the Pole was 11% which indicates a strong preference for the more positive aspects of "**Company Culture**".

Some specific quotes that illustrate this construct:

> "I was really impressed. If I could get a job at Caltrax, I'd go in a heartbeat. They have barbecues every month and offsite activities. Management seemed pretty laid back, as long as you got the job done, at the end of the day, they seemed pretty easygoing. A pretty attractive culture." (RC4)

"Company Culture" has a frequency of 6 which is right on the threshold and is ninth in terms of frequency ranking. It has the highest ANV of any of the Key Constructs at 9.62 or 110% of the threshold. This implies that although not mentioned by many interviewees, that to those who did mention it, **"Company**

Culture" was a very significant differentiator. A positive corporate culture has been found to increase the attractiveness of an organisation with recruits (Judge and Cable, 1997) and so it is not unexpected to find "**Company Culture"** as a Key Construct. Gardner et al. (2012) looked at Organisational Culture in the context of P-O Fit. Using the Competing Values Framework (CVF) (Hooijberg and Petrock, 1998) they explored fit between Big 5 Personality types (Extraversion, Neuroticism, Openness to Change, Conscientiousness, Agreeableness) and the four culture types of CVF (clan, hierarchy, adhocracy, and market) and found positive correlations suggesting that potential applicants seek congruence between "who they are" (personality) and the culture of the organisation.

4.5.4.1.10 Summary of Key Constructs

The preceding sections have defined each of the nine Key Constructs that were identified using Goffin's approach to RepGrid analysis (Goffin et al., 2012; Goffin, Lemke and Szwejczewski, 2006; Lemke, Goffin and Szwejczewski, 2003; Raja et al., 2013). Each Key Construct has been discussed in the context of the study and support provided from the literature for the occurrence of each Key Construct including aspects of P-O Fit, Brand Personality, "consideration set" and prior knowledge of an organisation.

The next section will discuss the Key Construct of Heritage Company in relation to the Research Objective 2.

4.5.4.2 Key Construct Heritage Company and Research Objective 2

The construct "**Heritage Company**" was identified as a Key Construct which is important for addressing the second research objective. Research Objective 2. was to determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers. The following section will discuss to what extent the heritage characteristic "Heritage Company" is important.

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Based on the Instrumental – Symbolic framework, the characteristic of "**Heritage Company**" would be defined as a Symbolic attribute because it is an intangible characteristic. Urde et al. (2007) refer to the five attributes of a Corporate Heritage Brand as 1) longevity 2) track record 3) use of symbols 4) long-held values and 5) history is important to its identity. These attributes are also each symbolic in nature and together represent a part of the identity of an organisation. One of the most frequently cited definitions of Organisational Identity is that of Albert and Whetten (1985): "That which is distinctive, central and enduring in an organisation." Each of the five attributes of a CHB could be characterised as "distinctive, central or enduring". Longevity is certainly a quality that is almost synonymous with enduring. A Track record of delivering to customers would also be considered enduring, and depending on the focus of the company, could also be considered central, i.e. a central value of delivering to customer's needs. The use of symbols could be considered distinctive, particularly those that draw on the company's history, as these would be corporate symbols that other companies would not have and could be used to distinguish the company from others. Long-held values speaks to the core principles and values of an organisation that are central to its mission and vision, and that have endured over time. And finally, history is important to its identity as it not only explicitly references an organisation's identity, but is clearly an enduring quality. The history may also be a unique or distinctive characteristic of the company. This suggests that the history and heritage of a company with a CHB is grounded in the very definition of its identity.

There are examples of each of the Urde et al. (2007) attributes in both the responses to the elicitation of RepGrid personal constructs, and also from the question posed specifically to the respondents on the importance of History or Heritage to the interviewees in Part 5 of the interview:

> "Is the History or the Heritage of a Company in any way important to you when you are considering a Company as a potential employer?"

In answering the question, the interviewees often referenced one or more of the CHB traits. This supports the premise that Heritage is an important part of a company's identity. Following are some specific examples. A full list of answers to the question in Part 5 of the interview is found in Appendix T.

> "I think there's something very appealing about working for a company that has a history to it, something to draw from, especially from a marketing perspective. It's interesting that there's some sort of history there that you can pull from and you have some materials that other companies don't have if they started yesterday" (S1)

This supports the premise that a company, a CHB, is one whose heritage is part of its identity. In this case, the interviewee suggests that this gives it a unique (distinctive) advantage when working in marketing.

The following illustrates the importance of a track record for a company:

> "I'm interested in some companies that have heritage behind it. Some background. Some projects (that show) they've been in the industry a while. That gives me more trust and a sense of their credibility. So I think yeah. Because new companies…it's good, but sometimes you're not so sure about it…and sometimes with scams and so much going on and it's not so reliable and you're not so sure. History gives me more credibility." (S4)

The theme of a company that has been around a long time is going to continue to be around for a long time was a theme that was repeated several times, that history is important because it indicates a track record over time. There is an implication here that "track-record of delivering to customers" could also include "track-record of delivering to employees". In other words, there is a belief that the company will deliver on expectations, whether these are career opportunities, lifestyle, compensation, etc.

It was also a touch point for those who were concerned about the social responsibility reputation of a company:

> "It's not so much what they've done. More what they've not done. Like if you were to work for an oil company I'd want to know if they ever had oil spills and how they dealt with it. This might not sound right, but not so much

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I'd rather not know the good things, I'd rather know the bad things and how they fixed that." (S2)

This again can be related to the trait of "Track Record", the interviewee is interested in how the company has dealt with its mistakes over time. It also suggests "Values", as the reaction to a "bad" situation can signal those core values to potential employees.

The next interviewee spoke about both track record, in terms of an environmental reputation, but also talked about how her values were important, and she was looking for a company with similar values. This relates to the trait of "Long-held values":

> "I really pursue what is good for the environment, (I) cannot go against what I believe, my values. So finding a big company that's trying to find renewable energy and trying to stop using oil and gas and find new ways that's less destructive for the environment. Definitely." (S3)

This interviewee spoke of the pride of working for a company with a history. This illustrates the CHB trait "History is part of identity" and "longevity":

> "For example, CP has more of a history….I remember (that) going back to grade school. I remember talking about the last spike, and history. …And CP has a proud history….I would also want to work for a company that has a proud Canadian history. I wouldn't want to work for a company that has a bad history, or a bad financial situation, or tons of crashes… But personally I would feel proud to work for a company like CP because of the history…." (RC2)

And this example references both pride and the use of symbols (Canadian Flag on the logo):

> "A company with a history, I think pride (would be part) of it too… if it was local… Like Co-op is 50 years old…and it has the Canadian flag…on the logo…I think pride would be a part of it. Heritage of a Canadian company… a local company, a Canadian company, a Calgary company…" (S18)

The above quotations provide examples of all of the CHB traits of:

1. Longevity
2. Track record

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3. Long-held values
4. Use of symbols
5. History is part of identity

This suggests that these traits are important to potential applicants and therefore it supports, overall, the identification of "**Heritage Company**" as a Key Construct and also that heritage is a characteristic that is central to the Organisational Identity. This suggests that although these potential applicants are not yet employees, that they have formed a perception of the Organisational Identity. It has been suggested that if potential applicants (employees) are regarded as a stakeholder group who would "think like an employee" that they would try to understand and form a view from the inside of the organisation – an organisational view. Therefore, it is likely that they would identify "Heritage Company" as an important differentiator, as it is also a characteristic that is important to the Organisational Identity. This addresses Research Objective 2 by suggesting that the heritage characteristic (Heritage Company) is important to potential employees in differentiating between potential employers.

The next section provides an examination and analysis of multiple grids using content analysis to gain a deeper understanding of the importance of Common Constructs and their relationship to the perception of Organisational Attractiveness.

4.5.5 Content Analysis of Multiple Grids

The following sections will outline the content analysis of the RepGrid data. Honey's Content Analysis Technique was selected as it is a technique that allows comparison across multiple grids and because it has been used by other researchers to gain a deeper understanding of RepGrid data (Easterby-Smith, 1980; Raja et al., 2013; Shcheglova, 2009). In the following section, the Honey's Content Analysis technique will be described as it was applied to the data. That analysis will look at all of the Common Constructs (not simply the Key Constructs) and compare them with the supplied construct of Organisational Attractiveness

The results of Honey's Content Analysis will then be compared with the Key Constructs identified to gain a deeper understanding of the importance of these Constructs.

4.5.5.1 Honey's Content Analysis Technique

Peter Honey, an Occupational Psychologist and Management Trainer, used Repertory Grid technique in the late 1970's to gather information regarding self-insight, attitudes and beliefs in the administration of training courses. He developed a technique that allowed the analysis of multiple RepGrids. To do this, he used a ***supplied construct*** that was relevant to the investigation of the RepGrid and then measured the "distance" of the ratings for each elicited construct from the supplied construct. For example in researching what "current attitudes were most closely associated with effectiveness and ineffectiveness when managing people", following the completion of the triads, he asked subjects to rate the elements (managers) on who was "most effective at managing people" and "least effective at managing people" (Honey, 1979b, p.455). This method of content analysis allows the aggregation of multiple grids, while still retaining the personal ratings of the interviewees (Jankowicz, 2004). Easterby-Smith (1980) describes it as a way to understand how closely the personal constructs elicited from the interviewee align with (or are similar to) the supplied construct. The technique was further refined (Jankowicz, 2004; Shcheglova, 2009) and has been used in studies by a number of researchers to analyse multiple grids (Lee, 2007; Raja et al., 2013; Shcheglova, 2009). Honey's Content Analysis will be used to examine how closely all of the Common Constructs are aligned with the Supplied Construct "Organisational Attractiveness". Following that analysis, the previously identified "Key Constructs" will be examined in light of the results of the Honey's Content Analysis to determine how closely they align with "Organisational Attractiveness". This may help us to understand which of the "Key Constructs" would be regarded by the potential applicants as important in determining the

attractiveness of a potential employer, as they have already been identified as key differentiators amongst the potential employers.

The following sections discuss the "Supplied Construct," and then outline the Honey's Content Analysis method, and the results obtained (Raja et al., 2013; Shcheglova, 2009).

4.5.5.1.1 Supplied Construct and Calculation of Average Organisational Attractiveness

Honey's "Supplied Construct" is simple and bipolar, for example "Effectiveness-Ineffectiveness", "Satisfied-Dissatisfied", "Most Effective at Managing People-Least Effective at Managing People" and only looks at that single dimension of the construct. There are no gradations of the construct. For example, in looking at "Satisfied-Dissatisfied" it will have a rating assigned to it, but there is no further detail or dimension that the subject can provide such as the type of satisfaction, dissatisfaction, etc. In the current research, a simple "Attractiveness-Unattractiveness" construct would be suggested when examining the work of other researchers who have used "Honey's Content Analysis". However, Organisational Attractiveness has been shown to be more complex. Highhouse et al. (2003) developed an instrument that measured Organisational Attractiveness on a number of dimensions and it was thought that using an instrument that would allow a deeper and more detailed exploration of the subject's perception of Organisational Attractiveness would provide the opportunity for greater insight. The Organisational Attractiveness Questionnaire used a 7 point rating scale for each of the questions, and therefore could be used in the same way that Honey used the "Supplied Construct". The Organisational Attractiveness Questionnaire used in this study was based on the Highhouse et al. (2003) instrument and may provide a more multi-dimensional view of the interviewee's perception of the attractiveness of an organisation. The questionnaire requests ratings on the following:

1. This company is attractive to me as a place for employment
2. I would not be interested in this company except as a last resort (R)
3. I would consider applying for a job at company

4. I would not exert a great deal of effort to work for this company. (R)
5. Employees are probably proud to say they work at this company.
6. To me, this company has a positive image as an employer
7. I would feel proud to work for this company.

Each respondent was asked to fill out the questionnaire following the presentation of all RepGrid triads. The respondent was asked to rate each of the companies/elements on each of the above seven questions. (For further reference, the full questionnaire is presented in Appendix P). The data from each questionnaire was entered into Qualtrics prior to analysis. Questions 2 and 4 were presented in a reversed fashion (R) and so prior to the analysis, the ratings were reversed to align with the direction of the other questions.

For each interviewee's questionnaire, the ratings for the seven Organisational Attractiveness questions were averaged to produce the "Average Organisational Attractiveness" (AOA) ratings for each of the elements in the grid. You can observe that the resulting "Average Organisational Attractiveness" ratings give a slightly more nuanced measure of attractiveness when compared to scores for Question 1, which simply asks about the attractiveness of the company (see Table 23, the two rows shaded in blue). This supports the premise of using the questionnaire to determine the perception of "Organisational Attractiveness" rather than a simple supplied construct. Following Honey's (1979) method, the "Average Reversed Organisational Attractiveness" (AROA) ratings were also calculated for each element. Table 23 shows an example of an interviewee's completed questionnaire, with the ratings for the reversed questions (2 and 4) aligned (reversed).

Table 23 Sample of Organisational Attractiveness Questionnaire and Ratings from Interviewee S7

Question	Preferred Co	Canadian Pacific	Second Co.	Hudson's Bay Co.	Third Co.	Canadian Tire	Fairmont
This company is attractive to me as a place for employment	7	3	6	6	7	6	5
I would not be interested in this company except as a last resort (Reversed)	7	6	6	6	7	6	6
I would consider applying for a position at this company.	7	4	6	6	7	6	5
I would not exert a great deal of effort to work for this company (Reversed)	5	5	6	6	7	6	6
Employees are probably proud to say they work for this company	6	6	5	5	7	6	5
To me, this company has a positive image as an employer	5	7	5	6	7	6	5
I would feel proud to work for this company	6	5	6	6	7	6	5
Average Organisational Attractiveness Score	6.14	5.14	5.71	5.86	7.00	6.00	5.29
Average Reversed Organisational Attractiveness Score	1.86	2.86	2.29	2.14	1.00	2.00	2.71

The AROA rating is calculated by determining the distance of the AOA rating from the midpoint of the scale, and adding (or subtracting) that distance on the opposite side of the midpoint. Following is the equation used for calculating AROA.

$$AROA = MP - (AOA-MP)$$

AROA = Average Reversed Organisational Attractiveness rating

AOA = Average Organisational Attractiveness rating

MP   = Midpoint

Midpoint of the Scale is calculated using the extreme ends of the scale (1, 7) and dividing by two (1+7)/2 = 4

A detailed example that outlines the process for calculating AOA and AROA is presented in Figure 26 and

Figure 27.

Figure 26 Example process to determine Average Organisational Attractiveness (AOA)
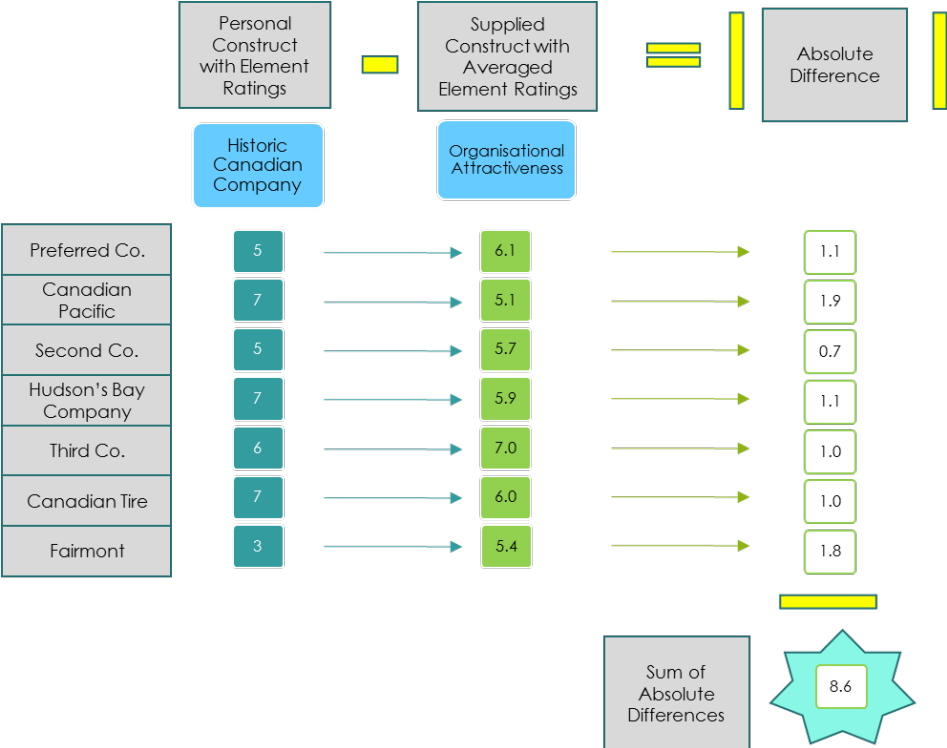
Figure 27 Example process to determine Average Reversed Organisational Attractiveness (AOA)
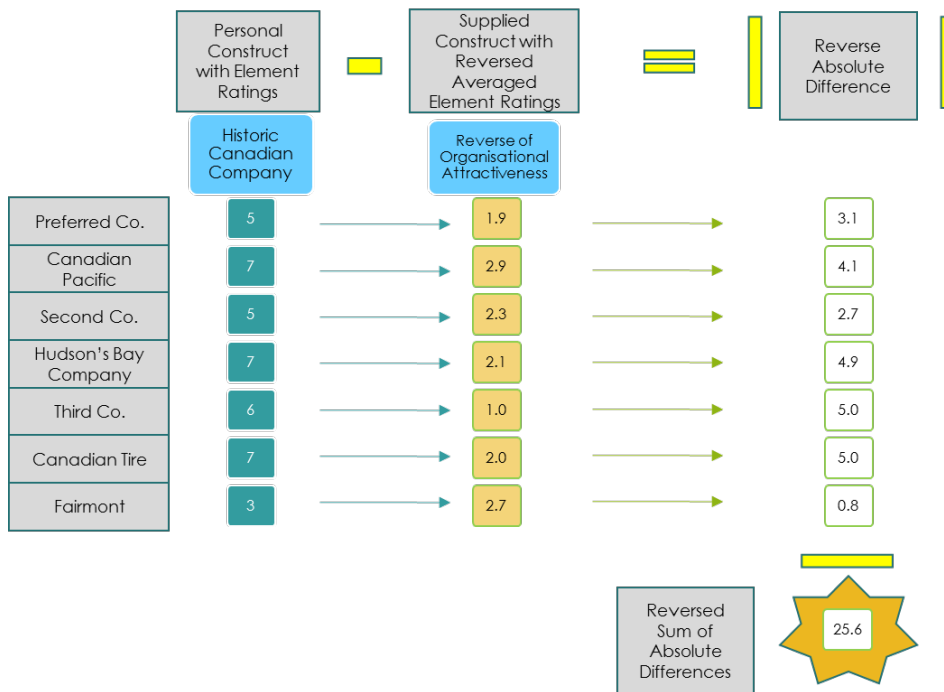
The AOA and AROA, are then used in calculating the three key indices, 1) Sum of Differences and Reversed Sum of Differences, 2) Percentage Similarity Score and 3) the High-Intermediate-Low Index (H-I-L Index). These calculations will now be explained.

4.5.5.1.2 Calculation of Sum of Differences

The Sum of Differences, for each Personal Construct, is calculated by taking the rating for every element and determining the difference between the rating for that element, and the AOA for that element. This provides a measure of the "distance" between the Personal Construct and the Supplied Construct. Adding up all of these absolute differences gives a result that illustrates how closely this Personal Construct aligns with the Supplied Construct. Using an example based on the RepGrid presented in Table 24 (below), if we examine the third construct in the grid – "More career opportunities" and "Fewer career opportunities" (highlighted in yellow) following is the calculation that would follow:

Sum of differences = |3-6.1|+|5-5.1|+|1-5.7|+|7-5.9|+|7-7.0|+|7-6.0|+|6-5.3| =

= 3.1 + 0.1 + 4.7 + 1.1 + 0 + 1 + 0.7

= 10.9

Or in the format of the formula, as presented by Shcheglova (2009):

$$Dcc' = \sum_{e=1}^{E} |ce - c'e|$$

Where:

e = element

E = total number of elements in the grid

ce = rating of element e as it pertains to Personal Construct c

$c'e$ = average rating of element e as it pertains to the Supplied Construct c'

The Reversed Sum of Differences is also calculated which uses the Average Reversed Organisational Attractiveness in place of the AOA, or $rc'e$. in the following formula:

$$Dcrc' = \sum_{e=1}^{E} |ce - rc'e|$$

Continuing with our same example of "More career opportunities" and "Less career opportunities" here is the calculation that would follow when calculating the reversed sum of differences:

Sum of differences = |3-1.9|+|5-2.9|+|1-2.3+|7-2.1|+|7-1.0|+|7-2.0|+|6-2.7| =

= 1.1 + 2.1 + 1.3 + 4.9 + 6.0 + 5.0 + 3.3

= 23.

Table 24 Example Repertory Grid from Interviewee S7

Common Construct	Personal Construct	Preferred Co	Canadian Pacific	Second Co	HBC	Third Co	Canadian Tire	Fairmont	Pole (Opposite Personal Construct)
	7								1
Product Characteristics	Communication Entertainment Not a physical product	5	1	7	3	4	1	5	Utilitarian, Physical Product
Product Characteristics	Business of Self-Expression	7	1.5	7	5	3	1	6	Business is Concrete - Transportation; Need to get A to B
Career Opportunities	More career opportunities	3	5	1	7	7	7	6	Fewer career opportunities
Brand Image	Passionate Identity	6	1	6	5	4	2.5	5	Practical Identity (not a company you're passionate about)
Canadian Identity	Canadian Companies Canadian Identity	5	7	5	7	6	7	3.5	Less Canadian
Brand Image	Exciting, Displays draw you in; Something you want to belong to	6	1.5	7	4.5	6.5	1	4.5	Staid. Important but not Exciting
Career Fit	Alignment with my talents and interests	5	6	2.5	5	7	5	7	Not aligned with my talents or interests, Less to offer
Career Fit	Level of personal experience (I know these businesses)	5	1	4	2.5	4.5	3	7	Less experience in this industry
Brand Image	I can tell these stories; Resonates; Something I want to be a part of	6.5	2	7	3.5	5.5	2	7	Not stories I'm interested in
Customer Characteristics	Consumer direct (B2C) I will buy these products/ services	5.5	2.5	4	7	5.5	5	3	Not a direct consumer B2B
Organisational Attractiveness (AOA)	Greater Organisational Attractiveness	6.1	5.1	5.7	5.9	7.0	6.0	5.3	Less Organisational Attractiveness

Reversed Organisational Attractiveness (RAOA)	1.9	2.9	2.3	2.1	1.0	2.0	2.7
Total	8.0	8.0	8.0	8.0	8.0	8.0	8.0

Using an Excel spreadsheet for each Interviewee, each RepGrid (as illustrated by the example in Table 24) was loaded into the spreadsheet and the Sum of Differences and the Reversed Sum of Differences were calculated for each common construct in the grid using the formulas above. The results of the calculations Sum of Differences and Reversed Sum of Differences for each construct for Interviewee S7 are shown in Columns (3) and (4) of Table 25.

Table 25 Honey's Content Analysis Calculations for Interviewee S7

Common Construct (1)	Personal Construct (2)	Sum of Differences (Dcc') (3)	Reversed Sum of Differences (Dcrc') (4)	Per Cent Similarity Score (Pcc') (5)	Reversed Per Cent Similarity Score (Pcrc') (6)	H-I-L Score (Greater of (Pcc') and (Pcrc') (7)	Construct Similarity Score Using H-I-L Index (8)
Product Characteristics	Communication Entertainment Not a physical product	17.71	16.86	15.6%	19.7%	**19.7%**	L
Product Characteristics	Business of Self-Expression	16.36	20.36	22.1%	3.1%	22.1%	L
Career Opportunities	More career opportunities	10.86	23.71	48.3%	-12.9%	48.3%	H
Brand Image	Passionate Identity	12.21	18.36	41.8%	12.6%	41.8%	M
Canadian Identity	Canadian Companies Canadian Identity	8.64	25.64	58.8%	-22.1%	**58.8%**	H
Brand Image	Exciting, Displays draw you in; Something you want to belong to	12.71	20.86	39.5%	0.7%	39.5%	M
Career Fit	Alignment with my talents and interests	8.79	22.64	58.2%	-7.8%	58.2%	H
Career Fit	Level of personal experience (I know these businesses)	17.57	15.86	16.3%	24.5%	24.5%	L
Brand Image	I can tell these stories; Resonates; Something I want to be a part of	14.36	20.36	31.6%	3.1%	31.6%	L
Customer Characteristics	Consumer direct (B2C) I will buy these products/ services	10.93	18.36	48.0%	12.6%	48.0%	H

Note the columns are numbered (1) – (8) for reference.

Following the calculations of Sum of Differences and Reversed Sum of Differences, the next step in Honey's Content Analysis is to calculate the Percentage Similarity Score.

4.5.5.1.3 Percentage Similarity Score

The Percentage Similarity score uses the Sum of Differences and Reversed Sum of Differences to calculate the similarity of each Personal Construct when compared to the Supplied Construct. A Percentage Similarity Score of 100% would indicate that the Personal Construct and the Supplied Construct were rated exactly the same, and therefore are "100% similar". Shcheglova's (2009) formulae were used to make the calculation.

$$Pcc' = 100\% - \frac{200\% * Dcc'}{(m-1)E}$$

Pcc'	= Percentage Similarity Score
Dcc'	= Sum of Differences
m	= Maximum possible rating, "7"
E	= Total number of elements, "7"
$(m-1)$	= The largest possible difference between the ratings
$(m-1)E$	= The largest possible sum of differences between the constructs in the whole grid.

The Reversed Percentage Similarity Score was also calculated, substituting the $Dcrc'$ for the Dcc' and shown in the formula below.

$$Pcc' = 100\% - \frac{200\% * Dcrc'}{(m-1)E}$$

$Pcrc'$	= *Reversed* Percentage Similarity Score
$Dcrc'$	= Reversed Sum of Differences
m	= Maximum possible rating, "7"
E	= Total number of elements, "7"

$(m\text{-}1)$ = The largest possible difference between the ratings

$(m\text{-}1)E$ = The largest possible sum of differences between the constructs in the whole grid.

The results of the calculations of Percentage Similarity Scores and Reversed Percentage Similarity Scores for each construct for Interviewee S7 are shown in Columns (5) and (6) of Table 24.

Following the Percentage Similarity Scores (Pcc') and Reversed Percentage Similarity Scores $(Pcrc')$ the H-I-L Score and Index were determined.

4.5.5.1.4 Honey's High-Intermediate-Low (H-I-L) Score and Index

The final calculations determined whether the Personal Constructs were highly aligned with the Supplied Constructs (H), moderately aligned (I) or less aligned (L) with the Supplied Construct. The first step identified the H-I-L Score. This was done by comparing the Pcc' score and the $Pcrc'$ score and selecting the larger score. Figure 28 illustrates an example of the process to determine the H-I-L score.

Figure 28 Example process to determine H-I-L Score
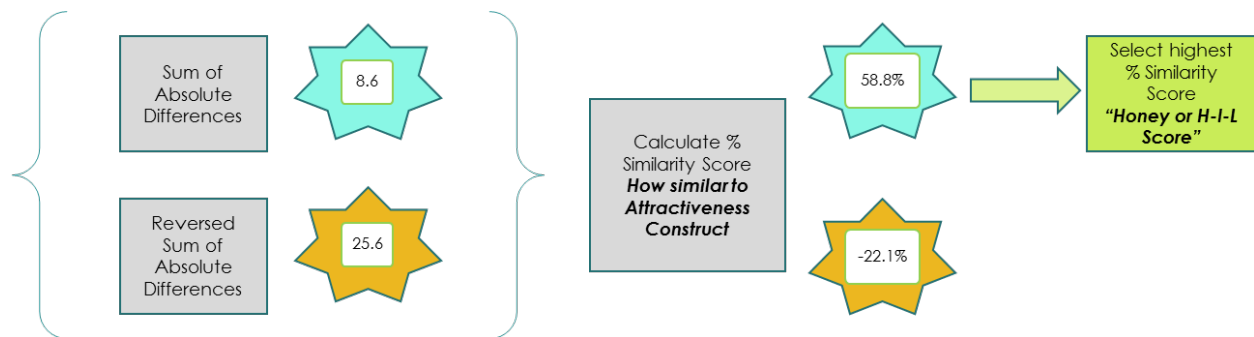
A simple comparison formula in the spreadsheet performed this identification of H-I-L Score for each construct.

Following the determination of the H-I-L Scores for a particular interviewee's grid (in our example, S7), the H-I-L Index is established. Jankowicz (2004) points out

that subjects when rating constructs will do so in their own unique fashion which results in the Per Cent Similarity score as an individual measure that may have different ranges. Determining these unique ranges is done by determining the upper and lower boundaries for each range ("High", "Intermediate" and "Low") of the H-I-L Index. Again, using formulas developed by Shcheglova (2009), the method for these calculations took the highest of the "H-I-L Score" (H) subtracted the lowest "H-I-L Score" (L), divided the results by 3 which defined the size of the range "R" of H, I and L.

$$R = (H - L)/3$$

Where:

H = Highest "H-I-L Score" calculated in a single grid.

L = Lowest "H-I-L Score" calculated in a single grid

This defines the Indices as:

Low Index = Range from L to < (L + R)

Intermediate Index = Range from (L + R) to < (L + 2R)

High Index = (L + 2R) to H

Table 26 presents an example of the High Intermediate and Indices calculated for Interviewee S7. The highest H-I-L score was 58.8 and the lowest was 19.7. To understand where these numbers were sourced, refer to Table 25 where these scores are shown in red.

Table 26 H-I-L Indices Calculated for Interviewee S7

Index	Upper boundary	Lower boundary
High	58.8%	45.8%
Intermediate	<45.8%	32.8%
Low	<32.8%	19.7%

Each construct in the grid is then examined to determine its "Construct Similarity Score", based on the H-I-L Index with which it is labelled. The following Figure 29 illustrates the process to determine Construct Similarity scores of "High", "Intermediate" and "Low".

Figure 29 Example process to determine Construct Similarity Score
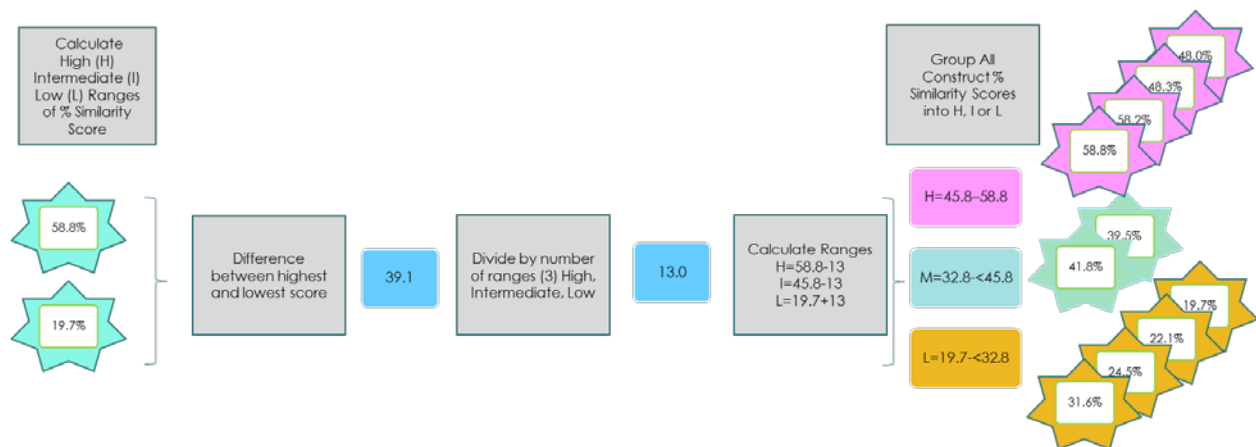
This example illustrates that for S7, the Construct most closely aligned with the Supplied Construct of Organisational Attractiveness is Canadian Identity (Canadian Companies – Non-Canadian Companies), at 58.8%. The least aligned construct is Product Characteristics (Entertainment, Communications Products – Physical Products) at 19.7%.

Each of these calculations is then repeated for each Interviewee's grid.

Once all of the Interviewee grids have been processed, all of the Common Constructs with their associated "Construct Similarity Scores" (CSS) are aggregated and the total number of occurrences of each Common Construct is determined. Then the Construct Similarity Scores (CSS) for each Common Construct are noted and the percentage of "H", "I" and "L" scores are calculated (Honey Scores). This follows the process used by Goffin and Koners (2011) and

Raja et al. (2013). These percentages are calculated by taking the number of occurrences for each range of similarity - High, Intermediate and Low, dividing it by the frequency of occurrence of that Common Construct and expressing it as a percentage of that frequency. For example "Company Structure" had a total of seven occurrences of which four were rated High, one was rated Intermediate and two were rated Low. Table 27 presents the Common Constructs with the H%, I% and L% which for our example (Company Structure) are H% = 57%, I% = 14%, L% = 29%. Common Constructs that are coloured green in Table 27 have a greater number of "H" occurrences than "I" or "L", so the "H%" is greater than (or equal to) the "I%" or the "L%". This indicates a greater alignment of the Common Construct with the Supplied Construct (Raja et al., 2013). Note that where there was an equal number of "H" occurrences with either "I" or "L" these constructs were also included.

Table 27 Common Constructs with Honey Scores

	Common Construct	H%	I%	L%
1	Career Opportunities	64%	14%	21%
2	Financial Image	57%	29%	14%
3	Company Structure	57%	14%	29%
4	Company Size	56%	22%	22%
5	Lifestyle	50%	13%	38%
6	Employee Benefits	45%	18%	36%
7	Customer Interaction	44%	33%	22%
8	Heritage Company	42%	42%	17%
9	Customer Service Focus	42%	17%	42%
10	Career Fit	38%	23%	38%
11	Company Scope	35%	25%	40%
12	Brand Image	32%	32%	37%
13	Corporate Social Image	29%	29%	43%
14	Canadian Identity	25%	33%	42%
15	Brand Awareness	25%	25%	50%
16	Product Characteristics	18%	36%	45%
17	Customer Characteristics	18%	35%	47%
18	Company Culture	13%	50%	38%
19	Job skills	40%	20%	40%
20	Company Age	25%	50%	25%
21	Company Industry	50%	25%	25%
22	Work Characteristics	25%	75%	0%
23	Pride	0%	0%	100%

	Honey Score High(H% ≥ I% and L%)
	Honey Score not high (H% < I% or L%)
	Frequency not high enough (≥ 6) for consideration

Table 27 presents in green those Common Constructs that were found to be most aligned with (or similar to) the Supplied Construct "Organisational Attractiveness". It shows that "Career Opportunities" was most similar or most aligned with Organisational Attractiveness with a "H%" of 64%, followed by "Financial Image" with 57% of the occurrences of this Common Construct calculated as "High".

