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The relationship between Employer Branding, Attraction and Retention of employees across different generations: a new service for ARGO.

Joana Ferreira Gomes

Project submitted for the degree of Master in Human Resources Management and Organizational Consulting

Supervisor:
PhD Andrea Fontes, Invited Professor,
Department of Human Resources and
Organizational Behaviour
ISCTE-IUL

October, 2023

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Department of Department of Human Resources and Organizational Behavior

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There is no star in heaven that we cannot reach.

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Acknowledgments

Two years ago, I decided to leave my comfort zone. The conclusion of this Master's Degree marks the end of one of the most challenging, but incredible, journeys of my life, and none of it would have been possible without the people who are around me. I was always told about the importance of being surrounded by good people, but it was only quite recently that I realized how lucky I am. Thank you for inspiring me every day.

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Resumo

Com um mercado de trabalho cada vez mais dinâmico, competitivo e complexo, as Organizações estão progressivamente mais conscientes da urgência em adaptarem as suas estratégias às necessidades atuais do mercado, de forma a conseguirem continuar a atrair e reter talento. Estando atenta às dinâmicas do mercado, a ARGO percebeu que o *Employer Branding* surge como uma solução, uma vez que, antes de começarem a definir novas estratégias de Recursos Humanos e de Comunicação, as empresas devem apostar num diagnóstico profundo, de forma a conseguir perceber qual é o estado atual da sua marca empregadora, tanto internamente como externamente.

Neste sentido, os principais objetivos deste trabalho são o desenvolvimento de uma Ferramenta de Diagnóstico de *Employer Branding*, demonstrando a sua aplicabilidade utilizando um exemplo prático, e o impacto desta temática na atração e retenção de talento nas diferentes gerações. Após a realização da análise quantitativa foi possível perceber que, no caso da empresa analisada, a presença ativa das 4 gerações torna a relação colaborador-empresa mais complexa, uma vez que existem diferenças estatisticamente significativas, nomeadamente entre os *Baby Boomers* e as restantes gerações, no que toca à Retenção, e entre a Geração X, Y e Z no que toca ao *Engagement*.

Desta forma, com o desenvolvimento de uma Ferramenta de Diagnóstico de *Employer Branding*, que permitirá analisar, de uma forma transversal e holística, o estado atual de uma determinada Organização, será possível definir um plano de ação mais completo para o desenvolvimento das áreas mais críticas.

Palavras-chave: Employer Branding, Atração, Retenção, Gerações, Ferramenta

Classificação JEL: O15 - Human Development; M14 - Corporate Culture

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Abstract

With an increasingly dynamic, competitive and complex labor market, Organizations are progressively more aware of the urgency of adapting their strategies to current labor market's needs, in order to continue to attract and retain talent. Being attentive to the dynamics of the market, ARGO realized that Employer Branding emerged as a solution, since, before starting to define new Human Resources and Communication strategies, companies should invest in an in-depth diagnosis, in order to be able to understand the current state of their employer brand, both internally and externally.

In this sense, the main objectives of this work are to develop an Employer Branding Diagnostic Tool, demonstrating its applicability, using a practical example, and the impact of this theme on attracting and retaining talent in different generations. After carrying out the quantitative analysis, it was possible to realize that, in the case of the company analyzed, the active presence of the four generations makes the employee-company relationship more complex, since there are statistically significant differences, namely between the Baby Boomers and the other generations in terms of Retention, and between Generation X, Y and Z in terms of Engagement.

In this way, with the development of an Employer Branding Diagnostic Tool, which will make it possible to analyze the current state of a given Organization, in a transversal and holistic way, it will be possible to define a more complete action plan for the development of the most critical areas.

Keywords: Employer Branding, Attraction, Retention, Generations, Tool

JEL Classification: O15 - Human Development; M14 - Corporate Culture

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Glossary

PLIW - Personal Life Interference with Work

WIPL - Work Interference with personal life

WPLE - Work/Personal Life Enhancement

WLB - Work-Life Balance

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Introduction

The labor market is currently facing one of the most dynamic periods in its history. Attracting and retaining talent has been a major concern when it comes to talent management, leading Organizations to redefine some of their strategies. This complexity has been driven in large part by generational diversity, since the four generations - Baby Boomers, Generation X, Generation Y and Generation Z - are now actively present in the labor market.

Over the last few years, Organizations have become more aware of the good practices they could adopt to improve their positioning in the labor market, highlighting Employer Branding as one of the possible solutions. Defined as the package of functional, economic and psychological benefits afforded by the employer (Ambler & Barrow, 1996), Employer Branding stands out for its impact on an Organization's reputation and value proposition, both among its employees and in the labor market. In this sense, ARGO, a Human Resources consulting firm, being aware of its dynamism, realized that there is a gap in the services offered that included this topic. Realizing the importance of making a good diagnosis of the current state of an employer brand, ARGO promoted a synergy with the author of this work to develop an Employer Branding Diagnostic Tool. The main goal of this tool is, through a holistic analysis of the current situation of a brand, to be able to draw conclusions about the main strengths and areas for improvement of a given employer brand, so that it is then possible to create an action plan in line with these conclusions.

Therefore, in order to create a tool as complete as possible, a qualitative study will be carried out, namely through interviews with leading professionals in the topic of Employer Branding, with the aim of understanding the main characteristics that, for these professionals, should be included in a tool of this nature. After this analysis, in order to demonstrate the tool's applicability, it was decided to use a practical case, namely the example of Ikea Industry. To this end, a quantitative study was carried out with the aim of analyzing the main differences in requirements between people from different generations and understanding the impact of these differences on Attracting and Retaining talent. This analysis was carried out from a comparative point of view, namely between the results of the questionnaire at Ikea Industry and for the labor market.

In this sense, throughout this work, it is possible to find a literature review of the variables under study, in particular Employer Attractiveness, Retention, WLB, Remote Work,

Engagement and Generations, which underpins the theoretical basis of this project, the methodologies used, analysis of results and findings, a detailed description of the tool, its main features and usage method, as well as the main conclusions of the work.

Definition of the Problem

ARGO is a national company that develops transversal Human Resources strategies with the ambition of helping its clients to find the right people with the potential to bring the maximum value to their Organizations, leading to the strengthening of their businesses. With focus on quality, rigor and excellence, ARGO establishes proximity to both clients and candidates, providing the best advisory and experience (to both).

ARGO has built a very solid presence in the Portuguese market, since 2017, demonstrating its ability to adapt its service offer to the different conjuncture and different clients' needs. In order to be, more and more, a strategic partner for their clients, ARGO consultants seek to understand the real “aches and pains” of their clients, in order to dynamize a solution that can solve their challenges. In the following sense, ARGO started to become more aware of the demands and dynamism of the labor market and the difficulty that many of its clients were facing in attracting and retaining talent. Despite already being aware of the real impact that Employer Branding has on Attracting and Retaining talent and having closely followed the growing evolution of this area in the Portuguese labor market in recent years, the Organization realized that it would be pertinent to develop a service focused on this area, in order to help its clients improve their connections, both internal and external, by understanding exactly what their strengths are and how to make the most of them.

With the goal in mind, ARGO's partners invited the author of this work to develop a solution that will help diagnose the strengths of each brand in the labor market, in a transversal way. In this sense, before starting to develop the Employer Branding Diagnostic Tool, it was important to clearly define the main objectives of this final work. On the one hand, the idea was to develop as complete and useful a tool as possible and, on the other, to understand the impact of Employer Branding on Attracting and Retaining talent from different generations. In addition, by demonstrating how to use the tool, the aim is to aim a practical understanding of how this relationship occurs in the Ikea industry.

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Literature Review

2.1 Employer Branding

Over the past few years, Employer Branding is a topic that has been gained special relevance in the corporate world, as a valuable Organizational strategy to raise awareness of the employer, from its reputation to the routine experience in the workplace (SHRM, 2008), and to create a perception as a desirable place to work (Sullivan, 2004). It can also be seen as a result of human resources and marketing coordination (Punjaisri, 2010).

According to Ambler & Barrow (1996), Employer Branding is described as the package of functional, economic and psychological benefits given by the employer and identified with it. This organizational strategy can help employers improve their competitive advantage in the “war of talent” that companies are facing nowadays, by attracting, retaining and hiring the best human capital in the labor market (Gallardo-Gallardo et al., 2015; Jonsen et al., 2021). The truth is that labor market is facing an era of demographic winter, as Rodríguez-Sánchez et al. (2020) call it, since, due to the aging population, companies are finding it more difficult to retain and attract talent.

In this regard, Employer Branding main mission is to, internally and externally, differentiate Organizations from their competitors (Ambler & Barrow, 1996). The main target of the internal strategy is the companies’ current employees and its main goal is to develop programs and activities that promote and help build the Organization’s culture (Figurska -ewa Matuska, 2013). On the other hand, the external Employer Branding is developed with the goal of attracting potential employees, from active professionals in the labor market, to students and recent graduates. This strategy is developed through not only the usage of the most modern communication channels, such as active participation in social networks, but also more traditional media or participation in corporate or university events (Figurska -ewa Matuska, 2013).

For Employer Branding to become a strategic human resources topic within companies, it is important that its development is based on the Employee Value Proposition (EVP). According to Pawar & Charak (2015), the EVP is the set of benefits, rewards and advantages that the employer offers to each of its employees as a result of the work, skills and abilities they perform for the organization (Pandita & Ray, 2018; Pawar & Charak, 2015). For the Employer Branding strategy developed to be as strong and consolidated as possible, the company must

focus on transmitting its true essence and values (Pawar & Charak, 2015). Only then, the employer will be able to attract and retain key employees in the labor market (Corporate Leadership Council Research, 2012; Heger, 2007), ensuring that there is a better fit between the company and the candidate (Trost, 2014). According to the report Employer Brand Research 2023, published in 2023 by Randstad, the top five EVP factors most valued by Portuguese talent when choosing an employer are, in order: attractive salary and benefits; professional-personal balance; pleasant professional atmosphere; career progression and, finally, job stability (Randstad, 2023). When we compare these factors by generation, we see that the four generations currently present in the Portuguese labor market - Baby Boomers, Generation X, Generation Y or Millennials, and Generation Z - value the five aforementioned above criteria practically equally. The most accentuated difference occurs in the criterion "Career progression", where Generation Z clearly showed a higher interest than the other generations (Randstad, 2022).

After the EVP is well defined, Marketing enters to help create more efficient communication strategies that could reach the targets intended by each Organization (Moroko & Uncles, 2009). One of the most relevant communication strategies is Brand Awareness, since it helps the employer to create an image of its brand in the labor market and, consequently, to communicate its strengths and benefits as an employer brand (Kotler & Keller, 2016). As the Organization as a brand gains notoriety, talent's perceptions in the marketplace towards the brand will change (Aaker, 2015) and if this communication is done well, it can positively impact company attraction (Yohana F. C. P. Meilani, & Ian N. Suryawan, 2020) and trust (Bilgin, 2018; Cassia et al., 2017).

In this sense, Employer Branding has several components that help improve the company as an employer, whether their image in the labor market or their practices. According to Mosley (2007), the main focus of employer branding should include recruiting, orientation, reward and recognition practices and promoting the culture and values of the employer, in order to make a better company-candidate fit (Backhaus & Tikoo, 2004).

2.2 Work-Life Balance

Research has demonstrated that Work-Life Balance (WLB) has a huge impact in engagement, attraction and retention of key employees, which, according to Rodríguez-Sánchez et al. (2020) are those employees that are particularly valuable for any Organization.

WLB can be defined as the time and psychological energy allocation, in a balanced way in work and non-work life, with the aim of achieving satisfaction in both (Greenhaus et al., 2003). This can be categorized by two different dimensions: the role engagement in work and nonwork life and minimal conflict between work and nonwork roles (Sirgy and Lee, 2018). If on the one hand, WLB can be seen as a key driver for engagement (Sieber, 1974) and involvement across multiple roles of employees (Kirchmeyer, 2000), on the other hand, this balance can only be achieved at its peak if there is effective conflict management (Fisher, 2009), between the border line that is the work and personal life (Clark, 2000).

Due to the “demographic winter” era mentioned above, the labor market is anticipating a critical situation when it comes to recruiting and retaining key employees (Rodríguez-Sánchez et al., 2020). Therefore, Organizations need, more than ever, to combine their HR strategies, namely those of WLB, since it can influence many employees’ outcomes in their professional and personal life (Adams et al., 1996; Burke, 1988).

As Avgar (2011) found out in his studies, when companies invest in employee human capital, the levels of loyalty and commitment increase. To improve talent attraction and retention, companies need to invest in some key criteria of WLB. According to Rodríguez-Sánchez et al. (2020), companies need to focus their strategy on creating Talent Management Practices, since these help it to achieve successful results in terms of company attractiveness, the achievement of business goals and corporate profit (Bethke-Langenegger et al., 2011). In section 2.4 Engagement, it will be better explained the importance of Talent Management strategies for companies, but these kind of practices are also a great way to introduce candidates to the company's values and culture and help them understand whether or not they identify with the company (Rodríguez-Sánchez et al., 2020). This identification have a positive impact in the levels of commitment, loyalty and retention of the employees (Kim, 2010).

Besides that, WLB can also impact the productivity (Eaton, 2003) and the satisfaction of employees (Karatepe & Uludag, 2007). If employees feel happy, satisfied and valued in their work, they are more likely to stay in the Organization (Mañas-Alcón, 2007), to recommend it to their network and to be more motivated to work, which can lead to more productivity (Eaton, 2003), a better performance and career development (Whiston & Cinamon, 2015). Additionally, employees value their social and family time. If it becomes difficult to reconcile work with social and family life, employees may become more emotionally tired, which might have an

impact on their job satisfaction and intention to stay in the company (Karatepe & Uludag, 2007; Wayne et al., 2004)

Furthermore, companies also need to analyze the needs of the different generations, in order to make an adjustment in their practices to fulfil all of their requirements (Cennamo & Gardner, 2008; do Amaral, 2004). If the WLB policies are well done, the employees' life satisfaction increases (Fisher, 2009), which has a positive effect in retention and attraction capabilities of employers (Beauregard & Henry, 2009).

2.3 Remote Work

According to Framework Agreement on Telework (2002), remote work can be defined as a “form of organizing and/or performing work, using information technology, in a context of an employment contract/relationship, where work (...) is carried out away from those premises on a regular basis” (page 2), giving companies' employees the ability to perform their work from any location and at any time (International Labor Organization, 2020)

Although some companies have been betting on remote work for a few years now, this more modernized way of working only gained the attention of most companies when the COVID-19 pandemic began, in 2020, since, with the need to adapt quickly to the new global situation, companies have designed new ways of working. However, this transition may, in many cases, not have been well thought, causing consequences in the WLB of employees.

If, on the one hand, remote work helps employees and companies to introduce a high level of flexibility and work autonomy in their professional and personal lives, on the other hand, there has been a difficulty in defining boundaries between personal and work life. Some employees feel the pressure to stay electronically active at all time (Boehmer et al., 2017) and available to their managers, which can lead to fatigue (Belkin, 2016), demotivation and harm individual WLB. In addition, many employees began to develop emotional and psychological stress, that may have resulted from the isolation (Lund et al., 2020) and long periods of confinement they were subjected to (Organização Internacional do Trabalho, 2020).

It is also important to note that remote work has also accentuated some social inequalities among employees, since not everyone has access to the same conditions at home (Lund et al., 2020). Thus, companies have already been thinking about strategies so that all their employees have the same conditions when working remotely. Besides that, the opportunity to work remotely does not cover all workers. As mentioned in the McKinsey study (Lund et al.,

2020), all those activities that are more physical, manual, and that require the use of specific materials/machines do not have the possibility of remote work, as is the case of people who work in the production lines of factories, for example. Thus, one of the biggest challenges that companies currently face concerning this matter is to be able to give flexibility and autonomy to all workers, regardless of their activities.

Nowadays, another challenge of remote work is the creation of a clear legislation that protects both the workers and the company, namely in the definition of limits between what is monitoring and controlling the work of employees (International Labor Organization, 2020a). However, and guided by the results presented in the study conducted by Randstad in 2022 (REBR Portugal 2022 - Final Report), the possibility to work remotely is one of the factors that employees of all generations value most. According to the results of the McKinsey study, most top management managers at companies assumed that remote work is a trend that is here to stay and, to continue to be seen as attractive to employers, companies need to continue to bet on remote work strategies, as for example in hybrid working models. (Lund et al., 2020).

2.4 Engagement

According to Schaufeli (2013), engagement is the state of being emotionally involved or committed to something or someone. This state of enthusiasm, passion and energy can manifest itself in many different ways and in relation to many different subjects, such as work. Work engagement or employee engagement can be defined as the level of involvement and dedication that employees have towards their employer and the work they do (Falcone, 2006; Mohammed, 2015; Schaufeli, 2013).

In addition to this definition, employees' attachment to their work was also studied in the Job Demands-Resources (JD-R) Model and, according to this, work engagement can be interpreted as the positive opposite of burnout (Maslach & Leiter, 1997; Schaufeli, 2017), a chronic stressful situation that can occur due to exhaustion, mental detachment and reduced personal effectiveness (W. Schaufeli, 2017). In order to better understand how burnout and work engagement were related, Schaufeli (2017) formulated the JD-R model and divided into two aspects: job demands, which can be defined as those aspects of the job that require greater physical and/or psychological effort to accomplish, and job resources, which, on the other hand, refer to the more positive aspects related to work, such as effectiveness in meeting goals, stimulation of personal growth, and/or ease in accomplishing the intended tasks (W. Schaufeli, 2017). If, on the one hand, stress and less positive individual and Organizational results can

appear as a consequence of higher work demands that are not adequately rewarded by the employer (W. Schaufeli, 2017), on the other hand, good results can be a mirror of a motivational process and work engagement between the employee and the company.

According to Schaufeli (2017), job resources inevitably have an associated motivational part, which helps employees feel more committed to the Organization, secure and have a better performance. According to W. B. Schaufeli et al. (2002), work engagement can be characterized by three variables (which will be the variables studied further in the Methodology section): *vigor*, which is related to energy levels and mental resilience during work; *dedication*, which has to do with each employee's sense of enthusiasm and commitment; and, finally, *ambition*, which is related to concentration and involvement in the work itself (Seppälä et al., 2009).

But if engagement is such an important variation for companies, since it directly impacts employees' satisfaction, motivation and sense of commitment (Joo & Mclean, 2006; Llorens et al., 2007), how can Organizations bet on fortifying the relationship with their employees?

Employee engagement is directly influenced by Talent Management strategies created and developed by companies (Ballesteros Rodríguez et al., 2010). Talent Management can be defined as the set of business strategies developed by companies to increase their productivity, causing a direct impact on the attraction, retention and advancement of talent (Mohammed, 2015). According to Ballesteros Rodríguez et al. (2010) and Mohammed (2015), companies currently consider that they are successful when they are able to attract and retain the right people, that is, people who have the necessary skills to positively impact the company's performance.

In line with Talent Management strategies, which help companies become more competitive and increase their efficiency and effectiveness in the labor market (Mohammed, 2015), it is important to get the right people performing a function aligned with their skills and capabilities (Huselid & Becker, 2005). Thus, to keep those levels of Organizational performance and employee engagement high (Abel, 2008), the company must continue to invest in the cognitive and career development of its employees (Cappelli, 2009; Greenhaus et al., 2009), accompanied with a reward strategy that makes them feel valued and a sense of purpose (Mohammed, 2015; Pandita & Ray, 2018; Smyth & Edkins, 2007). If employees feel that their work is recognized by their employer, they will create a closer and stronger relationship with the Organization for a longer period (Lawler, 2008), that is, they will be more

connected to the company. This increase in engagement levels, which directly influences their performance and its quality (Mohammed, 2015), has a positive relationship with the levels of job satisfaction (Bourdreau & Ramstad, 2007), commitment and value addition (Mohammed, 2015), which, together, help to lower the levels of turnover and absenteeism in the company (Bourdreau & Ramstad, 2007; Mohammed, 2015; Pandita & Ray, 2018; Ringo et al., 2010; SHRM, 2012). This will also help improve each worker's individual WLB (Rodríguez-Sánchez et al., 2020).

In recent years, due to the global pandemic, which proved to have been a turning point for a paradigm shift, especially in the way workers felt about their work and personal lives (Mahand & Caldwell, 2023). After a long period of working remotely, many employees began to feel isolated, loneliness (Luchetti et al., 2020) and with higher levels of stress and burnout, which inevitably affected the way many people worked (Clifton, 2002). Although many workers were already unhappy with their working conditions, such as pay and the way some managers led, before the pandemic (Formica & Sfodera, 2022; Yu et al., 2021), this worldwide event made them more disconnected from their work and employer (Formica & Sfodera, 2022; Luchetti et al., 2020), leading to the term Quiet Quitting being used more than ever.

Quiet Quitting is the term used to define the little commitment and investment some employees exhibit in performing their work tasks (Formica & Sfodera, 2022). It is associated with a disengagement between the job and the employer, causing employees to perform no more than what is extremely necessary (Formica & Sfodera, 2022; Zenger & Folkman, 2022), which, consequently, led to a decrease in talent retention (Hopke, 2022). Although this disengagement is across all generations (Damron, 2018), most quiet quitters are employees of generation Z (Schroth, 2019) and Millennials (Ellis & Yang, 2022), who, currently, have the lowest level of employee engagement of the decade (Harter, 2022). The main reasons why this disengagement from work has happened are the existence of toxic work cultures, where employees, especially of these generations, do not feel valued by their employers (Worline & Dutton, 2017), and the lack of learning and growth opportunities within companies (Formica & Sfodera, 2022). Employees are increasingly looking for a stable and enduring relationship with their workplace, which means, they are seeking companies that value them and bet on their future (Cameron, 2021; Formica & Sfodera, 2022; Mahand & Caldwell, 2023).

Thus, in conclusion, it is possible to realize that employee engagement, besides being a metric that employers should take into special consideration, can be strongly influenced by a

well-structured Talent Management (Ballesteros Rodríguez et al., 2010). Thus, if each company invests in a consolidated and efficient Talent Management strategy, in addition to improving their performance (Iles et al., 2010) and helping to create a competitive advantage (Mohammed, 2015; Pandita & Ray, 2018), they will also be able to attract and retain more talent (Mohammed, 2015; Ringo et al., 2010). Besides that, and being aware that Quiet Quitting affects, in a negative way, the comparative advantage of companies (Hare, 2022), employers should start focusing on understanding the motivations and needs of their employees (Mahand & Caldwell, 2023), in order to make them feel more motivated, happier and willing to go an extra mile in performing their tasks, helping the company to achieve greater potential and productivity (Diener & Lucas, 2000; Van den Broeck et al., 2010).

2.5. Generations

In recent years, working environments have become increasingly complex, largely due to the increase in workforce diversity. Although this diversity has been driven by various factors, age has a significant impact, since, currently, there is an atypical phenomenon: four generations are actively present in the labor market. Although this phenomenon brings great cultural enrichment to companies, it also brings some challenges, particularly when it comes to integrating the different motivations and preferences of employees (Cennamo & Gardner, 2008; Hansen & Leuty, 2012).

According to previous research, generations can be defined as a group of people, born in a certain period, who share common life experiences (Drago, 2006; Smith & Clurman, 1998; Yusoff et al., 2014). These experiences are "unique, valuable and special" (Angeline, 2011) and can be related to economic, financial, social, natural, political and global conditions (Smith & Clurman, 1998). Although each generation has unique and different characteristics (Benson & Brown, 2011), there is no consensus between the periods that limit each generation (Hansen & Leuty, 2012). In this sense, and for the validation of this work, it was decided to consider the approach of Bencsik et al. (2016), represented in Table 1.

Table 1.

Generations by Bencsik et al. (2016).

Generation	Period
Baby Boomers	1946 to 1960
Generation X	1961 to 1980
Generation Y	1981 to 1995
Generation Z	1996 to 2010

Although the different generations have different behaviors, values and ambitions and different ways of thinking and working (Rajani, 2012), research done by Hagström and Gamberale (1995) and Smola and Sutton (2002) concluded that the differences between generations are quite small in practical terms. Many of the main challenges of a workforce with such a diversity of ages can be explained by the lack of communication, understanding and availability between employees (Lancaster & Stillman, 2002; Zemke et al., 2000), which inevitably leads to people drifting apart and a generational gap (Hansen & Leuty, 2012; Mead, 1970). In this sense, Organizations can benefit from developing human resources strategies that encourage the involvement, communication, knowledge sharing and appreciation of all employees, regardless of age (Francis & Hoefel, 2018; Rajani, 2012), so that they are truly involved and committed to the Organization. Generational diversity, which has an impact on attracting and retaining employees in companies (Cennamo & Gardner, 2008), should not be seen as an obstacle, but rather as a way for the Organization to consolidate its competitive advantage in the labor market (Hansen & Leuty, 2012; Rajani, 2012).