4.5.5.1.5 Combining Honey's Content Analysis Results with Key Constructs

In the study carried out by Raja et al. (2013) they identified Key Constructs using Frequency calculations and ANV. They then carried out Honey's Content Analysis on the RepGrid data. Following this, they combined the results of the RepGrid Analysis and the Honey's Content Analysis to provide more insight into those Key Constructs that were also found to be most aligned with the supplied construct. A similar comparison was carried out with the RepGrid data in this study. The Key Constructs which were identified (Common Constructs which reach the Frequency and ANV threshold) were compared with the results of the Honey Content Analysis to gain further insight into those Key Constructs that are most strongly related to Organisational Attractiveness. Table 28 shows all of the Common Constructs and highlights those that meet the frequency and ANV threshold and those that have a "High" Honey score, as calculated in the previous section.

Table 28 Common Constructs with Frequency, ANV and Honey Scores

	Common Construct	Unique Frequency ≥ 6	Freq as % of Total Sample (22)	Avg ANV ≥ 8.73	H%	I%	L%
1	Company Structure	7	31.8%	8.90	57%	14%	29%
2	Employee Benefits	8	36.4%	9.34	45%	18%	36%
3	Customer Interaction	8	36.4%	9.32	44%	33%	22%
4	Heritage Company	9	54.5%	9.29	42%	42%	17%
5	Brand Image	14	63.6%	8.74	32%	32%	37%
6	Brand Awareness	11	50.0%	9.01	25%	25%	50%
7	Product Characteristics	9	40.9%	8.79	18%	36%	45%
8	Customer Characteristics	14	68.2%	9.06	18%	35%	47%
9	Company Culture	6	27.3%	9.62	13%	50%	38%
10	Career Opportunities	12	54.5%	8.52	64%	14%	21%
11	Financial Image	6	27.3%	7.42	57%	29%	14%
12	Company Size	7	31.8%	8.17	56%	22%	22%
13	Customer Service Focus	10	45.5%	8.33	42%	17%	42%
14	Career Fit	9	40.9%	8.10	38%	23%	38%
15	Company Scope	17	77.3%	8.60	35%	25%	40%
16	Canadian Identity	12	54.5%	8.60	25%	33%	42%
17	Job skills	5	22.7%	8.47	40%	20%	40%
18	Lifestyle	5	22.7%	9.72	50%	13%	38%
19	Corporate Social Image	5	18.2%	6.87	29%	29%	43%
20	Work Characteristics	4	18.2%	8.78	25%	75%	0%
21	Company Industry	3	13.6%	9.81	50%	25%	25%
22	Pride	2	9.1%	9.90	0%	0%	100%
23	Company Age	2	9.0%	7.96	25%	50%	25%

Key Construct (Frequency ≥ 6 and ANV ≥ 8.73) with High Honey Score (H% >I% and L%))

Key Construct (Frequency ≥ 6 and ANV ≥ 8.73) does not have a High Honey Score (H%)

Frequency ≥ 6 with High Honey Score (H%) but ANV < 8.73

ANV ≥ 8.73

High Honey Score (H%)

Frequency ≥ 6

Frequency < 6, not considered

Using a similar logic to that demonstrated by Goffin and Koners (2011) and Raja et al. (2013), the Key Constructs "**Company Structure**," "**Employee Benefits**", "**Customer Interaction**" and "**Heritage Company**" have High frequency (≥ 6) and High ANV (≥ 8.73), and were the four Key Constructs most strongly aligned with Organisational Attractiveness as these Key Constructs all have a Honey Score with the "H%" ≥ "I%" or "L%". Although the Key Constructs "**Brand Image**", "**Brand Awareness**", "**Product Characteristics**", "**Customer Characteristics**" and "**Company Culture**" met the frequency and ANV thresholds, they were not closely aligned with the Supplied Construct Organisational Attractiveness as the "H%" Honey Scores" were 32%, 25%, 18%, 18% and 13% respectively and therefore lower than the "I%" and "L%" scores. The five Common Constructs that met the frequency threshold and had a high Honey score, but that did not have an ANV greater than 8.73 are also of interest, as they were mentioned by a high frequency of interviewees, and they were closely aligned with Organisational Attractiveness. These include "**Career Opportunities**", "**Financial Image**", "**Company Size**", "**Customer Service Focus**" and "**Career Fit"**. These constructs are not Key Constructs because the ANV is less than 8.73. Because an ANV greater than 8.73 indicates that the interviewee differentiates more strongly between the elements (companies), this suggests that the constructs that have an ANV less than 8.73 were rated similarly for most companies. Using "**Career Opportunities**" as an example, this means that most (or all) of the companies are perceived by the interviewees to offer "**Career Opportunities**" (not strongly differentiated).

A final analysis of the Key Constructs was performed to determine whether the alignment was more towards the "Construct" or the "Pole". This was done by examining the % similarity Score (similar to the Construct) and the Reverse % Similarity Scores for each Key Construct, the greater of which was used to determine the H-I-L Score (an example is found highlighted in yellow in Table 25). The number of "% similarity scores" used for H-I-L score was divided by the

frequency of the Key Construct to give a % Preferred Construct Score. The %
Preferred Pole was also calculated. These are shown in Table 29.

Table 29 Key Constructs with Construct-Pole Pairs and Preference

	Key Constructs	Frequency of Occurrence	Construct	Pole	% Preferred Construct	% Preferred Pole
1	Company Structure	7	Positive Company Structure (Multiple subsidiaries & locations, non-union)	Negative Company Structure (unionized, rigid, fewer locations)	78%	22%
2	Employee Benefits	11	More Employee Benefits / Well treated	Fewer Employee Benefits / Poorly Treated	62%	38%
3	Customer Interaction	9	Positive Customer Interaction	Negative Customer Interaction	68%	32%
4	Heritage Company	12	More Historic Company, Important History	More Modern Company, Less History	73%	27%
5	Brand Image	29	Positive Brand Image	Negative Brand Image	89%	11%
6	Brand Awareness	12	Greater Brand Awareness	Less Brand Awareness	83%	17%
7	Product Characteristics	12	Attractive Products Characteristics (Quality, Creative, Diverse, Hedonic)	Less Attractive Product Characteristics (Utilitarian, Less Diverse, Low Quality	83%	17%
8	Customer Characteristics	22	Positive Customer Characteristics (I'm one, everyday people, B2C)	Negative Customer Characteristics (B2B, I'm not a customer, Industrial)	68%	32%
9	Company Culture	9	Positive Company Culture (Open, creative entrepreneurial, quality of life)	Negative Company Culture (Traditional, less quality of life)	89%	11%

The results of the analysis of the preference for the Construct or the Pole indicates
that for all of the Key Constructs there was at least a 62% preference for the
Construct over the pole. This suggests that the Key Constructs with a High Honey
score are more similar to "More attractive" than "Less attractive" therefore we may
be able to infer that these are more strongly aligned with positive (greater)
Organisational Attractiveness.

4.5.6 Analysis of Two Sample Segments

There were two distinct groups of students included in the overall sample, as described previously: Business Administration students (BA) and Railway Conductor students (RC). A separate analysis of these two segments was thought to potentially add to our understanding of the characteristics which may be important to potential applicants when considering different companies. The Business Students sample was large enough (18) to have reached the point of redundancy, and therefore was large enough to draw some conclusions if analysed separately. The Railway Conductor Students sample size was only four and therefore not large enough to reach the point of redundancy. However, it was thought that it might provide some directional indications and observations that might shed light on the research question.

Both segments were analysed to determine Frequency and Average ANV and identify Key Constructs. As well, Honey's Content Analysis was performed on both segments. The data from each of the segments was analysed using the same methods and techniques that were described in the analysis of the overall sample in previous sections. However, there was nothing conclusive in the analysis and findings of the two segments of the sample that supplemented the findings for the entire sample. The full results of the segment analysis can be found in Appendix U.

4.5.7 Organisational Attractiveness and Research Objective 3

Research Objective 3 was to consider how strongly heritage characteristics are aligned with Organisational Attractiveness when compared with other organisational characteristics. The following section outlines how Honey's Content analysis was used to better understand the characteristics (including Heritage Company) which were aligned with Organisational Attractiveness.

Honey's Content Analysis technique provides a means of analysing multiple RepGrids and measuring the relative strength of alignment between the supplied

construct of "Organisational Attractiveness" and the 23 Common Constructs that were previously identified and defined in Table 18. The following sections will examine the Key Constructs that were strongly aligned with attractiveness, the non-Key Constructs (other Common Constructs) that were strongly aligned with attractiveness, the Key Constructs that were not strongly aligned with attractiveness and the non-Key Constructs that were not strongly aligned with attractiveness .

4.5.7.1 Key Constructs Aligned with Organisational Attractiveness

The results of the Honey's Content Analysis found four of the Key Constructs that were more strongly aligned with Organisational Attractiveness. These were **1) Company Structure, 2) Employee Benefits, 3) Customer Interaction** and **4) Heritage Company**. These Key Constructs are presented in Table 30 along with the Frequency, ANV and Honey Score results.

Table 30 Key Constructs Aligned with Organisational Attractiveness

	Common Construct	Unique Frequency ≥ 6	Freq as % of Total Sample (22)	Avg ANV ≥ 8.73	H%	I%	L%
1	Company Structure	7	31.8%	8.90	57%	14%	29%
2	Employee Benefits	8	36.4%	9.34	45%	18%	36%
3	Customer Interaction	8	36.4%	9.32	44%	33%	22%
4	Heritage Company	9	54.5%	9.29	42%	42%	17%

These Key Constructs were mentioned frequently, (frequency ≥ 6), were strong differentiators between the element companies (ANV ≥ 8.73) and had a high Honey score (H% was greater than I% and L%). This indicates that these four characteristics were most strongly aligned with Organisational Attractiveness (Raja et al., 2013). "**Company Structure"** and **"Employee Benefits"** have been identified in a previous section as Instrumental characteristics, "**Heritage**

Company" was identified as a Symbolic attribute, and **"Customer Interaction"** was identified as having qualities of both Instrumental and Symbolic attributes.

"Company Structure" is most strongly aligned with Organisational Attractiveness at 57% with **"Employee Benefits"**, **"Customer Interaction"** and **"Heritage Company"** very close to each other in terms of the alignment with Organisational Attractiveness at 45%, 44%, and 42% respectively.

4.5.7.1.1 Corporate Structure

"Corporate Structure" was discussed earlier, and it was suggested that P-O Fit was a theoretical explanation for the identification of this construct as a Key Construct. This may also explain why it is found to be so strongly aligned with Organisational Attractiveness. It was suggested that using P-O Fit, at least one entity provides what the other needs. Potential applicants, as in this study, may be looking for a company structure that "fits" with their needs. The young, liberal business student may find the idea of a non-hierarchical non-union organisation structure very attractive,

> "Honestly? They're non-unionized, they have more freedom. Freedom as an employee, you're not stuck in that political structure. That's more attractive to me." (S10)

The mature railway conductor student may prefer the security of a more hierarchical structure, and a unionized environment that brings with it a secure future and a steady job more suited to his needs.

> "These two (CN, CP) are similar because of the way they are run, their corporate structure. They have VPs who delegate down the line, until it gets to the operations employees. (It's) hierarchical. That's more attractive."

In these two examples, finding a "fit' with a company that meets the needs of the potential applicant suggests that the Corporate Structure they are speaking of, while different, is important and attractive to them.

Employee Benefits

It is not a surprise that potential applicants would find the characteristic "**Employee Benefits**" aligned with Organisational Attractiveness. There are many occurrences of compensation or employee treatment-related characteristics found in previous studies: "Reward structure" (Turban and Keon, 1993), "Treatment of women and minorities" (Turban and Greening, 1996), "Pay", (Chapman et al., 2005; Gomes and Neves, 2010, 2011; Highhouse et al., 1999; Lievens, Van Hoye and Schreurs, 2005; Lievens and Highhouse, 2003), "Extra-salary benefits" (Gomes and Neves, 2010, 2011), "Salary" (Rampl, 2014), etc.

"**Employee Benefits**" would be classified as an Instrumental attribute. It is a very tangible, functional aspect of a job and can be seen in the following quote to be considered a characteristic which increases the potential applicant's perception of Organisational Attractiveness.

> "I would say that Fairmont would have greater employee benefits, discounts, vacation days, investment plan, RRSPs….but it's those additional perks that would kind of push it along, to stay at the Chateau (Lake Louise) for $30./night would be a pretty amazing perk. That would be a game changer for sure." (S1)

> "Well, a pension is critical when you stop working...you want to travel and enjoy stuff. Without a good pension or some additional income it's impossible." (RC3)

Compensation and benefits are clearly important attributes for these two (and other) interviewees, and where good perks or a good pension plan (which were specifically mentioned) would make the organisations more attractive in the eyes of potential applicants.

4.5.7.1.2 Customer Interaction

"**Customer Interaction**" was strongly aligned with Organisational Attractiveness. As was mentioned previously, this characteristic may be classified as Instrumental – the job involves a direct customer interaction, or Symbolic – building meaningful

relationships with customers. There were examples of both of these types of customer interactions:

> "I would rather work directly with people…the others (companies) work with things not people." S2

> "…you're associating with the retail public more than you are dealing with the work. And I don't see myself customer leaning. I don't like people! The customer interaction isn't attractive." (S16)

> "I think the service they provide is more important to, not human development (exactly), but the way that people interact, it's better (more important) than products, things …there's a positive impact of experience on the user or customer." (S5)

The first two are more examples of the instrumental type of attribute whereas the last one speaks to the positive experiences of the customer as being important which suggests it is a symbolic attribute.

There is also the possibility that potential applicants could regard building relationships with prestigious customers as increasing their self-esteem. This would suggest Social Identity Theory could be used to explain this as the potential applicant may see aspects of prestige and social adjustment associated with these customer interactions, which might increase aspects of self-esteem, and the need to impress (Highhouse, Thornbury and Little, 2007). Thornbury and Brooks (2010) found that the Symbolic inferences of respectability and impressiveness were related to filling the Social Identity needs of potential applicants. Therefore we may look at the construct of "Customer Interaction" as filling, in part, Social Identity needs.

4.5.7.1.3 Heritage Company

It is somewhat surprising that "**Heritage Company"** has shown such a strong alignment with Organisational Attractiveness. Given the long list and wide variety of constructs that were gathered, on first review it would seem a distant outlier when compared with constructs like "**Career Opportunity**", "**Lifestyle**" or

"**Corporate Social Image**". The previous explanations of "**Heritage Company**" as a Key Construct pointed out that the history and associated characteristics (symbols, track record, etc.) may be distinctive qualities, therefore suggesting that it would be a strong differentiator, but not necessarily attractive. The explanation may lie in Social Identity Theory (Ashforth and Mael, 1989). To reiterate, Social Identity Theory suggests that members of an organisation define themselves in terms of the organisation they belong to ("Who am I?"). Dutton et al. (1994) apply Social Identity Theory in the context of an organisation and examine how a person's self-concept is shaped by their membership in an organisation. Although potential applicants are not yet members of an organisation, they have been asked (by the researcher) to put themselves in the position of looking at these organisations as potential employers, and so they have been asked to "put on the membership hat" to think about what it would feel like if they were a part of that organisation. Dutton et al. (1994) suggest that organisational membership provides positive attributes to its members. Therefore, if the history of an organisation is viewed as a positive and attractive attribute, the potential applicant may anticipate the membership in that organisation, and perceive it as more attractive.

> "….I would also want to work for a company that has a proud Canadian history." (RC2)

> "(A history means) they're well established and they know what they're doing. I think it would be a more positive. I like the idea of established. Like BMW used to make airplane engines. That's pretty cool. I like that. I like to have a good background for something. I think it's a good start and everything can only usually go up from there…and I like history. I like learning about what they did before." (S15)

> "if they did some terrible things in the last 10 years, I might not want to work for them. But like if they've been around for a long time it's interesting, like Nintendo, they've been around for a hundred years. It's a long interesting history. That's kind of neat. I'd like to work there." (S13)

These three quotes show examples of an organisation's history viewed as a positive aspect and anticipated membership in that organisation would be desirable, and therefore the organisation is viewed as an attractive employer. This supports the finding of **"Heritage Company"** as strongly aligned with Organisational Attractiveness. As the characteristic "**Heritage Company**" was found to be strongly aligned with Organisational Attractiveness, this partially addresses Research Objective 3.

In the next section the characteristics that were not Key Constructs, but were strongly aligned with Organisational Attractiveness will be discussed.

4.5.7.2 Non-Key Constructs Strongly Aligned with Organisational Attractiveness

The following Common Constructs which were not identified as Key Constructs were found to be strongly aligned with Organisational Attractiveness, **1) Career Opportunities**, 2**) Financial Image**, 3**) Company Size, 4) Customer Service Focus** and **5) Career Fit.** These are presented in Table 31 along with the Frequency, ANV and Honey Score results.

Table 31 Non-Key Constructs Strongly Aligned with Organisational Attractiveness

	Common Construct	Unique Frequency ≥ 6	Frequency as % of Total Sample (22)	Avg ANV ≥ 8.73	H%	I%	L%
1	Career Opportunities	12	54.5%	8.52	64%	14%	21%
2	Financial Image	6	27.3%	7.42	57%	29%	14%
3	Company Size	7	31.8%	8.17	56%	22%	22%
4	Customer Service Focus	10	45.5%	8.33	42%	17%	42%
5	Career Fit	9	40.9%	8.10	38%	23%	38%

These characteristics all meet the frequency threshold (necessary for consideration in the Honey Content Analysis) but fall short of the ANV threshold of 8.73. This suggests that these characteristics, while attractive to the potential applicants, were not strong differentiators. The lack of differentiation amongst the organisations/elements for these characteristics suggests that potential employers must have these characteristics to be included in the "consideration set" of places they may apply.

4.5.7.3 Key Constructs Less Aligned with Organisational Attractiveness

The following discussion relates to those Key Constructs which were not found to be strongly aligned with Organisational Attractiveness. There were five of these Key Constructs and they were **5) Brand Image, 6) Brand Awareness, 7) Product Characteristics, 8) Customer Characteristics** and **9) Company Culture**. These are presented along with Frequency, ANV and Honey Score results in Table 33.

Table 32 Key Constructs Less Aligned with Organisational Attractiveness

	Common Construct	Unique Frequency ≥ 6	Freq as % of Total Sample (22)	Avg ANV ≥ 8.73	H%	I%	L%
1	Brand Image	14	63.6%	8.74	32%	32%	37%
2	Brand Awareness	11	50.0%	9.01	25%	25%	50%
3	Product Characteristics	9	40.9%	8.79	18%	36%	45%
4	Customer Characteristics	14	68.2%	9.06	18%	35%	47%
5	Company Culture	6	27.3%	9.62	13%	50%	38%

These Key Constructs met the Frequency threshold of greater than or equal to 6 and with an Average Normalized Variability greater than or equal to 8.73. But these constructs were not strongly associated with Organisational Attractiveness as the Honey Score (H%) was not high (not greater than the I% and L%).

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This suggests that these characteristics are important in terms of differentiating potential employers, but if an organisation has these characteristics it does not necessarily mean the potential applicant finds the organisation attractive as an employer.

4.5.7.4 Non-Key Constructs Not Aligned with Organisational Attractiveness

The final group of constructs are those that were neither Key Constructs (met the frequency threshold, but did not achieve the ANV threshold) and were not aligned with Organisational Attractiveness. These include the two characteristics that surpassed the frequency threshold and it is interesting to note that the unique frequency was high, at 17 and 12 (out of a possible 22). However, these characteristics are not valuable to the potential applicants as they are not used to differentiate between the employers and they are not regarded as attractive. These are presented in Table 33.

Table 33 Non-Key Constructs Not Aligned with Organisational Attractiveness

Non-Key Constructs Not Aligned with Organisational Attractiveness

	Common Construct	Unique Frequency ≥ 6	Freq as % of Total Sample (22)	Avg ANV ≥ 8.73	H%	I%	L%
1	Company Scope	17	77.3%	8.60	35%	25%	40%
2	Canadian Identity	12	54.5%	8.60	25%	33%	42%

It is possible that these were characteristics that were "clichés" as Goffin et al. (2006) termed them. In other words, they readily came to mind, but were superficial and not meaningful to these potential applicants and therefore weren't considered as important differentiators, nor were they seen to be aligned with attractiveness.

Having examined the Key and Common Constructs in the context of Organisational Attractiveness, the findings suggest that the characteristics "**Company Structure**",

"**Employee Benefits**", "**Customer Interaction**" and "**Heritage Company**" are strongly aligned with Organisational Attractiveness, and are also Key Constructs. The characteristics of "**Career Opportunities**", "**Financial Image**", "**Company Size**", "**Customer Service Focus**" and "**Career Fit**" are Non-Key Constructs and are strongly aligned with Organisational Attractiveness. The characteristics "**Brand Image**", "**Brand Awareness**", "**Product Characteristics**", "**Customer Characteristics**" and "**Company Culture**" are Key Constructs that are not aligned with Organisational Attractiveness. Finally, "**Company Scope**" and "**Canadian Identity**" were Non-Key Constructs and were not aligned with Organisational Attractiveness, although they did meet the frequency threshold.

Having reviewed the results of Project 2, the following section will discuss the findings of Project 2.

4.6 Project 2 Discussion

4.6.1 Summary of Findings

The research in the second study explored the relationship between heritage characteristics and the perceptions that potential employees have of employer organisations, including CHB organisations. It focused on whether heritage traits were among the characteristics that a potential employee may use to differentiate amongst employers and it also explored whether the heritage traits influence the potential employee's perception of Organisational Attractiveness.

The study employed the RepGrid technique to elicit the characteristics that potential employees utilised to differentiate between organisations they might regard as potential employers. Of the 23 characteristics that were identified using frequency and average normalized variability analyses, nine key constructs (KCs) were identified. These include **1) Brand Image**, **2) Customer Characteristics, 3) Brand Awareness, 4) Heritage Company, 5) Product Characteristics, 6) Employee Benefits, 7) Customer Interaction, 8) Company Structure** and **9) Company Culture**.

Further analysis of the data was performed using Honey's Content analysis, which found that there were nine characteristics closely aligned with Organisational Attractiveness. These were **1) Company Structure 2) Employee Benefits, 3) Customer Interaction 4) Heritage Company, 5) Career Opportunities 6) Financial Image, 7) Company Size, 8) Customer Service Focus** and **9) Career Fit.**

Company Structure, Employee Benefits, Customer Interaction and Heritage Company were strongly aligned with Organisational Attractiveness and were <u>also</u> identified as Key Constructs.

The remaining five constructs that were strongly aligned with Organisational Attractiveness, (**Career Opportunities, Financial Image, Company Size, Customer Service Focus** and **Career Fit)** were <u>not</u> identified as Key Constructs.

In addition, the remaining Key Constructs that were not aligned with Organisational Attractiveness included **Brand Image, Brand Awareness, Product Characteristics, Customer Characteristics** and **Company Culture**

Finally, **Company Scope** and **Canadian Identity** were not identified as Key Constructs and were not strongly aligned with Organisational Attractiveness, however they did meet the frequency threshold.

The next section reiterates the Research Objectives and goes on to discuss how the results have addressed these objectives.

4.6.2 Discussion of Results and Research Objectives

To reiterate, the research objectives for the project were defined as:

P2-RO$_1$: Identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers.

P2-RO$_2$: Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers.

P2-RO₃: Explore how strongly heritage characteristics are aligned with organisational attractiveness when compared with other corporate image characteristics.

The following sections will discuss Research Objectives 1 and 2 in regard to the Key Constructs that were identified in the findings.

4.6.2.1 Key Constructs and Research Objectives 1 and 2

The Key Constructs were identified through the exploratory process of categorising and determining Common Constructs and then analysing these to determine frequency and variability (ANV). The Key Constructs provide insight into two of the research objectives:

P2-RO₁: Identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers.

P2-RO₂: Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers.

The Key Constructs are the characteristics of an organisation that were found to be important to potential applicants in differentiating between potential employers. These characteristics are presented again in Table 34 ordered by ANV to indicate the degree of differentiation.

Table 34 List of Key Constructs ordered by ANV

	Key Constructs	ANV ≥ 8.73	Freq ≥ 6
1	Company Culture	9.62	6
2	Employee Benefits	9.34	8
3	Customer Interaction	9.32	8
4	Heritage Company	9.29	9
5	Customer Characteristics	9.06	14
6	Brand Awareness	9.01	11
7	Company Structure	8.90	7
8	Product Characteristics	8.79	9
9	Brand Image	8.74	14

The Key Constructs elicited are varied and diverse. Some of the Key Constructs identified might be expected ("**Employee Benefits", "Brand Awareness", "Brand Image"**), however, others were somewhat unexpected. Those that involved Customers ("**Customer Interaction", "Customer Characteristics"**) were somewhat surprising, as was "**Heritage Company"** and "**Company Structure**". These constructs would not have been expected to be at the top of a list of Key Constructs when compared with other Common Constructs mentioned, such as "**Career Opportunities**", "**Financial Image**", or "**Lifestyle**".

Literature was examined in relation to each of the Key Constructs. It has been used to support the identification of these characteristics as Key Constructs and to add explanations as to why these constructs may be important to potential applicants through references to existing constructs. The following Table 35 summarizes this literature as it was presented in the section titled: "Key Constructs Definitions and Descriptions".

Table 35 Key Constructs and Summary of Associated Literature

	Key Construct	Associated Construct	Literature
1	Brand Image	Brand Personality Organisation Personality Intent to Apply	Aaker (1997) Lievens & Highhouse (2003) Gatewood et al. (1993)
2	Customer Characteristics	Employer Brand (Prior Company Knowledge)	Moroko & Uncles (2008)
3	Brand Awareness	Organisational Reputation Recruitment Brand Equity Employer Brand	Turban et al. (1998) Cable & Turban (2001) Moroko and Uncles (2008)
4	Heritage Company	Corporate Heritage Brand Corporate Heritage Identity Organisational Identity	Urde et al. (2007) Burghausen & Balmer (2014) Albert & Whetten (1985)
5	Product Characteristics	Brand Awareness Corporate Image	Cable & Turban (2001) Alvesson (1990)
6	Employee Benefits	Compensation and Organisational Attractiveness Consideration Set	Aiman-Smith et al.(2001), Lievens et al. (2005), Turban & Keon (1993) Cable and Turban (2001), Wilden et al. (2010)
7	Customer Interaction	P-O Fit Congruence of values	Slaughter et al. (2004)
8	Company Structure	P-O Fit Compatibility	Kristof (1996)
9	Company Culture	Organisational Attractiveness P-O Fit and Culture	Judge & Cable (1997) Gardner et al. (2012)

Identifying the Key Constructs provides the characteristics that potential applicants have identified as important differentiators. This addresses Research Objective 1 as these were organisational characteristics that were identified by the potential applicants and used to differentiate between potential employers.

The Common Construct "**Heritage Company**" was found to be a "Key Construct" (number 4 in Table 34). This construct is defined as "A historic company; a company with a heritage. It may be related to the longevity and the length of time the company has been in business; there is a history that is associated with the company, it may have traditional characteristics"; and the "pole" construct would be "More modern, not having a history". An organisation with "History" or a "Heritage Company" would comprise a heritage characteristic because of the tight coupling of History and Heritage.

"**Heritage Company**" has been identified as a Key Construct, as it meets the Frequency and ANV thresholds. This implies that it is important to potential applicants. **Heritage Company** was found to have the second highest Honey score amongst the Key Constructs, indicating that "**Heritage Company**" is highly aligned with Organisational Attractiveness as perceived by potential applicants. This suggests that heritage characteristics are important to potential applicants when looking at different potential employers and that those employers that have heritage characteristics are found to be attractive. This addresses Research Objective 2, "Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers".

There is no literature that has been found to date that specifically associates heritage characteristics with the preferences of potential applicants which is why it is the focus of this study. However, the characteristic of Heritage has been identified with Corporate Brands, the Corporate Heritage Brand (Balmer, Greyser and Urde, 2006; Urde, Greyser and Balmer, 2007), with the Corporate Identity (Corporate Heritage Identity) (Burghausen and Balmer, 2014, 2015) and more recently, with Organisational Identity and Identification (Organisational Heritage Identity and Organisational Heritage Identification) (Balmer and Burghausen, 2015b). Heritage has been found to be associated with positive outcomes in regards to consumer purchasing and corporate reputation (Wiedmann et al., 2011a, 2011b).

The results suggest Heritage characteristics that are used by an organisation with a Corporate Heritage Brand may have an increased likelihood of in differentiation in the eyes of potential applicants. This addresses the second research objective. The findings also suggest that Heritage may also positively influence the perception of organisational attractiveness in potential employees.

The following section looks at the Key Constructs in relation to Symbolic and Instrumental attributes.

4.6.2.1.1 Key Constructs and Symbolic and Instrumental Attributes

Based on previous research, the Symbolic and Instrumental framework can be used to categorise the Key Constructs to gain further insight into the results. Several studies that covered this topic were reviewed in the Literature section entitled "Organisational Attractiveness, Instrumental & Symbolic Attributes and Organisation Personality". Lievens and Highhouse (2003) found that impressions of a company's image that prospective applicants form are not only related to Instrumental attributes such as job characteristics and facts about the organisation, but will also be positively affected by "Symbolic", intangible attributes. Table 36 presents the Key Construct's categorised by Instrumental and Symbolic Attributes

Table 36 Key Constructs and Instrumental and Symbolic Attributes

Instrumental Attributes	Symbolic Attributes
Company Structure	Heritage Company
Employee Benefits	Brand Image
Product Characteristics	Brand Awareness
Customer Characteristics	Company Culture
Customer Interaction	*Customer Interaction*

"Company Structure", "Employee Benefits", "Customer Characteristics" and **"Product Characteristics"** would all be considered Instrumental attributes as they are functional and tangible characteristics of the organisation. "**Heritage Company", "Brand Image"** and "**Brand Awareness"** would be considered symbolic traits as these are intangible qualities of the organisation. "**Customer Interaction"** could be classified as either Instrumental or Symbolic. A customer interaction that is a part of the job could be an instrumental attribute (for example, processing a customer's purchase transaction), whereas building a close relationship with a customer could be considered a Symbolic attribute which they might perceive as increasing their prestige, their identification with, or belonging to, an elite group. It might also increase feelings of pride and self-esteem when dealing with a certain type of customer that they admire.

There are almost an equal number of Instrumental and Symbolic attributes contained in the Key Constructs identified suggesting that both types of attributes are likely to be important to potential applicants in differentiating between employers and in influencing their perceptions of Organisational Attractiveness.

The following section examines the diverse set of organisational characteristics that were identified by potential applicants along with the success of using RepGrid technique in prompting these diverse characteristics from potential applicants.

4.6.2.1.2 Diverse Organisational Characteristics and RepGrid

One of the objectives of the research project was to better understand the organisational characteristics that potential applicants use to differentiate between potential employers. One of the interesting, and somewhat unexpected findings was that two of those key characteristics (Key Constructs) were related to customers, **Customer Characteristics** and **Customer Interaction.** In the course of the literature review, 19 studies were examined that looked at Organisational Characteristics and their effect on Organisational Attractiveness. The 19 studies are summarized in Appendix V**.** Although not an exhaustive review, there are only two occurrences from two separate studies that involve references to **customer characteristics.** These were "Customers" (Highhouse et al., 1999) and "Working with Customers" (Lievens and Highhouse, 2003). Both studies that found "Customers" as a characteristic had Scott Highhouse as one of the authors and both of these studies used a "forced-choice" inductive process to ascertain the organisational characteristics that were tested. Highhouse et al.(1999) used this method because they wanted to "avoid forcing our own predetermined ideas on people yet structure the process enough to get at non-obvious aspects of company attractiveness" (Highhouse et al., 1999, p.154). Forced-choice involves presenting the subjects with pairs of companies and asking which of the two they would prefer to work for and why. In the authors' words "This focuses respondents on the *differences* between the two companies and minimizes the elicitation of characteristics that are common across companies," (p. 154). This forced choice

procedure has similar aspects to RepGrid in terms of focusing on the differences, and getting at the "non-obvious" characteristics of companies that may be related to Organisational Attractiveness. This also aligns with Goffin et al. (2006) and their use of RepGrid to get beyond the "clichés" of relationship description.

Following a search of the literature that looked at the characteristics associated with Organisational Attractiveness, only one study out of 19 studies reviewed, namely Terjesen et al. (2007), used the RepGrid method for eliciting characteristics of an organisation. Terjesen et al. (2007) studied the attributes of organisations that Generation Y graduates found attractive. The list of characteristics that Terjesen et al. (2007) generated appears to be more descriptive and quite diverse when compared to the characteristics listed in Appendix V (from the 19 previous studies). These included characteristics such as "freedom", "scope for creativity", "dynamic approach". Similarly, some of the characteristics identified in Project 2 and presented here were distinctive; in other words, they had not been identified in previous studies. In the three studies mentioned here, (Highhouse et al., 1999; Highhouse, Lievens and Sinar, 2003; Terjesen, Vinnicombe and Freeman, 2007) and Project 2 itself, there were characteristics that had not been identified previously, (e.g. customer-focused, freedom, etc.) which suggests that RepGrid or the forced-choice method, both of which focus on finding **differences,** were more successful in eliciting the "hard to get at" characteristics which may be important to potential applicants. RepGrid has been used very rarely in relation to understanding the needs and wants of potential applicants, and it was found to be successful in this research. It elicited several characteristics that had not been raised in the previous research, including **"Customer Interaction", "Customer Characteristics", "Heritage Company", "Pride" and "National (Canadian) Identity"**. This suggests RepGrid is an effective technique that should be explored by those interested in better understanding organisational characteristics related to Organisational Attractiveness. It also suggests that researchers may want to

expand their view of the organisational characteristics that potential applicants find attractive.