2.5.1. Baby Boomers

On the one hand, *Baby Boomers* are the most mature generation in the labor market. With a strong commitment and bond to their workplace (Kothapalli & Swetha, 2017), the employees of this generation are characterized by their resilience, optimism and determination (Kothapalli & Swetha, 2017; Lancaster & Stillman, 2002). Because of their commitment, they have been the driving force behind new working methods and processes, even if this has had a negative impact on managing their personal and professional lives (W. Strauss & Howe, 1991).

2.5.2. Generation X

On the other hand, *Generation X* presents itself as a very hardworking, responsible and resilient generation (Kothapalli & Swetha, 2017; Kupperschmidt, 2000; W. Strauss & Howe, 1991). They have been through historical moments, from the media revolution to wars, which have shaped their way of thinking and relating to their employer (Lancaster & Stillman, 2002; Losyk, 1997). Despite being very loyal and committed to their work (Kothapalli & Swetha, 2017), employees of this generation are also very ambitious and driven by challenges (Cohen, 2022). Therefore, they seek to work and be more adaptable to change, in order to build a more solid career path with opportunities for growth (Cohen, 2022; Hansen & Leuty, 2012; Hewlett, 2009; Kothapalli & Swetha, 2017).

2.5.3. *Generation Y*

Generation Y or Millennials, by contrast, is a generation that has been exposed to different cultures and major technological developments from an early age (Hansen & Leuty, 2012). They are characterized by their confidence, self-esteem, curiosity and independence (Kothapalli & Swetha, 2017), presenting a very strong position on environmental issues and the balance between personal and professional life (Kothapalli & Swetha, 2017). Their entry into the labor market has been greatly impacted (Crumpacker & Crumpacker, 2007), since employees of this generation value teamwork, flexibility and extrinsic compensation, such as salary, much more than previous generations (Kothapalli & Swetha, 2017; Twenge et al., 2010).

2.5.4. *Generation Z*

Finally, *Generation Z*, the generation that is currently taking its first steps on the labor market, has come in to revolutionize the way previous generations perceive work. Employees of this generation value freedom and WLB more than previous generations (Francis & Hoefel, 2018), and are very pragmatic and analytical in their decision-making process (Bencsik et al., 2016). By proactively embracing different causes, the members of this generation are naturally more inclusive, welcoming and concerned with promoting dialogue between those around them, in order to promote the discussion of tabu issues and the elimination of preconceptions already established in society (Bencsik et al., 2016). Because they are always online and receiving information, the arrival of this generation of employees has brought some challenges for Organizations, as they have had to start rethinking some of their HR practices, such as the working model, diversity and inclusion (Bencsik et al., 2016; Francis & Hoefel, 2018).

Methodology

This chapter will describe the methodology adopted, namely qualitative and quantitative, in order to successfully achieve the objectives proposed by this final master's work: the development of a diagnostic tool for Employer Branding, that allow to understand how the attraction and retention of talent from different generations can be influenced by Employer Branding.

Focusing initially on the methodology chosen for the development of the tool, it was decided to start with a qualitative study, using interviews with professionals of reference in the area. The main objective of this study was to understand, through an induction approach, what kind of tools, metrics, variables and strategies are currently used by different professionals in their companies, in order to make the diagnostic tool as useful and complete as possible. This method proved to be the most appropriate for this kind of study, as it allows for a deeper and more detailed understanding of the subject in question, while also allowing for the analysis of new perspectives (Carmo & Ferreira, 2008). As inclusion criteria, it was decided to only interview professionals that have consolidated experience in this area and work or have worked in pioneering companies regarding the definition of Employer Branding strategies in the Portuguese labor market, such as, for example, Lidl, IKEA or Jerónimo Martins. To analyze the information gathered from the interviews, it was decided to adopt the content analysis method, since this analysis offer new and more deeper perceptions of the research topic (Koufogiannakis et al., 2004; Krippendorff, 2004) and create information categories (section 3.1.2. Procedure). The interpretation of the results obtained, the measurement of the information collected was intangible, since only the concepts, ideas and opinions of the professionals interviewed will be interpreted (Leedy & Ormrod, 2019).

Additionally, a quantitative study was carried out in order to understand the relationship between Employer Branding, Attraction and Retention of talent from different generations, namely the differences between the needs and motivations among the active population in the Portuguese labor market. The method used to perform this analysis was the online questionnaire, as it proved to be a quickly, effective and consistent method in the collection of large amounts of data (Dilman et al., 2014), as it can not only ensure that all participants respond, anonymously, to the same topics (Couper & Miller, 2008; Fowler, 2013), but also facilitates the establishment of correlations and relationships' analysis between the different variables (Hair et al., 2019).

As the questionnaire will be an important element of the Employer Branding Diagnostic Tool (section 5.1.2. Questionnaire), it was considered appropriate to develop a practical example, with the aim of exemplifying how the questionnaire will be used in the context of the tool. In this sense, a comparative analysis was carried out between a company and its sector of activity, namely between Ikea Industry and the industry sector. The online questionnaire was structured in Qualtrics platform and shared either on the company's intranet, for the internal analysis, either on social media, such as LinkedIn, Facebook, Instagram and WhatsApp, for the external analysis. Although two different questionnaires were created on the online platform for convenience in monitoring the answers obtained, the questionnaire shared between the company and the labor market was exactly the same, which facilitated the analysis of the results, since it was possible to join the two databases into one. To this effect, inclusion criteria were established, which means, the characteristics that participants must meet to be considered in the study. In this case, the inclusion criteria were, cumulatively, work in the industry sector and have worked for, at least, 6 months. All participants who did not fulfill both requirements were excluded from the study. The measurement of this information will be substantial, as there will be specific data to interpret and analyze (Leedy & Ormrod, 2019).

3.1 Qualitative Study

3.1.1. Sample

According to Carmo and Ferreira (2008), research using qualitative methods is usually associated with smaller samples, which were intentionally selected. In this specific case, the qualitative study was conducted with a non-probability sample, namely with the purposive (judgmental) sampling technique, since participants were intentionally chosen to achieve the initially expected objectives and results. The number of elements in the sample was determined as the interviews were being conducted and the information saturation point was being reached. Therefore, five interviews were conducted with five professionals, who were previously referenced by ARGO members as being referenced professionals in the area of Employer Branding. The interviewees play an active role in the analysis and definition of Employer Branding strategies in their respective companies. To make this sample richer, there was a concern to interview professionals with different backgrounds, both in Human Resources and Marketing, so that it was possible to understand and analyze different perspectives and approaches to the same theme.

In order to maintain the confidentiality of the information shared, each professional will be named Participant 1, 2, 3, 4, and 5, according to the chronological order of the conversations. The transcripts of these conversations can be found in Appendix C - Interviews' Transcription.

3.1.2 Procedure

The procedure of this qualitative study is divided into different phases. In an initial phase, it was important to contact the referred professionals to understand their interest and availability to participate in this study. The professionals were approached through the largest social network for recruitment, LinkedIn, via direct message. In this first approach, they were informed about the main objectives of the study and of the final master's degree work. The details for the interview, namely the date and time, were also defined via LinkedIn.

Then, in the interview phase, the conversations were conducted using a semi-structured script, which was developed through a collaboration between the author of the study, her supervisor and ARGO's consultants. The script was developed with 15 open-answer questions, which were formulated through the knowledge and experience in the area and previous informal work of each of the intervening parties (Appendix B – Interview's Script). The main objective in asking open-answer questions was to turn the interview into a more informal conversation, where there was an opportunity for participants to share their vision of Employer Branding, as well as the main factors, metrics and variables for a successful strategy in this area. The interviews were conducted in Portuguese, during January and early February of 2023, via Zoom, and had an average duration of 30 minutes. At the beginning of each interview, the rule of reciprocity highlighted in the book "Metodologia da Investigação – Guia para Auto-Aprendizagem" (Carmo & Ferreira, 2008) was used, since there were four initial moments at the beginning of each call, namely an initially moment for an acknowledgement for the availability of each participant, a brief presentation about the author of the study, the main purpose of the study and the applicability of sharing the information. Finally, and before moving on to the interview itself, the participants were told how the dynamics of the conversation would be and were asked for permission to record it. It was decided to record the interviews so that the content analysis could be done in a more complete and rigorous way, thus avoiding loss of information. It is important to emphasize that all participants authorized the recording of the interview. At the end, each conversation was transcribed and analyzed.

For data analysis, after carefully reading all the interviews, the first thing to do was to define the different information categories, which, according to Strauss and Corbin (1998),

enables to identify the common and different aspects between the given answer by highlighting the main ideas, perceptions and concepts from the interviews. In this regard, five information categories were defined, namely: Employer Branding: a human resources and marketing merge; Employer Branding: what is it and is it strategic?; Generations; Practices, Indicators and Strategies and Ideas for the Employer Branding Diagnostic Toll. After the definition of these categories, the points of view of each participant began to be highlighted and divided into topics. Once all the interviews had been segmented, the phase of analyzing the different points of view followed, in order to make the main differences and similarities between each participant more perceptible. Once this analysis had been carried out, the phase of structuring the main insights began, resorting to the use of quotes for greater clarity on the different points of view.

3.2. Quantitative Study

3.2.1. Sample

In this specific study, since it was considered relevant to conduct a comparative analysis between one company (internal analysis - Ikea Industry) and the labor market (external analysis), there were two samples analyzed. In total, 955 answers were obtained, 776 of which were valid (inclusion criteria above in section 3. Methodology). There was a large discrepancy between the answers coming from Ikea Industry and those from the labor market. In the Ikea Industry, 695 people participated in the study and 620 ($n_1=620$ participants) of the answers are valid, while in the labor market, the total number of answers was 260, but only 156 ($n_2=156$ participants) were validated. As far as the demographical data are concerned, the following conclusions could be drawn.

Regarding the composition of the sample by gender, as mentioned in Table 2, the total sample is composed of 439 people who identify with the male gender and 318 with the female one. Around 82% of the responses of men and 76% of women came from Ikea Industry's questionnaire. About 19 people, overall, responded saying they are non-binary, other or rather not to say.

Table 2.

Samples' Gender. Source: Self-Development.

Study	Gender					Total
	Male	Female	Non-Binary	Other	I'd rather not say	
Ikea Industry	361	241	1	12	5	620
Labor Market	78	77	0	1	0	156
Total	439	318	1	13	5	776

According to the division of generations used by Andrea, Gabriella and Tímea (2016), it was perceptible that the sample of Ikea employees who answered the questionnaire is younger than the labor market's sample, since the predominant generations in each sample is Generation Y (295) and Generation X (79), respectively (Table 3).

Table 3.

Samples' Generation. Source: Self-Development.

Study	Generation				Total
	Baby Boomer	Generation X	Generation Y	Generation Z	
Ikea Industry	2	187	295	136	620
Labor Market	8	79	45	24	156
Total	10	266	340	160	776

With regard to nationality (Table 4), most of the participants analyzed in this sample were Portuguese. Only 8 of other nationalities, namely, Brazilian (2), Spanish (1), French (1), Italian (1), Mozambican (1), Swiss (1), South African (1), Venezuelan (2).

Table 4.

Samples' Nationality. Source: Self-Development.

Study	Nationality		Total
	Portuguese	Other	
Ikea Industry	613	7	620
Labor Market	152	3	156
Total	761	10	776

Moving on to academic background, and regarding to Table 5, namely the last level completed, when the total sample is analyzed, it can be concluded that a large part of the participants, in company's questionnaire, only completed elementary level (187) and high school (393), while, in labor market's questionnaire, a large part of the respondents have completed bachelor's (70) and master's degrees (39).

Table 5.

Samples' Academic Background. Source: Self-Development.

Study	Academic Background						Total
	Elementary	High School	Bachelor's Degree	Master's Degree	Doctoral's Degree	Other	
Ikea Industry	187	393	25	10	1	4	620
Labor Market	8	37	70	39	1	1	156
Total	195	430	95	49	2	5	776

Finally, by analyzing Table 6, participants were asked to think about their Living Conditions and compare it to the rest of society, placing themselves on a scale of 1 to 10, where 1 is for people with the worst living conditions and 10 is for people with the best. When analyzing the given perspectives, it was possible to understand that, in general, the respondents consider their lifestyle to be on average when compared to the people around them, since a large part of the respondents was positioned in the intermediate levels of the scale. However, comparing the replies of the two samples, the Ikea's employees positioned their living conditions at the low-medium level [levels 4 (98), 5 (204) and 6 (126)], while the people in the labor market were positioned at the high-medium level [levels 5 (34), 6 (38) and 7 (37)].

Table 6.

Samples' Living Conditions. Source: Self-Development.