The next section will discuss Research Objective 3 and the findings that are associated with addressing this objective.

4.6.2.1 Research Objective 3. - Organisational Characteristics and Organisational Attractiveness

The final Research Objective was to:

P2-RO$_3$: Explore how strongly heritage is aligned with organisational attractiveness when compared with other corporate image characteristics.

The Honey's Content Analysis, previously outlined, analysed the characteristics (personal constructs) to determine to what extent they were aligned with Organisational Attractiveness and found that these characteristics could be grouped into four categories: The following sections examine these four groupings of characteristics that emerged from the analysis 1) Key Constructs that were strongly aligned with Organisational Attractiveness, 2) Non-Key Constructs that were strongly aligned with Organisational Attractiveness 3) Key Constructs that were not aligned with Organisational Attractiveness and 4) Non-Key Constructs that were not aligned with Organisational Attractiveness and discusses the implications of the findings and how these address Research Objective 3.

4.6.2.1.1 Key Organisational Identity Characteristics

The four characteristics identified as Key Constructs that were strongly aligned with Organisational Attractiveness were **Company Structure, Employee Benefits, Customer Interaction** and **Heritage Company.** The following discussion will introduce the concept that these characteristics are Key Organisational Identity Characteristics using the extant literature to support this.

The literature reviewed previously highlighted connections between some constructs relevant to the results. The following section will briefly look at those

constructs that are linked to Organisational Attractiveness, Organisational Identity and Organisational Identification to propose and support explanations for the research results.

To begin, we will look at how Organisational Attractiveness and Organisational Identity are related. The definition of Organisational Identity is that which is central, distinctive and enduring in an organisation, (Albert and Whetten, 1985). Hatch and Schulz (1997) describe Organisational Identity as "What members perceive, feel and think about their organizations. It is assumed to be a collective, commonly-shared understanding of the organization's distinctive values and characteristics. (Hatch and Schultz, 1997, p.357). Organisational characteristics that are distinctive, or associated with central values, or are an enduring part of an organisation could be said to be characteristics of the Organisational Identity. The results of this study showed that the characteristics "**Company Structure**", "**Employee Benefits**", "**Customer Interaction**" and "**Heritage Company**" were found to be most strongly aligned with Organisational Attractiveness. If these are considered to be distinctive, central or enduring they could be considered as key characteristics of the Organisational Identity. "**Company Structure**" and "**Employee Benefits**" are Instrumental attributes, and would not generally be considered to be distinctive aspects of an organisation. A company structure that is hierarchical, unionized, or matrix would be found in many organisations, and so would not be distinctive. Similarly, compensation and benefit programs are varied and diverse, but rarely distinctive. That is not to say that there could not be distinctive company structures or compensation and benefits programs. For example, a very distinctive Employee Benefits and compensation program was announced in 2015 by Dan Price, the founder of "Gravity Payments" who was proposing to raise every employees salary (which currently averaged $48,000) to $70,000 over the following three years (Cohen, 2015). This program is quite distinctive and so could be considered a characteristic of the Organisational Identity. However, "Company Structure" would more often be considered enduring.

The structure of a company, whether referring to a hierarchical structure, or a unionized workplace, would be something that is relatively stable and not likely to change with any frequency and therefore is enduring. "**Employee Benefits**" could be considered "central" as the compensation and treatment of employees would be closely tied to the central values of the organisation.

"**Customer Interaction**" was identified as being both an instrumental and symbolic trait. "Customer Interactions" could be distinctive and could also be considered related to the central values of the organisation. "**Customer Interactions**" that involve close, long-term relationships could have unique aspects that make the experience for the customer and the employee distinctive. These might include unusual experiences designed for customer entertainment purposes. Organisations that emphasize high levels of customer care with "the customer is always right" approach would also suggest that customer interactions are related to the central values of the organisation.

"**Heritage Company**" was identified as a symbolic attribute. The heritage and history of an organisation could be viewed as unique and distinctive, particularly the history of a CHB as, by definition, "history is important to its identity", Urde et al. (2007). As well, the history of a company illustrates that the company has "endured". Urde et al. (2007) also identified "track record" and "long-held values" which both align with central values. "Track record", suggests that the "customer promise" and "delivering on the customer covenant" is an important value of the organisation. Because **"Heritage Company"** meets all three of the criteria that define the Organisational Identity, it could be considered a very strong component of that identity.

These four characteristics were found to be Key Constructs and therefore considered important characteristics to potential applicants in differentiating between employers and they were strongly aligned with Organisational Attractiveness. We have also recognised them as key characteristics of the Organisational Identity as they each have at least one of the three attributes of

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Organisational Identity, distinctive, central, or enduring. This suggests that these characteristics are **Key Organisational Identity Characteristics** or "KOICs" that are attractive to potential applicants. KOICs are defined here as those characteristics that are important to potential applicants, are found to increase the perception of Organisational Attractiveness, and are used to differentiate amongst employers. They also have one or more of the attributes of Organisational Identity as they are distinctive, central, or enduring.

According to Dutton et al. (1994, p.239), "When a person's self-concept contains the same attributes as those in the perceived organizational identity, we define this cognitive connection as organizational identification. Organizational identification is the degree to which a member defines him - or herself by the same attributes that he or she believes define the organization." Edwards and Piccei (2007) define Organisational Identification as "a psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity." (p.31). Edwards (2010) states when discussing Organisational Identity that: "Importantly however, particular identity based *symbolic* aspects of the organisation's image are of particular importance in the process of employees identifying with the organisation. The organisation's identity, its central enduring and distinctive characteristics will help guide whether the employee bonds with the organisation," (Edwards, 2010, p.13). Although he is speaking about facilitating Organisational Identification of *existing* employees, this bonding could also hold true for *potential* employees (applicants). Based on the Dutton et al. (1994) and Edwards and Piccei (2007) definitions, if the potential applicant's self-concept also possesses those key Organisational Identity characteristics, and they perceive a congruence with those characteristics, then a bond of identification with the organisation could form. Other types of "Organisational Identification" have been studied. Bhattacharya and Sen (2003) described Consumer-Company Identification (C-CI) as the perceptions of congruence between a consumer's identity and that of relevant companies

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which, similar to organisational identity can be a source of self-definition. Consumer-Brand identification is defined as "a consumers's sense of oneness with a brand," (Stokburger-Sauer, Ratneshwar and Sen, 2012). Therefore, it follows that potential applicants could also experience Organisational Identification.

According to Dutton, et al. (1994) "The greater the attractiveness of the perceived organizational identity, the stronger a person's organizational identification," (Dutton, Dukerich and Harquail, 1994, p.244). This suggests that the characteristics that increase Organisational Attractiveness and are part of the Organisational Identity may increase the strength of Organisational Identification (OID). Maxwell and Knox also suggest that the strength of identification with the organisation increases when the organisational identity is perceived as attractive and unique (Maxwell and Knox, 2009). From this study we have seen that KOICs were associated with increased Organisational Attractiveness which also suggests that KOICs may increase the strength of Organisational Identification.

To further confirm the connection between potential applicants and Organisational Identification, it is important to position Employer Brand in the discussion. To this point, we have established that KOICs may increase Organisational Attractiveness, and therefore suggests a more attractive Organisational Identity and a more attractive Organisational Identity (or the perceived Organisational Identity) leads to stronger Organisational Identification. Next we will establish a link between the key characteristics of Organisational Identity and Employer Brand.

In his review of Employer Brand and Organisational Behaviour theory, Edwards (2010) outlines the importance of Organisational Identity to Employer Brand. He points out that one definition of Employer Brand states: "The employer brand establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies, and behaviours toward the objectives of attracting, motivating, and retaining the firm's current and potential employees" (Del and Ainspan, 2001, cited in Edwards, 2010 p.7). This implies that the Organisational Identity is closely linked to Employer Brand, which includes certain aspects of the

identity of the organisation, that applies to it as an employer. Backhaus and Tikoo (2004) add that "The term employer branding suggests the differentiation of a firms' characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment," (Backhaus and Tikoo, 2004, p.502). This description associates specific characteristics of the firm, those which differentiate it, or in other words, those characteristics that could be considered distinctive, or central or enduring. This would suggest they are Organisational Identity characteristics. Therefore, we can see there is a link between the distinctive characteristics of Organisational Identity and Employer Brand. We have previously established that when potential applicants recognize a congruence of values or key Organisational Identity characteristics with their self-concept it strengthens Organisational Identification. Then it may follow that if the Employer Brand were to incorporate Key Organisational Identity Characteristics, this could lead to stronger Organisational Identification. This is supported by Knox and Freeman (2006) who suggest that Employer Branding is a way to differentiate an employer from other companies who are competing for the scarce resource of talented employees.

Dutton and Dukerich (1994) also suggest that with stronger Organisational Identification, members will evaluate the perceived Organisational Identity as more attractive. This suggests a feedback loop where an Organisational Identity that increases Organisational Attractiveness leads to stronger Organisational Identification, but that with stronger Organisational Identification, the perception of the attractiveness of the Organisational Identity is also increased.

This suggests that a company with a CHB that incorporates heritage as a key component of its Employer Brand may have positive outcomes in terms of increased Organisational Attractiveness and stronger Organisational Identification. Figure 30 presents a model that proposes relationships between KOICs (specifically highlighting Heritage characteristics). It proposes that heritage

characteristics have a positive influence on Organisational Attractiveness which then results in strengthened Organisational Identification.

Figure 30 Key Organisational Identity Characteristics and Organisational Attractiveness and Identification
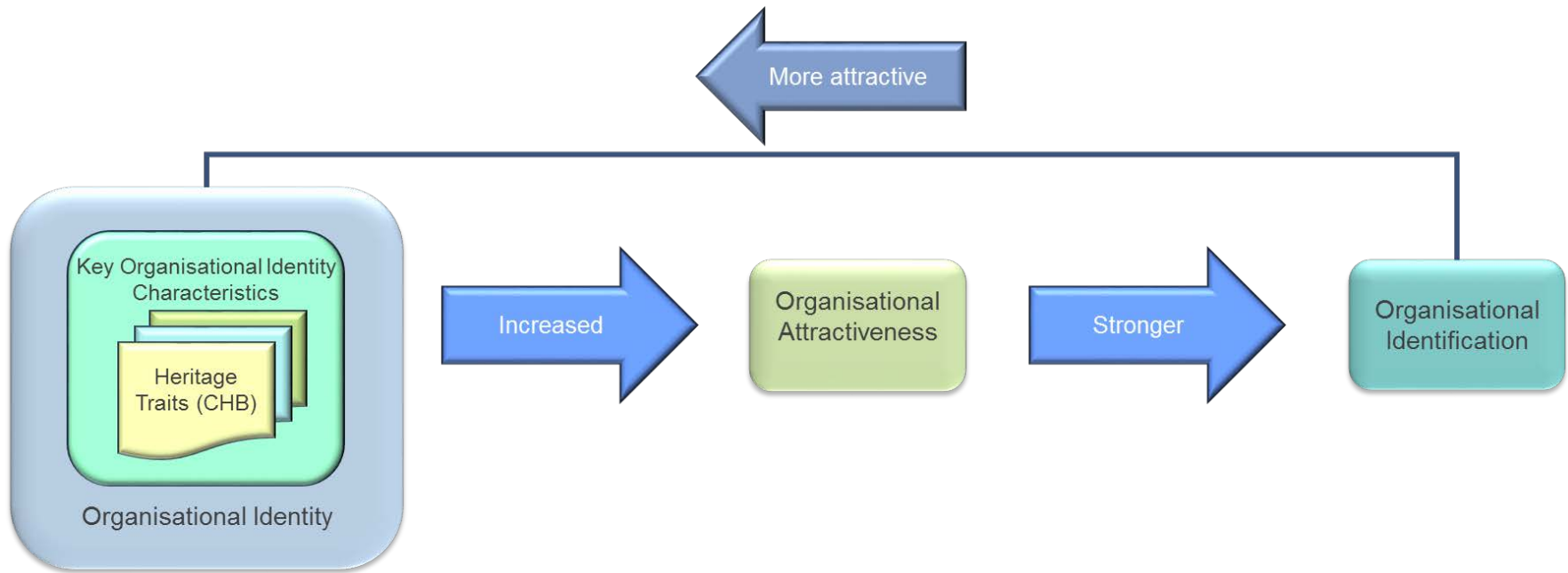
The proposed model presented in Figure 30 "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification," represents a CHB that has identified Key Organisational Identity Characteristics (KOICs) which includes Heritage traits. The KOICs are a part of the Organisational Identity. A potential applicant who finds congruence with the KOICs may result in an increase in their perception of the attractiveness of the organisation (increased Organisational Attractiveness). An increased perception of Organisational Attractiveness may strengthen Organisational Identification. The feedback loop is also proposed, that with stronger Organisational Identification, the perception of the attractiveness of the Organisational Identity is also increased.

The next section considers those characteristics that were not identified as Key Constructs, but were strongly aligned with Organisational Attractiveness.

4.6.2.1.2 Hygiene Characteristics

The results found characteristics that were Non-Key Constructs but that were highly aligned with Organisational Attractiveness. It was suggested previously that these characteristics must be in place for a potential applicant to include them in their "consideration set". The Consideration Set (for potential applicants) is made up of those companies that a potential applicant would consider applying with (Cable and Turban, 2001).

Lemke et al. (2003) referred to these types of characteristics as "hygiene factors" borrowing the term from Herzberg (1968). Herzberg used the phrase in relation to studying employee motivation stating that "the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction… these two feelings are not opposites of each other. The opposite of job satisfaction is not job dissatisfaction but rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction," (Herzberg, 1968, p.56). This implies that there must be certain factors (hygiene) in place before a "minimum" state (not job dissatisfaction) is reached.

Hygiene Characteristics in this context are defined as organisational characteristics that a potential applicant would wish to see before they would consider applying with an organisation. In other words, organisations must have the "hygiene" characteristics of "**Career Opportunities**", "**Financial Image**", "**Company Size**", "**Customer Service Focus**" and "**Career Fit**" for a potential applicant to consider them for application.

In looking more closely at whether the concept of a "consideration set" or "hygiene characteristics" resonates with these characteristics, we see that "**Career Opportunities**" is most closely aligned with Organisational Attractiveness of all of the Common Constructs identified. "**Career Fit**" is somewhat lower but is still strongly aligned with Organisational Attractiveness. Both constructs would be viewed as important indicators of a potential applicant's success and job satisfaction in the organisation if they were to join it. Therefore, it is not unreasonable to assume that potential applicants would look carefully at these characteristics before they apply, and that they would likely rule out potential employers who did not meet their minimum requirements for "**Career Opportunities**" or **"Career Fit".**

"**Financial Image**" refers to the financial success of an organisation, it is also logical that this would be a factor in determining whether an organisation is included in the "consideration set." All things being equal (when considering potential employers), applicants would be less likely to apply to a company with a poor financial image as it may suggest future risk particularly in terms of job security. A financially successful company, on the other hand, may imply that it is a prestigious place to work, or may suggest financial stability, job security and possibly improved career opportunities. When examining "**Company Size**", recruits in past studies have favoured large or mid-sized companies (Turban and Keon, 1993). In this study, interviewees indicated preferences for both larger and smaller organisations. A preference was expressed for larger because of increased career opportunities and potential for relocation which was viewed as a positive aspect by some interviewees. A preference was expressed for smaller organisations because of the ability to have more ideas

recognised (i.e. big fish in a small pond) or to reduce the opportunity for relocation, which to some interviewees was viewed as a negative aspect. This suggests that potential applicants have a pre-selected preference for a particular size of company, and therefore it is one of those characteristics that they would expect to be present for the company to be considered as a part of that "consideration set". It is not immediately clear why "**Customer Service Focus"** is strongly aligned with Organisational Attractiveness. However, it may be that the knowledge the interviewee has of the company is strictly from their personal experience as a customer or consumer of the company's products or services. A company interaction where the customer (the interviewee) was treated well could result in the perception of increased Organisational Attractiveness. Although not confirmed by these findings, this suggests that a potential applicant might consider "**Customer Service Focus"** as a hygiene characteristic. In other words, they would only consider applying with companies where their personal experience as a customer, or possibly word-of-mouth from others who have been customers, has been positive.

The identification of these Hygiene Characteristics suggests that these would be characteristics that the potential applicant would use to determine their Consideration Set.

Further research in this area could help develop ways of identifying these types of Hygiene characteristics and this could increase the understanding of how a potential employee may develop their "Consideration Set". This in turn could lead to streamlining the recruitment process and possibly increasing the opportunity for a better "P-O Fit" by ensuring the potential employee is aware of the alignment between their Hygiene Characteristics and the traits of the organisation.

The Common Constructs that were not Key Constructs but were strongly aligned with Organisational Attractiveness are termed here "Hygiene Characteristics" and it is suggested that they are characteristics that must be in place before a potential applicant includes the organisation in the "Consideration Set" for application.

The following section explores the third group of characteristics, "Differentiator Characteristics."

4.6.2.1.3 Differentiator Characteristics

The third category of characteristics were those that were identified as Key Constructs, but were not aligned with Organisational Attractiveness. These characteristics were **Brand Image, Brand Awareness, Product Characteristics, Customer Characteristics** and **Company Culture.**

Included in this category were the two characteristics that involved Brand: **"Brand Image"** and **"Brand Awareness"**. These are related to the public perception of the organisation and its brand. As was mentioned previously, when a potential applicant does not have specific knowledge of an organisation the brand information can be used to form impressions of the values of the organisation (Moroko and Uncles, 2008). Those impressions may not necessarily be positive and therefore the perceived Organisational Attractiveness may not be high. Another possible explanation is that the potential applicants may not perceive the Brand Image as credible, and therefore discount it when considering whether an organisation is attractive. **"Brand Awareness"** suggests that the potential applicant knows of the organisation, but that does not imply it is attractive, or unattractive. It is simply an awareness of the brand. **"Product Characteristics"** and **"Customer Characteristics"** may also be characteristics that the potential applicant is aware of, but does not imply attractiveness or unattractiveness.

The one construct that is less expected to find in this grouping is **"Company Culture"**. Some of the literature would suggest that organisational culture is an important factor in determining Organisational Attractiveness (Chhabra and Sharma, 2014; Rampl, 2014). Chhadra et al. (2014) found that Organisation Culture was the most important factor associated with an attractive Employer Brand. Rampl (2014) also found that Work culture was the characteristic most associated with an attractive employer, and so the finding in this study seems to be an anomaly. It is possible that because these are potential applicants who have not yet fully embarked on a job search, they may have very little

knowledge of the culture of any of these companies (elements), in which case it wasn't a factor in their evaluation of these companies an employer. It may be that "**Company Culture"** would become a more important factor as the recruitment process progresses and certainly might become a factor in determining Organisational Attractiveness if they became employees of the company. Another explanation may be that the interviewees are students many of whom have little experience in the work force and therefore may not recognize the importance of organisational culture and the impact it may have on their future job satisfaction.

For the most part, the Key Constructs that were not strongly aligned with Organisational Attractiveness are explained as being characteristics that the interviewees have existing knowledge of, and therefore readily came to mind when carrying out the RepGrid exercise. This would account for the frequency of mention, and also these would be characteristics that would easily distinguish one organisation from another (e.g. a manufacturer of cars, BMW vs. a hotel chain, Fairmont), but that these personal constructs did not necessarily affect the perception of Organisational Attractiveness (e.g. I recognize the brand CP, and the CP product of transportation services, but it is not necessarily a place I would find attractive to work).

Although these characteristics were found to strongly differentiate the potential employers, they did not appear to increase the perception of attractiveness of the organisation. These may represent characteristics that are distinctive, but which may not contribute to an increased perception of Organisational Attractiveness. It is interesting that two of these characteristics are associated with a company's brand. This would seem to indicate that increasing the company's brand awareness (possibly using the Employer Brand) is important to ensure that potential employees know about the company, but that "increased awareness" does not necessarily lead to an increased perception of attractiveness. However as Wilden et al. (2010) pointed out, if an employee is unaware of your organisation, then there is no way you will be included in their Consideration Set. Therefore, information regarding these differentiating

characteristics may be important to include in recruitment materials and career websites. However, this type of information may also be included in more general marketing or communications strategies and not necessarily specific to communicating with potential applicants.

4.6.2.1.4 Low Value Characteristics

The final group of characteristics that were identified are referred to as "Low Value Characteristics". In this study these include "**Company Scope**" and "**Canadian Identity**". As these characteristics achieved the frequency threshold, they were at least top of mind for the respondents but they were not characteristics that were differentiators, nor were they aligned with organisational attractiveness. These may have been characteristics that readily came to mind and therefore possibly of some importance in recognising these organisations, but these characteristics did not increase the perception of attractiveness. These may simply have been superficial characteristics. These characteristics would likely not have an impact on the decision to apply, but would be discarded. Companies may want to be aware of these characteristics as they would be best avoided in putting together recruitment materials as there would be no benefit to including them.

4.6.2.1.5 Organisational Characteristics and the Consideration Set

Based on the previous exploration of the KOICs and Hygiene Characteristics, it has been shown that both categories of characteristics are strongly aligned with Organisational Attractiveness. It was also suggested that increased Organisational Attractiveness may increase the likelihood that an employer would be included in an applicant's Consideration Set. Gomes and Neves (2011) examined the relationship between applicants and Organisational Attractiveness through the effects of job characteristics and organisational attributes and found a positive relationship between Organisational Attractiveness and intent to apply for a job vacancy. This supports the premise that characteristics that are found to be associated with increased Organisational Attractiveness of an organisation would increase the likelihood of

that organisation being included in the potential employees "Consideration Set". Figure 31 summarizes this, proposing that if the "must have" Hygiene Characteristics are present, and if the KOICSs are also present as characteristics of the company, that this may result in increased Organisational Attractiveness which could then lead to an increased probability that the company would be included in the applicant's Consideration Set.

Figure 31 Organisational Characteristics and the Consideration Set
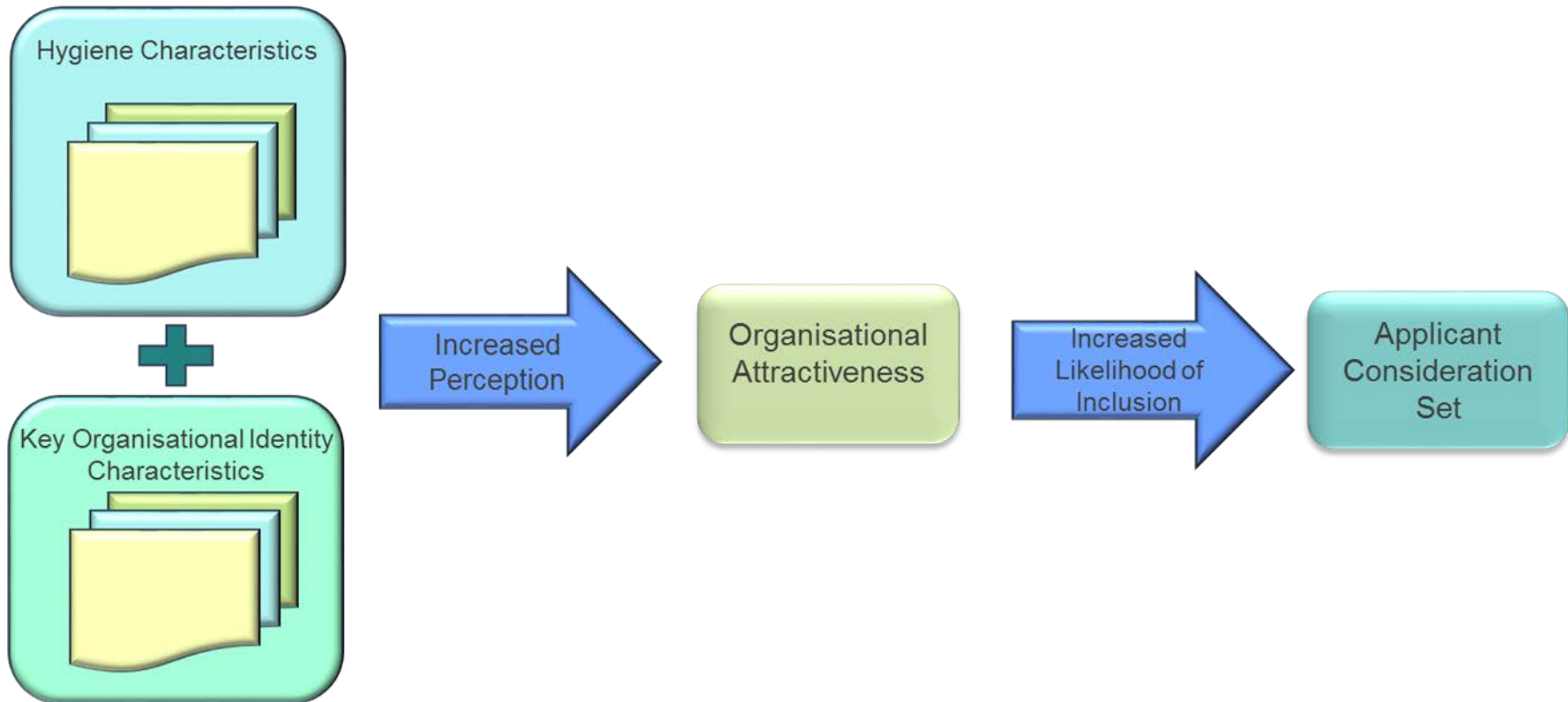
The development of the four groupings of characteristics, 1) Key Organisational Identity Characteristics, 2) Hygiene Characteristics and 3) Differentiator Characteristics and 4) Low Value Characteristics provides insight into potential employees' perception of Organisational Attractiveness and the characteristics they use to differentiate between employers. It also provides indications that companies that can identify Key Organisational Identity Characteristics and Hygiene Characteristics and project those through the Employer Brand may increase their probability of being included in an applicant's Consideration Set.

4.6.2.1.6 Heritage and Research Objective 3

The focus of Research Objective 3 was to determine how strongly heritage is aligned with organisational attractiveness when compared to the other organisational characteristics. As has previously been discussed, the heritage characteristic **"Heritage Company"** aligns strongly with organisational attractiveness and therefore this addresses the third research objective. In addition, identifying the construct **"Heritage Company"** as a Key Organisational Identity Construct indicates that it is also a characteristics that is an important differentiator which adds support to the finding that "**Heritage Company"** is "to a great extent" important to potential applicants in differentiating between potential employers and so also adds support of the second research objective..

The focus of this study was to examine the effect of Heritage characteristics on potential applicants. The results of this study have shown that Heritage is one of the KOICs and based on the previous discussion, it suggests heritage could be a valuable asset in increasing the perception of Organisational Attractiveness and positively strengthening Organisational Identification.

The next section will discuss the contributions made by Project 2.

4.6.3 Contributions

There are several contributions that have been made by the research presented in Project 2.

This research contributes to the theory of Organisational studies as it presents a new way of categorising organisational characteristics and the ways in which potential applicants regard these characteristics. Through the use of the Repertory Grid technique and Honey's Content Analysis, the characteristics were examined on the dimensions of "potential for differentiation" and "alignment with organisational attractiveness". Four distinct categories of characteristics were revealed. This is the first time that such a distinction has been made in Organisational studies, and therefore contributes a new means of classifying organisational characteristics that may be important to potential applicants. This could lead to greater understanding at a more refined level of the key factors recruits are looking for in a company, and how those factors are used to differentiate and influence the perception of attractiveness and ultimately the intent to apply.

The categories have been described below and are also presented in Figure 32.

Key Organisational Identity Characteristics (KOICs) are those organisational characteristics that are most important to potential applicants. These are high on the differentiation scale and high on the organisational attractiveness scale.

Hygiene Characteristics are those characteristics that must be in place for a potential applicant to consider the organisation as a place to apply with. These are high on the alignment with attractiveness scale, but low on the potential for differentiation scale.

Differentiator Characteristics are those characteristics that a potential applicant uses to differentiate between employers, but that are not necessarily attractive. In other words, the potential applicant is aware of these organisations but does not perceive them as attractive. These characteristics are high on the potential for differentiation scale and low on the alignment with attractiveness scale.

Low Value Characteristics are those characteristics which likely do not present any positive value to the potential applicant. They are low on the potential for differentiation and low on the alignment of attractiveness.

Figure 32 Organisational Characteristics Attractiveness vs Differentiation
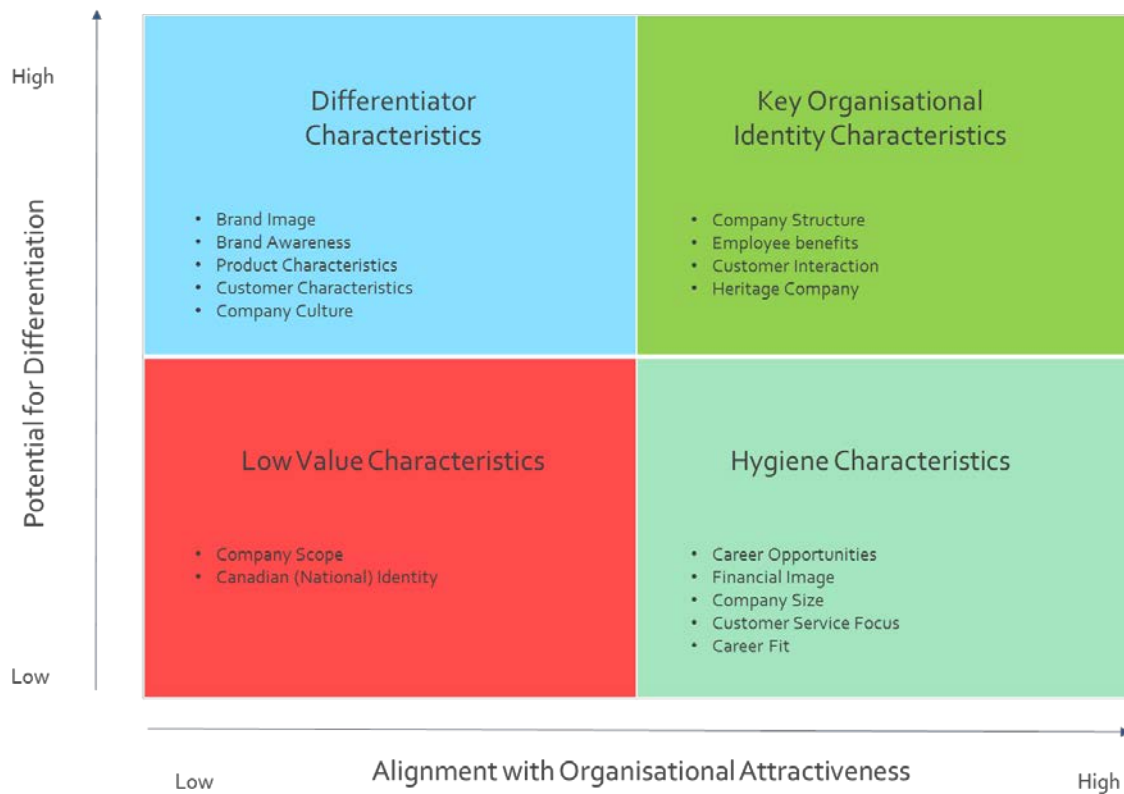
This is the first study (to the best of the researcher's knowledge) that examines corporate heritage in comparison with other organisational characteristics in relation to recruitment and perceived employer attractiveness. The research focused on potential employees and found that heritage can be both a differentiating factor and a factor that shapes the perception of organisational attractiveness. This is interesting because, although many other organisational characteristics that affect the perception of organisational attractiveness have been identified, this is the first time that heritage has been elicited and determined to be important.

The research also contributes to the corporate and organisational heritage literature by demonstrating the importance of heritage to the stakeholder group of potential employees. This is an important area of investigation as different groups of stakeholders become increasingly important to organisations. Finding that heritage is important to potential employees suggests that heritage may also be important to other stakeholder groups such as communities,

shareholders, or supply-chain partners. This provides additional areas to investigate as companies continue to seek ways to differentiate themselves in a crowded market. In addition, this also provides a different view of "potential employees" or "potential applicants" as stakeholders that may experience a version of employee outcomes, such as Organisational Identification.

This work also extends the Organisational Attractiveness (HRM) literature that examines those characteristics that affect organisational attractiveness amongst potential employees. It identifies a number of new characteristics that are important in shaping potential employee perception of organisational attractiveness. These attributes of **"Heritage", "Customer Interaction", "Customer Characteristics", "Pride" and "National Identity"** have not been identified previously in the literature. These could be important to those who study or practice recruitment as an organisation with these characteristics may be able to increase recruitment success through exploiting them.

This study also makes a methodological contribution as it is the first time that Repertory Grid Technique in conjunction with Honey's Content analysis has been used to identify organisational characteristics that are associated with Organisational Attractiveness. This technique is critical for classifying organisational characteristics into the associated categories of "KOICs", "Hygiene Characteristics", "Differentiator Characteristics" and "Low Value Characteristics" discussed previously.

A search on electronic journal databases provided results that suggest less than 50 marketing studies have used RepGrid technique. RepGrid has been used in Organisational studies, but relatively infrequently, as a search resulted in less than 30 studies and only two that were in the areas of interest of this study, such as recruitment, P-O Fit, or Organisational Attractiveness (Kristof-Brown, 2000; Terjesen, Vinnicombe and Freeman, 2007). Although Honey's Content Analysis has been used to analyse RepGrid data, (Goffin, Lemke and Szwejczewski, 2006; Raja et al., 2013; Shcheglova, 2009), it has not been used extensively, and it has not been used in looking at organisational constructs to the best of the researcher's knowledge. As RepGrid was found to elicit a

diverse and rich list of organisational characteristics beyond that found through other inductive methods, illustrated by the organisational characteristics not previously identified that were mentioned above. Utilising Honey's Content Analysis technique allowed comparison across grid data where the elements are not identical or provided. Combining these methods provided new insights because it allowed the comparison of companies (i.e. the elements) on two different dimensions, in this case differentiation and potential attractiveness. RepGrid in combination with Honey's Content Analysis was used successfully in this study and this is a contribution to the methods and techniques that could be used in Organisational qualitative studies.

4.6.4 Managerial Implications

The research in Project 2 suggests the heritage in a brand can be a valuable source for generating perceptions of organisational differentiation and positioning the company in the search for talent, and for creating perceptions of organisational attractiveness and making the organisation desirable in the eyes of potential employees.

The Honey's Content Analysis revealed that heritage (Heritage Company) was considered to be an attractive trait by more than 70% of the interviewees who identified it, and it was the fourth most mentioned characteristic. Therefore, heritage is likely to be a characteristic that is considered attractive by many potential applicants. The research showed that heritage is likely to increase perceptions of organisational attractiveness *and* it is a characteristic that is also key for differentiating an organisation in the eyes of potential employees. Therefore, management would be encouraged to use heritage as a key element in their recruitment efforts.

The model that was proposed in Figure 30 "Key Organisational identity Characteristics and Organisational Attractiveness" suggests that management can also activate the positive impact of heritage through the utilisation of heritage (and other KOICs). These efforts can be used to strategically promote both the differentiation of the organisation within the recruitment community, and to increase the perception of organisational attractiveness in the eyes of

potential employees. Management can use the Employer Brand as a vehicle to emphasize and activate the heritage of the organisation. Integrating heritage characteristics into the Employer Brand can be accomplished by using heritage logos, colours or other references in any representation of the brand that is targeted towards potential recruits. Using the Employer Brand to activate heritage will also reach current employees and may provide positive employee outcomes as was previously discussed in Project 1.

Building a recruitment campaign that focuses on the history and heritage of the organisation could be a very successful recruitment strategy as it may increase the perceived organisational attractiveness amongst recruits. Management can feature its history and heritage in recruitment materials and messages which would underline the distinctiveness of the organisation as well as promoting an organisational characteristic that recruits may find attractive.

Along with recruitment materials and communications that feature heritage, an organisation may want to introduce the historic narrative to recruits, as some may not be familiar with this distinctive characteristic. Telling the story of the origins of the company may project an attractive image which may provide the foundation for organisational identification. If a recruit recognises one or more Key Organisational Identity Characteristics in the recruitment heritage narrative, this may communicate that the organisation has values that are aligned with theirs, and may lead to an increased perception of organisational attractiveness.

Organisations that may possess a heritage but have not yet recognised its value can also benefit by activating their heritage. As an example from the study, one of the companies that was a provided element and that is not a CHB, has a heritage that could be activated. Canadian Tire has a 95 year history in Canada, but that heritage is not emphasized in any of their branding or recruiting efforts. Heritage or history was not mentioned by any of the interviewees with regards to the Canadian Tire organisation. Activating the heritage through the use of the Employer Brand could allow them to benefit from increased organisational identification and increased organisational attractiveness.

Because heritage is of the past, present and future it is important that in activating heritage that a company is careful to connect its history to the present accomplishments and future plans of the company. This "omni-temporal" approach of linking heritage to the past, making it relevant in the present, and describing how it relates to the future, will ensure that the organisation is viewed as attractive by a wide demographic.

Management can exploit the heritage characteristics by emphasizing heritage in its communications and employer branding efforts as has been mentioned. However, it should also be aware that this characteristic may not appeal to everyone. Therefore, it may be prudent to consider other organisational characteristics when building a recruitment strategy. Management may want to consider the other KOICs that were identified in this study. The findings inform practitioners with regard to potential sources of organisational attractiveness that had never been uncovered before: "Customer Interaction", "Heritage Company" which are likely to create a perception of organisational attractiveness, and also position the organisation differently in the search for talent. It is also important that a company ensure that the characteristics of "Employee Benefits" and "Company Structure" are not overlooked in recruitment materials, as they may not be novel, but are still found to be attractive and important differentiators for potential employees.

Another set of characteristics that management may want to consider when building a recruitment program is the "hygiene characteristics" of "Career Opportunities", "Financial Image", "Company Size", "Customer Service Focus" and "Career Fit". These characteristics, if present, are also likely to increase perceptions of organisational attractiveness with potential recruits. Figure 31 is the proposed model of Organisational Characteristics and the Consideration Set. It suggests that if KOICs and Hygiene Characteristics are both believed to be present by potential recruits, this may lead to increased perception of Organisational Attractiveness and this may increase the likelihood that the applicant includes the company in their consideration set of potential employer companies with which they may apply. Understanding the hygiene

characteristics of an organisation could help a company to streamline their recruitment process. Determining if there is a match between the characteristics that a potential applicant "must" have in place to consider an organisation, and what the organisation has to offer could help qualify and filter those employees who have a close alignment. As well, ensuring that these types of characteristics are emphasized through recruitment communications and materials could clearly signal to potential employees that these characteristics are part of this organisation, and would increase the likelihood that they include the organisation in their "Consideration Set".

To activate the Hygiene characteristics, in addition to the KOICs, to achieve an increased likelihood of inclusion in the Consideration Set, management could once again use the Employer Brand as the vehicle for communication.

It would also be of value if Management considered the model of "Organisational Characteristics Attractiveness vs Differentiation" (Figure 32) for mapping the characteristics of their own organisation against the two dimensions of "Potential for differentiation" and "Alignment with attractiveness". This is important for managers to understand in terms of the characteristics of the organisational identity that may be best communicated through the Employer Brand. It is not enough to have "attractive" characteristics but it is also important to communicate characteristics that are distinctive, that differentiate the organisation. Attractive characteristics may be readily duplicated as in the case of high compensation packages, whereas if a characteristic is attractive and distinctive, such as heritage, it may be more difficult to duplicate. Management might consider conducting focus groups of new employees and potential applicants to determine whether their specific organisational characteristics align with those identified in this study and that are found to differentiate and to increase organisational attractiveness.

Overall, the findings suggest that implementing heritage as a key component of the Employer Brand for external recruitment may be a strategic tool that is likely to increase recruitment success by increasing the differentiation and perceived attractiveness of the organisation.

4.6.5 Limitations and Future Research

This study had a number of limitations but also provides numerous opportunities for interesting future research.

The research proposes a model "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification". The model provides unique insight into the role that heritage plays in the perception of organisational attractiveness by potential applicants. It suggests that Heritage, defined as the heritage characteristics of a CHB, is a Key Organisational Identity Characteristic. A KOIC is a personal construct (as defined in Kelly's PCT theory) that is an important differentiator for potential applicants when considering employers and that also may have a positive effect on the perception of Organisational Attractiveness. The model suggests that an increased positive perception of Organisational Attractiveness may increase the strength of Organisational Identification. In turn, stronger Organisational Identification may increase the perceived attractiveness of the Organisational Identity. The model was, in part, suggested by the work of Dutton et al. (1994) who proposed that the greater the attractiveness of the construed external image the greater the strength of organisational identification. In turn the stronger the organisational identification, the greater the attractiveness of the perceived organisational identity.

Although organisational traits and characteristics that are associated with Organisational Attractiveness have been identified in the past (see Appendix V– Summary of Studies), this is the first time that a model has been presented that associates heritage characteristics with the possibility of increased organisational attractiveness and strengthened organisational identification.

The model entitled "Organisational Characteristics and the Consideration Set" is presented and builds on the classification of Organisational Characteristics on the dimensions of Attractiveness vs Differentiation. This model suggests that an organisation may increase the likelihood of being included in a potential applicant's consideration set by clearly communicating (through the Employer Brand) that both Key Organisational Identity Characteristics (KOICs) and

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Hygiene Characteristics are present in the organisation. This model aligns with research done by Wilden et al.(2010) that found that potential applicants identify those attributes, values, etc. that meet their employment needs, and organisations that have those attributes would be included in their "consideration set" of companies for application (Wilden, Gudergan and Lings, 2010).

The two models that were presented, "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification" and "Organisational Characteristics and the Consideration Set" were proposed after consideration of the results of exploratory qualitative research. Confirmation of these models using quantitative methods could be of great benefit. In the case of the model "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification" further research could lead to a deeper appreciation of the characteristics that affect potential employee's perception of Organisational Attractiveness, and in particular the effect that heritage may have on the construct. Further research to confirm the model: "Organisational Characteristics and the Consideration Set" could clarify and confirm the existence of "KOICs and Hygiene Characteristics" and the role they may play in determining a potential applicant's "Consideration Set". Quantitative confirmation could also provide results that are generalizable to a larger population.

In both of the models proposed, "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification", and "Organisational Characteristics and the Consideration Set", Employer Branding could be used as a mechanism to communicate organisational characteristics to potential employees. Future research exploring how heritage characteristics could be incorporated into the Employer Brand and how this might influence potential applicants could be the next step in activating and deploying Heritage. The model "Organisational Characteristics and the Consideration Set" proposes that KOICs and Hygiene characteristics could be communicated to potential employees as part of the Employer Brand. Research that explored how these

characteristics could be incorporated into the Employer Brand and the success of communicating these to potential employees could provide insight that would be valuable to recruitment.

The research was carried out on a limited number of Canadian companies and was directly related to heritage in a Canadian context. Research that examined heritage in a broader, global context could confirm whether the relationship between heritage characteristics and current employee and potential employee outcomes is generalisable in other contexts. Additional research that looked at a broader group of CHBs in relation to employees and outcomes would provide both confirmation of the findings as well as suggest additional ways of activating and deploying heritage.

The sample size was small and although it was adequate to fulfil the requirements of the point of redundancy, a larger sample could possibly reveal additional findings. As well, the sample was taken from a single educational institution, (i.e. SAIT) which may have specific characteristics. Research that used quantitative techniques, with a broader sample base that went beyond a single higher education institute, to sample potential applicants more broadly could allow a greater generalisation of the results to the populations of interest.

The results suggest that a stakeholder view of Organisational Identification was appropriate. It looked at Organisational Identification as it related to potential applicants who were not yet "members" of the group. This suggests that exploring other stakeholder groups to determine whether there is support for a similar type of Organisational Identification would be valuable. This research could take the form of exploring different stakeholder groups that an organisation may wish to influence, such as communities, investors or special interest groups. It could investigate the ways in which heritage may affect how these different groups identify with the organisation.

The Repertory Grid technique was utilised to reveal the importance of heritage characteristics in potential employees' perceptions of what differentiates amongst employers and the traits they associate with attractive employers. To achieve this and to elicit the role of heritage, three of the elements included in

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the design purposively represented companies considered to represent salient heritage brands (Canadian Pacific Railway, Hudson's Bay Company and Fairmont Hotels and Resorts). Providing these elements allowed the researcher to focus on the role of heritage. Future research could apply the Repertory Grid method and tailor the set of elements in the design to discover the role of other organisational identity traits, such as associations of corporate social responsibility, in shaping the perceptions of potential employees.

Although the research performed was limited in its scope, the exploratory nature of the work has provided results which suggest several avenues of interesting future research.

4.6.6 Conclusions

The purpose of this study was to answer the research question:

"Do the heritage characteristics of a Corporate Heritage Brand affect differentiation and organisational attractiveness as perceived by potential applicants?"

And to do so, it set out to fulfill the following research objectives will need to be fulfilled:

P2-RO$_1$: Identify the characteristics of an organisation that are important to potential applicants in differentiating between potential employers.

P2-RO$_2$: Determine to what extent heritage characteristics are important to potential applicants as a means of differentiating between potential employers.

P2-RO$_3$: Explore how strongly heritage characteristics are aligned with organisational attractiveness when compared with other corporate image characteristics.

Using Repertory Grid technique to gather the data, "Common Constructs" (characteristics) were identified. These were analysed using Frequency and Average Normalized Variability (ANV). Nine of the identified characteristics were found to meet the frequency and ANV criteria and so were identified as

"Key Constructs". Identifying these Key Constructs addressed the first research objective as each of these constructs was a strong differentiator.

The 23 "Common Constructs" (characteristics) were then analysed using Honey's Content analysis which found that nine characteristics were highly aligned with Organisational Attractiveness. This result partially addressed the third research objective as it determined how strongly each of the characteristics were aligned with organisational attractiveness.

In examining the results of the Key Construct and Honey's Content analyses, four groupings of characteristics emerged. These were 1) Key Organisational Identity characteristics (KOICs), 2) Hygiene characteristics and 3) Differentiator characteristics and 4) Low Value characteristics.

The first category was the Key Organisational Identity Characteristics and these were characteristics that were identified as Key Constructs and were also strongly aligned with Organisational Attractiveness. They included **Company Structure, Employee Benefits, Customer Interaction**, and **Heritage Company**. **Heritage Company** was found to be strongly aligned with Organisational Attractiveness, which confirms that heritage is a characteristic which may increase potential employees' perception of Organisational Attractiveness and thereby addresses the third research objective.

These KOICs, which includes Heritage, as part of the Organisational Identity, were found to likely have a positive effect on the perception of Organisational Attractiveness which in turn may positively affect Organisational Identification. These relationships are illustrated in the model "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification".

The second grouping of characteristics found was Hygiene characteristics, which were identified as Non-Key Constructs and were strongly aligned with Organisational Attractiveness. These included **Career Opportunities**, **Financial Image**, **Company Size, Customer Service Focus** and **Career Fit.** These were identified as Hygiene Characteristics and are defined as characteristics that a potential employee may require to be present for the

company to be included in their "Consideration Set" of potential employers. It is suggested that if the Hygiene Characteristics and KOICs are both present that this may increase the potential applicant's perception of Organisational Attractiveness and may increase the likelihood that the company would be included in the "Consideration Set". Employer Brand is suggested as a mechanism to communicate these characteristics to potential employees. These relationships are illustrated in the model "Organisational Characteristics and the Consideration Set".

The third grouping of characteristics that emerged was Differentiator characteristics which were identified as Key Constructs that were not aligned with Organisational Attractiveness. These included **Brand Image, Brand Awareness, Product Characteristics, Customer Characteristics** and **Company Culture.** These are defined as characteristics that the potential applicant may use to differentiate between companies, but that do not necessarily increase the perception of Organisational Attractiveness. This implies that these are important characteristics that may generate initial awareness of a company and its brand. This awareness may come from the potential applicant's experience with the product, or from general communications. These characteristics may be important to move the company "above the radar" but may not contribute to increasing the potential applicant's intent to apply with the company.

The final grouping of characteristics that emerged was Low Value Characteristics. These were characteristics were defined as meeting the frequency threshold, but were not characteristics that highly differentiated the organisation, and they did not increase the perception of organisational attractiveness. These characteristics would be those that were of low value to potential applicants.

The emergence of the four categories of characteristics suggests that companies should focus on better understanding and identifying the KOICs and Hygiene Characteristics to increase the likelihood of positively influencing potential employees and thereby increase their intent to apply.

In addition, the Repertory Grid Technique was found to be successful in eliciting a diverse set of organisational characteristics from potential applicants. In comparison to several previous studies that looked at organisational characteristics, this study found characteristics that had not been raised before, including **"Customer Interaction", "Customer Characteristics", "Heritage Company", "Pride" and "National (Canadian) Identity".** The technique of focusing on finding **differences** appears to have been quite successful in eliciting the underlying characteristics which may be quite important to potential applicants. This suggests RepGrid is an effective technique that should be explored by those interested in better understanding recruitment and Employer Branding, and in particular, organisational characteristics related to Organisational Attractiveness.

This study has made contributions in several areas. It has identified a new means of categorising organisational characteristics on the dimensions of potential for differentiation and alignment with organisational attractiveness and identified and described the four categories of characteristics. It has provided support for identifying "potential employees/applicants" as a stakeholder group that may experience organisational identification. It was the first study to examine heritage in the context of recruitment and it was also the first study to link heritage, as an organisational characteristic, with organisational attractiveness. It also made a methodological contribution as it successfully used RepGrid technique in an organisational study to elicit organisational characteristics linked to organisational attractiveness.

The study findings and discussion have addressed the research objectives and have provided insight into the research question.

The section that follows will discuss the overall findings of Project 1 and Project 2 and bring together the findings and contributions as well as the managerial implications, limitations and areas for future research.

5 DISCUSSION PROJECT 1 AND PROJECT 2

The following section will discuss the results that are related to both Project 1 and Project 2. It includes a short summary of findings, discusses the linkages between the projects and how these combined findings address the overall Research Question. It also includes contributions, managerial implications, and limitations and areas for future research.

5.1 Summary of Findings of Project 1 and Project 2

The following two sections summarize the findings previously discussed in the relevant sections in Project 1 and Project 2.

5.1.1 Project 1 Findings

The results found in Project 1 suggest that heritage is an important part of the Organisational Identity as perceived by employees and that heritage traits may comprise a distinct part of the Organisational Identity, the Organisational Heritage Identity. The results suggest Heritage, as represented by the Organisational Heritage Identity, has a positive influence on four employee outcomes: Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. Each of these employee outcomes would be considered to have an affective element. These positive employee outcomes also appear to have a positive impact on the employees' Intent to Stay. This suggests that heritage characteristics likely have a positive affective influence on employee outcomes which then may positively influence the Intent to Stay.

Very importantly, the findings suggest that heritage characteristics as represented by the Organisational Heritage Identity may diminish some of the negative effects of Organisational Change and in particular, reduce the impact of change on Intent to Stay. Organisational Change was also suggested as affecting the Organisational Identity.

A model is presented that illustrates these findings.

5.1.2 Project 2 Findings

Project 2 used Repertory Grid technique to identify organisational characteristics that are important to potential employees. Analysis of these characteristics revealed those characteristics that were Key Constructs, which are characteristics that were identified by potential employees as high in differentiating amongst employer organisations. Honey's Content Analysis also revealed those characteristics which were likely to increase the perception of organisational attractiveness of potential employers among applicants.

A matrix was presented for the categorisation of characteristics on two dimensions: Potential for Differentiation and Alignment with Organisational Attractiveness. Four categories of organisational characteristics were identified relating to these two dimensions. These include:

Key Organisational Constructs (KOICs): High on potential for differentiation and high on potential for organisational attractiveness. These are the most powerful characteristics that a potential employer can emphasize in relation to potential employees. The characteristics in this category included: Heritage Company, Employee Benefits, Customer Interaction and Company Structure.

Hygiene Characteristics: Low potential for differentiation, high on alignment with organisational attractiveness. These characteristics are also important as they must be in place for a potential applicant to include the organisation in their consideration set of companies with which they plan to apply. The characteristics in this category include: Career Opportunities, Financial Image, Company Size, Customer Service Focus and Career Fit.

Differentiator Characteristics: High potential for differentiation and low on alignment with organisational attractiveness. These characteristics are not important to communicate to potential employees as, although they differentiate the company, they are not necessarily aligned with a perception of organisational attractiveness. The characteristics in this category include: Brand Image, Brand

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Awareness, Product Characteristics, Customer Characteristics and Company Culture

Low Value Characteristics: Low potential for differentiation and low alignment with organisational attractiveness. These are characteristics that the potential employee doesn't care about. An organisation would not want to waste resources promoting these characteristics to potential employees. Characteristics included in this category are: Company Scope and Canadian Identity.

Important to this research, the heritage characteristic Heritage Company was identified as a "KOIC", as it was a characteristic likely to be important to potential applicants in differentiating amongst employer companies and in positively affecting their perception of organisational attractiveness

A model is presented that links heritage to Organisational Attractiveness and Organisational Identification. It suggests that Heritage may positively influence the perception of Organisational Attractiveness amongst potential employees and that this in turn may increase Organisational Identification. Recognising that if Organisational Identification is not restricted to employees as "members", but includes other stakeholders, then potential applicants may be described as having Organisational Identification with an employer company. Therefore, if potential employees perceive the heritage trait as a KOIC, then it could be said that the heritage characteristics may increase Organisational Attractiveness and that may strengthen Organisational Identification amongst potential employees. This suggests that it if a company has a CHB and therefore has heritage traits (an Organisational Heritage Identity), these heritage characteristics could be utilised to appeal to potential applicants. One way this could be done would be to incorporate heritage characteristics into the Employer Brand as a mechanism for promoting heritage and positively influencing recruitment success.

5.2 Linking the Findings of Project 1 and Project 2

The overarching research question presented earlier in this thesis was:

"How does the heritage of a corporate heritage brand affect an organisation's employees and potential employees?"

The two research projects were designed to answer this question, and the findings and discussions have explored the ways that heritage affects both employees and potential employees. The specific effects were discussed separately in each of the Project Chapters. However, it can be generally said that Heritage was likely to have a positive effect on both employees and potential employees.

Heritage characteristics (of a CHB), Organisational Identity and Organisational Identification are common to both studies and in both cases heritage characteristics were found to be an important part of the Organisational Identity.

The Organisational Heritage Identity appears to be an important construct in each of the studies. The construct of Organisational Heritage Identity as introduced and defined by Balmer and Burghausen (2015b) was empirically derived and supported by the findings in Project 1. As well, Organisational Heritage Identity was found to have a positive influence on the employee's "Intent to Stay" through the positive influence on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement. Although Project 2 did not specifically look at Organisational Heritage Identity, the "Heritage Company" characteristic was elicited using CHB companies and was found to be a Key Organisational Identity Characteristic (KOIC). This suggests that the heritage traits that are KOICs would also constitute the Organisational Heritage Identity of an organisation. The findings in Project 2 suggest that heritage traits (the Organisational Heritage Identity) are strong differentiators and increase the perception of Organisational Attractiveness. Increased Organisational Attractiveness is likely to strengthen Organisational Identification.

Combining these findings, organisational heritage is found to positively affect employee outcomes (Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement) and is also found

to be a strong organisational differentiator as well increasing the perception of organisational attractiveness in potential employees. Organisational Heritage therefore appears to have a positive effect on both employees and potential employees.

The model presented in Project 2 "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification" proposes that the KOIC of Heritage (as a part of the Organisational Heritage Identity) through a positive effect on the perception of Organisational Attractiveness may strengthen Organisational Identification in potential employees. Dutton et al. (1994) have also suggested that increased Organisational Attractiveness strengthens Organisational Identification. Although this is a proposition, and not explicitly a result of the findings, it does suggest that heritage may also affect Organisational Identification with potential employees. This relates to the findings in Project 1 that Organisational Heritage has a positive effect on employee Organisational Identification. The suggestion that Organisational Identification may be affected by heritage in the two different stakeholder groups underlines the importance of heritage in the organisational setting. It also provides a strong case for further investigation of the connection between Organisational Heritage and Organisational Identification.

It was suggested by the findings in Project 1 that Organisational Heritage Identity has a positive effect (through the effect on employee outcomes) on Intent to Stay. It would be interesting to extend this relationship between Organisational Heritage Identity and Intent to Stay, and apply it to further explore the findings of Project 2. Specifically, it would be interesting to understand if heritage traits, through positively affecting the perception of Organisational Attractiveness which may in turn strengthen Organisational Identification, whether this might influence the Intent to Apply in potential applicants.

The results of both studies indicate that the heritage traits of a CHB, organisational heritage characteristics, which comprise the Organisational Heritage Identity, are

important in the context of Organisational studies. The importance of heritage has previously been confirmed from the perspective of Marketing by numerous studies of CHB (Balmer, Greyser and Urde, 2006; Blombäck and Brunninge, 2009; Blombäck and Scandelius, 2013; Hudson, 2011; Rindell, Pinto Santos and Pinto de Lima, 2015; Urde, Greyser and Balmer, 2007). However, this is one of the first empirical studies to look at heritage and its influence from an Organisational perspective. Heritage was found to have a positive influence both on existing employees as well as potential applicants. This is a first step in understanding the value of heritage in the nascent field of Organisational Heritage.

Finally, based on the two research studies and the following discussion, to answer the overarching research question the findings would suggest that heritage is likely to have a positive effect on an organisation's employees and potential employees.

5.3 Contributions

5.3.1 Summary of Project 1 and Project 2 Contributions

The following summarizes the contributions of Project 1 and Project 2.

5.3.1.1 Project 1 Contributions

The findings in Project 1 were found to make contributions in a number of areas.

In the area of corporate and organisational studies, this study was, to the best of the researcher's knowledge, the first to explore heritage from an organisational perspective particularly in relation to employees.

The research also makes a theoretical contribution in that it found that heritage characteristics were likely to have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride. This contribution is also important in that it suggests that heritage, which is an intangible or symbolic characteristic of an organisation may be important in influencing employee outcomes. The research

also makes a contribution in that it suggests that heritage may positively influence an employee's Intent to Stay with an organisation.

The study contributes to theory by proposing the construct of Organisational Heritage Identity which coincided with the introduction of the construct by Balmer and Burghausen (2015a). This research also provides the first empirical support for the construct of Organisational Heritage Identity. This is an important contribution as it provides evidence that establishes OHI as a construct that exists independent of the Corporate Heritage Identity.

A very important contribution was the finding that organisational heritage characteristics were suggested as having an impact on Organisational Change. Specifically, the heritage characteristics as embodied in the Organisational Heritage Identity, appear to diminish and dampen the impact of Organisational Change on employee outcomes, and particularly the Intent to Stay.

The method for prompting the descriptive organisational characteristics from respondents used in Project 1 is a contribution to the methodological techniques that are employed in qualitative interviewing.

5.3.1.2 Project 2 Contributions

There are a number of contributions that have been made by the research presented in Project 2.

This research contributes to theory as it presents a new way of categorising organisational characteristics and how potential applicants regard them. Organisational characteristics can be categorised along the two dimensions of "potential for differentiation" and "alignment with organisational attractiveness". The resulting four categories of characteristics are: **Key Organisational Identity** characteristics (KOICs) which are high on the differentiation scale and high on the organisational attractiveness scale; **Hygiene** characteristics which are high on the alignment with attractiveness scale, but low on the potential for differentiation scale; **Differentiator** characteristics which are high on the potential for

differentiation scale and low on the alignment with attractiveness scale; and **Low Value** characteristics which are low on the potential for differentiation and low on the alignment of attractiveness.

There is also a contribution in that this is the first study (to the best of the researcher's knowledge) that identifies organisational heritage characteristics and compares them with other organisational characteristics in relation to recruitment and perceived employer attractiveness. Finding that organisational heritage is identified as an important differentiator and that it also appears to increase the perception of organisational attractiveness to potential employees is an important contribution as the effects of heritage have not yet been studied in relation to employees or potential employees.

The study also contributes to theory by extending previous research on Organisational Attractiveness as it identifies and explores those characteristics that appear to affect organisational attractiveness amongst potential employees.

In addition, the research also identifies several new characteristics that appear to be important in shaping potential employee perception of organisational attractiveness. These attributes of **"Heritage", "Customer Interaction", "Customer Characteristics", "Pride" and "National Identity"** have not been identified previously in the literature.

This study also makes a methodological contribution as it is the first time that Repertory Grid Technique in conjunction with Honey's Content analysis has been used to identify organisational characteristics that are associated with Organisational Attractiveness.

5.3.2 Overall Contributions

Beyond the specific contributions of each Project, this research contributes to the field of Corporate and Organisational Heritage. The two research studies reported here are amongst the first that have examined the heritage characteristics of a

CHB from an internal, organisational perspective of Organisational Heritage. These studies have highlighted the impact that Organisational Heritage may have on two different, but related, stakeholder groups, employees and potential employees.

The research undertaken is amongst the first to engage in empirical exploration of the Organisational Heritage Identity. The findings underline that heritage characteristics are central, distinctive and enduring and therefore make up an important part of the Organisational Identity.

Both Project 1 and Project 2 provide empirical research that supports the constructs of CHB and Corporate Heritage and although previous empirical research exists (Balmer and Chen, 2015; Burghausen and Balmer, 2014; Hudson, 2011), this is the first that has been carried out in a Canadian context on major Canadian corporations. As well, there have not been any empirical studies on North American heritage brands. Although Hudson's (2011) work explored the use of heritage branding by Carnival (a US company), the research was focused on the British heritage brand, Cunard. Therefore, this research contributes empirical evidence that adds to our knowledge of heritage in a Canadian and North American setting.

The combined results of the two projects also contribute to a stronger understanding of the significance of heritage, Corporate Heritage Brands, and Organisational Heritage. It illuminates the role heritage plays in the perception of Organisational Identity and the ensuing association with Organisational Identification. Although heritage closely aligns with Albert and Whetten's (1985) definition of Organisational Identity "that which is central, distinctive and enduring", this research has specifically contributed to a greater understanding of the role that heritage plays in Organisational Identity and its influence on employees and employee outcomes as well as potential applicants and their perception of an organisation as an attractive employer.

5.4 Managerial Implications

The following sections will reiterate and summarize the Managerial Implications that were previously described in detail in the relevant sections in the Discussion sections of Project 1 Managerial Implications and Project 2 Managerial Implications.

5.4.1 Managerial Implications for Project 1

The results of Project 1 suggest that Heritage characteristics affect a number of organisational and employee outcomes including Organisational Identification, Employee Engagement, Organisational Affective Commitment and Organisational Pride and Intent to Stay. This suggest a number of strategies that management practitioners can implement to exploit these findings.

One area of particular interest is Human Resources management. Organisations invest heavily in their employees through training, skills development, rewards and incentives, etc. There is a real cost to the organisation each time an employee leaves as they must then pay for recruitment and training of a new employee. Therefore, HR strategies that can positively affect an employee's intent to stay with the organisation have a real tangible value. The results of this study suggest that management may consider a number of strategies that could capitalize on the use of their heritage to encourage positive employee outcomes, and in particular in increased intent to stay.

Using heritage in the narrative that is communicated to employees to tell the story of an organisation, including its history, can provide employees with context and encourage feelings of identification, commitment and pride. This story-telling may focus on the "omni-temporal" characteristics of heritage by making the connection between the past and the present. The connection is then made with the future as the story may be connected to the organisation's vision.

A related approach, also with the goal of connecting current employees to the heritage of the company, may use historic artefacts to illustrate both the history of the company and the accompanying narrative. These artefacts are symbols of that heritage and are physical representations of the culture of the organisation. They serve as visual cues to remind employees of the heritage that they are a part of.

Together, the display of artefacts with an ongoing retelling of the historic narrative may provide employees with visible and tangible representation of the Organisational Identity. This may reinforce their Organisational Identification, the sense of "belonging" that was observed in Project 1. This also suggests that it could provide the context for employee Organisational Heritage Identification (Balmer and Burghausen, 2015a). Although the construct of Organisational Heritage Identification has not been empirically explored here, based on the results of Project 1, it is a reasonable hypothesis that if employees experience an increased overall Organisational Identification that is closely connected to the corporate heritage narrative, artefacts and symbols that Organisational Heritage Identification may result.

Another strategy that the findings in Project 1 suggest is using heritage and history as the source for celebratory events. This may assist in building employees' sense of pride in the organisation through focusing on significant historic company events. This may increase employees' alignment with the company, its values, its identity and therefore encourages affective feelings towards the company, including Organisational Identification, Organisational Affective Commitment and Organisational Pride.

Management may use employee recognition and rewards to positively influence Employee Engagement. An organisation with a heritage can link recognition awards to the history of the company thereby increasing the personal pride that an employee may feel on being recognised through relating it to the proud history of the organisation. This then may increase identification, commitment and engagement as well as pride. Because of the possibility of increased Employee

Engagement, Organisational Identification, Organisational Affective Commitment and Organisational Pride, it may also have a positive effect on the employee's Intent to Stay with the company which would be the goal of this strategy.

An organisation with a heritage and which has the additional understanding that organisational heritage can positively influence the employee outcomes of Organisational identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride, can activate the heritage of the organisation through integration into many internal, employee focused activities. This suggests that another approach that a company with a heritage could use to engage employees would be to emphasize its Organisational Heritage Identity through using the vehicle of the Employer Brand. Building heritage characteristics and elements into the employer brand may promote pride, identification, engagement and commitment. A heritage-focused Employer Brand would highlight the unique and distinctive character of the organisation which may lead to strengthened organisational identification and it may also influence employee engagement, commitment and pride.

Management may also want to consider the effect of the Corporate Brand on employees and align the heritage attributes incorporated in the Employer Brand with those of the Corporate Heritage Brand. This may strengthen the positive response employees may have to the heritage by ensuring alignment between the internal and external representation of the organisation.

If Organisational Heritage could be used to increase the likelihood of an employee's Intent to Stay, as was evidenced in this research, such strategies would have real economic value. As well, this heritage strategy could be unique and distinctive and could be used to differentiate the organisation with other stakeholders including customers, communities and potential recruits amongst others.

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Companies that do not have heritage at their core, but where a potential of heritage exists, could look for sources of heritage in their brands or identities. If these sources of heritage exist, these could be made salient through activating the heritage. The research suggests highlighting heritage with employees can make a real difference to a company's human resources success as it provides a distinctive and differentiated organisational identity that may increase identification, commitment, engagement, pride and intent to stay.

The findings in Project 1 suggest that heritage characteristics, as represented by the Organisational Heritage Identity may dampen the negative effects of transformational Organisational Change. Using strategies that activate or continue to emphasize the organisation's heritage may help an organisation to successfully complete the organisational change process. Management may use heritage characteristics to invoke the past, present and future of the company. This utilises the "omni-temporal" attribute of heritage. Retelling the history of an organisation, can be done through narrative, use of symbols and display and explanation of artefacts. This gives employees a historic continuum on which they can place themselves. This may underline to the employee that this transformational change is a short period in the overall history of the company, and as such provides context and a relative measure of the change that is taking place. Using heritage to tell the story may also emphasize to employees the foundations of "who we are as an organisation", what is central, distinctive and enduring, which is the definition of organisational identity. It may do that through reiterating the core values of the organisation and its mission. That identity can then be linked to the proposed vision of the organisation in the future following the transformational change. The present represents the current state of the organisation which is being affected by organisational change. By using the heritage to link past, present and future, an organisation can illustrate where they have come from, and where they are going. It can underline that the present is a part of that temporal continuum. Heritage can also provide the reminder that change has been a part of an organisation's history,

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and that the organisation hasn't continued to survive and thrive through being stagnant. Narratives that use heritage to illustrate these past successful organisational changes may positively affect the employees Affective Commitment to the change.

Project 1 found a number of implications for management in the results of the study. Management may choose to emphasize heritage through continuing heritage narratives, use of historic artefacts, utilising heritage elements in employee events, internal employer branding, and other communications. Employees are also consumers of the external corporate brand therefore it is suggested that management also consider aligning heritage attributes within the Employer Brand and the Corporate Heritage Brand. The integration of heritage characteristics into employee related activities may also have positive effects on employee retention as was suggested by the study's results.