Study	Living Conditions										Total
	1	2	3	4	5	6	7	8	9	10	
Ikea Industry	8	12	57	98	204	126	78	24	9	4	620
Labor Market	0	0	3	9	34	38	37	27	2	6	156
Total	8	12	60	107	238	164	115	51	11	10	776

3.2.2. Measures

The interviews mentioned in the qualitative analysis served as a starting point for the development of the questionnaire, since it allowed to understand which were the most relevant variables to be deeper analyzed in the quantitative analysis. In this sense, it was decided to analyze, through previously validated scales, the variables Employer Attractiveness, Retention, Worl-Life Balance, and Engagement.

For analyze the Employer Attractiveness, it was decided to use the Emp-A scale, a 25-item scale, scored from one ("Not Important") to seven ("Very Important") and design by Berthon, Ewing and Hah (2005). Regarding the Retention scale, the decision was to use the

scale developed by Ito, Brotheridge and McFarland (2013), with 20 items divided into six categories (Satisfaction with pay, Flexibility, Security, Developmental opportunities, Promotion, People factors). This scale was measured between one ("Not Relevant") to five ("Extremely Relevant"). Moving on to WLB and Engagement, the 15-item scale created by Hayman (2005) was the chosen one for analyze the WLB and, for Engagement, the choice was to use the scale, with 17 items, devised by W. B. Schaufeli et al. (2002). Both scales have three categories, namely Work Interference with personal life (WIPL), Personal Life Interference with Work (PLIW) and Work/Personal Life Enhancement (WPLE), for WLB, and Vigor, Dedication and Absorption for Engagement, and are measure between one ("Never") to seven ("Always").

After all the data had been collected, and before beginning to analyze it, it was important to analyze the reliability test in order to ensure the internal consistent of each scale. Since all *Cronbach's alpha* (α) are higher than 0.70 (namely, α Employer Attractiveness = 0,973; α Retention = 0,947; α WLB = 0,750; α Engagement = 0,938), it is possible to state that all scales are reliable and can be considered in this study.

Then, since the questionnaire was implemented in Portuguese, it was essential to validate the translation of the original scales into this language. In this regard, different sources were used, namely MsC and PhD final works (Almeida, 2020; Andrade, 2018; Martins, 2013; Oliveira, 2021), to ensure the reliability of the study.

Besides these variables, it was also analyzed the sociodemographic characteristics of the participants and their working model (Remote Work).

3.2.3. Procedure

To reach the final sample, ready to be analyzed, the databases referring to each one of the questionnaires were first downloaded from the Qualtrics in Excel format. After this, the responses that were not valid in the scope of this study and those whose participants did not give their consent to participate in the study and/or did not fully complete the questionnaire were excluded from both databases.

After this process was completed, the two databases were merged into a single excel document. In this step, a new variable was created, the variable "Q", in order to distinguish the answers that had been originated by the internal analysis (1: Ikea Industry) and those that came

from the external analysis (2: Labor Market). After this procedure, all the items of the questionnaire were also reviewed, in order to identify the different dimensions, within each of the scales, and those that were reversibly scored. For these items, the obtained answers were inverted, using an Excel formula, in order to align all the results obtained. Once the data was ready to be worked on, the excel file was uploaded to the IBM SPSS software to start performing the data analysis.

Before moving on to the results' analysis, the Compute Variables formula was used to calculate the scores for each scale, based on the corresponding items of each one. In addition, since some scales were also divided into dimensions, the score for each dimension were also calculated. This procedure is quite important, because it facilitates data analysis, namely the comparison between the scales, in order to understand possible relationships between the variables.

Then, it was decided to carry out the parametric One-Way ANOVA test to compare and see if there are significant differences between the different generations under analysis. The independent variable in this study is generation, a nominal qualitative variable, while the dependent variables are Employer Attractiveness, Retention, WLB, Remote Work and Engagement, all of which, with the exception of Remote Work, are Likert-type scales treated as quantitative variables. In this sense, before applying the analysis, the three necessary assumptions were checked. Firstly, it was found that the assumption of independence of observations was met, since the data was all collected using statistically valid sampling methods and independent of each other. Next, it was also possible to verify that both samples tend to follow a normal distribution. Since each sample has an $N > 30$ (namely, $n_1 = 620$ & $n_2 = 156$), the Central Limit Theorem (Bispo & Marôco, 2005) was applied to obtain this confirmation. Finally, it was important to validate the homogeneity of the variances. To confirm this assumption, it was decided to apply Levene's test (Appendix E and H) and use an $\alpha = 0,05$. Through the implementation of this analysis was possible to verify this assumption, since all variables have an equal variance, for the labor market. For Ikea Industry, some variables have different variances ($\text{sig} < \alpha$), however, as they are not statistically significant variables, this does not impact the analysis of results.

Finally, it was decided to carry out a regression linear analysis, in order to predict the dependent variable value based on the value of independent variables. Initially, in order to comply with the assumptions of this analysis, the first thing to do was to define the variables

under study. In this sense, for the independent variables the demographic variables, as Gender, Generation, Academic Background and Living Conditions were the chosen ones (they are all nominal variables) and, for the dependent ones, the choice was the different scales under analysis (Employer Attractiveness, Retention, WLB, Remote Work and Engagement).

Findings and Results

In this chapter, it will be possible to find both the main findings and resultants of the qualitative study and the quantitative study, respectively.

4.1. Findings (Qualitative Analysis)

4.1.1. Employer Branding: a human resources and marketing merge

Although, in practice, the five participants idealize and carry out similar Employer Branding practices and strategies in their companies, they presented quite interesting and complementary views on how they see this area and its future. A curious point to comment before moving on to the deeper analysis of the interviews is that, as mentioned earlier in the literature review (section 2.1. Employer Branding), Employer Branding arises from the coordination between the Organization's Marketing and Human Resources (Punjaisri, 2010). Throughout the interviews, it was perceived that participants 1 and 3 have a view of this area more linked to Marketing and this distinction may happen due to the different background of the participants.

“I would say that the responsibility of an Employer Branding professional is to look at what the company is and understand how to do the branding of what the company is, the best way to communicate and to this we can add all the marketing and communication efforts that we want to do.” (participant 1)

These slightly different views made for a greater diversity of responses and therefore fueled the study with richer data.

4.1.2. Employer Branding: what is it and is it strategic?

Participant 4 and 5 presented a very similar vision, since they both defined Employer Branding as the area that handles all the issues related to the company's brand, reinforcing the importance of allying a good communication strategy to the work developed in the creation of a strong employer brand.

"You can have a very strong brand, but if you are not an employer brand that takes care of and transmits the values and works for all that part, it is more difficult for Employer Branding to have a positive impact outwardly." (participant 4)

Participant 5 went further and added that this theme should not only be seen from an attraction perspective, but also as a retention one, since it is important to understand what can

be considered as value added to a company, before communicating it externally. This idea was corroborated by participant 2 and both of them affirmed that the basis for a good Employer Branding is a strong and solid value proposition that captures the company's practices, values, and policies. This idea is in line with what was previously mentioned in the literature review, when it was explained the importance of defining a consolidated EVP so that the Employer Branding strategy is as strong as possible and, consequently, it is easier to attract and retain talent. It is also important to highlight that this EVP should be improved over time, so, companies need to stay focused on the employees and potential candidates' needs.

"Employer Branding not only from an attraction perspective, but also from an internal perspective. (...) There is a fundamental component when we work on Employer Branding that is to know what we have to offer. We have a lot of knowledge about what the Organization is, what it's like to work here and what we promise to those who come to work with us." (participant 5)

Conversely, participants 1 and 3 have a different view on this subject, since both see Employer Branding from a marketing point of view rather than a human resources' one. Participant 1 believes that it is an extension from Branding, which uses the company as the strategy's product. This participant believes that the main responsibility of the professionals, that work with this theme in the companies, is to understand what is the best way to communicate companies' strong characteristics. Participant 3, on the other hand, sees Employer Branding as a marketing and brand positioning strategy, which need to be more autonomous from the recruitment area to be used in a more strategic way.

"The product of Employer Branding is the company. And when we talk about the company itself, we talk about everything that concerns it. The culture, the benefits, the employee engagement, the initiatives. This is all the product. (...) I would say that the responsibility of the Employer Branding professional is to look at what the company is and figure out how to do the branding of what the company is, the best way to communicate, and then add to that all the marketing and communication efforts that you want to do." (participant 1)

When it comes to how Employer Branding is used by companies, all participants agreed that, in general, companies are already aware of the importance of Employer Branding and the way it can impact their strategy and position in the labor market.

"I think companies have a great awareness of the importance of Employer Branding, at least because they understand that those who don't speak don't exist and that has become very real." (participant 2)

However, participants also stated that most Portuguese Organizations still do not have the possibility to invest in this strategic topic or they do not take advantage of it. Participant 2 affirmed that, since Employer Branding is transversal to several areas, it is difficult to translate in numbers, both from a revenue and investment perspective.

"It's actually a very small percentage of companies that actually have the resources, either financial or human, to talk about this (Employer Branding). (...) So yes, I think it's an important and increasingly strategic topic in these large companies, but, unfortunately, it's not something that most of the business fabric can access and invest in." (participant 1)

4.1.3. Generations

Participants 1, 2 and 5 agreed about the importance of defining specific targets and adapting the communication to each one of these targets that companies intends to attract, as well as the channels chosen to communicate the intended message.

"Think about the channels and think about the message we want, I mean, the message is always the same. The way we transmit it can and should vary depending on, first, the target group to whom you are speaking and then where you are speaking, because it will necessarily be different" (participant 2)

Although a company can have different targets, the target most talked about during the conversations was the generations. In general, the participants considered it important to understand what the different generations look for and value most in an employer brand.

"People's needs change over time, whether it's an individual person or a generation. Generation Z wants different things than Millennials and Baby Boomers" (participant 5)

Participants 3, 4 and 5 focused a lot of their attention commenting on the younger generations - Generation Z and Millennials -, namely on the differences that exist between these two generations and the previous ones. According to participant 4, these generations are looking

for more than a job or a company, they are looking for a purpose and, nowadays, they expect more from their employer than simply a salary.

"This generation is looking much more for purpose, contribution to a sustainable world."
& "They are not looking for the salary, they are looking for the experience and the purpose." (participant 4)

Participant 3 complemented this idea by making a comparison between generation Z and X, namely when it comes to career progression and personal development. According to this participant, younger employees end up being more aware of the next steps they have to take, particularly when it comes to training, "to continue their future".

"For my generation (generation x) there are still many people still waiting for someone to tell them what they still have to do." (participant 3)

4.1.4. Practices, Indicators and Strategies

In order to understand what each employee values in the company and in a reference brand, the participants adopt some internal and external practices. Internally, all participants conduct poll, in order to understand, in a deeper way, what they think about the brand.

"Internally to understand what our employees think of us. (...) I've done it through surveys, kind of very closed answers and fed into other surveys as well." (participant 2)

In addition to these questionnaires, participant 5 also conduct engagement surveys and in participant 4's company exit questionnaires are also carried out, in order to understand their experience and opinion about the company to, subsequently, define an action plan to improve the most commented aspects. On the other hand, participant 2 also implement culture studies and focus group meetings in order to understand how the employees feel and how the culture is being experienced on the field. Besides that, participant 3 also stated that one of the most important Employer Branding strategies to develop within a company are Employee Advocacy strategies, which, according to Thelen (2020), is the act of recommending the Organization to people outside of it.

"When they leave, to understand what is the vision that they have of the company and how was the experience in order to then understand where we have to focus, what is the action plan that we have to do to respond to the needs that exist." (participant 4)

Externally, participants talked about the importance of understanding what labor market's talent values in a company of excellence and the idea they have of their employer brand in specific. Almost all participants said that in order to understand this, they create partnerships with external companies, for example with Universo, that help them conduct labor market studies, in order to understand how is the perception of the company in the labor market.

"You can ask partners to help you do talent studies, brand survey studies, which (...) give you a diagnosis of how you are perceived externally." (Participant 2)

In these studies, participants 1 and 4 also commented that it is important to understand what the direct and indirect competitors offer, what their product is, how they communicate it, and how the labor market perceives their respective employer brands, to then adapt their strategies. In participant 2's company the classification in rankings, such as Great Place to Work or Top Employer, is also evaluated.

"Market research, on your own initiative go and see the main competitors, (...) and understand what they offer, what their product is and how they communicate." (participant 1)

To complete this external analysis, participant 3 and 4 are also using Glassdoor, which is a platform that gathers information and reviews about different companies. These reviews are made by employees, former employees or even candidates and it is a value asset for companies, as it allow them to understand their position in the society, in general, and in the labor market, in particular. These participants use this platform, because they think that it allows them to have a 360° view of the company, from a different and, allegedly, more honest angle.