Companies that do not have heritage at their core, but where a potential of heritage exists, may look for sources of heritage in their brands or identities so as to take advantage of the positive effects of heritage on employee outcomes.

This study also suggests that strategically promoting and leveraging organisational heritage identity may be useful in times of organisational change. However, management is discouraged from relying on heritage alone to mitigate the effects of organisational change. The study did show that when change affected organisational values, that heritage was effective in reducing the impact of change.

5.4.2 Managerial Implications for Project 2

The research in Project 2 suggests the heritage in a brand can be a valuable source for generating perceptions of organisational differentiation and positioning and for creating perceptions of organisational attractiveness which may positively influence potential employees. The findings suggest that management should consider using heritage in any of the communications or interactions they have with

potential applicants, and particularly it suggests using heritage characteristics in their recruitment efforts.

Focusing recruitment programs on the history and heritage of the organisation may be a successful strategy as it may increase the perceived organisational attractiveness amongst recruits. Using heritage in all recruitment communications will help to emphasize the distinctiveness of the organisation as well as promoting organisational characteristics that recruits may find attractive.

Management can use the Employer Brand to emphasize and activate the heritage of the organisation through the use of heritage logos, colours or other historic references. Using the Employer Brand to activate heritage will also reach current employees and may provide positive employee outcomes as was previously discussed in Project 1.

As an additional feature of a heritage recruitment strategy, management may want to introduce the historic narrative to recruits, for those potential applicants who may now know the history of the company. Telling the story may project an attractive image which may provide the foundation for organisational identification. If a recruit recognises other Key Organisational Identity Characteristics in the recruitment heritage narrative this may communicate that the organisation has values that are aligned with theirs, and may lead to an increased perception of organisational attractiveness.

Organisations that may possess a heritage but have not yet recognised its value can also benefit by activating their heritage through the use of the Employer Brand. This may provide the organisation with the positive employee outcomes as well as increased organisational differentiation and increased organisational attractiveness.

Because heritage is of the past, present and future it is important that in activating heritage that a company is careful to connect its history to the present accomplishments and future plans of the company. This "omni-temporal" approach

of linking heritage to the past, making it relevant in the present, and describing how it relates to the future, will ensure that the organisation is viewed as attractive by a wide demographic.

Management should be aware that heritage may not appeal to everyone. Therefore, it may be prudent to consider other organisational characteristics when building a recruitment strategy. Management may want to consider the other KOICs that were identified in this study including "Customer Interaction", "Employee Benefits" and "Company Structure" which were also likely to create a perception of organisational attractiveness, and also differentiate the organisation in the search for talent.

Management should also consider the use of the Hygiene Characteristics" of "Career Opportunities", "Financial Image", "Company Size", "Customer Service Focus" and "Career Fit" and communicating these to potential employees. These characteristics are also likely to increase perceptions of organisational attractiveness with potential recruits.

The findings in Project 2 suggest that if KOICs and Hygiene Characteristics are both believed to be present by potential recruits, this may lead to increased perception of Organisational Attractiveness. This may increase the likelihood that the applicant includes the company in their consideration set of potential employer companies with which they may apply. Understanding the hygiene characteristics of an organisation could also help a company to streamline their recruitment process. Ensuring that both KOICs and Hygiene characteristics are communicated throughout the recruitment process it may signal to potential employees that these characteristics are part of this organisation, and thereby may increase the likelihood that their organisation is included in the potential employee's "Consideration Set".

To activate the Hygiene characteristics, in addition to the KOICs, to achieve an increased likelihood of inclusion in the Consideration Set, management could once again use the Employer Brand as the vehicle for communication.

It would also be of value if Management considered the model of "Organisational Characteristics Attractiveness vs Differentiation" (Figure 32) for mapping the characteristics of their own organisation against the two dimensions of "Potential for differentiation" and "Alignment with attractiveness". This is important for managers to understand in terms of the characteristics of the organisational identity that may be best communicated through the Employer Brand. It is not enough to have "attractive" characteristics but it is also important to communicate characteristics that are distinctive, that differentiate the organisation.

Overall, the findings in Project 2 suggest that activating heritage as well as communicating other Key Organisational Identity Characteristics and Hygiene Characteristics during recruitment may result in positive outcomes. Including these characteristics as elements of the Employer Brand for external recruitment may be a strategic tool that is likely to increase recruitment success by increasing the differentiation and perceived attractiveness of the organisation.

5.4.3 Overall Managerial Implications

Beyond the managerial implications that are specific to each of the projects, there are managerial implications that are suggested by regarding the overall results of both studies. This research has implications that may assist practitioners in recognising the benefits of heritage, through identifying, understanding and communicating that heritage.

The results of Project 1 suggest that heritage characteristics are important to employees and may positively affect employee outcomes. Project 2 findings suggest that heritage characteristics are important to potential employees, may be key in differentiating between potential employers and may positively affect perceptions of organisational attractiveness. Employees would be considered

internal stakeholders of the organisation whereas potential employees would be considered an external stakeholder group (Mitchell, Agle and Wood, 1997). Finding that heritage is important to employees (internal) and potential employees (external) suggests that heritage may also be important to other stakeholder groups that an organisation may want to positively influence. This has important implications for management as different groups of stakeholders become increasingly important to organisations. This may include stakeholders such as communities, indigenous groups, shareholders, supply-chain partners, regulatory bodies, different levels of government, media, industry partners, etc. Management may want to explore this possibility by introducing heritage focused communication programs with different stakeholder groups to test the viability of this hypothesis. One area that is very critical to many companies is winning the positive approval of communities. This is, at least in part, because of the growing need for a publicly accepted "Social Licence to Operate." The Social Licence to Operate is described by the World Bank (2003) as "a process by which indigenous peoples, local communities, government, and companies may come to mutual agreements in a forum that gives affected communities enough leverage to negotiate conditions under which they may proceed and an outcome leaving the community clearly better off. Companies have to make the offer attractive enough for host communities to prefer that the project happen and negotiate agreements on how the project can take place and therefore give the company a "social license" to operate (The World Bank Group, 2003, p.50). There are currently many examples of major infrastructure projects in North America that have been delayed or even completely stopped by activist stakeholder groups who have objections to the project, and therefore have not given the company a Social Licence to Operate. These include the Dakota Access Pipeline, (Anon., 2017a), . TransCanada Pipeline's Keystone XL Project (Anon., 2017b), Kinder Morgan's Trans Moutain Pipeline (Anon., 2017c), Jumbo Glacier Ski Resort development (Ferguson, 2012) amongst others. In these situations, a company could work proactively with the concerned stakeholders, featuring heritage as the centre of the program.

Particularly in the case of communities there may be a shared heritage as is the case with CP and many of its communities. Heritage may be employed to create a bond between community members and the organisation. Activating heritage may be helpful in positively influencing stakeholders so that there are fewer objections in "obtaining and keeping" the Social License to Operate. This provides additional areas to investigate the effects of heritage characteristics and the Organisational Heritage Identity as companies continue to seek ways to differentiate themselves in a crowded marketplace.

Management will also need to be sensitive to the attitudes of stakeholder groups to the history of the organisation before embarking with a program that emphasizes heritage. In some cases where there is a shared history, there may be historical events that may have negative implications for some stakeholder groups. However, rather than avoiding these, management may be able to use these as opportunities for apology or reconciliation. This has been done effectively by a number of governments and organisations, (Chambers and Blood, 2010; UBC Museum of Anthropology, 2008).

Employer Brand was proposed as a vehicle that management can use for activating heritage with both internal employee groups and external potential employees. In Project 1 it was suggested that the Employer Brand may include heritage characteristics as a means of influencing Employee outcomes. Employer Brand is defined as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (Ambler and Barrow, 1996, p.187). This suggests that if "heritage" is seen to be a part of that package of psychological benefits by employees, then there may be a positive effect on employee outcomes such as Organisational Identification, Organisational Affective Commitment, Organisational Pride and Employee Engagement and Intent to Stay.

The two proposed models from Project 2 also suggest Employer Brand can be used as a mechanism for communicating with potential applicants that the

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organisation possesses specific characteristics. In the model entitled "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification" (Figure 30). Employer Brand could be utilised to communicate the heritage (a KOIC) of the organisation to potential employees to enhance the perception of Organisational Attractiveness and strengthen Organisational Identification. In the model "Organisational Characteristics and the Consideration Set" (Figure 31), the Employer Brand would be employed to communicate the KOICs and Hygiene characteristics to positively influence the likelihood that a potential employee would include the organisation in the consideration set.

In many ways the employer brand reflects the "internal" or one might say "organisational" brand that is specific to employees and potential employees. Developing a heritage-focused Employer Brand, a "Heritage Employer Brand", provides an organisation with a mechanism to focus its internal heritage activation. As well, including heritage characteristics in the Corporate Brand (Corporate Heritage Brand) was suggested as a means of communicating the heritage of the organisation both externally and internally. With both a "Heritage Employer Brand" and a "Corporate Heritage Brand" suggested as ways of activating heritage, it suggests that management may want to consider using heritage in all of its branding efforts. This would project a consistent brand identity. Highlighting both the Organisational Heritage Identity internally and the Corporate Heritage Identity externally will also provide a consistent identity. Stuart (2003) found a consistent internal and external identity was important as without it, the result is weaker organisational identification. Using heritage in all branding efforts will also ensure that management is positioned to exploit all of the benefits of Organisational and Corporate Heritage.

The results of the research carried out in Projects 1 and 2 suggest that Heritage characteristics of an organisation can play an important and influential role in an organisation. Because of this, management must be prepared to steward that heritage. Preserving the physical heritage (artefacts) is important as these are the

tangible symbols of organisational heritage. In addition, the heritage narrative should be nurtured as it contains the details and application of heritage. The narrative records and retells the events, including the successes and failures of the organisation. Management must be willing to invest in the preservation of heritage as well as of its recording if they wish to continue to benefit from its legacy.

The findings in Project 1 and 2 suggest that heritage may, indeed, be a valuable asset that management can utilise in many aspects of its brand and identity to encourage positive outcomes with both employees and potential employees.

5.5 Limitations and Opportunities for Future Research

There are a number of limitations associated with this research which also constitute opportunities for future investigation.

Three models were presented, "Organisational Heritage Identity and Employee Outcomes", "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification" and "Organisational Characteristics and the Consideration Set". These models were based on the results of exploratory qualitative research. Confirmation of these models using quantitative methods could be of great benefit. In the case of the model: "Organisational Heritage Identity and Organisational and Employee Outcomes" this could lead to increased understanding of the effect of heritage on current employees and organisational outcomes. In the case of the model "Relationship of KOICs and Organisational Constructs" it could lead to a deeper appreciation of the characteristics that affect potential employees' perceptions of Organisational Attractiveness, and in particular the effect that heritage may have. The model: "Organisational Characteristics and the Consideration Set could clarify and confirm the existence of "KOICs and Hygiene Characteristics" and the role they may play in determining a potential applicant's "Consideration Set". Quantitative confirmation could also provide results that are generalizable to a larger population.

Organisational Heritage Identity was found in Project 1 to have a positive effect (through the effect on employee outcomes) on Intent to Stay. It would be interesting to extend this relationship between Organisational Heritage Identity and Intent to Stay, and apply it to further explore the findings of Project 2. Specifically, it would be interesting to understand if heritage traits, through the influence of increasing Organisational Attractiveness and strengthening Organisational Identification, might influence the Intent to Apply in potential applicants.

In the model suggested by Project 2 results, "Activating Key Organisational Identity Characteristics to Increase Attractiveness and Identification", Employer Branding is proposed as a construct that can be associated with heritage and which, through heritage, could influence potential applicant's perception of organisational attractiveness. Employer Brand is also suggested as a means of conveying the KOICs and Hygiene characteristics to potential employees in the model "Organisational Characteristics and the Consideration Set". In addition, the Employer Brand could be utilised to enrich the model "Organisational Heritage Identity and Employee Outcomes" introduced in Project 1. It could be utilised to activate heritage and convey the Organisational Heritage Identity (heritage characteristics) to employees, resulting in the positive employee and organisational outcomes that were found. In all three cases, future research exploring how heritage characteristics could be incorporated into the Employer Brand, possibly creating a "Heritage Employer Brand", and how this might influence employees or potential applicants could be the next step in activating and deploying Heritage in an organisational setting.

The research for both projects was carried out on a limited number of Canadian companies and was directly related to heritage in a Canadian context. It is possible that because of Canada's short history of 150 years, companies with a CHB are rarer and therefore the influence of heritage may be more pronounced than in other countries or contexts. Research that examined heritage in a broader, global context could confirm whether the effects of heritage on employees and

potential employees as discovered in these research studies is generalizable in other contexts.

In both research studies, the sample size was small. Although adequate to fulfil the requirements of theoretical saturation (Project 1) and point of redundancy (Project 2), a larger sample could possibly reveal additional findings. As well, in Project 2, the sample was taken from a single educational institution, (i.e. SAIT) which may have specific characteristics. Research that used quantitative techniques, with a broader sample could allow a greater generalisation of the results to the populations of interest.

The finding in Project 1 that some of the effects of Organisational Change may be mitigated by heritage characteristics suggests further research. Future research could focus on examining heritage. Given the findings in Project 2 that suggest heritage is a KOIC, it might be interesting to also investigate other key organisational identity characteristics to determine if these might also play a role in mitigating the effects of organisational change. This could prove to be a rich area for further investigation.

Given that the research in Project 2 looked at potential employees and the importance of heritage when considering potential employers, another aspect that could be explored would be the study of new hires of a CHB to understand what role, if any, heritage played in their decision to apply and ultimately accept a position with a CHB.

The results of Project 2 suggested that a stakeholder view of Organisational Identification was appropriate. It looked at Organisational Identification as it related to potential applicants who were not yet "members" of the group. This suggests that exploring other stakeholder groups to determine whether there is support for a similar type of Organisational Identification would be valuable. It could investigate how heritage may affects how different stakeholder groups identify with organisations.

Repertory Grid technique was used successfully to reveal the importance of heritage characteristics in potential employees' perceptions of what differentiates amongst employers and the traits they associate with attractive employers. It used a combination of provided elements and personal elements (chosen by the participant). Providing these elements allowed the researcher to focus on the role of heritage. Future research can apply the Repertory Grid method and tailor the set of elements in the design to discover the role of other organisational identity traits, in shaping the perceptions of potential employees.

The research has made a very limited foray into the field of Organisational and Corporate Heritage. The research has suggested many more areas that can be investigated to further the understanding of organisational heritage in relation to employees and potential employees.

5.6 Conclusions

This research set out to answer the research question:

> ***"How does the heritage of a corporate heritage brand affect an organisation's employees and potential employees?"***

The research has explored heritage using an organisational lens through two separate but related studies. The first study explored a Corporate Heritage Brand and the effect of heritage characteristics on organisational and employee outcomes. It found that heritage characteristics appeared to have a positive effect on employee outcomes. As well, it was suggested that heritage characteristics may dampen or diminish the negative effects of organisational change.

The second study looked at characteristics that potential applicants' use to differentiate employer companies and how these may affect their perceptions of Organisational Attractiveness. It examined whether heritage was one of these characteristics. The study identified several organisational characteristics that were related to employer differentiation. It also identified characteristics related to organisational attractiveness. Some of the characteristics had not been identified

previously in relation to differentiation or attractiveness. One of these was a heritage characteristic. The findings also suggest a categorisation of the characteristics using the dimensions of differentiation and attractiveness to gain further insight into what is important to potential applicants.

The findings of both studies suggest that Organisational Heritage is an important part of the Organisational Identity, constituting the Organisational Heritage Identity. It is proposed that the Organisational Heritage Identity may be a factor in strengthening Organisational Identification. However, more research is required to confirm that.

This research has made contributions in a number of areas and has generally advanced the understanding of the role of heritage in an organisational setting. This is some of the first research that has examined heritage and heritage characteristics from an Organisational perspective. It also made a theoretical contribution in that heritage characteristics appeared to have a positive effect on the employee outcomes of Organisational Identification, Organisational Affective Commitment, Employee Engagement and Organisational Pride. The research also has added a contribution in that heritage characteristics were identified as likely to influence an employee's Intent to Stay with an organisation. The study proposes a new construct, the Organisational Heritage Identity, which was simultaneously also introduced by Balmer and Burghausen (2015b) and provides the first empirical support for the construct of Organisational Heritage Identity. One of the most important contributions of this research was the finding that organisational heritage characteristics diminished or dampened the impact of Organisational Change. The research has identified a new means of categorising organisational characteristics on the dimensions of potential for differentiation and alignment with organisational attractiveness and identified and described the four categories of characteristics. It has provided support for identifying "potential employees/applicants" as a stakeholder group that may experience organisational identification. It was the first study to examine heritage in the context of recruitment and it was also the first

study to link heritage, as an organisational characteristic, with organisational attractiveness. It also made a methodological contribution as it successfully used RepGrid technique in an organisational study to elicit organisational characteristics linked to organisational attractiveness.

In conclusion, it appears that the existence of the bond between an employee and a CHB organisation that was originally observed as related to heritage and that motivated the researcher to undertake this research is supported by the findings. However, as Organisational Heritage is a relatively new field, more research will help to further explore and confirm the importance of heritage. Heritage appears to have a rich influence on organisations' current employees and potential employees and so presents an interesting area for future research.

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APPENDICES

Appendix A Interview Guide

Research question: In what ways do the heritage characteristics of a Corporate Heritage Brand affect Employee Outcomes?

Name of Interviewee:

Phone:

Date:

Time:

Location:

Any other Observations:

Introduction

- Thank-you so much for agreeing to meet with me.
- I am working on my Doctorate in Business Administration at Cranfield University, and this interview is part of a study I'm conducting to understand a little bit about how CP employees view different aspects of the company. Your perspective is valuable.
- Everything that transpires in this session is completely confidential. No names or details will be revealed. I will be taking the interview information, analysing it and drawing some general conclusions.
- For accuracy I would like to record our session this morning/afternoon. Is that all right with you?
- It is mandatory that we abide by the ethical requirements of the University and that all recordings are erased after the study is complete.
- Should take about an hour and a half, conscious of your time.
- Any questions? Let's get started.

1.0	**Warm up**

1.1	How long have you worked at CP?
1.2	What is your current position? How long have you been in that position?
1.3	Could you give me a brief history of your career here - different positions you've had, areas you've worked in. Were any of these unionized positions?
1.4	Any other family members work at CP? Now or in the past?
2.0	**Interview questions**
2.1	a. I'd like you to think about your entire experience with CP over the course of your career. Here are 5 Post-it® Notes. Could you write one word on each note that would describe what you think are the 5 most important characteristics that you associate with CP, the company. b. Now, looking at (*First Characteristic*) can you tell me what you mean by this term, how you would define it? Why is it important to you? What does it mean to you and how does it make you feel about the company. c. Is this something that is important to the team you belong to (of colleagues)? d. Is this characteristic something that is important to the community? **REPEAT**: From b) to d) for each of the characteristics.
2.2	Review the "map" that has been created and see whether they agree with what it looks like, if they want to make changes, or further connections. Are we missing anything important here that you'd like to add in or change?
2.3	Now, looking at the "map" we've created here using some of the characteristics of CP, and how you feel about the company, I'd like you to try to think about Canadian Pacific as a person, how would you describe them?

2.4	How would you describe your relationship with "that person"?
2.5	Now given how you've described CP, the characteristics, "the person" analogy, and assuming things stay much as they are currently, do you see yourself staying with CP?
2.6	And in light of some of those important characteristics of CP you've identified here and how you feel about the company, can you talk a little bit about the things keep you here or not? *Probe for types of commitment 1) affective 2) normative 3) continuance*
3.0	**Cool off**
3.1	Where were you born?
3.2	Are you a Canadian Citizen? If not, what is your citizenship?
3.3	Demographic Group? • 20-29 • 30-39 • 40-49 • 50-59 • 60+
4.0	**Closure**
4.1	Is there anything else you wanted to add?

4.2	Do you have any other questions?
	Thank-you so much for your time and the information you've given me. If you are interested in finding out more about my research I can send you an update if there are any publications or presentations. Just let me know.

Appendix B Sample Attributes and Categories

Table B-1 Age

Age Group	Number of Respondents
20 - 29	1
30 - 39	7
40 - 49	2
50 - 59	3
60+	1

Table B-2 Gender

Gender	Number of Respondents
Female	5
Male	9

Table B-3 Length of Employment

Length of CP Employment (Years)	Number of Respondents
1 - 5	2
6 - 10	6
11 - 15	2
16 - 20	1
20+	3

Table B-4 Department

Department	Number of Respondents
Operations	3
Marketing & Sales	2
Finance	2
IT & IT Projects	4
Corporate (Communications, Strategy, Legal, HR)	3

Table B-5 Position Level

Level Within CP Hierarchy (LX)	Number of Respondents
L1 – Entry Level	2
L2 Specialist	2
L3 – Junior Manager	6
L4 – Middle Manager	2
L5 – Senior Manager	1
L6 – Executive	1

Table B-6 Citizenship

Canadian Citizen	Number of Respondents
Yes	12
No	2

Table B-7 Country of Birth

Country of Birth	Number of Respondents
Canada	11
Other	3

Appendix C Unedited List of "5 CP Characteristics"

List of CP Characteristics (Raw)
Historic
Beaver
Class(ic)
Canadian
Essential
Long Standing;
Historic
Innovative
Diverse People
Politically Dysfunctional / Irresponsible
Nation Builder
Economic Engine - Historic / Contemporary
Geographic Impact
Employer
God Damn the CPR
Historic
Dynamic
Stability
Tradition
Essential
Historic
Slow-moving
Conservative
Old
Pioneering
Builder
Uniter
Family
Opportunities

List of CP Characteristics (Raw)
Hyper Efficient
Canadian
Established
Fun
Planful
Successful
History
Family / Community
Service Focus
Individiual Efforts for Team Results
Cross Country Service & Growing with Customers

Appendix D First Cycle Code Book

Name		Sources	References
Beaver		2	3
Believed		1	1
Belonging		4	5
Brand		2	4
Canadian		7	22
Canadian Identity		6	38
Geography		2	7
Immigration Settlement		4	9
Canadian History		9	26
Iconic Characters		2	8
Nation Builder		12	37
Celebrate history		3	3
Challenging		1	9
Change		3	17
Difficult		3	11
Change in Culture		4	7
Commitment		8	15
Affective		12	88
Commitment to Team _People		1	1
Continuance		5	10
Disconnect with the Rail Business		1	3
Intention to Leave		12	21
Intention to Stay		8	32
Just a job		5	10
Lack of Commitment		8	15
Loyalty		10	37
More than a job		5	12
Transient Commitment		2	4
Work Ethic		3	3
Community		14	91
Complex		0	0
Complicated		3	7
Diversity of Business		1	5
Geographically Dispersed		3	6
Head Office		1	2
Conservative		1	3
Formal hierarchy		1	2
Hard to Change		1	9
Non-Innovative		2	6
Old		1	3
Slow Moving		1	3

Name		Sources	References
CP Characteristics		14	73
CP Persona		14	38
Do the Right Thing		3	3
Values		2	3
Culture		3	3
Change		7	39
Differences US vs Canada		1	1
Employees Don't Matter		2	4
Disengagement		4	10
Dynamic		1	4
Change		2	9
Economic Engine		9	33
Efficient		3	8
Operations focused		3	7
Service focused		1	22
Emotions		2	4
Feel bad		7	12
Feel good		10	22
Frustration		4	21
Gone or Bitter		1	1
Indifferent		2	4
Nostalgia		4	11
Passionate		10	48
Pride		13	91
Regret		5	9
Sad		4	7
Safe Comfortable		3	5
Shame		3	8
Uncertainty		3	4
Engagement		8	22
Empowered		1	1
Essential part of Canada		7	17
Family History		8	18
God Damn the CPR		3	8
Graham		1	1
Great Quote		7	17

Name		Sources	References
Historic		14	102
Artefacts		4	7
Continuity		4	7
Diversity		1	7
Established		3	13
Global Conglomerate		4	7
Historic Iconic Brand		7	20
Iconic		4	4
Losing the History		6	9
Mega Project		1	3
Throwback		1	1
Unique		3	4
Unviolable		2	3
Identity		9	19
Changing		1	3
Class		1	1
Dysfunctional		1	5
Image		11	33
Class		3	15
CP Doing the Right Thing		5	10
CP Not Doing the Right Thing		6	21
Lack of Caring		2	2
Negative		2	4
Not Special		1	2
Not technologicaly advanced		1	11
Professional		1	4
Reliable		3	3
Respect		2	8
Status		2	5
Trust		4	6
Isolation Lack of Understanding		4	15
Lack of Communication		2	14
Legacy		3	7
Longevity		2	6
Part of Something Bigger		9	31
Greater Good		1	2

Name		Sources	References
People		7	19
Characters		4	8
Community		2	10
Diversity of People		2	10
Employee Identity		2	9
Family		10	77
Fun		2	6
Hard working		9	21
Modest		1	3
Railroader		1	2
Relationships		7	34
Shared Values		2	3
Teachers		3	4
Team Players		1	9
Trust		4	10
Personal Success		3	9
Adding Value		1	5
Engagement		5	14
Expert		1	2
Lack of Opportunities		2	5
Monetary		1	1
Opportunities		6	21
Unique Opportunities		3	6
Planful		0	0
Purpose and Vision		1	4
Rail Industry		4	6
Recognized (Brand)		3	5
Safety		3	15
Stability		2	13
Successful		3	15
Growth		1	10
High Share Price		6	24
Historic Success		5	8
Innovative		5	11
Planful		1	9
Recent Success		8	19
Team		14	72
Tradition		1	12

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Name		Sources	References
Values		1	1
Accountability		1	2
CP Doing the Right Thing		6	12
CP Not doing the right thing		3	4
Do what you said you would do		1	3
Dysfunctional		2	3
Finish what you started		1	2
Respect		3	5
Tone at the Top		8	21
Treating People Right		2	11

Appendix E Full Code Frequency Table

Name	Sources	References
Historic	14	102
Community	14	91
Pride	13	91
Affective	12	88
Family	10	77
CP Characteristics	14	73
Team	14	72
Passionate	10	48
Change	7	39
CP Persona	14	38
Canadian Identity	6	38
Nation Builder	12	37
Loyalty	10	37
Relationships	7	34
Economic Engine	9	33
Image	11	33
Intention to Stay	8	32
Part of Something Bigger	9	31
Canadian History	9	26
High Share Price	6	24
Canadian	7	22
Engagement	8	22
Service focused	1	22
Feel good	10	22
CP Not Doing the Right Thing	6	21
Hard working	9	21
Intention to Leave	12	21
Opportunities	6	21
Frustration	4	21
Tone at the Top	8	21
Historic Iconic Brand	7	20
People	7	19
Identity	9	19

Recent Success	8	19
Family History	8	18
Great Quote	7	17
Essential part of Canada	7	17
Change	3	17
Class	3	15
Successful	3	15
Commitment	8	15
Lack of Commitment	8	15
Safety	3	15
Isolation Lack of Understanding	4	15
Lack of Communication	2	14
Engagement	5	14
Established	3	13
Stability	2	13
More than a job	5	12
Tradition	1	12
Feel bad	7	12
CP Doing the Right Thing	6	12
Not technologically advanced	1	11
Difficult	3	11
Innovative	5	11
Nostalgia	4	11
Treating People Right	2	11
CP Doing the Right Thing	5	10
Community	2	10
Diversity of People	2	10
Trust	4	10
Growth	1	10
Continuance	5	10
Just a job	5	10
Disengagement	4	10
Losing the History	6	9
Immigration Settlement	4	9
Employee Identity	2	9
Team Players	1	9

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Planful	1	9
Personal Success	3	9
Challenging	1	9
Regret	5	9
Change	2	9
Hard to Change	1	9
Respect	2	8
Iconic Characters	2	8
Characters	4	8
Historic Success	5	8
Efficient	3	8
God Damn the CPR	3	8
Shame	3	8
Artefacts	4	7
Continuity	4	7
Global Conglomerate	4	7
Diversity	1	7
Geography	2	7
Operations focused	3	7
Change in Culture	4	7
Legacy	3	7
Sad	4	7
Complicated	3	7
Trust	4	6
Fun	2	6
Unique Opportunities	3	6
Rail Industry	4	6
Longevity	2	6
Non-Innovative	2	6
Geographically Dispersed	3	6
Status	2	5
Dysfunctional	1	5
Lack of Opportunities	2	5
Adding Value	1	5
Belonging	4	5
Recognized (Brand)	3	5

Safe Comfortable	3	5
Respect	3	5
Diversity of Business	1	5
Iconic	4	4
Unique	3	4
Negative	2	4
Professional	1	4
Teachers	3	4
Transient Commitment	2	4
Emotions	2	4
Indifferent	2	4
Uncertainty	3	4
Dynamic	1	4
Brand	2	4
Purpose and Vision	1	4
Employees Don't Matter	2	4
CP Not doing the right thing	3	4
Inviolable	2	3
Mega Project	1	3
Do the Right Thing	3	3
Values	2	3
Reliable	3	3
Modest	1	3
Shared Values	2	3
Changing	1	3
Disconnect with the Rail Business	1	3
Work Ethic	3	3
Conservative	1	3
Old	1	3
Slow Moving	1	3
Culture	3	3
Celebrate history	3	3
Beaver	2	3
Dysfunctional	2	3
Do what you said you would do	1	3
Lack of Caring	2	2

Not Special	1	2
Greater Good	1	2
Railroader	1	2
Expert	1	2
Formal hierarchy	1	2
Finish what you started	1	2
Accountability	1	2
Head Office	1	2
Throwback	1	1
Empowered	1	1
Class	1	1
Commitment to Team _People	1	1
Monetary	1	1
Gone or Bitter	1	1
Differences US vs Canada	1	1
R1	1	1
Values	1	1
R2	1	1
R3	1	1
R4	1	1
R5	1	1
R6	1	1
R7	1	1
R8	1	1
R9	1	1
R10	1	1
R11	1	1
R12	1	1
R13	1	1
R14	1	1
Believed	1	1
Unfair	1	1
Complex	1	1
Planful	1	1

Appendix F List of Categories with Subcodes

(Codes are indented under the Category in which they are grouped).

Name
Belonging
Part of Something Bigger
Greater Good
Canadian
Canadian Identity
Geography
Immigration Settlement
Canadian History
Iconic Characters
Nation Builder
Change
Challenging
Change in Culture
Difficult
Commitment
Affective
Believed
Commitment to Team People
Continuance
Disconnect with the Rail Business
Intention to Leave
Intention to Stay
Just a job
Lack of Commitment
Loyalty
More than a job
Transient Commitment
Work Ethic
Community

Complex
Complicated
Diversity of Business
Geographically Dispersed
Head Office
Conservative
Formal hierarchy
Hard to Change
Non-Innovative
Old
Slow Moving
CP Persona
Culture
Differences US vs Canada
Employees Don't Matter
Dynamic
Economic Engine
Efficient
Operations focused
Service focused
Emotions
Feel bad
Feel good
Frustration
Gone or Bitter
Indifferent
Nostalgia
Passionate
Pride
Regret
Sad
Safe Comfortable
Shame

Uncertainty
Engagement
Disengagement
Empowered
Lack of Communication
Essential part of Canada
Historic
Artefacts
Beaver
Celebrate history
Continuity
Diversity
Established
Global Conglomerate
Historic Iconic Brand
Iconic
Losing the History
Mega Project
Throwback
Unique
Unviolable
Identity
Changing
Class
Dysfunctional
Isolation Lack of Understanding
Rail Industry
Purpose and Vision
Image
Brand
Class
God Damn the CPR
Lack of Caring

Negative
Negative - CP Not Doing the Right Thing
Not Special
Not technologically advanced
Positive - CP Doing the Right Thing
Professional
Recognized (Brand)
Reliable
Respect
Status
Legacy
Longevity
Tradition
People
Characters
Community
Diversity of People
Employee Identity
Family
Family History
Fun
Hard working
Modest
Railroader
Relationships
Shared Values
Teachers
Team Players
Personal Success
Adding Value
Engagement
Expert

Lack of Opportunities
Monetary
Opportunities
Unique Opportunities
Safety
Stability
Successful
Growth
High Share Price
Historic Success
Innovative
Planful
Recent Success
Trust
Values
Accountability
CP Doing the Right Thing
CP Not doing the right thing
Do what you said you would do
Dysfunctional
Finish what you started
Respect
Tone at the Top
Treating People Right
Unfair
Do the Right Thing
Values
Do the Right Thing
Values
Family
Pride

Appendix G Initial Themes and Supporting Quotes

#	Initial Themes	Supporting Quotes
1	I always wanted to work for CP	"I toyed with the idea of joining the military or joining the RCMP when I was just getting out of university if I couldn't get on with CP full time…but this really is the only job that I ever wanted…." "There's something out there other than CP? That exists? Are you sure? Have you seen it? I haven't seen it."
2	I am passionate about CP the company	"Yeah. I try to sell CP wherever I am. I've gone out and given talks and it's not my area, at my granddaughter's school twice. And I've done things with CP Police for Operation Lifesaver. Absolutely it's that passion."
3	CP employees are attached to the company	"And so, you know the men and women of the company really do work …physically work hard, sort of commitment wise work hard, and you talk about the engagement with the company for a variety of reasons, there's a lot of people there is that emotional connection to the company. They bleed red kind of thing and this is an outcome of some of the sense of connection that a lot of employees do have with the railroad. They are quite passionate about it and quite committed." "You know there's this national geographic or something study that's always stuck with me. And it's a horrific story actually where Chimps or Baboons or some ape-like creature, very similar to humans. They took…terrible experiment. Took the baby away at birth, and instead of the mother they put back an image or a fuzzy figure of the mother, but with nails sticking out of it. And the babies would still cling to the thing and tried to nurse with this thing that looked like its mother, even though it was cutting them. I hate this image, whenever I think about CP and this relationship and particularly what's frankly what's gone on in the last couple of years, I think about that image. And loyalty and what in some ways that's what loyalty is. Irrespective of what that person or being does to you, you've got that loyalty to come back. Now normally loyalty is earned. Sometimes it's earned because of the good things the company, that that being does for you so you create that sense of loyalty. But sometimes it's just because of some of these other emotional things across the top, because of why you're here in the first place. Or because it's the only company you've ever known."

4	I love this company	"Yup…if you'd heard my speech last night I said I loved this company…it was the only company I wanted to work for." "This company is a great company and they're maybe going through a rough path around transitioning on how management is done. But it's a great company it's done a lot of stuff for this country and other countries. And it's been very good to me, my immediate family, my parents, my grandparents and you can't have dinner in the back of an 18 wheeler. You know there's a lot of history and I love the history part and as much as I love modern locomotives and would never turn a trip down in one, I love steam." "So I still enjoy the industry. I still believe that pieces of the company that I love are still here somewhere. "
5	There is a nostalgia for bygone days	"And it, to me it defines an era that's classic. In a historical way. You knew, even though I know the story around it and the struggles financially around it. It's still the piece, to me reminds me of an era that I wish I had been able to experience. Because men wore suits and coats and hats and women dressed up. And you know we've lost that. It's very much a classic feeling. Almost a Don Draper style."
6	The history and heritage of this company is important to me; I'm a part of Canada's history because I am a part of this company	"I'm a very proud Canadian. I'm a nationalist. I love the fact that I'm Canadian and I think Canada is one of the wonders of the world. And knowing that Canadian Pacific was instrumental in creating that nation, how without Canadian Pacific this would be a very, very different country. BC in all likelihood would be the US." "So the historic importance of Canadian Pacific as that builder of the nation connector of the east to the west it's not something I think about every day, but it's something I attach very tightly to what CP is. "I wouldn't say I'm a deep passionate history buff like Bill Martino, you know I've read the last spike and reading other books as we speak on the men who loved trains is the one I'm reading right now. So I certainly dabble in the history and find it interesting and I think as a Canadian there's always a little bit of working for the company that was part of confederation and working on a deal right now that' tied up into the original charter of the railway and have to have …we've had to talked to constitutional lawyers… you do find that kind of cool one of the parties involved is an American and when you start to tell them a little bit about that this starts touching on the Charter…what do you mean the Charter? And that kind of stuff… how did that tie into

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		federation, they are like…holy cow. So it's a bit of an eye opener to others… so certainly, it's interesting. "
7	I want to be part of CP's history	"And then once you start, you learn a little bit more about Canadian history and the part that Canadian Pacific really played in building Canada, it seemed like something I wanted to be a part of. "But it's (the 2816) a touchstone, you can actually be a part of this bygone age, it's a window to the past, it's a source of pride for present-day employees who are involved with the program, but it's also a way to feel like you're part of the bigger picture, I guess. You're part of the story."
8	I am part of something bigger than myself	Yeah…being part of something bigger than yourself I think in many ways…But the pride that you have in knowing that it is your work and it is part of the Company. I'm part of this history, no matter what anyone says…no one can ever take that away. It's not going to be my name or my statue that will tell you that, but I'm part of it."
9	I am a part of CP's legacy	"Nicole's another one, she's a team member, right. Why is she here? She's loyal to CP. She's here because she wants to be part of the CP legacy. She's very much those things across the top. Here in spite of…" "But yeah. It's the legacy being part of the legacy is important to me, there are others who retain that loyalty because of that legacy, being part of it"
10	I'm making a difference with the work I do	"It made the tough times easier it made the struggling easier..when we weren't doing as well financially. It made it something you were you know, it made a place where you knew you could make a difference and you could make change and I mean not change on the same scale that we talked about before, but the small change that individuals make, you knew you were a part of that."
11	CP is a nation builder, it built Canada; Canada wouldn't exist without this company	"So after the whole, Hudson Bay people and north West trappers came across the land and it really joined the lands of Canada together whether it's everything was sort of in the east and the west and then BC was by itself. They had their own demographic people over there. Then the east also had the French, the English, a little bit of Scottish and Irish people that were there. And then as the Rail started to be built and the joining of the nation. They started more, bringing in people to work the rail, the land. And things like. So it's more around the line of the different provinces and how they

		were developed through the building of the railway across Canada." "I'm a very proud Canadian. I'm a nationalist. I love the fact that I'm Canadian and I think Canada is one of the wonders of the world. And knowing that Canadian Pacific was instrumental in creating that nation, how without Canadian Pacific this would be a very, very different country. BC in all likelihood would be the US. So the historic importance of Canadian Pacific as that builder of the nation connector of the east to the west it's not something I think about every day, but it's something I attach very tightly to what CP is." "Nation Builder, that's something can't walk away from in my mind it was the National Dream, connecting the east to the west,"
12	CP is Canadian, uniquely Canadian,	"And I think it very much symbolizes a lot of things that are CP. The industrialness. The, you know… Uniquely Canadian, but it, you know, that hard working, unassuming, does the job, works hard, that to me you know can and has in a lot of ways and framing it in a historical…and even today it still represents what CP is." "Well, I always think about how CP built a lot of Canada, I mean created the path, created the way for Canada to become a country really. My family is very old Canadian. It was established in Quebec and Ontario and I think that was really important to my parents and talked about it a lot growing up, so when I started working for CP the fact that it was a Canadian company and so Blatantly Canadian and proudly Canadian. " "And I think anyone who identifies with being Canadian knows the name Canadian Pacific and has to at least acknowledge the contribution of CP to Canadian history, so I would think that for most people that would be a sense of pride."
13	CP is a challenging place to work	"Well Challenging almost falls out of the first two. I think of it two ways. I think of it as very positive and much less positive". "So you're telling farmers that are 3rd generation that are from a small town in Saskatchewan that you're going to discontinue their branch line and it was tough. But it was hard and emotionally difficult, but it was also pretty interesting and challenging and it was engaging. Even if it wasn't fun, or pleasant in some of those. So often there's the two… and like I said you develop through some of those… you definitely develop through some of those. "

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14	CP's current CEO has a huge influence	"Basically it seems Hunter's (CEO's) way or No way. … well since he arrived, a whole bunch got let go. I don't know what the percentage is now…like 15% gone and another 15% coming. If when he went the rounds in the yards, he shut out, he shut down a whole bunch of them. He looked at them, said nope, not efficient and closed. There is not much room for negotiations it seems. There is change, yes, whether it's positive or negative, it's still to be determined in my opinion. "
15	CP has changed in the last two years; there's a lot of change going on	"...look at the Empress of France (16' historic model of a historic Canadian Pacific Ship, "The Empress of France") coming in here, I mean. You don't walk into CN and see something like that in a training centre. I mean this place has you know, look at all the bells and the stuff (physical artefacts) that was at GCS and clocks hanging on walls and …..you know, and it's still here even with all this change. They know they can't get rid of it. (the history)." "Or the way we recently have been treating people. I understand the change and there has to be an extreme change in order to change the culture, and unfortunately as much as I hate to admit it, I don't think there's any other way of doing it."
16	We've lost a lot of good people	"It made the tough times easier it made the struggling easier..when we weren't doing as well financially. It made it something you were you know, it made it made a place where you knew you could make a difference and you could make change and I mean not change on the same scale that we talked about before, but the small change that individuals make, you knew you were a part of that." "Too many people are being abused and are leaving…and good talented people are leaving. So, yeah, I think it would be nice if things had gone a little differently….a lot differently. That makes it tough."
17	CP is dynamic and complex	"I would tell people that the thing I loved most about my job, was when I went in the door in the morning I had no idea what I was going to get. It was something fresh and new every day. And the thing that I hated the most about my job, was when I went in in the morning I had no idea what I was going to get. Because there's no predictability, right." "And when you get into the business, you just realize there's a lot to it, and simply if you enumerate the number of O-D pairs, say isolated to your own railway, it's a function that explodes rapidly and then when you layer on all the other

		potential places you can go from and to in North America and then when you layer on all the possible commodities you can handle and the car types that are involved and so on and so forth. The combinations and permutations get mind boggling pretty quick."
18	Changing Corporate Identity	"I don't know, the only thing I could say that wrap them all its possible that the company is at a turning point and that things are going to stabilize and can then regain some of its identity, "
19	This is more than a job, working for CP	"Whereas me, personally, it's the job is one thing, but it's the company, it's the family, it's how you do that. I had some, I wouldn't say I had firm offers, but I had some inquiries moving away from CP and I turned them down, and it was more money…because money is not my motivator...I mean money's important but its not the reason I go to work every day because I get paid x amount of dollars… I believe (it's) railway blood...CP blood...I mean I believe strongly in family and this is family yeah."
20	CP is a part of the community	"You know there…spending some time in some of these communities prior to changes taking place within the company there was a fair amount of pride, there was a fair amount of … they looked at it as an identity to certain communities. " "I think a lot of the communities, especially the smaller ones, less the bigger ones, but they're all very much aware that they are here because the railroad came through. They know they're a railroad town, be it CP or CN. They know that background is there. And because they're tight knit communities, the industries have to work closely with the railroads and half the time the owner of the plant will be best friends or play hockey with an engineer that runs on their switch every day. And it's that bonding that really builds the communities."
21	Beaver symbolizes Canadian and CP	"And I think it (beaver) very much symbolizes a lot of things that are CP. The industriousness." "And that's why one of the reasons, you know when I first hired on, my mother actually gave me a stuffed beaver which I think you've seen it I used to have it at my desk. And that was kind of a congratulatory present when I first got my job at CP and obviously it's reminiscent of the historic logo and the beaver has been a symbol of Canadiana and of Canadian Pacific. So. I've always been attracted to that. "

22	CP is a company that has class	"Oh, there's a sharp lookin' locomotive on the head end there, those guys are properly, nicely dressed. They represent the company. And if you're class, if you represent well you generate I think class for your company I think you represent, you make it look good. And I think that's hugely important. We are at this at the front line, I still represent CP no matter where I go and if I'm out on the property, I should be dressed appropriately and I should look good because I represent the company to other people." "Well, it's (class) just the…you know…how the railroad deals with its employees on a whether it be through the eyes of the people that work for it, or the general public. Basically, and also the how they've maintained their image in certain aspects of the railroad. The RCP fleet, the locomotives and just and just the history of what has taken place on the railroad over time.
23	CP has a negative image	"..what's going on in Inglewood there's a real negative attitude towards CP Rail. When we had the derailment, I didn't think CP actually came out and like spoke to the public." "…we never heard from CP. And what is CP doing to fix the issue….and "because of that, people have a lot of negative perceptions of the company."
24	CP is successful and growing	"And turning it (the company) around. It's a huge success story (with the share price growing) from $48.00 to $175. ....in a mature industry. Are you kidding me? It's historic. Got to be one of the (biggest). If you study business history, this has to be a big one. Not just an active case study. But also in Canadian business history, you look back, and that was a big one." "What's being talked about is just what Canadian Pacific is doing today and because of all the changes we've been doing its either the impact in personnel or like the changing of the head office or you know how our stock is beyond successful. So, you can still talk about the company but its very different. It's very different."

25	I'm engaged by the heritage of CP	"When I was volunteering for the steam program I had to give up my Annual Vacation to do it. If I wanted to go I did it on my own time. The company got benefit out of it. And I'm not the only one that did that...there are a lot of people in that same position." "We always like to talk about employee engagement and I mean for me that was a big one, because I think if you're proud of the company you work for, and you're proud of the things that they're doing and the way that you see them giving back to communities and giving back to the country (with the steam program) it makes you want to go the extra mile. It makes you, not to over use the word, but it makes you really engaged."
26	I am less engaged without the heritage/history	"It's becoming more impersonal...as CP is becoming, feels colder, much more mechanical now and I think those things are both a result of moving away from honouring that history."
27	For some people working at CP is just a job	"They're very passionate about the work they do, but they would have that same passion if they were down the street and doing it for someone else...it's just the job." "they're looking at it differently. So to me, there's you know I think you'd want a you've got people...it's not the same, it's just not the same. They don't connect the two. It's just a job, I'm just doing my job. "
28	I am frustrated with my job because I'm not getting opportunities at CP	I'm wasting my time because I'm not progressing" "It's frustrating. It affects my commitment a lot because for me, I would hate to spend years and years at a company and not develop..."
29	CP is a part of our family traditions	"One of my kids says 'Look Dad, there's one of your trains'"
30	Family is a big part of why I work here	"Chris S and I and my brother and my cousin were trying to find out the number of man years (my family had worked at CP) and it hit 500 years."
31	CP is a Family	"I think what has changed is a different outlook. It's more of a CP was always a family...it was always an emotional connection...it's still somewhat of a family in its rebuilding stages...but there's a lot of hurtin' there...."

32	CP is my family	"Well you know it's one of those things that…I mean immediate family as in like all my relatives that work for the railway….a lot of what makes it fun to work whether it's here or some other company it's the people you work with..they do become your family, your daytime family." "CP is a Family. So that extends beyond my bloodline which obviously is here. But I grew up with the people I work with. I ..you know we work together, we get through hard times together, we are out in our communities all over the network. And we build communities. Jobs, employment, all that."
33	I identify with CP	"The image side of it is a big one as far as well for anybody that chooses any company that they hopefully take into account when they hire on with somebody. Because ultimately you're grouped in… once you're an employee of the company, you're grouped into what the company's about and so ultimately its going to reflect on your character, depending on who you work for, who you work with. And you know the image is something that every company has the desire to have the best image in the industry. And I think the actions speak louder than the spin. And for CP the image that I knew that I researched was in line with I guess the type of person I am. On occasion. It really it really tells you something about who you're working for, who you're working with and if you've got an image that is broadcast out not just by the employees, but the communities as a whole, you've done something right. And the image flows back into basically all three of the formers that we've talked about where the public's idea of the company has a a fair amount of weight in my decision in my belief in who I am working for."
34	I am proud of CP's history	" And you figure it's one thing to build a railway across the prairies it's an entirely different conversation going through a freaking mountain range. It makes me feel proud. I'm proud because it's a great accomplishment and it went against a lot of odds that it would actually happen."
35	History and a sense of pride	I think people feel, it comes back again to that sense of pride. When you start to think about the 125 years that Canadian Pacific has been around and all the things developed and accomplished during that time….I would think that they would be proud of the contributions."

36	I am proud to work for CP	"Very proud of it. Very proud of it. I take great pride in not only looking at the past, but also expressing that to people, you know where things came from…but how we actually got into trouble and go out of trouble and the characters that were involved in that. And the tenacity of moving forward."
37	Pride and commitment	"I felt we go back to the pride. I felt pride about working for the place. I felt committed 100% to the company. If they needed anything from me it was going to be no brains. No brainer. To deliver."
38	Pride	"I guess I think whether people like to admit it or no, they feel a sense of pride still. It's such a you know it's a corporation with such a history. Even now with what's happening…the takeover, where else has that ever happened." "Both of those (pride and passion). It's pride. The Uniter (uniting Canada) part is Pride. Yeah. These all run together especially with me." "It (the Olympic volunteer experience) was great. I was proud. It was good. Even people that hadn't been there a long time, they all I think everybody came out of that with a greater appreciation for CP than maybe they might have had before. "
39	CP is a safe place to work	"Safe. This was my safe place. Still is. But I knew that when I walked through the door on my first day of work a whopping 17 years old that I was gonna be razzed I was going to be picked on and I was going to have a lot of support."
40	There is security in working for CP; CP is a stable employer.	"I think most employees view CP as being a very stable employer. It's a well tenured company, been here for a 125 years, it's not going to go away." "Well, growing up around people that were with the CPR there was never any doubt that I wouldn't have a job. It was like if you started with Canadian Pacific then you were going to be set for life. You were going to have a pension, total security and you know for the employee that's what came to mind. Somebody looking at working for the place. I mean even in my youth it was a joke I mean CN was privatized 10 years by the time I started with CP, but it was still viewed upon by most of the guys I was with as a joke. "Oh, the CN, you'd never survive there, it's a government operation." So I think it's it was a very steadfast organization that just you were always going to have a pay cheque. "

41	CP is an essential part of Canada's history	"We needed to settled the Canadian west we had promised British Columbia that we would build a rail link to them or they wouldn't joining confederation, so really from the very beginning, CP has been essential to the very structure of our country. You could argue that if you didn't have Canadian Pacific Railway, Canada would not be Canada." "CP is an essential part of Canada."
42	CP is uniquely Canadian	"Again I've already said, I'm a pretty proud Canadian and if you think of companies that are honestly and purely Canadian institutions there aren't many, it's a pretty short list…I mean you've got Bank of Montreal, even the Hudson's Bay Company I guess was English to start with…but you know….when you think of a Canadian company that's one of them that comes to mind and Canadian Pacific Railway right?"
43	CP is an iconic company	"It's been a hundred plus years in existence. And so having that experience before I came here, I knew it was an iconic company" "It's iconic. It's historical. It's a part of the growth of Canada. It's not the be all and end all of Canada but it is a part of its growth and who we are."
44	CP is a historic brand	"Their branding. All the different advertisements. I remember seeing job adds in the paper as a kid, the old multi-mark. The ships. This place was I mean we have both you and I have posters hanging in our homes of….you know, …so the company is historic in a huge variety of ways….from its hotels….and all that. And I thought the artwork, and its logos….its portrayal of its image I guess to the general public, you know the paint schemes…the maroon and gray…..that's interesting. I liked that stuff. And I don't always know why. It appealed to me. It's kind of ummm……it's very classy, very ……very….professional."
45	CP is the economic engine of Canada	"I mean to me, it always feels I guess satisfying in some measure to know that the company you work for is such an important part of your country and of your economy." "Economic Engine…so how Canada was settled, but also how critical to Canada's economy today, moving products as we all know if there's when the railway shuts down, the GDP drops. " "I mean it makes you feel like what you're doing is actually important. You're working for a company that has a very real relevance to your national economy."

46	CP has a legacy	And as much as I hate what's going on right now and I don't want to be I don't like what's going..the management style right now. I actually appreciate it because of that legacy. Because I know it strengthens the company and gives it more likelihood of surviving down the road. And that's very important to me.
47	The company is established and has longevity	"It creates a sense of security and stability because of that longevity I think it will always be there… like I would feel safe staying here."
48	The public doesn't like/appreciate CP and the work it does	"The railroad itself is viewed as an employer, it's viewed as a pain in the butt because of the roads, its viewed as maybe a little bit of an impediment towards progress, I think also, and I don't think people see it for what it is. Your big flat screen tv doesn't come rolling in on a bunch of trucks..it comes in an intermodal container, but they (the public) don't see that.
49	CP has family values; does the right thing	"I'll play back to you what I told F. Because it really reflects kind of how I think about CP as a person. I said "you know, F. I've been around for a long time, and there's many times when I disagreed with some decisions that had been made. And there's many times that I've been angry at CP. But CP did everything right about G. And I think that and what I meant by that wasn't just so it was a reflection of how we (G and I) were treated. But it was what I really meant was CP's human. That there was a human heart beating there that cared about people and that it was a family. And that we were treated like family"
50	Respect is one of CP's values	"...we will speak properly we will listen to you. We will engage you in a conversation at a higher level and work through things and show you that we are a good corporate representative a good company. Not going to fight and scream. We're gonna, we are going to be adults about this I guess in a way. We will be adults when we talk to each other in an adult way. Respect. We will respect what we do to the public to the other companies and to other stakeholders…."

Appendix H Themes Including Results of Validation

#	Initial Themes	Major Themes First Round	Major Themes Second Round	Major Themes Final
1	I always wanted to work for CP	Attachment	Attachment	Attachment
2	I am passionate about CP the company	Attachment	Attachment	Attachment
3	CP employees are attached to the company	Attachment	Attachment	Attachment
4	I love this company	Attachment	Attachment	Attachment
5	There is a nostalgia for bygone days	Attachment	Attachment	Attachment
6	This is more than a job, working for CP	Attachment	Attachment	Engagement
7	CP is a part of the community	Attachment	Attachment	CP Identity
8	The history and heritage of this company is important to me	Belonging	Belonging	Belonging
9	I'm a part of Canada's history because I am a part of this company	Belonging	Belonging	Belonging
10	I want to be part of CP's history	Belonging	Belonging	Belonging
11	I am part of something bigger than myself	Belonging	Belonging	Belonging
12	I am a part of CP's legacy	Belonging	Belonging	Belonging
13	I'm making a difference with the work I do	Belonging	Belonging	Belonging
14	CP is a part of our family traditions	Family	Belonging	Belonging
15	Family is a big part of why I work here	Family	Belonging	Belonging
16	CP is a Family	Family	Belonging	Belonging
17	CP is my family	Family	Belonging	Belonging
18	I identify with CP	Organisational Identification	Organisational Identification	Belonging

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19	CP is an essential part of Canada's history	Canadian Identity	Canadian Identity	CP's Canadian Identity
20	CP is uniquely Canadian	Canadian Identity	Canadian Identity	CP's Canadian Identity
21	CP is a nation builder, it built Canada;	Canadian Identity	Canadian Identity	CP's Canadian Identity
22	Canada wouldn't exist without CP	Canadian Identity	Canadian Identity	CP's Canadian Identity
23	CP is Canadian, uniquely Canadian,	Canadian Identity	Canadian Identity	CP's Canadian Identity
24	Beaver symbolizes Canadian and CP	Canadian Identity	Canadian Identity	CP's Canadian Identity
25	CP's current CEO has a huge influence	Change	Change	Change
26	CP has changed in the last two years; there's a lot of change going on	Change	Change	Change
27	We've lost a lot of good people	Change	Change	Change
28	Changing Corporate Identity	Change	Change	Change
29	CP is a company that has class	CP Characteristic	CP Identity	CP Identity
30	CP has a negative image	CP Characteristic	CP Identity	CP Identity
31	CP is successful and growing	CP Characteristic	CP Identity	CP Identity
32	CP is dynamic and complex	CP Characteristic	CP Identity	CP Identity
33	CP is an iconic company	CP Characteristic	CP Identity	CP Identity
34	CP is a historic brand	CP Characteristic	CP Identity	CP Identity
35	CP is the economic engine of Canada	CP Characteristic	CP Identity	CP Identity
36	CP has a legacy	Longevity	CP Identity	CP Identity
37	The company is established and has longevity	Longevity	CP Identity	CP Identity

38	The public doesn't like/appreciate CP and the work it does /God Damn the CPR	CP Identity	CP Identity	CP Identity
39	CP is a safe place to work	Security	CP Identity	CP Identity
40	There is security in working for CP; CP is a stable employer.	Security	CP Identity	CP Identity
41	CP is a challenging place to work	Engagement	Engagement	Engagement
42	I'm engaged by the heritage of CP	Engagement	Engagement	Engagement
43	I am less engaged without the heritage/history	Engagement	Engagement	Engagement
44	For some people working at CP is just a job	Engagement	Engagement	Engagement
45	I am frustrated with my job because I'm not getting opportunities at CP	Engagement	Engagement	Engagement
46	I am proud to work for CP	Pride	Pride	Pride
47	I am proud of CP's history	Pride	Pride	Pride
48	History and a sense of pride	Pride	Pride	Pride
49	Pride and commitment	Pride	Pride	Pride
50	Pride	Pride	Pride	Pride
51	CP has family values; does the right thing	Values	Values	Values
52	Respect is one of CP's values (was)	Values	Values	Values

Appendix I CP Persona Code Book

CP Persona
Community relationship
CP
Characteristics
Adapted to change
Admiration
Bi-polar Autistic
Classic
Committed
Confident
Current CP
Do what's good
Family man
Fortitude
Gentleman
Good citizen
Got the job done
Grumpy, surly
Human
Income Level
Industrious (beaver)
Make mistakes
Male
Moral
Nice family
Old, aged
Parent
Passionate
Physical
Proud
Reliable
Specific Person
Strong
Stubborn
Uncertain
Values

Relationship
Ability to Change
Comfortable
Constant change
Family
Friend
Good
Helping
Interesting
Love Hate
Marriage
Neighbour
Recognizable
Respect
Serves customers
Something you invest
Teacher - Apprentice
Tolerant
Trust
Understanding
CP - New Management
Characteristics
Conservative
Current CP
Formal
Inconsistent
Lack of (or changed)
Profit Driven
Tone at the Top
Upper class
Relationship
Can't connect
Can't trust
Lack of respect
Nasty step father
How I relate
Maintain values
Respect
Type of job
Visual Description

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Intent to Stay
How I feel
Bleeding red
Committed
Less committed
Not engaged
Painful
Sad
What I like, why I stay
Doing the right things
Engaging work
Hope things will change
People
Mentors
Security
Things are good
Why I may leave
Lack of clear direction
Lack of Opportunities
Less Canadian
Not a family anymore
Not happy
Other Opportunities
Stress
Things don't change
Treatment of people

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Appendix J Relationship with the CP Persona

#	Relationship with CP Traditional Persona	Type of Relationship
R1	A person you could go to and they would be there, and you would understand them and you could chat with them and they would understand. He, the 50s guy, has the direction, he knows what he's trying to do, where he's going toward. He may not be embracing the technology, but he's working hard and getting the results and he's seeing that and you know that. He's in church every Sunday, good corporate citizen, well represented, his yard is clean, the car is always clean, the kids are well behaved. Yeah he's the guy (a good neighbour) you could talk to on a Sunday have him over for a barbecue and you know he'd come over and he's still well dressed, even if he's in a short sleeved, he'd have a tie on. You'd still feel benefitted by knowing him."	Affective
R2	Well, I always was taught to respect your elders so I've been fairly tolerant. My grandpa was a very difficult man and I've met a lot of people here that remind me of him. But I, I don't I just deal with it. I don't go out of my way to make it worse, I just try and deal with it. So I guess that's you know you just you maintain respect, and your own integrity. I mean at the end of the day we all have to look at ourselves in the mirror when this is all said and done and say 'did I do the right thing' …and you know, don't try not to talk badly about others and all that kind of stuff. Treat others as you would like to be treated…back to the values… but in terms of dealing with the grumpy old man, you more often than not, as Jimmy Hornblower said, "The company beats the drum and you f*cks get in line and march." So you know, you just march….	Affective
R3	I'll play back to you what I told "F" at "G"'s funeral. Because it's really reflects kind of how I think about CP as a person. I said "you know, "F" (CEO). I've been around for a long time, and there's many times when I disagree with some decisions that have been made. And there's many times that I've been angry at CP. But CP did everything right about "G". And I think that and what I meant by that wasn't just so it was a reflection of how we ("G" and I) were treated through his illness and his death. But it was what I really meant was CP's human. That there was a human heart beating there that cared about people and that it was a family. And that we were treated like family and if I needed time off, there wasn't any question. I didn't question myself, I just knew that it was the right thing to do. And I knew that nobody would care because I was doing the right thing for my family. And there were caring personal caring actions and …it starts and ends with a management culture that's human and humanizing and who believes in their people as family.	Affective
R4	Do not ever let my wife know I said this, but it's kind of like a marriage. It's a relationship that's really, really good sometimes really, really shitty at other times. But you just have to work at it. Right and that's kind of the way I that I view it. And again we're talking about that long term investment because when you do get to the point where you see yourself being there and spending your entire career there which is something that I saw and still could see under the right circumstances. But it's something that you invest in and you want to put the effort in to making it run smoothly and you hope that your partner reciprocates. So if it's a person, I mean I don't I can't name a specific person honestly or describe them…. Exactly you always have that longer term view of it. And that's always been the case for me at CP. Right? And I have to say even if I did leave, you know and heavens knows I've considered it. Despite how disappointed I am and how unsatisfied I am with the state of the company right now, if I were to walk away tomorrow, I would be very sad about	Affective

	doing it. It would you've been in a relationship for a 11 years and now you've broken up with that person and there are reasons for that, but it still sucks.	
R5	I don't have access to that person, it's not just "H" (CEO)…it's like I said its growth opportunities its opportunities to grow and develop. It's painful just to get work in my ….so…..it's like I have no access to anything…	Functional
R6	Well you know…that is an interesting question….hmmm….They are trying to make the best decisions for the family involved and the family in this case which now includes a lot of investors…it did and didn't before. So they're trying to do the right thing and look after everybody's interests.	Affective
R7	I think it would be a person that had great fortitude and leadership. A person that you saw what part you played in it and that.. what was expected of you. I would admire them, but not revere them.	Affective
R8	My relationship? We've had our arguments. We don't' always like each other. I think we have a respect for each other though. I think in many ways, CP respects who I am and who I've become and who they've helped me become and I respect the company just as much for that. I grew up here at CP .	Affective
R9	Like a how do you say…teacher – student. Or apprentice – not actually teacher student, more a craftsman and its apprentice. I see that actually. It's more, there's not much …there's more labourious… labour-oriented work, since 80% are in the field – ish, or 70, probably, I don't know. Interested. Curious. Curious and Interested about about the stories, the history and what happened. My relationship with this person.	Functional
R10	The relationship with that would be of I guess in a singular word is in Understanding. Understanding that what the word of the day is today is not what it is going to be tomorrow. You understand that the personality that it does have is one that rapidly changes over time and that in some ways it's a positive, because it doesn't have enough time to grow old and stale and you get bored with it. So it keeps you on your toes. But in some cases that affects your feeling of security. In many regards, so it's a mixed bag. Your enjoy it, but you also are uneasy at the same time.	Affective
R11	I'd say we're buddies. It's… that's really kind of interesting weird question. Well you're forced to hang out with them, if you will. You have to come to work every day. Certainly have some fun, but because they're a surly introvert it could be challenging. So you don't always have fun, but… maybe sometimes you have to do what they want to do. And they pout. Take their ball and go home. But when you have fun it's enough fun that you want to hang out with them again. Its' a good relationship.	Affective
R12	You know I think that It interesting because even before, before they came I think that there was a lot of good things to being here, but a lot of bad things too. And you know people were still leaving already and its something that I think I consider actually leaving and looking before that kind of thing. And I think that desire wouldn't have changed, its just different or for different reasons. Before it might have just been compensation, it was just like ok I have my flex days, I have the money…I like the people, its a very fun environment, lots of room to grow. There's lots of good things, the only thing I don't like is like Canadian Pacific you give me 5 extra days vacation, I'll work here forever. Those are the kind of comments you have before	Functional

R13	With that person. Love-hate. No. yeah, I'd say there have been times when I've hated it. but I've come out of those. So I'd say, for the most part its interesting. It's an interesting relationship, it's a one that changes a lot. Well, just in terms of expectations of the relationship… and what I can do to make the relationship better… and what what the company has done to change the relationship at some points. So you know I'd say that's more of HR stuff…it's kind of the stuff… (shrug) you know…. It's not love…that's not the right word, but I think I hate to use the word comfortable, but it really is…	Affective
R14	Oh, they would drive me nuts. Because they would never let you complain. They would always tell you "yah, but you've never missed a paycheque." And they'd probably be somebody that I could look up to for the… I don't know these kind of things, you know these kinds of things. Tell me how I can make it better. Add value and make you not rub your head so much.	Affective

#	Relationship with CP New Management Persona	Type of Relationship
R1	**I'm not sure you can (trust him)** . Yeah. 1950-60's guy you can trust (CP Traditional)…his word is truly what he means. 90s guy (CP New Management) his word is only as good as gets him the next dollar…and I hate that and maybe that's the best way…it's whatever drives the next dollar and I think that's probably….i hate to say that but that very much seems to be as long I'll tell you whatever you want to hear as long as I get the money…I don't really care what it takes to get there, almost a wall street style, I'll burn bridges, because its what I have to do…money's all important….whereas 1950's guy, money was important, but still your word was just as important …	Negative
R2	I always was taught to respect your elders so I've been fairly tolerant. My grandpa was a very difficult man and I've met a lot of people here that remind me of him. But I, I don't I just deal with it. I don't go out of my way to make it worse, I just try and deal with it. So I guess that's you know you just you maintain respect, and your own integrity. I mean at the end of the day we all have to look at ourselves in the mirror when this is all said and done and say 'did I do the right thing' …and you know, don't try not to talk badly about others and all that kind of stuff. Treat others as you would like to be treated…back to the values… but in terms of dealing with the grumpy old man, you more often than not, as Jimmy Hornblower said, "The company beats the drum and you fucks get in line and march." So you know, you just march….	Functional
R3	It was my family (CP Traditional). It's like the stern father, right, the one that you could always rely on to be there to have your back, even though they'd give you a hard time. And now (CP New Management) it's the nasty step father that you want to run away from.	Negative
R4	Despite how disappointed I am and how unsatisfied I am with the state of the company right now, if I were to walk away tomorrow I would be very sad.	Affective
R5	An upper class, male, makes a lot of money, very conservative, very formal, uhh…maybe kind of looks down on people…beneath them….just a kind of not in touch unless that person's within their social class.	Functional
R6	…so it's almost like a parent looking after their children and they're trying to push them so they can be the best they can and get the most rewards they can for those cans. And these people the people this company is like their baby. Some parents are a little more aggressive than others….; so… I think they're trying to do the right things for the right reasons. : …it's like we are kids that have gone off to boarding school…they still love their children, but….	Affective
R7	In its current form, I would say I would question that decision (staying)…simply because I don't see us as doing much more than where we stand right now…and I'm only talking about my present state… Yeah, you know if this was a slowdown in the sense of going…well the train's going to pick back up next year, we're going to do a lot more banquets… …. I think these are times where you have to think, ok what are you personally doing…is it to build something better in the future.. or to build someone up…. Or to get someone ready, then that's great… this sort of shoot from the hip, reaction…certainly we can live with it for now but in the long term its gotta show some results. Right? I think we can do more. I'm driven like that…I think we can do more.	Functional
R8	I just I care enough to leave it in a better place than where I started. Or how I started. But I wouldn't give it everything. …it was kind of I had to do these certain things or I wanted to do these certain things. I could give more, but this is all I'm willing to give right now.	Functional