"Because whether you like it or not, your company is there, you didn't choose it, but it's there. (...) Glassdoor has to be measured weekly, comments always answered, there can be no unanswered, honest comments, there are nowhere perfect companies." (participant 3)

After performing these internal and external practices to understand the perception of employees and labor market's talent about their employer brand, all participants agree that it is important to develop an action plan, based on the strengths and improvements noticed, and, in order, to enhance companies' competitive advantage.

“Basically, you have three gaps to work with: one internal, one external and one mixed, between what a brand of excellence is and what employees perceive and what external people perceive. And this tells you very clearly what people think about you, what the perception of your brand is, and how you can work on it.” (participant 1)

For the developed plan of action, all participants believe that it is important to look at three types of strategy and the respective indicators: communication strategies, awareness strategies, and talent attraction and retention strategies.

Concerning communication strategies, it is important to give a real message about what it is like to work in the company. Participant 2 went further and commented the importance to create an equal communication basis for all the company's internal and external messages, leading to a form of communication that conveys (and identifies) the essence of the company. Normally, to analyze this type of strategy, participants use the same metrics that are reviewed in a marketing campaign, namely engagement of followers in the different social networks, boost, reach, views of the career page and how many clicks and views the job offer had.

“If I communicate green as communication, blue as Marketing and yellow as Employer Branding, it will become a jumble of colors and nobody will understand the brand identity. So, I need to have a standardization of what my communication is. The way people see me, both from the client's point of view, the employee's point of view, and also from the future candidate's point of view has to be very similar.” (participant 2)

Regarding the attraction and retention strategy, all participants evaluate the time per hire, the cost per hire and the number of applications with a profile that are considered to fit the function. They also perform a candidate tracking, in order to understand if the candidate stays in the company after six months. Participant 1 also states that it is important to converge this retention rate with the candidate's performance to understand if they are meeting expectations.

"Cross-check it with people's performance, understand if people coming from campaigns perform well in the company or not, if they fit with the culture." (participant 1)

Lastly, focusing on awareness strategies and, in addition to the studies conducted by external companies mentioned before, participant 2 and participant 3 mentioned that good Employer Branding strategies start *in house*, so who better to spread the company's good

practices and values than its employees? In this way, these two participants believe that it is important to make employees true ambassadors of the employer brand outside the company, in order to transmit the company's messages in a more honest and organic way, creating awareness around it.

“Exactly, the brand ambassadors. And for that, you have to somehow get them involved with the brand in a very very very very serious, honest way, because otherwise everything that comes out will sound fake and they won't defend you. Just like none of us defend a brand that we don't believe in, whether we work in it or not.” (participant 3)

4.1.5. Ideas for the Employer Branding Diagnostic Toll

Finally, and focusing more on the development of a tool that would allow a diagnosis of each company's Employer Branding to be made, the participants showed a lot of interest in such a tool and gave excellent insights. Both participant 1 and participant 5 talked about the importance of understanding people's perceptions of the employer brand in question. While participant 1 considered it more opportune to have a tool that would assess people's perceptions at the current moment and then adapt it into data to analyze.

“Turn perceptions into concrete data, and say that a large mass of data you can look at and perceive patterns.” (participant 1)

Participant 5 would prefer to have a tool that would assess people's perceptions over time regarding the brand in question and to see if the companies' attributes are good enough for the talent in the labor market or not.

"Understand how people's perception of the brand evolves over time. To see the details of the pillars, of your principles (...) it would be interesting to understand how I am in each of these pillars. (...) In addition, this participant also finds it interesting "to understand how the attributes of (...) the brand are evolving over time and how they are being connoted by people.” (participant 5)

This participant also complemented the answer by adding that it would be interesting to understand how brand awareness is and if it is being done correctly, in order to understand if companies are attracting their targets.

Participant 2, on the other hand, gave more ideas related to retention, namely that it would be interesting to understand what leads each person to stay in the company, complementing that it would be interesting to have a tool capable to take a “picture” of the current state of the company, focusing on its development points and strong ones.

"Take you the picture of the current state of the company. So, it's not going to measure Employer Branding but it's going to measure the current state, because with the current state you can measure the Employer Branding strategy, which I think is the goal."
(participant 2)

Participant 3 also found this last point important, but suggested several components more linked to brand awareness, namely to understand what is talked, in social media, about the company.

“What's being talked about, I think it's very important too, (...) but in general in social media, in the digital world, what comments have there been about your brand. It's important to understand what candidates are saying about you.” (participant 3)

Finally, participant 4 believes that it would be advantageous to make a comparison between a company and its direct competitors, in order to understand the position of each company in the labor market.

"Make the comparison with your direct competitors or with the best players in the market and that would give you metrics that you could work on as well, right? Some kind of evaluation for you to be able to make decisions, which are super important, at the time of strategic planning." (participant 4)

When it comes to invest in a service of this character, the participants did not advance with defined values on how much companies would be willing to invest. However, they affirmed that there is room in the labor market for a tool of this nature and that companies would make a large investment for this type of information.

"It's hard for me to quantify an investment, because it would depend on the return, right? But I think there is an opening in the market for that, if it was something very well set up.” (participant 5).

4.2. Results (Quantitative Analysis)

In order to understand the relationship between Employer Branding, Attraction and Retention it is important to first understand how all the variables considered in the questionnaire (section 3.2.2. Measures) interact with each other. The analysis of the results will be divided into two parts: one for the labor market, in general, and other for the Ikea Industry sample, in order to understand the main differences between each of the samples. In this section, only the market results are presented and then, the company's results will be in section 5.1.2. Questionnaire, since the questionnaire will also be part of the Employer Branding Diagnostic Tool.

Firstly, with the aim of understanding whether there is a statistically significant relationship between the variables, Pearson's bivariate correlation test will be performed, as well as an analysis of the descriptive statistics of the data (Table 7). First, the Employer Attractiveness variable shows a very strong and positive correlation with both the Retention variable and its dimensions (Security; Developmental Opportunities; People Factors; Promotion), as well as with WLB Dimension, two of its dimensions (WIPL and PLIW) and Engagement's dimensions (Vigor, Dedication and Absorption). This means that the more the employer endeavors to implement attraction measures that are in line with the specific needs of its employees, the greater impact it will have on employee retention levels, as well as some engagement and WLB factors. On the other hand, according to this analysis, Employer Attractiveness presents a negative relationship with the Engagement variable and Flexibility, one of Retention's dimensions, which means that employers, when implementing new attraction measures, should be particularly careful with these, since it can have a negative impact on engagement and the willingness of current employees to be flexible with company issues.

Then, moving to the next variable, Retention shows a fairly good relationship with some of its dimensions, namely Developmental Opportunities, Promotion and People Factors, and with WLB variable and two of its dimensions (WIPL and PLIW). It is possible to infer that when employees are satisfied with the Organizations and are able to manage their professional and personal lives properly, they tend to establish long-lasting relationships with their employers. In contrast, since the sub-dimension Satisfaction with Pay and the Remote Work dimension have a negative correlation with Retention, when employees feel that they are not being valued, whether in terms of remuneration or benefits, such as remote work, company retention levels tend to fall.

Table 7.**Descriptive Statistics of Labor Market Sample.**

Descriptive Statistics (N = 156)	Minimum	Maximum	Mean	Std. Deviation
Employer Attractiveness (EA)	2,840	8,004	6,723	0,974
Retention (R)	3,250	5,001	4,092	0,373
R: Satisfaction with Pay	2,000	5,002	3,994	0,970
R: Flexibility	1,000	5,003	4,091	0,372
R: Security	1,671	5,002	3,900	0,591
R: Development Opportunities	1,500	5,000	4,070	0,533
R: Promotion	2,002	5,000	4,012	0,624
R: People Factors	2,403	5,004	4,313	0,512
Work-Life Balance (WLB)	2,204	6,203	4,351	0,690
WLB: WIPL	1,000	7,001	4,610	1,314
WLB: PLIW	2,253	6,253	4,673	0,752
WLB: WPLE	1,254	7,002	3,562	1,100
Remote Work	1,001	3,004	1,343	0,504
Engagement (Eng)	2,472	6,942	5,054	0,901
Eng: Vigor	2,173	7,003	5,201	0,943
Eng: Dedication	1,001	7,001	5,203	1,202
Eng: Absorption	2,174	7,000	4,762	1,070

Table 8.**Correlation Matrix of Labor Market.**

	1.	2.	3.	4.	4.1.	4.2.	4.3.	4.4.	4.5.	4.6.	5.	5.1.	5.2.	5.3.	6.	7.	7.1.	7.2.	7.3.
1. Gender ^a	--																		
2. Generation ^b	,181*	--																	
3. Employer Attractiveness	,172*	0,004	--																
4. Retention	,174*	0,014	,622**	--															
4.1. Satisfaction with Pay	0,026	0,017	-0,058	-,239**	--														
4.2. Flexibility	-0,020	,172*	-,165*	-0,031	-0,058	--													
4.3. Security	-0,133	-,182*	,227**	0,102	0,078	-0,042	--												
4.4. Development Opportunities	0,103	0,139	,214**	,585**	-,222**	-0,002	0,041	--											
4.5. Promotion	-0,009	,158*	,202*	,568**	-0,154	,200*	-,179*	,180*	--										
4.6. People Factors	,201*	-0,092	,404**	,628**	-,262**	-0,080	0,043	,393**	,212**	--									
5. WLB	,193*	-0,040	,587**	,703**	-0,131	-,166*	0,144	,208**	,210**	,375**	--								

5.1. WIPL	,220**	-0,033	,356**	,617**	-0,074	0,118	-0,028	,395**	,315**	,294**	,296**	--							
5.2. PLIW	0,028	-0,080	,546**	,689**	-0,077	-0,114	,276**	,160*	,236**	,212**	,486**	,302**	--						
5.3. WPLE	0,036	0,053	0,050	-0,114	,868**	-0,036	0,135	-,163*	-0,031	-,194*	-0,038	-0,028	-0,005	--					
6. Remote Work	-0,039	0,023	-0,038	-,255**	,652**	0,005	,290**	-,198*	-,275**	-,301**	-0,139	-0,037	-0,028	,445**	--				
7. Engagement	0,014	-0,086	-,212**	-0,149	0,097	-0,064	-,296**	-0,047	-0,109	-0,007	-0,133	-0,090	-0,152	-,346**	-0,078	--			
7.1. Vigor	-,187*	-0,054	,163*	0,025	0,132	0,003	,825**	-0,031	-0,098	-0,086	0,103	-0,093	,197*	,182*	,311**	-,281**	--		
7.2. Dedication	-0,039	-0,135	,206**	0,097	0,153	-0,045	,864**	0,064	-,210**	0,064	0,134	-0,002	,251**	,248**	,287**	-,353**	,596**	--	
7.3 Absorption	-0,115	-,261**	,206*	0,130	-0,074	-0,060	,852**	0,064	-0,145	0,119	0,128	0,017	,251**	-0,071	0,151	-0,129	,533**	,605**	--

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

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

^a Gender is code with 1= Male, 2= Female, 3= non-Binary, 4= Other; 5= I'd rather not say.

^b Generation is code with 1= Baby Boomer, 2= Gen X, 3= Gen Y, 4= Gen Z.

Regarding the WLB variable, as expected, the variable and its dimensions show a positive and strong correlation with two of its dimensions, namely WIPL and PLIW. With this, it can be concluded that when work harms personal life, the improvement between personal life and professional life is impaired. On the other hand, Remote Work also only shows two positively significant correlations, namely with the Vigor and Dedication sub-dimensions of the Engagement scale.

Finally, in terms of the Engagement variable, contrary to what might be expected, this variable presents a strong negative correlation with two of its dimensions (Vigor and Dedication). Therefore, in the context of this analysis, it is possible to conclude that the level of employee engagement does not increase when their levels of energy and dedication increase.

Moving on to parametric analysis, namely the One-Way Anova analysis, and using an $\alpha = 0,05$, it can be inferred that there are only differences between the 4 generations in the Employer Attractiveness variable, since $\text{sig} < \alpha$, which means that, for this variable, respondents from the different generations value different aspects when analyzing the attractiveness of a given company. On the other hand, and by analyzing Table 9, it is also possible to see that for the variables Retention, WLB, Remote Work and Engagement there are no statistically significant differences between the generations.

Digging a little deeper and performing the Turkey HSD test (Appendix E), it is clear that there is only a significant difference between the means of the Baby Boomers and the other generations (Gen X, Gen Y and Gen Z), since $\text{sig} < \alpha (= 0,05)$. Therefore, for the Employer Attractiveness variable, the most significant differences were with the Baby Boomers generation.

Table 9.

One-Way ANOVA.

		Sum of Squares	df	Mean Square	F	Sig.
Employer Attractiveness	Between Groups	16,232	3	5,411	6,419	<0,001
	Total	144,361	155			
Retention	Between Groups	,882	3	,294	2,203	0,090
	Total	21,169	155			
WLB	Between Groups	,383	3	,128	,265	0,851
	Total	73,526	155			
Remote Work	Between Groups	1,620	3	,540	2,208	0,089
	Total	38,555	154			
Engagement	Between Groups	5,570	3	1,857	2,346	0,075
	Total	125,843	155			

Finally, regarding the linear regression analysis, and starting with the Employer Attractiveness variable (Table 10), although 5.8% of the variations in this variable are accounted for by demographic variables, the model is statistically relevant (Appendix F), it can be concluded that Academic Background is the only statistically significant variable in this analysis and, thus, the only one with the greatest impact on the differences between the potential interestingness of the respondents in a certain company ($\text{sig} < \alpha = 0.05$), namely between the “High School” and the other 5 variables – Elementary, Bachelor’s Degree, Master’s Degree, Doctoral’s Degree and Other (Descriptives Table in Appendix F), meaning that, for the labor market, in general, employees who have only completed High School are more receptive to companies' attraction strategies.

With regard to Retention, WLB, Remote Work and Engagement (Appendix F), it can be understood that these models are not statistically significant, which means that none of the independent variables has a significant impact on the dependent variables. In this sense, and

through the Linear Regression Analysis, it is possible to conclude that the Generation variable does not have an impact on the variables under study.

Table 10.

Employer Attractiveness's Coefficients for Labor Market.

Model		Unstandardized		Standardized		95,0% Confidence	
		Coefficients		Coefficients		Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound Upper Bound
1	(Constant)	6,845	0,486		14,093	<0,001	5,885 7,804
	Generation	0,069	0,100	0,059	0,693	0,489	-0,128 0,267
	Gender	0,275	0,145	0,154	1,902	0,059	-0,011 0,561
	Academic Background	-0,270	0,096	-0,247	-2,831	0,005	-0,459 -0,082
	Living Conditions	0,012	0,055	0,018	0,218	0,828	-0,096 0,120

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Practical Implications: Employer Branding Diagnostic Tool

Assessments are an effective systematic process for talent management and Organizational development (Ashton & Morton Lynne, 2005; Church et al., 2016). Especially focused on evaluating the competencies and capabilities of a certain company's employees (Butcher, 2010), assessments have proven to be a very useful tool in decision-making, performance evaluation and performance improvement (Lievens et al., 2021), mainly because they focus on carrying out a 360° analysis of each employee. But, just as there is a tool that measures the performance of employees, couldn't there be another one that assesses, from a transversal perspective, the competencies and capabilities of an employer brand?

The Employer Branding Diagnostic Tool is designed to perform a 360° analysis of an Organization's competencies, capabilities, strengths and development areas. With the aim of analyzing the perception that individuals inside and outside a given company have of that specific company, the focus of this tool is to build an internal GAP and an external GAP between what companies are and what they would like to be. With the existence of these two GAPs, companies will be able to understand what still needs to be worked on to make their employer brand even more competitive.

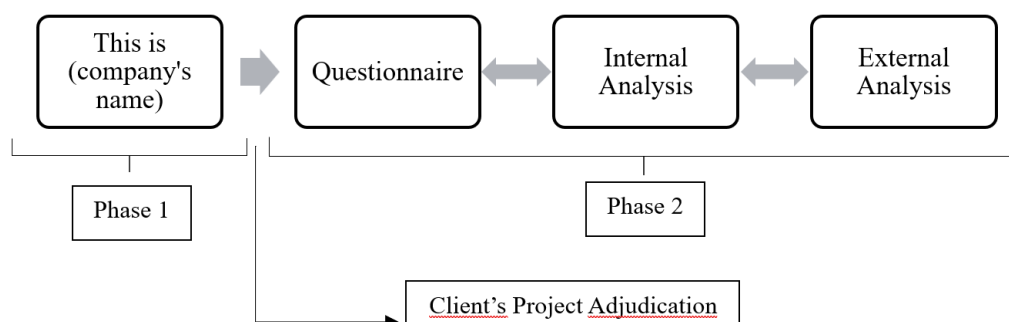
This diagnosis will be analyzed in two different perspectives: one internal and one external, in order to understand the current state of the company and how the brand is perceived in the labor market, respectively.

5.1. Operating Features of the Employer Branding Diagnosis Tool

The Employer Branding diagnostic tool is divided into four components: This is (company's name), Questionnaire, Internal Analysis, and External Analysis, all of them complementary to each other.

Figure 1.

Employer Branding Diagnostic Toll's work flow. Source: Self-development.



In order to understand more easily the way this tool works and the main outputs of each one of the components, it was decided to perform a practical analysis of some of the features using the case study of a company, in this case, Ikea Industry.

5.1.1. This is Ikea Industry

This initial phase will take place before the client's award and its main objective is to understand, in general terms and in terms of talents' attraction, what is the positioning of the company under analysis. In this way, key parameters and indicators will be developed in order to carry out an "audit" of some of the practices practiced by companies. The aspects considered essential for the elaboration of a good strategy of presentation to the market and, consequently, attraction of talent will be analyzed. In this sense, the factors evaluated will be corporate LinkedIn, the company's website, particularly in terms of job offers, and also the analysis of initiatives to be close to the talent in the market.

In the specific case of Ikea Industry, the first thing to check was Ikea's corporate LinkedIn page. From the outset, it was possible to notice that there is only one general page for Ikea, meaning that Ikea Portugal and Ikea Industry are not properly identified on the largest recruitment platform.

Then, moving on to the company's website, it was immediately apparent how exemplary it was. As well as highlighting important topics such as "How it is to work at Ikea?", the stages of the recruitment process and how the Organization deals with subjects like Diversity and Inclusion, potential candidates can also access important aspects such as the Organization's values and vision and testimonials from various employees. Searching for job opportunities also proves to be quite intuitive, with the only negative aspect being the fact that Ikea Industry and other areas offers are all presented together, with no emphasis on the specific needs of each business area. Although extensive, the application process is equally intuitive, with care taken to highlight the Swedish company's EVP in each proposal.

Finally, when analyzing the initiatives developed to promote proximity to talent in the labor market, it was possible to see that Ikea, in general, endeavors to be present at various job fairs at different universities. In addition, the group also seeks to develop more disruptive initiatives, such as the creation of the "Igualmente" podcast, where the identity and values of the group are communicated, in a more informal way.

5.1.2. Questionnaire

During the creation of this tool, it was considered essential to consider a method to collect the general opinion of Organization's employees, in a practical, faster and easier way to analyze the collected data. Therefore, it was decided to integrate the questionnaire presented above in section 3.2. Quantitative Study. To this end, the same tests as in the labor market were applied (section 4.2. Results) and the following results were obtained.

With regard to the existing correlations, according to Appendix G, it is possible to see that, in relation to the Employer Attractiveness variable, the variable with the strongest and most positive relationship with both Retention and Engagement, and the respective sub-dimensions of the two scales, as well as with the Remote Work variable. Contrary to what happens in the market, the development of efficient attraction strategies ends up having a positive effect on the retention and satisfaction of Ikea Industry workers. On the other hand, the negative relationship between the EA variable and the WPLE sub-dimension of the WLB scale means that the development of attraction practices is not perceived by many employees as an effort to build a better WLB.

With regard to the Retention variable, this variable, as you would expect, has a positive relationship with all its sub-dimensions. It also has a positive relationship with the variables Remote Work, Engagement, and their respective sub-dimensions Vigor and Dedication, which implies that when people are more satisfied, they are more committed and willing to stay with the Organization. On the other hand, this variable has a negative relationship with the WLB variable and its WLPE sub-dimension, implying that when employees don't feel there is a balance between their personal and professional lives, their intention to stay with the Organization decreases.

Moving on to the WLB variable, we see that this variable only has positive relationships, namely with all its sub-dimensions, with the Remote Work variable, Engagement and the Vigor sub-dimension. This means that when employees feel they can maintain a balance between their professional and personal lives, achieved through, for example, the type of working model applied in the company, their levels of satisfaction and commitment to the company increase.

As in the market, the Remote Work variable also shows a strong relationship with the Vigor and Dedication sub-dimensions. However, it also shows this relationship with the Engagement variable. Finally, in contrast to the market, the Engagement variable shows a

strong positive relationship with its Vigor and Dedication sub-dimensions, which means that when employees are more satisfied with the Organization, their willingness and effort to contribute to its success also increases.

Then, regarding the One-Way ANOVA analysis (Appendix H), it was possible to conclude that, contrary to what happened in the labor market, in this analysis there are statistically significant differences between the four generations in the Retention, WLB and Engagement variables ($\text{Sig} < \alpha = 0,05$), which makes it possible to see that, within the universe of Ikea Industry employees, employees from different generations value different aspects when choosing whether or not it makes sense to stay with the Organization and their satisfaction and commitment to it. On the other hand, by analyzing the table ANOVA in the same Appendix, it is also possible to see that for the variables Employer Attractiveness and Remote Work there are no statistically significant differences between the generations. Examining the Turkey HSD Analysis table in the same Appendix, it is possible to discern that the most significant differences in retention are between Baby Boomers and the other generations (Gen X, Gen Y and Gen Z). When it comes to Engagement, the situation becomes more complex. The biggest difference is between Gen X and the other generations (Baby Boomers, Gen Y and GenZ), but there is also a statistically significant difference in engagement between Gen Y and Gen Z.

Lastly, similarly to the analysis of the labor market results, it was decided to carry out a Linear Regression Analysis. By analyzing the Employer Attractiveness variable (Appendix I), and similarly to what happened in the market, it can be concluded that Academic Background is the only statistically significant variable, and therefore the only one with the greatest impact on the differences between the potential interest of the respondents in a given company ($\text{sig} < \alpha = 0.05$), namely between Master's Degree and the other 5 variables – Elementary School, High School, Bachelor's Degree, Doctoral's Degree and Other (Descriptives Table - Appendix I), which means that this group of people will be more easily attracted to the Organization than the others.

Unlike the previous analysis, the Retention, WLB and Engagement variables have statistically significant models in this analysis (Appendix I), which means that it is possible to move forward in the analysis and draw conclusions. With regard to Retention (Table 11), it can be seen that the only statistically significant variable is the Generations variable, as this is the only variable that impacts the different responses obtained ($\text{sig} < \alpha = 0.05$), with the biggest discrepancy being between Generation Z and the others variables – Baby Boomers, Generation

X and Y (Descriptive Tables – Appendix I), in other words, employees of this generation are more willing to stay with the Organization.

Table 11.

Retention's Coefficients for Ikea Industry.

		Unstandardized			Standardized	95,0% Confidence	
		Coefficients			Coefficients	Interval for B	
Model		B	Coefficients Std. Error		Beta	t	Sig.
1	(Constant)	3,680	0,168			21,920	<0,001
	Gender	-0,001	0,038		-0,001	-0,027	0,970
	Generation	0,091	0,039		0,095	2,330	0,020
	Academic Background	0,071	0,040		0,072	1,750	0,070
	Living Conditions	-0,002	0,018		-0,005	-0,117	0,900

The same happens with the Engagement variable (Table 12), since both the Generations variable and the Living Conditions variable are statistically significant variables, presenting a greater difference between Generation X and the others generation and between level 1 and the others 9 levels of the scale, respectively (Descriptive Tables – Appendix I), which means that employees of this generation and those who are part of “People with worst Living Conditions” level have a higher level of commitment to the organization and are therefore more connected to it. As for the WLB variable (Appendix I), the most statistically significant variables are Gender and Background Academic, where the main differences were between men and the other genders – Female, Non-Binary, Other and I’d rather not say - and between level 1 and the Elementary School and the others 5 variables – High School, Bachelor’s Degree, Master’s Degree, Doctoral’s Degree and Other -, respectively (Descriptive Tables – Appendix I). This discrepancy indicates that both Male employees and those who have only completed Elementary School value more the balance between personal and professional life more and, therefore, the employee-Organization relationship can be compromised if this balance does not exist. With regard to Remote Work (Appendix I), it can be seen that the model is not statistically significant, which means that none of the independent variables has a significant impact on these observations.

Table 12.

Engagement's Coefficients for Ikea Industry.

Model		Unstandardized	Standardized		Sig.	95,0% Confidence	
		Coefficients	Coefficients			Interval for B	
		B	Coefficients Std. Error	Beta	T	Lower Bound	Upper Bound
1	(Constant)	5,340	0,267		19,970	<0,001	4,815 5,865
	Gender	-0,032	0,061	-0,020	-0,532	0,599	-0,151 0,087
	Generation	-0,418	0,062	-0,262	-6,763	<0,001	-0,540 -0,297
	Academic Background	-0,074	0,064	-0,045	-1,149	0,251	-0,201 0,053
	Living Conditions	0,126	0,029	0,166	4,329	<0,001	0,069 0,183

So, in conclusion, the variables Retention and Engagement are the only variables in the studies that are impacted by differences in response between respondents from different generations. It is therefore possible to assert that, within the Ikea Industry, the intention to stay with the company and employee satisfaction vary between the different generations.