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R9	Like a how do you say…teacher – student. Or apprentice – not actually teacher student, more a craftsman and its apprentice. I see that actually. Its more, there's not much …there's more labourious… labour-oriented work, since 80% are in the field – ish, or 70, probably, I don't know. Interested. Curious. Curious and Interested about about the stories, the history and what happened. My relationship with this person. (Didn't differentiate between CP Traditional and CP New Management as he started when CP New Management was already in place).	Functional
R10	I think a lot of it goes back to what we've talked about already, the class, the family, the image….you know if you can't be proud of the image of the company you work for, its time to move on.	Affective
R11	I'd say we're buddies. It's… that's really kind of interesting weird question. Well you're forced to hang out with them, if you will. You have to come to work every day. Certainly have some fun, but because they're a surly introvert it could be challenging. So you don't always have fun, but… maybe sometimes you have to do what they want to do. And they pout. Take their ball and go home. But when you have fun it's enough fun that you want to hang out with them again. Its' a good relationship. (No differentiation CP Traditional/CP New Management)	Affective
R12	I always said that Canadian Pacific, if it was a person would be your deadbeat friend that borrows your money and then when you go to him to ask him for the money will insult you for asking. You know to ask them to repay. I feel like we're kind of like schizophrenic. We wouldn't be a nice friend. Do you know what I mean. I'm like well, extremely selfish and self-centred and I don't think I would be friend with Canadian Pacific if it was a person. We would be acquaintances and I would always watch my back.	Negative
R13	I mean in spite of the fact that its ever changing, it's still one that I know I can keep working at the relationship, there's always…whether…and so when I have worked for somebody which would sort of be the representation of the company that I haven't gotten a long with I've always known there was going to be somebody else and there's going to be some other kind of relationship that's going to work or team that I've worked with that's been good. So I guess Open too. Cause, I've always been able to say what I think and talk about what I'm concerned about.	Affective
R14	So it's kind of a monogamous kind of situation. Unfortunately, I do stray sometimes, but it's only emotional. I have emotional strays I haven't actually taken the leap	Affective

Appendix K Part II Themes Also Found in Part III

Example quotes to illustrate the themes

#	Attachment	Belonging	Change	Engagement	Pride	Values	CP's Canadian Identity
R1	You could talk to them on a Sunday, have him over for a barbecue and you know he'd come over. You'd still feel benefitted by knowing him. *(Neighbour/Family)*		How do I envision CP right now (vs. past)That's a little different; seem to be getting by, maybe lost some of the industrialness. *(Change)*		A very classic individual, confident, quiet, works hard, not flashy. *(Pride)*	Well known in their community as being upstanding. *(Values)*	
R2	If I wasn't surrounded by the people I've been surrounded by particularly since "W" quite I would have probably just packed it in quite a long time ago. *(Attachment)*	Grumpy old man that has a really nice family around him. *(Family)*				You maintain respect and your own integrity, 'did I do the right thing'…treat others as you would like to be treated…back to the values. *(Values)*	
R3	It's like the stern father, the one that you could always rely on to be there to have your back even though they'd give you a hard time. *(Family/Attachment)*	CP is human. That there was a human heart beating there that cared about people that it was a family. *(Belonging)*	It was a consistent set of values and partly probably because it was a blue suit, Bay Street Board and that's just not so anymore. It's polar opposite. *(Changing values)*			CP did everything right; the fundamental values were consistent over 32 years. *(Values)*	Whatever comes from the history and the legacy of CP or just the values that were demonstrated because we were a Canadian company. *(Canadian values)*
R4	Like a marriage you hope that your partner reciprocates. (*Longterm attachment)*			Despite how disappointed I am and how unsatisfied I am with the state of the company right now, if I were to walk away tomorrow I would be very sad			

R#							
				about doing it. *(Lack of engagement)*			
R5	A lot of the people I bonded with have moved on, so in terms of being attached to CP, no. *(Lack of Attachment)*				Upper class male, makes a lot of money, very conservative, very formal maybe kind of looks down on people. *(Pride)*		
R6	They still love their children, passionate about their jobs. *(Love)*	Trying to make the best decisions for the family involved. *(Family)*				Trying to do the right things for the right reasons. *(Values)*	
R7	A person that you admire, had great fortitude and leadership. A person that you saw what part you played in it and what was expected of you. *(Admiration)*	CP was always a family. It was always an emotional connection. *(Family)*			Whatever that took to happen they made it happy, you know, the tenacity to get the job done. *(Work ethic, Commitment)*		Look at the past and go to the building of the nation, the communities the towns that came from learning the land. *(Nation building, Canada)*
R8		A family person or a family man, the strong united front and making it through and in many ways that's what families do. *(Family)*	The company as a person would have been afraid of change and he's now gone through this point where they're adapting to it (change) and just running with it. *(Change)*		Head held high; a very proud organisation or proud person, isn't ashamed of their past but has tried to learn from its mistakes and tried to move on. *(Pride)*	A politeness and a professionalism and a head held high in a gentlemanly way. I like to think of CP as a gentleman. It's that moral character and fibre. *(Old-fashioned values)*	
R9	But in all honesty, I wouldn't be too sad if I would be let go. *(Lack of attachment)*		Constant change. *(Change)*				
R10	Understanding. You understand that the personality that it does have is one that rapidly changes over time and that in some ways it's a		Changing constantly. *(Change)*				

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	positive, because it doesn't have enough time to grow old and stale and you get bored with it. *(Understanding a wayward family member)*					
R11	Almost bleeding red category. *(Strong emotional attachment)*	We're buddies. When you have fun it's enough fun that you want to hand out with them again. *(Belonging)*				
R12	We wouldn't be friends. *(Lack of attachment)*					
R13	It's not love, that's not the right word but I think comfortable. *(Comfortable attachment)*	It's more the relationships. A lot of the deeper relationships, the friends. *(Family)*	Changes a lot. *(Change)*			
R14	Monogamous. It's emotional. *(Love attachment)*	Family would never say "they" or "I" it would be "we" and "us". *(Family)*				Devoted, works 24/7 *(Work ethic, values)*

Appendix L Comparison of CP Persona Relationships and Intent to Stay

#	Descriptors of Persona Similar to CHB Characteristics		CP Traditional Relationship Type[1]	Intent to Stay Past	Comments describing the relationship with CP Traditional	CP New Management Relationship Type[1]	Intent to Stay Now	Comments describing the relationship with CP New Management
	Descriptors	CHB Characteristics						
R5	Upper class male, conservative, formal	None	Functional	Stay	Opportunities	Functional	Leave	Painful. No opportunities. No access (to the CP Persona)
R9	Strong, Older Man	Longevity	N /A	N/A	Only described current situation.	Functional	Leave	Craftsman/Apprentice relationship has a definite duration, not necessarily long-term; curious and interested.
R12	Dead beat friend	None	Functional	Stay	Acquaintances	Functional	Leave	You are just here to take care of business…take care of our own. I mean maybe that's what business is like. That's what we're doing.
R3	Family values	Values	Affective	Stay	Family, human, has a beating heart	Negative	Leave	Wicked step father, intends to retire almost immediately because of the current management style
R1	Old School Beaver Pin Reliable	History Symbols Track Record	Affective	Stay	Neighbour, someone to look up to, respect, talk things over with	Negative	Stay (But) [3]	"90s guy," it would be a struggle …because you'd feel he was a little bit wandering and a little bit shallow. Can't connect.
R2	Old Man	Longevity	Affective	Stay	Paternal grandfather, respect, look up to.	Functional	Stay (But) [3]	I've been fairly tolerant. People are difficult. I just deal with it. You do what you're told, you just march….
R7	Delivered	Track record	Affective	Stay	Admire and respect (not revere).	Functional	Stay (But) [3]	Loyal.

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R8	Old, Proud Family Man	Longevity Values	Affective	Stay	Look up to and respect (like past Board member or past president)	Functional	Stay (But) [3]	Respect, I grew up here.
R10	Bi-polar Autistic	None	Affective	Stay	"Bi-polar Autistic", but in a good way. Doesn't fully understand the behaviour, but like a family member, forgives it.	Affective	Stay (But) [3]	Changing constantly.
R4	Long term Spouse	Longevity	Affective	Stay	Marriage, long-term relationship, investment	Affective	Stay	Disappointed and unsatisfied, but still willing to invest in the relationship and hopes it works out. Would be sad to leave
R11	Well dressed, surly introvert	None	Affective	Stay	Friends – "We're buddies"" I'm in the bleeding red category"	Affective	Stay	Having fun together.
R6	Family, Parent, Do the right thing	Values	Affective	Stay	Family, parent	Affective	Stay[2]	Tough love.
R13	Santa Claus, Old and Smart	Longevity	Affective	Stay	Santa Claus, comfortable, secure, love-hate at times, a partnership, adaptable	Affective	Stay	Ever changing.
R14	Bald Devoted	Longevity Values	Affective	Stay	Family relationship, someone I could look up to, a parental figure	Affective	Stay	Didn't differentiate between traditional and new management

[1]Relationship Type Based on the words used to describe the relationship

1) Affective: Used words like friends, family, parent described a relationship where emotion was involved

2) Functional: Used neutral words to describe a business-type relationship

3) Negative: Described the relationship in negative terms.

[2]Stay Both R3 and R6 were retiring within a 3 month time frame, and so their intent to stay was a backwards looking statement

[3]Stay (But) These respondents indicated that they planned to stay, but if things didn't change, they would consider leaving. They were hopeful that they could "ride it out" (the changes that came with the new management)

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Appendix M Measuring Affective Commitment

The following are questions as presented in the Allen and Meyer instrument for measuring Organisational Affective Commitment (Allen and Meyer, 1990, p.6).

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one (R)
5. I do not feel like 'part of the family' at my organization (R)
6. I do not feel 'emotionally attached' to this organization (R)
7. This organization has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to this organization

Appendix N Pre-interview Questionnaire

This email was be sent to all potential interviewees prior to their interview. This approach was taken to give them time to think about companies they would consider as potential employers.

Dear <Name>;

Thank-you for agreeing to participate in my research project. As I mentioned, I am working on my Doctorate and my area of interest for this particular project is in looking at some of the things that may influence how new graduates / potential recruits decide on organizations where they might apply.

All of the information that I gather in this questionnaire and the interview itself is confidential. No real names will be used, and the results will be aggregated so that it won't be possible to identify any of the interviewees. Attached is a "Letter of Informed Consent" that lays this out formally (as required by SAIT and Cranfield University) to ensure that you understand how the information you give me will be used. If you could quickly take a look at it, I will review it with you and get you to sign it prior to our interview. I will also give you a copy for your records.

I would like to gather some information before your interview regarding companies that you have either applied to or are thinking about applying to in the next 6-18 months. If you can "reply" and fill in the following, that would be very helpful.   If you can send this info to me as soon as possible prior to our interview that would be great.

First, I would like you to think about the company that you would most like to work for, the one that is ahead of all others that would be your first pick if you had a choice of any company to work for.

Please fill the name of that company in here:

_____

Now, I would like you to think of five additional companies that you are interested in, are considering applying to, or perhaps have already applied to. The order isn't important. Please fill the names of those companies in here:

1. _____

2. _____

3. _____

4. _____

5. _____

That's all I need for now!

If you have any questions about the letter of informed consent, this questionnaire or the interview itself, please don't hesitate to get in touch.

Thank-you for sending this information to me. We will be meeting at XX:XX in XXXXX Building Room XXXX on Date at XX:XX – XX:XX.

I look forward to seeing you then.

Leslie

Appendix O Interview Guide

Pseudonym: _____SXX_____ _____

Date: _____

Thank-you so much for agreeing to meet with me.

I am an instructor here at SAIT, in the School of Business and I am working on my Doctorate in Business Administration at Cranfield University. This interview is part of my thesis research. I'm conducting this study to understand a little bit about some of the characteristics that might attract a new graduate to a potential employer. Your opinions, thoughts and perspectives are valuable.

1. **You have received a copy of the Letter of Informed Consent. Have you had a chance to review it? Do you have any questions? (Ensure that signed copies are obtained at this point).**

- Everything that transpires in this session is completely confidential. No names or details will be revealed. I will be taking the interview information, analysing it and drawing some generalized conclusions. No names will be used in the final write up, although anonymous quotes may be used. You may withdraw from the study at any time.

- Participation in this study is completely voluntary.

2. **For accuracy I would like to record our session this morning/afternoon. Is that all right with you?**

- Should take about an hour and a quarter.

- Any questions? Let's get started.

O.1 Demographic Questions

First of all I am just going to ask some general demographic questions:

1. What is your age group:

     a. 15-19

     b. 20-24

     c. 25-29

     d. 30-34

     e. 35-39

     f. 40-44

     g. 45-49

     h. 50-54

     i. 55-59

          j.   60+

2. What is your citizenship?

3. What program are you studying at SAIT? Do you have an area of specialty / major?

4. When do you plan to graduate?

5. Will you be seeking a job in your area in the next 6 – 12 months?

6. Do you have full time work experience? How many years of work experience do you have?

O.2 Repertory Grid Questions

Now we are going to look more specifically at a number of companies that you might consider as potential employers.   You have provided a list of 6 to me. And just to confirm those:

Your preferred company (#1 choice) is:

   _____

And then the other companies you chose were:

1. _____

2. _____

3. _____

4. _____

5. _____

I am only going to use three of these in total, one of which is your preferred company and I have randomly chosen the other two:

1. _____

2. _____

3. _____

Now I am going to add four others to the discussion:
1. Canadian Pacific (CP Rail)
2. Hudson's Bay Company (The Bay)
3. Canadian Tire
4. Fairmont Hotels and Resorts (Fairmont)

Now I am going to ask a couple of questions about each company:

CPR
1. Have you heard of **Canadian Pacific**? Yes or No
2. What do you know about the **Canadian Pacific**? Prompt if necessary - industry, type of business, etc.? Comments:
3. Have you ever considered applying to **Canadian Pacific**? Yes or No

HBC
1. Have you heard of **Hudson's Bay Company**? Yes or No
2. What do you know about the **Hudson's Bay Company**? Prompt if necessary - industry, type of business, etc.? Comments:
3. Have you ever considered applying to **Hudson's Bay Company**? Yes or No

Canadian Tire
4. Have you heard of **Canadian Tire**? Yes or No
5. What do you know about the **Canadian Tire**? Prompt if necessary - industry, type of business, etc.? Comments:
6. Have you ever considered applying to **Canadian Tire**? Yes or No

Fairmont

7. Have you heard of **Fairmont Hotels and Resorts** (in particular, Fairmont Banff Springs, Fairmont Chateau Lake Louise, Fairmont Jasper Park Lodge any of those) Yes or No

8. What do you know about the **Fairmont Hotels and Resorts**? Prompt if necessary - industry, type of business, etc.? Comments:

9. Have you ever considered applying to **Fairmont Hotels and Resorts**? Yes or No

>>*If there is a company they are not familiar with at all, then I will remove it and replace it with one of the following (ensuring that they are familiar with the company):*
   1. *Tim Horton's*
   2. *Canadian National*

Next we are going to look at these companies in groups of three:

>> *The companies names and logos are printed on 5" X 8" Index cards.*

>>*Present the first triad. To do this, the three company cards are put up on a white board, attached by magnets. The Scale (1 – 7) is also attached to the white board.*

>>*State the three companies (so the voice recorder captures it).*

Ask the question:

I want you to think about the corporate images of these three companies (that is, the perception you have of these corporations – i.e., what they stand for in your mind, what they mean to you).

If you were considering these companies as potential employers, (thinking of what companies you would like to work for) in what way are the corporate

images of two of these companies alike and at the same time different from the corporate image of the third"?

1. Determine which two are grouped together.
2. Ask what is it that makes these two similar and Identify the personal construct from their initial answer.
3. Understand what they mean by this construct, the definition of the construct by laddering where possible:
   a. Could you explain what you mean by *"construct"*? Clarify, probe, etc.

   >> The Personal Construct is written on the white board at the "7" end of the 1-7 Scale.

4. Determine the opposite (pole) of the construct.
   a. So if *"construct"* is part of what makes Company A and B similar, what would be at the other end of that scale, characterising Company C.

   >> The pole is written at the end of the scale next to the "1" on the 1-7 scale

5. Could you rate each of the three companies on the "construct" placing them on the scale from 1 – 7 with 7 being the characteristic identified and 1 being the pole/opposite (as written).

   >> The respondent moves the magnetized index cards to the appropriate "point" on the 1-7 Scale. This is captured by taking a photo of the white board.

   a. Can you tell me why you've placed them there?

   >> Remove the initial three company cards from the white board but leave the scale and construct and pole.

6. Can you now place the other four companies on the scale?

   >>Take a photo of these cards placed on the scale.

7. Is there anything else you'd like to add to this?

If not, move on and present the next triad of companies, changing at least two of them each time, asking the question again. Complete the ten triads.

8. Following the completion of the triads, the researcher provides the interviewee with a printed copy of the Attractiveness Questionnaire (Appendix P), which has been customized with their Preferred Co, Second Co. and Third Co., and asks them to complete it. They are given directions and an explanation of the 7 point Likert scale.

9. Once the questionnaire is completed, the researcher asks if there are any further questions, and if not terminates the interview.

Appendix P Organisational Attractiveness Questionnaire*

Please answer the following questions on each company we have discussed. Please each of the questions on a scale from Strongly Agree to Strongly Disagree. Place an X in the appropriate box.

Questionnaire – SXX (Student XX)

<table>
<tr><td colspan="8">Preferred Co.

Please read the following statements which refer to your preferred company. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree</td></tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Somewhat Disagree</td>
<td>Neither Agree nor Disagree</td>
<td>Somewhat Agree</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
<tr><td>This company is attractive to me as a place for employment</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>I would not be interested in this company except as a last resort</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>I would consider applying for a job at company</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>I would not exert a great deal of effort to work for this company.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Employees are probably proud to say they work at this company.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>To me, this company has a positive image as an employer</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>I would feel proud to work for this company.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

Canadian Pacific Railway

Please read the following statements which refer to the company, Canadian Pacific Railway. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree

Canadian Pacific Railway	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Second Co

Please read the following statements which refer to the company you selected. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Hudson's Bay Company

Please read the following statements which refer to the company Hudson's Bay Company. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree.

Hudson's Bay Company	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Third Co.

Please read the following statements which refer to the company you selected. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Fairmont Hotels & Resorts

Please read the following statements which refer to the company Fairmont Hotels and Resorts. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree.

Fairmont Hotels & Resorts	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Canadian Tire

Please read the following statements which refer to the company Canadian Tire. Please respond to each statement by marking an X in the box that best represents how you feel, from Strongly Agree through Strongly Disagree.

Canadian Tire	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
This company is attractive to me as a place for employment							
I would not be interested in this company except as a last resort							
I would consider applying for a job at company							
I would not exert a great deal of effort to work for this company.							
Employees are probably proud to say they work at this company.							
To me, this company has a positive image as an employer							
I would feel proud to work for this company.							

Appendix Q Summary of Demographic Data

Following are tables which summarize the demographic information collected during the initial stage of the interview process.

Table Q-1 Gender

Males	Females
11	11

Table Q-2 Age

Age Group	Number of Interviewees
15 - 19	2
20 - 24	5
25 - 29	7
30 - 34	4
40 - 44	1
45 - 49	2
50+	1

Table Q-3 Years of Work Experience

Years of Work Experience	Number of Interviewees
< 1	2
1 - 3	7
4 - 5	4
6 - 10	3
10 - 20	1
> 30	3

Table Q-4 Program of Study and Major Major

Major	Number of Interviewees
BA Marketing	9
BA Accounting	3
BA Automotive Management	3
BA Financial Services	1
BA Human Resources	1
Railway Conductors	4

Appendix R Sample Grid

Interviewee – S7

S7	Opposite Characteristic 1	Rogers	Canadian Pacific	Corus	Hudson's Bay Co.	Loblaws	Canadian Tire	Fairmont Hotels & Resorts	Characteristic 7
	Utilitarian, Physical Product (1)	5*	1	7*	3*	4	1	5	Communication Entertainment Not a physical product (7)
	Concrete Transportation Need to get A to B (1)	7*	1.5*	7	5*	3	1	6	Self-Expression (7)
	Fewer career opportunities (1)	3	5*	1*	7	7	7*	6	More career opportunities (7)
	Practical Identity (not a company you're passionate about) (1)	6*	1	6	5*	4	2.5*	5	Passionate Identity (7)
	Less Canadian (1)	5	7*	5	7*	6	7	3.5*	Historic Canadian Companies Canadian Identity (7)
	Staid. Important but not Exciting (1)	6	1.5*	7	4.5*	6.5*	1	4.5	Exciting, Displays draw you in; Something you want to belong to (7)
	Not aligned with my talents or interests, Less to offer (1)	5*	6	2.5*	5	7*	5	7	Alignment with my talents and interests (7)
	Less experience (1)	5	1	4	2.5*	4.5*	3	7	Level of personal experience (I know these businesses) (7)
	Not stories I'm interested in (1)	6.5	2*	7	3.5	5.5*	2	7*	I can tell these stories; Resonates; Something I want to be a part of (7)
	Not a direct consumer B2B (1)	5.5*	2.5*	4*	7	5.5	5	3	Consumer direct (B2C) I will buy these products/ services (7)

* The elements which are starred were those presented in the triad. The ratings had the "Construct" at "7" and the "Pole" at "1".

Appendix S Full List of Codes

#	Name	Sources	References
1	Belonging, want to belong to	1	3
2	Boring logo	1	1
3	Brand awareness	1	2
4	No physical appearance of brand	1	3
5	Not well known	1	12
6	Physical appearance of brand	1	3
7	Well known	1	11
8	Broad business	1	1
9	Canadian Identity	1	16
10	Iconic	1	2
11	Less Canadian	1	5
12	Career Interests	0	0
13	Aligned with Career Interests	1	2
14	Not aligned with career interests	1	2
15	Career opportunities	1	1
16	Fewer	1	10
17	Greater	1	10
18	Less attractive	1	2
19	More attractive	1	2
20	More career paths	1	1
21	Permanent	1	3
22	Progression through many companies	1	1
23	Progression through one company only	1	1
24	Single track career path	1	1
25	Temporary, short-term	1	3
26	Career skills	1	1
27	Fewer transferable skills	1	1
28	I have few of the skills required to work here	1	1
29	I have the skills to work here	1	1
30	Less education required	1	1
31	More education required to work here	1	1
32	Transferable skills	1	1

33	Client Customer Base	0	0
34	Few or single client	1	2
35	Many clients	1	1
36	Communications	1	1
37	Clear what they do	1	2
38	Scope	0	0
39	Broad	1	1
40	Narrow	1	1
41	Unclear	1	2
42	Community Investment, CSR	0	0
43	Community Involvement not obvious	1	2
44	CSR visible, greater	1	5
45	Greater impact	1	1
46	Less impact	1	1
47	Company characteristics	0	0
48	Company Age	0	0
49	Newer	1	8
50	Older	1	9
51	Company size	1	2
52	Big, bigger	1	9
53	Small, smaller	1	9
54	Corporation	1	1
55	Franchise	1	1
56	Highly structured, traditional	1	1
57	Industry	0	0
58	Government	1	1
59	Retail, Goods	1	5
60	Service	1	3
61	Transportation	1	2
62	Less hierarchical structure	1	1
63	Less successful, not as profitable	1	1
64	Non-political	1	1
65	Obsolete	1	1
66	Parent company, multiple subs	1	2
67	Political	1	1
68	Profitable, successful	1	1

69	Single company, no subsidiaries	1	1
70	Competitive (for best employees)	1	1
71	Connection to Calgary, Belongs	1	1
72	Cultural events	1	1
73	Culture	1	2
74	Attractive	1	2
75	Creative, promoting creativity	1	4
76	Dynamic	1	1
77	Modern	1	3
78	Not attractive	1	1
79	Not creative	1	1
80	Traditional	1	7
81	Unknown	1	1
82	Customer characteristics	1	1
83	B2B	1	13
84	Business connections (not customer)	1	1
85	B2C	1	14
86	Leisure, optional needs	1	3
87	Long-term	1	1
88	Necessities	1	3
89	Short-term, one-time	1	1
90	Stable	1	1
91	Transient	1	1
92	Customer interaction	1	1
93	Closer to customer	1	1
94	Direct	1	3
95	Further from customer	1	1
96	Higher frequency of use	1	4
97	Less frequency of use	1	4
98	Little or Less CI	1	3
99	Negative	1	1
100	Positive	1	1
101	Relationship	1	4
102	Transactional	1	4
103	Customer Service focus	1	1
104	Efficiency focus	1	2

105	Less Customer focus	1	4
106	Less focus on efficiency	1	1
107	Less satisfaction	1	1
108	More customer focus	1	5
109	Diversity	0	0
110	Greater diversity, brands, businesses	1	1
111	Less diversity of brands, businesses	1	1
112	Education, Social benefit	1	1
113	Employee benefits	1	1
114	Better, richer	1	4
115	Compensation	1	1
116	Higher	1	2
117	Lower	1	2
118	Lower, poor	1	3
119	Employees	1	1
120	Poorer treatment	1	4
121	Well treated, fair	1	5
122	Entrepreneurial	1	1
123	Environmental impact	1	1
124	Concern for environment	1	2
125	Higher, negative	1	1
126	Less concern for environment	1	2
127	Lower, positive	1	1
128	Experience with the company, customer	1	1
129	History, historic	1	8
130	Canadian history	1	5
131	Less history, less historic	1	3
132	I'm a customer	1	3
133	I'm not a customer	1	3
134	Image creator	1	1
135	Image owner	1	1
136	Image, Identity	1	2
137	Adult, not fun	1	1
138	Affordable	1	2
139	Bad guy	1	1
140	Basic, simple	1	6

141	Classy, high class, elite	1	7
142	Efficiency	1	1
143	Ethical	1	1
144	European	1	1
145	Exciting	1	1
146	Feminine	1	1
147	Friendly	1	1
148	Fun, youthful	1	1
149	Global, International	1	1
150	Humble	1	2
151	Iconic	1	1
152	Industry Leader	1	2
153	Innovation	1	2
154	Interesting	1	3
155	Less successful	1	2
156	Local	1	3
157	Lower end	1	1
158	Luxury	1	5
159	Masculine	1	1
160	Modern, efficient	1	1
161	More relaxed	1	2
162	Mysterious, hidden	1	1
163	Negative	1	1
164	Not attractive	1	1
165	Not ethical	1	1
166	Not industry leader, follower	1	1
167	Not interesting	1	1
168	Not professional	1	1
169	Passionate	1	1
170	Positive	1	2
171	Practical	1	2
172	Prestige	1	2
173	Professional	1	4
174	Safety is important	1	1
175	Safety not as important	1	1
176	Successful	1	1

177	Traditional	1	3
178	Welcoming	1	2
179	Working class, blue collar	1	5
180	Industrial, not creative	1	1
181	Innovation	1	1
182	Interesting Logo	1	1
183	Job skills	1	1
184	Aligned with my skills, experience	1	4
185	General, low skills	1	5
186	Not aligned with my skills	1	4
187	Professional	1	1
188	Specialized	1	4
189	Less longevity, viability	1	1
190	Lifestyle	0	0
191	Doesn't fit with my lifestyle	1	2
192	Family oriented	1	1
193	Fits with my lifestyle	1	2
194	Not family oriented	1	1
195	Likelihood of getting a job	1	1
196	Higher	1	2
197	Lower	1	2
198	Location	1	1
199	Multiple	1	1
200	Single	1	1
201	Longevity, trust	1	7
202	Markets	1	1
203	Broader markets	1	3
204	Dissimilar	1	1
205	Similar	0	0
206	Smaller, niche	1	3
207	Mechanism to attract people	1	1
208	No connection (to company)	1	1
209	No experience with company	1	1
210	Non-union	1	1
211	Not competitive (for best employees)	1	1
212	Not entrepreneurial	1	1

213	Not part of something, not belonging, not invested	1	1
214	Not Reliable, lack trust	1	1
215	Not well known company	1	1
216	Personal alignment with work	1	1
217	Planning focus	1	2
218	Long-term	1	1
219	Near-term	1	1
220	Pride	1	2
221	Family history, pride	1	1
222	Less pride	1	2
223	Local Pride	1	1
224	No personal history, pride	1	1
225	Pride in being Canadian	1	3
226	Pride in history	1	4
227	Probability of relocation	1	2
228	Higher	1	3
229	Lower, stay local, don't move	1	3
230	Outside Canada	1	1
231	Stay inside Canada	1	1
232	Product type	1	1
233	Experiences	1	1
234	Multiple products	1	2
235	Single product focus	1	2
236	Tangibles	1	2
237	Professional Development	1	1
238	Profit Driven	1	1
239	Quality of Product or Service	1	1
240	High	1	5
241	Less	1	4
242	Regulated	0	0
243	Highly regulated	1	2
244	Less regulation	1	2
245	Relationships with Customers	1	1
246	Reliable	1	1
247	Reputation	1	1

248	Good reputation	1	2
249	Poor reputation	1	2
250	Scope	1	1
251	Essential to economy	1	1
252	International, Global	1	14
253	Local	1	13
254	National	1	12
255	Not local	1	1
256	Selling Service	1	3
257	Selling Tangible Product	1	2
258	Stories	1	1
259	Type of Marketing	1	2
260	Broad marketing	1	1
261	Classic	1	1
262	Single focus (product)	1	1
263	Union	1	1
264	Well known	1	1
265	Work characteristics	1	1
266	Dangerous	1	1
267	Diverse work, challenging	1	1
268	Flexible hours	1	1
269	Non-physical	1	1
270	Office work	1	1
271	Physical	1	1
272	Professional	1	1
273	Rigid hours, not flexible	1	1
274	Routine, not challenging	1	1
275	Sales work	1	2
276	Work life balance	1	5
277	Work life balance - Less	1	4

Appendix T Sample Quotes from Part 5:

Question asked: Is the History, or Heritage of a company important to you? Is that something you consider when you're looking at a potential employer?

Interviewee	CHB Trait	Quote
S1	History part of their identity	Yeah I think so. Like I mentioned before, I think people are so interested in companies like Google and Twitter that are young. But I think there's something very appealing about working for a company that has a history to it, right, something to draw from, especially from a marketing perspective. It's interesting that there's some sort of history there that you can pull from and you have some materials that other companies don't have if they started yesterday. (So particularly from a marketing perspective? You could draw on that…okay).
S2	Track Record	Yeah, yeah. I think it has to. Because then you know where they've been and it's good to know the background of a company before you work for them. (So if they've got a longer vs. shorter history does that have any impact.) No, it's more what the history is, not the length of time it's been around. (Does Heritage in any way affect how you think about a company that you're thinking about.) Not necessarily the heritage, more like the ups and downs in the company it's more locally recognized, not necessarily locally, it's more known about. (So when you say known about…sort of what they've done or…or how) It's not so much what they've done. More what they've not done. Like if you were to work for an oil company I'd want to know if they ever had oils pills and how they dealt with it. This might not sound right, but not so much I'd rather not know the good things, I'd rather know the bad things and how they fixed that.
S3	Values that have been long held	I think so yes. For example, Gallery of Art that opens what's the purpose, finding new artists or already found ones. What they do in the community what they done. Fund raisers events. Definitely its something I would look up. My major going to be HR in Calgary, industry is Oil and Gas and a big company, I really pursue what is good for the environment, can I go against what I believe, my value. So finding a big company that's trying to find renewable energy and trying to stop using oil and gas and find new ways that's less destructive for the environment. Definitely. That's why I put all of them. Suncor because they have a really good reputation. So that is important in how they performed in the past…)
S4	Track Record	Yeah…I'm interested in some companies that have heritage behind it. Some background. Some projects they've been in the industry a while. That gives me more trust and an idea a sense of their credibility. So I think yeah. Because new companies…it's good, but sometimes you're not so

		sure about it…and sometimes with scams and so much going on and its not so reliable and you're not so sure. History gives me more credibility.
S5	History, as part of a bigger story	I think that's important. I'm trying to figure out how to break into the music industry. Ideally I'd love to be a musician, performing, I'm the guy up there on the stage, performing for people. Learning from other people's experiences kind of gives me ideas. And kind of an understanding of for example, and just thinking with Canadian, because it's the NMC. Take a band like Rush or The Guess Who, the late sixties, seventies. It was a different time period. SO everything that worked for them is going to carry over to now. SO you can't look at an artist from then and say if I do this, this and this… I'll be successful. But to understand that history and how things were different in their situation compared to my situation. I can compare. I have the opportunity to look at that history and look at where I am …things are digital now, people download music. They don't buy it in hard copy. They buy individual songs, not entire albums….
		At the end it's about who you know, being persistent, network, meet people. You just can't sit on your butt.
S6	History part of Identity (Canadian)	If I was…when I'm looking for employment personally, I don't really put the entity together. But I think that…I think is a fault on my part, because a lot of Canadian companies are losing out even though they have a name that's Canadian, they're not Canadian anymore and I think that's a fault on society …if people had an interest in that, there would be more.. sometimes I think I consider a Canadian national company. but I've always had a passion for Toyota, because I worked for Lexus for many years. I think their corporate processes are above everybody. I think if you have Toyota motor company on your resume, no one would question your ethics or your experience at all.
		(So its not just prestige, it's reputation and everything else..is something as being way above.
		I think that's what's different for me, than people that are just entering the work force, I've been there for a long time. You have an idea of where you want to be. This step for me, going back to school is going ten steps back to get twenty steps ahead. In my mind I know who I want to work for. And I want to work for Toyota corporate and I think based on the people I know in the corporate environment every single person that I've said has said every job always has its downside, but there are so many positives that outweigh that to have Toyota experience on the resume carries a lot of weight and echoes through the industry and that's something I want for myself…
		(So recognition…and I'm just …I don't usually ask in this way, often the other students don't have that understanding and background and know why they are looking at a certain company. so if you were to pick three or four characteristics of Toyota that you really see as the ones that stand out for you in terms of why you want to work for them… could you…
		Sum it up? For me its like .First is who they are. Second. Like we've talked about their presence globally and if you work at the corporate level you have the option to work to apply to other corporate jobs. You can move globally so you can earn income and travel at the same time. I think the way that they structure the company through a foundation, they don't lose who they are and who they want to be based on what everyone else is doing. At the end of the day its about the bottom line and reducing costs and making more money. But I think the way they coach their staff

		or employees in being a certain way echoes from the factory in japan all the way to a dealership here…
S7	History is part of Identity	Yes it is.. Its important because well, it's almost political. I see it as. I grew up in Montreal, it was sort of like, you had to prove that you were Canadian. Hey I'm Canadian. It's in the back of your mind. Its not like I had to make a point of it. But you really had to stand up for your identity as a Canadian. So yeah, it's important…yeah.

Is it the Canadian or the history or is it all tied up together..

It's all tied up together… I just introduced something new, right. It's part I didn't express it because until you ask the question it isn't there…for example. Lulu lemon I don't know if its still Canadian. But I wouldn't shop there. But its nice to know there are Canadian companies. Something going on with CP Rail, I think where they're some kind of merger with the States..

(They were looking at buying Norfolk Southern

And I was thinking hey what's going on there.

But the fact they've sort of defined Canada… Fairmont's been around a long time, but not as much a part of the Canadian fabric…

Yeah…that's why.

(You talked earlier about history…is it the history that's part of the story..

There's more history with this one… it's a prestigious company. You know…the weary travels they make them feel at home. It's very important. Its not a hotel I'd be able to afford. But its important. Its got a very reputable name. I think its downtown here.

(The Palliser, Banff Springs, Lake Louise,

It's just the story…it goes back to Canadiana…but it's a different piece of it. |
| S8 | No effect | In relative terms, to CP and HBC its much newer.

(and in terms of a company you're looking at as a potential employer….

Not so much for me…my generation have seem companies come and go in 5 years…and some show up in 5 years and are massively successful. Its something I look at , but I cant really judge the age of a company just because today, old companies…some are getting left behind in certain aspects so that mentality of staying away from old companies…be safer. And also those companies have people who have been there for a long time. There's more hierarchy of advancement. Mind you, I've heard good things about all three of these companies in terms of advancement. But just the mindset of older companies doesn't stick with me.

(So they're not too far apart, but there's just something

 (So they're not too far apart, but there's just something |
| S9 | History part of identity (pride) | I would think it would depend on what you think on one hand Ford and Merc have been around forever and they're a pretty reliable company…like Saturn's gone down…Saab…so some companies don't |

		make it. So the two that paved the way, so there would be a sense of security, I think. And I think you'd be proud of the history toward one of the two companies that made the automotive industry what it is today. You'd have a sense of pride with that. But on the other hand, Chrysler, depending on who you work for. But Chrysler is newer and they might be a bit more not old-fashioned…
		(Like less traditional…
		Yeah, less traditional.
S12	Neutral	I haven't thought about it… I guess it would go both ways. I think some start ups are very interesting. It might go really well, really positive (I'm a positive person) yeah sure, why not but at the same time a well rooted, old company would be nice too. I haven't thought about it much.
S13	History part of identity, Track Record	Like history, how it was formed?
		Could…maybe not whether I'd look for a job or not. But if they did some terrible things in the last 10 years, I might not want to work for them. But like if they've been around for a long time it's interesting, like Nintendo, they've been around for a hundred years. It's a long interesting history. That's kind of neat. I'd like to work there. If there's been something negative then, maybe not.
		I wouldn't go work for BP, that has a negative history.
S15	History part of identity (I like history) Track record	I like things with a good background, like a good back story. Rather than starting something new.
		They're well established and they know what they're doing. I think it would be a more positive. I don't want to throw away newer companies. I like the idea of established. Like BMW used to make airplane engines. That's pretty cool. I think that's pretty neat. Just having that to back that up. I like that. I like to have a good background for something. I think it's a good start and everything can only usually go up from there.
		Yes, and I like history. I like learning about what they did before.
		I think that's really neat. I like Canadian and History. It's kind of neat. It's funny that it comes up…okay.
S16	Track Record	It does factor in. If they've been around for a long time. The perception is they will be for a long time to come. That was one of the factors if I'm staying in one spot. I want something that's going to be around forever. But at the same time, sometimes it's exciting to be a part of something that's just come in like Calbridge has. They bought out UBG group which was a big player in the building and developing in Calgary and surrounding area. They wen under and Calbridge bought them out. So that kind of acquisition… But like PetroCan and Suncor….but back when they took over petrocan, it was the little Calgary guy that bought out the big guy. It became known across Canada…that kind of excitement that occurs. But again, it is a factor to look at the history, to know a little bit about the ins and outs and where's and how's they came about in my interest.
S17	Track Record	To a certain extent. Yes, because I mean it's important right because if a company is a long time in business, it's a stable company, it doesn't run out of business. So if its been going for over a 100 years. If a company has only been in business for 1 year it is something you would consider, it's important. But oil and gas, you look at the history of development of the industry itself. Some of them are young, so what are certain

		companies, have a limited history, but obviously its something that should be considered. an
S18	History part of Identity	I think pride would (be important). Heritage of a Canadian company… personally I think I'm a lot more patriotic. So a local company, a Canadian company, a Calgary company…like Calgary Stampede. So that local pride
RC1	History part of identity Track record	Yeah…. Like I don't know how to put it in words… Cause like Fairmont is mostly Canadian get away. CP kind of romanticizes that fact. They were the first railway. Benefits of Canada. That whole…. Romance of the railway…of Canada..The heritage. You would take pride in that I would say. (Is that idea of the history important to you in terms of the image. Not particularly. It's not likely there's anything horrible in their history.
RC2	History part of identity (respect, pride)	Long term Canadian companies, they've been around a long time. Vs. Caltrax is fairly new. Never heard of them til this year. The others I grew up with them I've always known their names. they've been around since Canada was born. It doesn't get much older than that. It is a bit important. But its not the most critical importance. Four-five somewhere in there out of 10. It's nice to work for a respected company. And one that everybody's heard of. It's easy to relate to people. They know where you work at.
RC3	History part of identity Track record	Also CP, for example, CP has more of a history….i remember going back to grade school. I remember talking about the last spike, and history and I think there was some Canadian politics behind CP. And then CN had some of that as well. But CP is just more well known. Yeah, I think they have more of a proud history. CN was a whole bunch of companies going under. And I think the govt took it over. CN was a crown corp and I don't think CP ever was. And CP has a proud history. Set up by the government… and you never heard much about that since…. Yeah, I would be able to group it by history….I would also want to work for a company that has a proud Canadian history. I wouldn't want to work for a company that has a bad history, or a bad financial situation, or tons of crashes, Fairmont wouldn't…but But personally I would feel proud to work for a company like CP because of the history…. Caltrax doesn't have too much of a history, but I think they started up in the 70's. History has been pretty good… They just don't have as much…Fairmont and CP have a lot more history behind them.
RC4	History part of identity (Pride, Canadian)(Family Identity)	Yeah it is. I think being able. When someone asks you what you do you for a living and you tell them the company you work for it's something you should be stoked to tell them. Yeah working for a company that's been around for a long time they know how to be successful and how to keep it successful.

| | | I mean has to do with a bit with location and also because I come from a family of railroaders, the majority of them worked for CP, a few from CN. I live in Airdrie, I've seen CP going through my hometown for my whole life. So I've always had this image in my head of what a train looks like. And its' always CP. It's also how they run across they whole country. CP Rail found the more efficient route to cross the route. CN took the more northerly route when you get out west here. And CN takes a lot longer to ship out here. And then EHH is the big bad wolf, but he's definitely reduced operating costs by a lot. By trimming employees. But all around, but right now CP is even more strict than CN, but on the plus side, they're an extremely efficient company. And if you mess up with one things at CP, you're pretty much out the door. So do your job perfectly every time. 100% of the time. And I think that would be stressful, but I also admire that. Get it done perfectly. And CN is close to that. But EFF isn't at the helm anymore, so it's toned down a little bit.

It's got a sentimental aspect to it. Once again I love all types of trains, but I've got no history with this company (SRY). |

Appendix U Analysis of Sample Segments

## U.1 Analysis of Two Sample Segments

The analysis of the two sample segments (BA Students and Railway Conductor students) was carried out to see if it might provide further insight into the outcomes that were developed from the analysis of the total segment. The analysis of each segment was identical to the analysis carried out on the total segment, including Frequency Analysis, ANV analysis and Honey's Content analysis. It was concluded, following this extensive analysis that no further insights were added by examining the segments separately. However, in the interests of completeness, the full analysis is included here.

U.2 Frequency Analysis of Two Sample Segments

The frequency threshold as suggested by Goffin et al. (2006) is that a construct is mentioned by at least 25% of the sample. The Business Administration (BA) students sample was 18 interviewees and so the threshold is 5. Sixteen of the Common Constructs met the frequency threshold and these are shown in Table 20. The constructs coloured blue meet the frequency threshold, the constructs that are coloured grey do not meet the threshold. The Railway Conductor student sample, as has been noted, is small at 4, and therefore the 25% threshold is 1. Nine of the 23 Common Constructs meet the frequency threshold in the Railway Conductor sample and these are shown in Table 21.

Table U-1 Business Students Frequency

Common Constructs Business Students	Overall Frequency ≥ 5	Unique Frequency ≥ 5
Company Scope	19	15
Customer Characteristics	21	13
Canadian Identity	11	11
Career Opportunities	15	11
Brand Image	24	11
Brand Awareness	11	10
Product Characteristics	12	9
Career Fit	12	8
Customer Interaction	7	7
Customer Service Focus	9	7
Company Size	7	6
Heritage Company	6	6
Company Culture	8	5
Company Structure	5	5
Employee Benefits	6	5
Financial Image	5	5
Corporate Social Image	6	3
Company Industry	4	3
Job skills	3	3
Lifestyle	4	3
Work Characteristics	5	3
Pride	2	2
Company Age	1	1
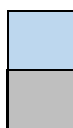
Construct meets frequency threshold; Freq ≥ 5,

Construct does not meet frequency threshold; Freq < 5

Table U-2 Railway Conductor Students Frequency

Common Constructs Railway Conductor Students	Overall Frequency >1	Unique Frequency >1
Heritage Company	6	4
Customer Service Focus	4	3
Employee Benefits	5	3
Brand Image	5	3
Corporate Social Image	2	2
Company Scope	3	2
Company Structure	2	2
Job skills	2	2
Lifestyle	2	2
Brand Awareness	1	1
Canadian Identity	1	1
Career Fit	1	1
Career Opportunities	1	1
Company Size	2	1
Company Culture	1	1
Customer Characteristics	1	1
Customer Interaction	2	1
Financial Image	2	1
Work Characteristics	2	1
Company Age	0	0
Company Industry	0	0
Pride	0	0
Product Characteristics	0	0
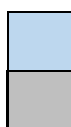
Construct meets frequency threshold; Freq > 1,

Construct does not meet frequency threshold; Freq ≤ 1

In the following two tables (Table U-3 and Table U-4) the Key Constructs are identified for the two segments. In Table U-3, the Business Students sample, we see the ANV and the frequency. The ANV threshold for the Business Students is slightly lower at 8.70 than it was for the full sample (8.73). The Key Constructs are those that meet both the frequency and ANV threshold. These are coloured purple. There are eight Key Constructs identified, compared with nine identified for the full sample. Key Constructs that are identified in both samples include: 1) Customer Interaction, 2) Heritage Company, 3) Brand Image, 4) Brand Awareness, 5) Product Characteristics and 6) Company Culture. The Business Student sample also included Customer Service Focus and Canadian Identity, neither of which were identified as Key Constructs for the full sample. This would imply that the ANV was high for the Business Student sample and that the ANV of the Railway Conductor sample was significantly lower, and hence pulled down the overall sample ANV score. This looks to be supported as the ANV for Customer Service Focus, the Business student ANV is 9.25, the Railway Conductors is 7.55 and thus the ANV for the overall sample was 8.33 and didn't meet the threshold of 8.73. Also interesting, Company Structure and Employee Benefits which were identified as Key Constructs for the entire sample were not identified as Key Constructs in the Business Student sample. Again, the ANV was lower and the Railway Conductor sample ANV for these two constructs was very high (11.4 and 10.3 respectively).

Table U-3 Business Students Key Constructs

Key Constructs Business Students	Frequency ≥ 5	Average ANV ≥ 8.70
Brand Image	11	9.90
Canadian Identity	11	9.02
Brand Awareness	10	9.10
Product Characteristics	9	8.76
Customer Service Focus	7	9.25
Customer Interaction	7	8.82
Heritage Company	6	9.83
Company Culture	5	9.31
Company Industry	3	9.83
Pride	2	9.86
Company Age	1	9.93
Company Scope	15	8.58
Customer Characteristics	13	8.46
Career Opportunities	11	8.59
Career Fit	8	7.97
Company Size	6	8.23
Employee Benefits	5	8.02
Company Structure	5	7.96
Financial Image	5	7.12
Lifestyle	3	8.69
Job skills	3	8.65
Work Characteristics	3	8.10
Corporate Social Image	3	7.71

The Railway Conductor sample (Table U-4) only identified three Key Constructs, these were Company Structure, Employee Benefits and Lifestyle. The ANV scores for each of these was very high (11.4, 10.3 and 11.1 respectively). This exceeded the threshold by 28% for Company Structure, 16% for Employee Benefits and 125% for Lifestyle. This indicates that there was a very high level of differentiation amongst the companies on these constructs. Only two of these constructs were found in the overall sample (Company Structure and Employee Benefits), Lifestyle was not identified in the overall sample. When comparing the two samples we find that there are no common Key Constructs. Although, again, it should be noted that with such a small sample, the Railway Conductor outcomes should be viewed with caution and the results can only be understood as providing a directional indication. But it may suggest that there are differences in how the two different segments differentiate between companies.

Table U-4 Railway Conductor Students Key Constructs

Common Constructs Railway Conductor Students	Frequency >1	Average ANV ≥ 8.89
Employee Benefits	3	10.30
Company Structure	2	11.36
Lifestyle	2	11.07
Company Culture	1	12.38
Customer Characteristics	1	12.02
Career Fit	1	11.89
Customer Interaction	1	11.15
Work Characteristics	1	10.58
Brand Awareness	1	8.98
Heritage Company	4	7.83
Customer Service Focus	3	7.56
Brand Image	3	7.27
Company Scope	2	8.65
Job skills	2	8.29
Corporate Social Image	2	4.53
Financial Image	1	8.27
Company Size	1	6.44
Career Opportunities	1	6.12
Canadian Identity	1	3.65
Company Age	0	0
Company Industry	0	0
Pride	0	0
Product Characteristics	0	0

U.3 Honey's Content Analysis of Two Segments

Honey's Content Analysis was performed on each of the segments. The results are shown in Table U-5 and Table U-6. As can be seen in Table U-6, in the Railway Conductor student sample there were no constructs that had a H% greater than the I% and the L%. This is likely due to the very small sample size (4). The Honey results have been calculated for the Railway Conductor segment and presented below, because of the extremely small sample size (4) which clearly did not achieve theoretical saturation, the results will only be used here to provide for anecdotal support.

In the Business Student sample, the Common Constructs most closely aligned with Organisational Attractiveness were 1) Career Opportunities, 2) Company Structure, 3) Financial Image, 4) Company Size 5) Heritage Company, 6) Customer Interaction, 7) Employee Benefits, 8) Customer Service Focus 9) Corporate Social Image and 9) Company Scope. The Common Construct that was most aligned with Organisational Attractiveness in the Railway Conductor sample was Heritage Company which lends support to this constructs alignment with Organisational Attractiveness shown in the Business Student's sample.

Table U-5 Business Students - Common Constructs with Honey Scores

	Common Construct Business Students	H%	I%	L%
1	Career Opportunities	69%	15%	15%
2	Company Structure	60%	20%	20%
3	Financial Image	60%	20%	20%
4	Company Size	57%	14%	29%
5	Heritage Company	50%	50%	0%
6	Customer Interaction	50%	33%	17%
7	Employee Benefits	50%	17%	33%
8	Customer Service Focus	44%	22%	33%
9	Corporate Social Image	40%	20%	40%
10	Company Scope	39%	22%	39%
11	Career Fit	33%	25%	42%
12	Brand Awareness	30%	20%	50%
13	Canadian Identity	27%	27%	45%
14	Brand Image	27%	27%	47%
15	Customer Characteristics	20%	33%	47%
16	Product Characteristics	18%	36%	45%
17	Company Culture	14%	57%	29%
18	Lifestyle	75%	25%	0%
19	Company Industry	50%	25%	25%
20	Job skills	33%	0%	67%
21	Company Age	0%	100%	0%
22	Work Characteristics	0%	100%	0%
23	Pride	0%	0%	100%

Honey Score High(H% > I% and L%)

Honey Score not high

Frequency not high enough (≥ 5) for consideration

Table U-6 Railway Conductor Students - Common Constructs with Honey Scores

	Common Construct Railway Conductors	H%	I%	L%
1	Heritage Company	33%	17%	50%
2	Company Structure	33%	0%	67%
3	Lifestyle	33%	0%	67%
4	Company Size	25%	25%	50%
5	Customer Interaction	25%	25%	50%
6	Financial Image	25%	25%	50%
7	Job skills	25%	25%	50%
8	Employee Benefits	25%	13%	63%
9	Brand Image	25%	13%	63%
10	Customer Service Focus	20%	0%	80%
11	Company Scope	0%	40%	60%
12	Corporate Social Image	0%	33%	67%
13	Brand Awareness	0%	50%	50%
14	Canadian Identity	0%	50%	50%
15	Customer Characteristics	0%	50%	50%
16	Career Fit	100%	0%	0%
17	Work Characteristics	100%	0%	0%
18	Career Opportunities	0%	0%	100%
19	Company Culture	0%	0%	100%
20	Company Age	0%	0%	0%
21	Company Industry	0%	0%	0%
22	Pride	0%	0%	0%
23	Product Characteristics	0%	0%	0%

▇ (green)	Honey Score High(H% > I% and L%) (*No constructs in this category for this sample*)
▢ (white)	Honey Score not high
▇ (grey)	Frequency not high enough (>1) for consideration

The Frequency and ANV results of the Business Student sample were overlaid with the Honey scores and these results are shown in Table U-7. We see that of the Key Constructs (those that meet the Freq and ANV thresholds) only three have High Honey scores: 1) Customer Interaction and 2) Customer Service Focus and 3) Historic Company / History indicating these three Key Constructs are highly aligned with Organisational Attractiveness.

Table U-7 Business Students - Common Constructs with Frequency, ANV and Honey Scores

	Common Construct Business Students	Unique Frequency >= 5	Frequency as % of Total Sample (18)	Avg ANV > 8.70	H%	I%	L%
1	Customer Interaction	7	38.9%	8.82	50%	33%	17%
2	Customer Service Focus	7	38.9%	9.25	44%	22%	33%
3	Heritage Company	6	27.8%	9.83	50%	50%	0%
4	Brand Awareness	10	55.6%	9.10	30%	20%	50%
5	Canadian Identity	11	61.1%	9.02	27%	27%	46%
6	Brand Image	11	61.1%	9.19	27%	27%	46%
7	Product Characteristics	9	50.0%	8.75	18%	36%	465%
8	Company Culture	5	38.9%	9.30	14%	57%	296%
9	Career Opportunities	11	61.1%	8.59	69%	15%	15 %
10	Company Structure	5	27.8%	7.96	60%	20%	20%
11	Financial Image	5	27.8%	7.12	60%	20%	20%
12	Company Size	6	33.3%	8.23	57%	14%	29%
13	Employee Benefits	5	27.8%	8.02	50%	17%	33%
14	Company Scope	15	83.3%	8.58	39%	22%	39%
15	Career Fit	8	44.4%	7.97	33%	25%	42%
16	Customer Characteristics	13	72.2%	8.47	20 %	33%	46%
17	Corporate Social Image	3	16.7%	7.71	40%	20%	40 %
18	Company Industry	3	16.7%	9.83	50%	25%	25%
19	Job skills	3	16.7%	8.64	33%	0%	67%
20	Lifestyle	3	16.7%	8.70	75 %	25%	0%
21	Work Characteristics	3	16.7%	8.10	0%	100%	0%
22	Pride	2	11.1%	9.86	0%	0%	100%
23	Company Age	1	5.6%	9.92	0 %	100%	%

	Key Construct (Frequency ≥ 5 and ANV ≥ 8.70) with "High Alignment" Honey Score (H%)
	Key Construct (Frequency ≥ 5 and ANV ≥ 8.70) does not have a High Honey Score (H%)
	ANV ≥ 8.70
	High Honey Score (H%)
	Frequency ≥ 5
	Frequency < 5

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Table U-8 Railway Conductor Students - Common Constructs with Frequency, ANV and Honey Scores

	Common Construct Railway Conductors	Unique Frequency > 1	Frequency as % of Total Sample (4)	Avg ANV ≥ 8.89	H%	I%	L%
1	Company Structure	2	50%	11.36	33.3%	0.0%	66.7%
2	Lifestyle	2	50%	11.07	33.3%	0.0%	66.7%
3	Employee Benefits	3	75%	10.3	25.0%	12.5%	62.5%
4	Company Scope	2	50%	8.65	0.0%	40.0%	60.0%
5	Job skills	2	50%	8.28	25.0%	25.0%	50.0%
6	Heritage Company	4	100%	7.83	33.3%	16.7%	50.0%
7	Customer Service Focus	3	75%	7.55	20.0%	0.0%	80.0%
8	Brand Image	3	75%	7.25	25.0%	12.5%	62.5%
9	Corporate Social Image	2	50%	4.53	0.0%	33.3%	66.7%
10	Company Size	1	50%	6.43	25.0%	25.0%	50.0%
11	Brand Awareness	1	25%	8.89	0.0%	50.0%	50.0%
12	Canadian Identity	1	25%	3.65	0.0%	50.0%	50.0%
13	Career Fit	1	25%	11.89	50.0%	0.0%	50.0%
14	Career Opportunities	1	25%	6.12	0.0%	0.0%	100.0%
15	Company Culture	1	25%	8.27	0.0%	0.0%	100.0%
16	Customer Characteristics	1	25%	12.02	0.0%	50.0%	50.0%
17	Customer Interaction	1	25%	11.15	25.0%	25.0%	50.0%
18	Financial Image	1	25%	8.27	25.0%	25.0%	50.0%
19	Work Characteristics	1	25%	10.58	50.0%	0.0%	50.0%
20	Company Age	0	0%	0	0.0%	0.0%	0.0%
21	Company Industry	0	0%	0	0.0%	0.0%	0.0%
22	Pride	0	0%	0	0.0%	0.0%	0.0%
23	Product Characteristics	0	0%	0	0.0%	0.0%	0.0%

Key Construct (Frequency > 1 and ANV ≥ 8.89) with High Honey Score (H%) *(None in sample)*

Key Construct (Frequency > 1 and ANV ≥ 8.89) does not have a High Honey Score (H%)

ANV ≥ 8.89

High Honey Score (H%)

Frequency >1

Frequency ≤ 1 , ANV < 8.89, Honey score is not High (H%)

Table U-8 contains the Frequency, ANV and Honey results of the Railway Conductor sample.

The complete results of the analysis of the two segments are summarized in Table U-9. Heritage Company and Customer Interaction are the only Key Constructs in the overall sample with a High Honey score that are also Key Constructs for the Business Student sample. This indicates high frequency, high differentiation and also high alignment with Organisational Attractiveness. Heritage Company as has already been mentioned is a Key Construct for both the overall sample and the Business student sample. It has a High Honey score for the overall sample, and a high Honey score for the Business Student sample. The ANV is high for the Business student sample at 9.83 (with an 8.70 threshold) whereas it is only 7.83 (with an 8.89 threshold) for the Railway Conductor sample. This indicates that this attribute is one that exhibits high differentiation between companies for the Business students and it is also strongly aligned with Organisational Attractiveness.

However, as stated previously in Section: Analysis of Two Sample Segments, there were no additional conclusions to be drawn from the analysis of the two sample segments.

Table U-9 Summary of Analysis of Full Sample and Sample Segments

	Common Construct	Full Sample Analysis			BA Student Analysis			Railway Conductors Analysis		
		Freq ≥6	ANV ≥ 8.73	H%	Freq ≥5	ANV ≥8.70	H%	Freq >1	ANV ≥8.89	H%
1	Heritage Company	9	9.29	42%	5	9.83	50%	4	7.83	33%
2	Customer Interaction	8	9.32	44%	7	8.82	50%	1	11.1	25%
3	Company Structure	7	8.90	57%	5	7.96	60%	2	11.4	33%
4	Employee Benefits	8	9.34	45%	5	8.02	50%	3	10.3	25%
5	Brand Image	14	8.74	32%	11	9.19	26%	3	7.25	25%
6	Brand Awareness	11	9.01	25%	10	9.10	30%	1	8.89	0%
7	Product Characteristics	9	8.79	18%	9	8.75	18%	0	0	0%
8	Customer Characteristics	14	9.06	18%	13	8.47	20%	1	12.0	0%
9	Company Culture	6	9.62	13%	5	9.30	14%	1	8.27	0%
10	Career Opportunities	12	8.52	64%	11	8.59	69%	1	6.12	0%
11	Financial Image	6	7.42	57%	5	7.12	60%	1	8.27	25%
12	Company Size	7	8.17	56%	6	8.23	57%	1	6.43	25%
13	Customer Service Focus	10	8.33	42%	7	9.25	44%	3	7.55	20%
14	Career Fit	9	8.10	38%	8	7.97	33%	1	11.9	50%
15	Company Scope	17	8.60	35%	15	8.58	39%	2	8.65	0%
16	Canadian Identity	12	8.60	25%	11	9.02	27%	1	3.65	0%
17	Job skills	5	8.47	40%	3	8.64	33%	2	8.28	25%
18	Lifestyle	5	9.72	50%	3	8.70	75%	2	11.1	33%
19	Corporate Social Image	5	6.87	29%	3	7.71	48%	2	4.53	0%
20	Work Characteristics	4	8.78	25%	3	8.10	0%	1	10.6	50%
21	Company Industry	3	9.81	50%	3	9.83	50%	0	0	0%
22	Pride	2	9.90	0%	2	9.86	0%	0	0	0%
23	Company Age	2	7.96	25%	1	9.92	33%	0	0	0%

▢	Key Construct (Frequency > Threshold and ANV ≥Threshold) with High Honey Score (H%) for Full sample and Business Student sample
▢	ANV ≥ Threshold
▢	High Honey Score (H%)
▢	Frequency > Threshold
▢	Frequency ≤ Threshold

Appendix V Summary of Studies

Organisational Attributes and Effects on Organisational Attractiveness

Organisational Characteristics	Focus of Study	Method of identifying characteristics	Findings	# of citations (Google Scholar)	Source (arranged by year)
• Reward structure • Centralization of decision making • Organisation size • Geographical dispersion.	Examined self-esteem and need for achievement as moderators of org characteristics on OA	Drawn from analysis of literature	Subjects attracted to pay for performance and decentralized.	564	(Turban and Keon, 1993)
• Community relations • Employee relations • Environment • Product quality • Treatment of women and minorities	CSP as it relates to Person-Organisation Fit	Kinder, Lydenberg, Domini and Company (KLD) Ratings – an independent CSP rating database.	Higher CSP Rating was related to Company Reputation and Organisational Attractiveness	2443	(Turban and Greening, 1996)
• Hours • Advertising • Variety • Related Experience • Atmosphere • Product Image • Location • Hearsay • Chain size • **Customers** • Respectability • Advancement • Co-workers • Pay Demands	Identify dimensions of Company Employment Image; which affect OA	Forced-choice inductive method used undergraduate students to identify 15 characteristics that were then used to create a questionnaire.	Identified dimensions that discriminate between organisations.	192	(Highhouse et al., 1999)
• Community relations • Non-US operations • Employee relations • Nuclear power • Environment • Tobacco • Product quality • Gambling • Diversity (Treatment of women and minorities) • Alcohol • Military	CSP as it relates to Person-Organisation Fit in the Belgian Military	Kinder, Lydenberg, Domini and Company (KLD) Ratings – an independent CSP rating database	CSP confirmed as important to job seekers; environment, community relations, employee relations, diversity, and product issues were found to affect OA more than the other characteristics.	581	(Backhaus, Stone and Heiner, 2002)
• Pay • Advancement Organisation Personality from Aaker (1997) • Job security • Task demands • Sincerity • Location • Innovativeness • **Working with customers** • Competence • Prestige • Benefits • Robustness • Flexible working hours •	Determine if trait inferences (Org Personality traits) incrementally influence Job seekers over and above job/organisation characteristics.	Similar to (Highhouse et al 1999) two pre-studies using forced-choice options to identify 8 job/organisational characteristics	Supported the hypothesis that Org Personality trait inferences incrementally affect OA over and above job/org characteristics.	561	(Lievens and Highhouse, 2003)
• Boy Scout • Innovativeness • Dominance • Thrift • Style	Organisation Personality	Culled 248 trait adjectives from human personality studies. Eliminated items that did not relate to an org personality	Found 5 factors that capture Organisation personality, Org Personality trait inferences are related to OA	229	(Slaughter et al., 2004)

Job characteristics   Organisation characteristics
• Compensation and advancement   • Work environment
• Pay   • Organisation image
• Type of work   • Location
  • Size
  • Familiarity
  • Hours
	Meta-analysis of 667 coefficients from 71 studies, related to applicant attraction.	From the 71 studies analysed	Results showed perceived work environment has the strongest relationship with job–organization attraction	693	(Chapman et al., 2005)

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Attributes	Personality Traits	Focus/Purpose	Method/Source	Findings	N	Reference
• Team/Social activities • Structure • Advancement • Travel • Pay • Job security • Education • Symbolic image	Organisation Personality traits from Aakers (1997) • Sincerity • Excitement • Competence • Prestige • Ruggedness	Examining the factors that determine potential applicants' initial attraction to a specific kind of organization,	Inductive, semi-structured interviews to obtain traits, then used in a questionnaire.	Trait inferences and job and organizational attributes had more pronounced effects when familiarity was high. From	192	(Lievens, Van Hoye and Schreurs, 2005)
• interest value, • social value • economic value, • development value • application value. •		Employer Brand Attractiveness	. Developed from Amble and Barrows EB dimensions	Developed a scale for measuring Employer Attractiveness	577	(Berthon and Ewing, 2005)
• Powerful • Achievement oriented • Traditional • Conforming • Benevolent • Universal • Self-directed • Stimulating		Perceptions of media richness and credibility were related to firms' projected images	Based on Schwartz (1992) circumplex model	Richness and credibility perceptions enhanced job seekers' initial beliefs about firms' images when their beliefs were positive but did not diminish job seekers' beliefs about firms' images when their initial impressions were too positive.	129	(Cable and Yu, 2006)
• Team/Social activities • Structure • Advancement • Travel • Pay • Job security • Education • Symbolic image	Organisation Personality traits from Aakers (1997) • Sincerity • Excitement • Competence • Prestige • Ruggedness	The relative importance of instrumental and symbolic organisational attributes.	From Lievens et al. (2005)	Symbolic traits explain incremental increase over instrumental traits.	311	(Lievens, Van Hoye and Anseel, 2007)
• Invest in training and development • Care about employees • Career opportunities • Variety in work • Dynamic approach • Friendly informal culture • Opportunity to move into different roles/areas	• Freedom • Scope for creativity • Co-workers have something in common • Pure meritocracy • International travel • Use degree skills	Importance of organisational attributes in attracting Generation Y	Rep Grid to elicit traits that were then used tested using a questionnaire.	"invest heavily in the training and development of their employees" "care about their employees as individuals" "clear opportunities for long-term career progression" "variety in daily work" and "dynamic, forward-looking approach to their business" were the most important attributes	171	(Terjesen, Vinnicombe and Freeman, 2007)
Organisation Personality Traits • Boy Scout • Innovativeness • Dominance • Thrift • Style		How initial attraction to firms is influenced by their perceptions of the degree to which firms display these traits	From Slaughter et al. (2004)	Several Big Five personality characteristics interacted with dimensions of organization personality perceptions to influence attraction.	49	(Slaughter and Greguras, 2009)
Organisation Personality Traits • Sincerity • Prestige • Excitement • Competence • Ruggedness		Moderating influence of the Big Five personality factors in the relationship symbolic, trait-based inferences about organizations	From Aakers (1997)	Sincerity positively related to organizational attractiveness only for individuals high on Conscientiousness, the relationship between Excitement and organizational attractiveness more positive for individuals	54	(Schreurs et al., 2009)

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					high on Openness to Experience.
• Adequate pay; • Training and development programs; • Stability and safety on the job; • Opportunity to learn new skills; • Extra-salary benefits.	Previous work experience (PWE) and previous response to job advertisements experience (PRA) interact with the vacancy elements of job and organizational attributes (OA) for the prediction of organizational attractiveness. Design/methodology/ approach	From Collins and Stevens (2002)	Assessment of the vacancy is constrained by.PWE and PRA moderated the relation between the OA and attractiveness. PRA moderated the relation between perceived knowledge of results (KR) of the job and attractiveness	58	(Gomes and Neves, 2010)(Gomes and Neves, 2011)
• Boy Scout • Innovativeness • Dominance • Thrift • Style	Explored the two dimensions of social identity) as moderators of the relationship between organization personality perceptions (i.e., boy scout, innovativeness, dominance, style, and thrift) and organization attraction	From Slaughter et al. (2004)	Value expression concern moderates the relationships between boy scout, innovativeness, style, and thrift perceptions and attraction such that the relationships between these variables are stronger among those high on value expression concern. There was no support for social adjustment concern as a moderator of these relationships.	13	(DeArmond and Crawford, 2011)
• Social activities • Structure • Advancement • Travel Pay • Job security • Education • Sincerity • Excitement • Competence • Prestige • Ruggedness Organisation Personality traits from Aakers (1997) • Sincerity • Excitement • Competence • Prestige • Ruggedness	Organisational image and attractiveness using the instrumental-symbolic	From Lievens et al. (2005)	Instrumental and symbolic image predict attractiveness more strongly for potential applicants than for their companions, and potential applicants have a somewhat more positive view of the organisation.	48	(Van Hoye and Saks, 2011)
• Organisation culture • Brand name • Compensation • Career growth and prospects • Job profile • Employee empowerment • Training & Development	Characteristics of Attractive Employer Brand	Semi-structured interviews with graduating students,, produced list of 7 attributes that was then used in a questionnaire.	Organizational culture, brand name and compensation were identified. Job portal was the preferred channel for employer attractiveness a significant and positive correlation between strong brand image and likelihood to apply	38	(Chhabra and Sharma, 2014)
• Salary • Advancement • Location • Reputation • Work content • Work culture	Using Employer Brand characteristics to become an employer of choice.	Open ended questions of students to determine the list of 6 attributes later used in a questionnaire on Employer Brand attractiveness	Only if employer brand associations lead to positive employer brand emotions can an FCBe be established.	19	(Rampl, 2014)