5.1.3. Internal Analysis

One of the three components of the second phase is the internal analysis. As stated earlier (section 2.1. Employer Branding), internally, the main goal of internal Employer Branding is to support the creation of a stronger Organizational culture (Figurska -ewa Matuska, 2013) and becoming an employer of excellence for Organization's current employees.

In this regard, the main objective of this analysis is to understand, in a deeper way, the main differences between the Organization's promise of value, what the company's believes it is, what it transmits to those around it and what is perceived by employees. At this moment, the analysis will focus much more on the Organization's internal stakeholders, namely employees at all hierarchical levels, in order to understand their perception of the company.

Firstly, one on one conversations will be held with a few employees of different hierarchical levels to understand, in a more real way, each employee's personal perception of the company. These conversations will be conducted using a semi-structured script, where the

questions will focus mainly on the employee's experience in the company, cultural aspects and their future prospects within the company. The main goal of these conversations is to gauge the different perceptions of employees, in order to understand their honest opinions, and then to compare them in a way that leads to action plans.

In addition, the project consultants will also be challenged to spend a day at the company so that they can experience first-hand the day-to-day life of the employees and the company culture. This will allow the consultants to have a much more critical view of the current status of the company and help them to develop a more realistic action plan (e.g.: one suggestion might be to change the structure of the offices, so that there is less division between departments. Without knowing the company's facilities, it would be difficult to suggest such a measure).

To finish this internal analysis, and after the previous two steps are completed, one of the procedures will be to evaluate and eventually change the company's EVP, depending on the results obtained before. As mentioned before (section 2.1. Employer Branding), the EVP proves to be the basis of a solid and well-structured Employer Branding (Pawar & Charak, 2015). If an Organization wants to improve its Employer Branding, it is important that it is interested in continuously reviewing its EVP in order to understand if it is still aligned with the value proposition offered by the company.

5.1.4. External Analysis

Regarding the external analysis, the main objective is to understand, in general terms, what are the main differentiating aspects of the company in the labor market, as well as the strength of its employer brand, and how the market perceives it. Since there are already several players in the market that produce very powerful market studies, it was strategically decided that the analysis will be more " perceivable to the naked eye". In this sense, the external analysis will focus on three areas: digital platform analysis, rankings analysis and specific targets analysis.

In respect of the analysis of digital platforms, the main goal will be to make a careful analysis of the comments and reviews of the company on some digital platforms, such as Glassdoor. This digital platform has proven to be a crucial tool with real impact on the companies' Employer Branding, since it may or may not help to attract the best talent in the market. Presenting itself as a front door entry to the culture, policies and internal practices of Organizations, Glassdoor is able to gather important information provided by employees,

former employees and candidates about companies, and that impacts the labor market's perception of the company. All evaluations are conducted anonymously, verified by the Glassdoor team and cover several areas, such as benefits/compensations, onboarding processes and career plans. The main goal of this analysis will be to understand the main comments that are being made about the company, in order to have a better understanding of the areas that are already found as strengths and those that have margin for improvement.

Additionally, an analysis of specific targets will only take place if the Organization considers it useful. Basically, this analysis will be complementary to the external analysis described above and will be carried out if the company wants to understand the perception that a specific target has about its brand (e.g.: students of a specific course at a specific university). If the client wishes to proceed with this analysis, the questionnaire applied internally (section 5.1.2. Questionnaire) will be shared to this restricted group.

Using the practical case of Ikea Industry, when analyzing the Glassdoor platform, it is possible to notice that there is only one page for the Ikea group as a whole, which means that there is no differentiation between Ikea Retail and Ikea Industry. Despite this, it is possible to see that Ikea's Glassdoor is quite dynamic, as it has a large number of comments and reviews, and has a score of 3.7, on a scale of 1 to 5. Although it's not possible to distinguish the comments from Ikea Industry, candidates who use this platform to get a more critical look at the Swedish Organization's culture and practices are able to comprehend, in great detail, how Ikea's recruitment processes is like (according to the comments, it is generally quick), the benefits the company offers and even what policies it has in the area of Diversity and Inclusion, for example. In general, Ikea's Glassdoor page is very comprehensive.

5.2. Outputs of Employer Branding Diagnostic Tool

At the end of all the analysis is completed and after the results of the different dynamics developed are analyzed, the client will have received different outputs: detailed report on the current state of the company, the renewal/improvement of the EVP and a suggested action plan. After all the phases have been completed, the client will receive a detailed report with the main conclusions of the internal and external analysis, with practical and real examples of the current state of their company. This report will also include the analysis of the questionnaire applied to the employees and the suggestion of an action plan to be developed to improve the aspects that still present a greater margin of development, in order to make their employer brand even more

competitive in the labor market. In addition, throughout this project, the client will also be able to renew or improve their EVP with the help of the consultants assigned to develop this project.

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Conclusion

In an increasingly dynamic and volatile labor market, Organizations are currently facing a number of challenges, especially when it comes to attracting and retaining talent. The highly complex and demanding needs of employees mean that Organizations have to constantly adapt in order to remain competitive in the labor market.

Over the last few years, Employer Branding has emerged as a solution to these challenges, proving to be a very interesting and valuable topic in the definition of an Organizational strategy (SHRM, 2008). Employers have begun to realize the importance of developing and improving their Human Resources strategies in order to build truly lasting and trusting relationships with their employees. With this in mind, ARGO, a Human Resources consulting firm, realized that there was a market opportunity in this area and, therefore, made it possible to create a synergy (with the author of this paper) for the development of an Employer Branding Diagnostic Tool. The main aim of this tool is to create a useful and effective solution that, through internal and external analysis, can provide feedback to Organizations on exactly what their strengths are and what they need to improve. To demonstrate the applicability of the tool, it was decided to use Ikea Industry as an example.

To develop the Employer Branding Diagnostic Tool, two studies were carried out: one qualitative and the other quantitative, with two different objectives. On the one hand, in the qualitative study, by analyzing the five interviews it was possible to see that, in fact, and as Punjaisri (2010) had said, Employer Branding arises from the complementarity between Marketing and Human Resources. As well as building sustained, attractive and competitive HR strategies to retain talent, Organizations must also know how to communicate them in order to attract it. Companies must therefore build a well-defined EVP that clearly communicates their values, mission and culture. This analysis also showed that in addition to a more strategic analysis, the tool should also be able to quantify some of the results of a good Employer Branding strategy.

On the other hand, the quantitative analysis was carried out on a comparative basis, having analyzed both the labor market, in general, and the Ikea Industry, in particular, an analysis that proved to be one of the main difficulties of this study. The great disparity between the two samples (156 vs. 620) is due to the fact that, at Ikea Industry, the employees adhered to the questionnaire quite well, while at the labor market it was much more difficult to reach an acceptable number of valid responses. Despite this, it was possible to analyze the results and

draw some interesting conclusions, namely that, for both samples, there were correlations between the variables under study, although the way in which these variables related to the generation variable was different. For the labor market, although there are statistically significant differences in the way Baby Boomers and the other generations value the attraction strategies of a given company, generations, in general, are not the sociodemographic variable with the most impact on the variables under study. For Ikea Industry, there are statistically significant differences in the way the different generations relate to the Organization. On the one hand, with regard to Retention, Baby Boomers show a significant difference from the other generations, while in Engagement, Generation X is the most disparate generation, and there is also a significant difference between Generations Y and Z. Even so, unlike what happened in the labor market, in this analysis it was clear that Generations is the sociodemographic variable with the most significant impact on the Retention and Engagement variables, and therefore has a greater impact on the different perspectives presented. In more detailed terms, the study showed that, within the Ikea Industry, Generation Z is more predisposed to stay with the Organization (Retention) and Generation X is more committed to the company (Engagement). Based on this analysis, it can be seen that an effective Employer Branding strategy, focused on the different needs of the 4 generations, can have an impact on attracting and retaining talent.

Therefore, with all the inputs described above, it was possible to develop a tool with a holistic view of an Organization's current state. This synergy between internal and external analysis will enable the development of a more robust action plan that will focus on the crucial aspects for the company. Although it was possible to develop a quite complete tool, there were some limitations throughout the development of this project. On the one hand, and as mentioned before, the large discrepancy in the number of valid participants between the labor market and Ikea Industry samples and the lack of receptivity from people from the Baby Boomer generation impacted the comparative analysis between the two samples and between the four generations, respectively. On the other hand, the Employer Branding Diagnostic Tool was designed and structured based on the service that ARGO would like to develop and provide to its clients, so in another context, the tool may still lack some additional adjustments. With regard to future considerations, it would be interesting to include the Well-Being variable in the quantitative study, in order to analyze the impact of this variable on a company's Employer Branding.

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Appendix A – Questionnaire

Caro(a) participante,

No âmbito do Mestrado em Gestão de Recursos Humanos e Consultoria Organizacional da ISCTE Business School, estou a realizar o presente Projeto de Investigação sobre o impacto da comunicação das empresas em algumas variáveis de Recursos Humanos.

A sua participação consiste no preenchimento de um questionário online, com uma duração aproximada de 8 minutos. Assinale para cada pergunta a opção que melhor corresponde à sua opinião, ou que mais se adequa à sua experiência.

O questionário é anónimo, confidencial e a sua participação neste estudo é voluntária. Se escolher participar, pode em qualquer momento interromper a participação. Os dados recolhidos destinam-se unicamente a fins académicos.

O presente estudo é realizado por Joana Gomes (jfgsa2@iscte-iul.pt) sob orientação da Prof.^a Dr.^a Andrea Fontes (andrea_fontes@iscte-iul.pt), a quem poderá contactar para quaisquer esclarecimentos.

Por favor, indique se aceita ou não participar neste estudo. O preenchimento do questionário presume que compreende e que aceita as condições, consentindo participar.

Agradeço-lhe desde já o tempo dispensado.

- ☐ ACEITO
- ☐ NÃO ACEITO

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1. No que respeita ao seu contexto laboral, qual a situação em que se encontra atualmente?

- ☐ Estudante
- ☐ Trabalhador(a)-estudante
- ☐ Trabalhador(a)
- ☐ Desempregado(a)
- ☐ Reformado(a)

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2. Há quanto tempo trabalha?

- ☐ < 6 meses
- ☐ 6 meses -5 anos
- ☐ 5-10 anos
- ☐ 10-15 anos
- ☐ >15 anos
- ☐ Não se aplica

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3. Em que tipo de indústria trabalha?

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4. Numa escala de 1 a 7, sendo 1 – Nada Importante e 7 – Muito Importante, como avalia as seguintes afirmações na escolha de um potencial empregador?

	(Nada Importante) 1	2	3	4	5	6	(Muito Importante) 7
O reconhecimento/valorização do meu desempenho pela chefia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com um ambiente de trabalho descontraído.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A possibilidade de o emprego atual alavancar futuras oportunidades.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sentir-me bem consigo mesmo/a por trabalhar numa determinada Organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sentir-me mais autoconfiante por trabalhar numa determinada Organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adquirir experiência que acrescenta valor ao meu percurso profissional.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A existência de boas relações com a chefia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A existência de boas relações com os colegas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização onde posso contar com o apoio e incentivo dos colegas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com um ambiente de trabalho entusiasmante.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização que adota práticas de trabalho atuais e que está a par das tendências do futuro.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização que valoriza e faz uso da minha criatividade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização que desenvolve produtos e serviços de alta qualidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização que desenvolve produtos e serviços inovadores.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização que proporciona oportunidades de progressão de carreira.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com um papel ativo na sociedade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização onde terei oportunidade de colocar em prática os conhecimentos adquiridos no ensino superior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização onde terei oportunidade de passar o conhecimento adquirido a outros.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização onde sinto que pertenço e sou aceite.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização orientada para o serviço ao cliente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização onde sinto segurança em relação à continuidade do meu emprego.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Pertencer a uma organização que me permite ter experiências em diferentes departamentos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com um ambiente de trabalho feliz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com oferta salarial acima da média do mercado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pertencer a uma organização com um pacote salarial global atrativo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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5. Pensando na possibilidade de abandonar a sua empresa. Veja em baixo uma lista de fatores e indique quão importante seria cada um dos fatores na sua decisão de permanecer ou abandonar a empresa? (Caso não esteja atualmente a trabalhar, responda com base na sua última experiência profissional)

	Nada Relevante	Pouco Relevante	Neutro	Muito Relevante	Extremamente Relevante
Remuneração atrativa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível salarial comparativamente a pessoas que fazem o mesmo trabalho na mesma empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível salarial comparativamente ao praticado noutras empresas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Horas de trabalho que se ajustem ao meu estilo de vida.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Horário de trabalho flexível.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Horário de trabalho que me permite ter tempo para atividades de lazer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estabilidade na minha função.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A política da empresa acerca da retenção dos colaboradores.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existência de planos de poupança/reforma.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidade de usar competências e capacidades importantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidades de aprendizagem e de formação.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidade de trabalhar em algo que escolhi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidade de trabalhar na profissão para a qual me preparei.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidades de progressão na carreira.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A rapidez com que os colaboradores são promovidos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientação da empresa para as pessoas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientação para a concretização de objetivos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultura da empresa baseada na honestidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Justiça na tomada de decisões.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oportunidade de trabalhar em equipa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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6. Pensando nos últimos três meses, com que frequência o seu trabalho o/a fez sentir como descrito abaixo? (Caso não esteja atualmente a trabalhar, responda com base na sua última experiência profissional)

	(Nunca) 1	2	3	(Por vezes) 4	5	6	(Sempre) 7
A minha vida pessoal foi prejudicada pelo meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho dificultou a minha vida pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As minhas necessidades pessoais foram negligenciadas por causa do trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha vida pessoal ficou "em pausa" por causa do trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho impede a realização de atividades de cariz pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dificuldade em conciliar o meu trabalho e a minha vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfeito com o tempo que tenho para realizar atividades pessoais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha vida pessoal foi esgotante e não tive energia para trabalhar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estive demasiado cansado/a para ser eficaz no meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho foi prejudicado pela minha vida pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os meus problemas pessoais afetam o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha vida pessoal permite ter mais energia para trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho permite a realização de atividades pessoais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Melhor disposição no meu trabalho, fruto da minha vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho contribui para que tenha melhor disposição.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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7. Neste momento, qual é o modelo de trabalho que a sua empresa está a adotar?

- ☐ Presencial
- ☐ Híbrido
- ☐ Remoto

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8. Agora, por favor, pense nas suas tarefas profissionais e avalie com que frequência tem cada um dos seguintes sentimentos, crenças ou comportamentos:

	(Nunca) 0	1	2	(Por vezes) 3	4	5	(Sempre) 6
Quando me levanto pela manhã apetece-me ir trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No meu trabalho, sinto-me cheio(a) de energia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No meu trabalho sou sempre perseverante (não desisto), mesmo quando as coisas não estão a correr bem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sou capaz de ficar a trabalhar por períodos de tempo muito longos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sou uma pessoa com muita resistência mental no meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No trabalho, sinto-me com força e energia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho é desafiante para mim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho inspira-me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou entusiasmado(a) com o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou orgulhoso(a) do que faço neste trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acho que o meu trabalho tem muito significado e utilidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando estou a trabalhar esqueço tudo o que se passa à minha roda.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O tempo passa a voar quando estou a trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Deixo-me ir" quando estou a trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É difícil desligar-me do meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou imerso(a) no meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto-me feliz quando estou a trabalhar intensamente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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9. Com que género se identifica?

- ☐ Masculino
☐ Feminino
☐ Não binário
☐ Outro
☐ Prefiro não dizer

10. Qual é o seu ano de nascimento?

11. Qual é a sua nacionalidade?

- ☐ Portuguesa
☐ Outra. Qual?

12. Habilitações literárias (Indique o último nível concluído)

- ☐ Ensino Básico
☐ Ensino Secundário/Técnico/Profissional
☐ Licenciatura/Bacharelato
☐ Mestrado
☐ Doutoramento
☐ Outro

13. Pense numa escada como representativa da forma como os portugueses se distribuem socialmente.



Em que degrau da escada se situa?

- ☐ 10: Pessoas com melhores condições de vida (com mais dinheiro, mais educação e/ou melhores empregos)
- ☐ 9
- ☐ 8
- ☐ 7
- ☐ 6
- ☐ 5
- ☐ 4
- ☐ 3
- ☐ 2
- ☐ 1: Pessoas com piores condições de vida (com menos dinheiro, menos educação e/ou piores empregos ou sem emprego)

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Muito obrigado pela sua participação neste questionário.

As suas respostas foram registadas.

Para qualquer esclarecimento adicional contacte jfgsa2@iscte-iul.pt.

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Appendix B – Interviews’ Script

At the beginning of each interview, I introduced myself, presented the main objectives of my project, and asked to record the interview. All the participants let me record.

Starting Section

1. What do you understand by Employer Branding?
2. Is it a strategic issue for your company? Why is it strategic for you?
 - a. What are the main factors you took into consideration before establishing your Employer Branding strategy?
 - b. How did you understand what your strengths and weaknesses as an employer brand were? (questionnaires, studies done by other companies, etc.)
 - c. Do you regularly conduct internal surveys to understand your employees' satisfaction? If yes, what kind of questions do you usually ask?
 - d. Do you know or use any platform to "measure" your presence with your employees and community? If yes, which one? (ex: Glassdoor, etc.)

Communication

1. What kind of communication strategies did you design to transmit your strategy, culture and values? (internal and external)
2. What kind of channels did you use to transmit your strategy?
3. Are you concerned in creating a communication strategy transversal to all ages or do you change it depending on the defined target?
4. Are you concerned in internally transmitting all HR practices and policies so that employees are informed? And if yes, how do you do it?
5. How do you communicate the brand attributes during the Recruitment and Selection process?

Human Resources

1. What HR metrics do you try to evaluate and improve internally in your EB strategies? (turnover rate, absenteeism, etc.)
2. What kind of metrics do you use to understand if your talent Attraction and Retention is improving due to your EB practices?
3. How do you try to understand what the workforce of different generations values when it comes to benefits and compensation?
4. What kind of indicators do you use to understand if the company culture and values are being well communicated?

Final Section

1. What components would you like an Employer Branding diagnostic tool to measure? (related to the communication part and to the HR part)
2. If it existed in the labor market, what do you think would be the amount you would be willing to pay?

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Appendix C – Interviews' Transcription

Participant 1

Joana Gomes (JG): What do you understand by Employer Branding?

P1: Well, that's a little bit of a complex question, because I think there is a general view of Employer Branding. I think sometimes you can confuse Employer Branding a little bit from what is HR Marketing and I end up having a different view. So, I think that currently, the world of work and Universities say that EB is the product that you want to sell, i.e., the company itself, the initiatives that you have with your employees, engagement issues and everything else, and HR Marketing is the marketing efforts that you make with that, i.e., having campaigns and actions where you show your company. I have a slightly different view, maybe because of the people I was working with and also because of the people I was working with in the area of Branding itself. Here also came what was later a specialization course in Branding and ended up changing my perspective. So, I think Employer Branding itself is what the name says. It's Branding. And Branding is looking at something and marking it, because the term Branding comes from that. It comes from the Branding that used to be done on cattle. In other words, it's Branding something. So, I think there is one thing that employer branding does, and that is your product. Any Branding initiative and when you think about any brand, you have to think about the product first. In this case, the Employer Branding product is the company. And when we talk about the company itself, we talk about everything about it. The culture, the benefits, the employee engagement, the initiatives, etc. This is all the product. In my vision, I don't think that Employer Branding professionals should or have to work with the product. It is the same thing as saying that, and sinning here in my experience, when I worked at Lidl, Lidl's Marketing will not decide and will not work, for example, the products that are on the shelf. That's on the purchasing side. If by chance we do a campaign regarding meat. They have to understand the product very well, they have to understand what distinguishes the product, what the product is and everything around it to then make a campaign and communicate about it. And, also, to understand how they want to brand about it, but the product itself is not their responsibility. And I think the same thing about Employer Branding. The product itself, the company, the benefits, etc., usually EB professionals are not the ones to define. In some companies, the professionals have that responsibility and things are a little bit mixed, but I think it should be separate. If we want to say that who works inside HR, there can be several departments, for example, who works on Professional Development, which is part of a company's product, can

be the Learning & Development professionals; who works on Candidate Experience are the recruiting professionals; and there are even things, for example salaries, that are defined by the CEO of the company together with the HR professionals. So, within Human Resources, there are several areas that work on the product itself. I would say that the responsibility of the Employer Branding professional is to look at what the company is and understand how to do the branding of what the company is, the best way to communicate and to this we can add all the marketing and communication efforts that you want to do. Be it more active efforts, where you have paid media and you go to social media, normally, because there are not the values that exist in traditional marketing. You're not going to do a multimedia campaign on television and billboards. But then, basically, you have this effort to see ok how are we going to communicate and how are we going to do campaigns and this has to be connected to what branding is because it has to be connected to the basic ideas of what your brand is. How you want to communicate your brand and from there you make all the marketing and communication efforts in relation to the brand. So, this is a little bit my vision of how I see Employer Branding, with its different perspectives: the Branding perspective, properly speaking, and the Marketing perspective that comes a little bit later.

JG: How do you understand the strengths and areas for improvement as an employer brand? Do you usually do questionnaires or look at other studies that have already been done to understand what you should communicate?

P1: I think there are several ways to do it. The first is through market research, on your own initiative going to see the main competitors. In Employer Branding, the competitors end up being everyone, because everyone is competing for the same talent. But without a doubt, we try and I think it's important to do this market research, to see the most direct competitors, the not so direct competitors, to understand what they offer, what their product is as a company, and how they communicate. This is also the first point to have as a reference what the best practices are. The other point, and that I think is the most important and sometimes difficult to do, is to understand perceptions. Basically, a brand doesn't exist, it only exists in the minds of consumers. Therefore, to measure a brand we have to measure the perceptions that these people have about the brand. This is usually more difficult and requires more investment. You obviously have on the consumer brand side companies that do it very well and have been doing it for a long time, like Nielsen, that can quickly measure a brand and the perception they have. But what do you have to do in Employer Branding to try to understand that? I would say it is

to do an analysis of the perception that your own employees have of your brand. That gives you an internal analysis of what you think employees think about your brand, and do the same externally, what people outside think and perceive about your brand. And, from here, you can define the strategies and with a gap analysis you can define the strategies. You make a gap between what my employees perceive my employer brand to be and what people out there perceive it to be. You realize what the gap is here. And if you want to go further, you also have the option to ask "okay, what do my employees perceive about what an employer brand of excellence is?" and you can then compare what they think about your brand and what they think about an employer brand of excellence and still see the gap and what we are going to do to get there. And the same externally, what do people externally think about your employer brand and what are their employer brands of excellence and what are the attributes that they normally give or attribute to those brands. There you also have a gap and, in the end, you have three gaps to work with: one internal, one external, and one mixed, between what an employer brand of excellence is, and what employees perceive it to be, and what external people perceive it to be. And this tells you very clearly what people think about you, what the perception of your brand is, and how you can work on it.

JG: How do you perceive that perception that people have? It's through conversations with employees, questionnaires that you apply, going into the field and really getting to know what people think or what they are talking about.

P1: I would say that the best, most effective, efficient, and most result-oriented way is through surveys, the equivalent of doing market research. I'm talking about questionnaires, questionnaires that internally you can do without any help because you have that poll. But externally, normally, you always need more help from external agencies, which create those tools and help you. I can say that before I left my previous company, I was working with Universo, exactly because we were going to do this kind of market research, and they obviously have this much larger poll of people to which they can then give us this perception.

JG: So, it's interesting to see different generations and opinions about the company.

P1: Basically, you as a company will then have different targets and agencies usually have much more market knowledge and can do these surveys for you. And also, there is a bias right from the start, because if you do the study yourself, the result might not be the same. You get an email externally from my company saying "what do you think of our employer brand?" If

you're getting it from the brand itself, there's already a little influence there. But yes, I would say that doing these kinds of studies, the more standardized and the bigger the poll, the better, but there are other kinds of indicators that you can go for. Nowadays, almost all brands have social networks dedicated to their employer brands, whether it's LinkedIn, Instagram or TikTok, and you can get a little bit of a sense here of what people think of your brand from there. If you look at the metrics, whether it's growth, followers, engagement, whether people really want to know and interact with your brand, those kinds of metrics, while not as direct, also tell you a little bit of what people think about your employer brand.

JG: I also saw on LinkedIn that now at your company they use the Glassdoor platform. Do you think that platform is also good for measuring Employer Branding of companies? Could it be a bet for companies in the future?

P1: I think so. In Portugal it is not used much, because Indeed doesn't invest in Portugal itself, they only have an Iberian investment. It exists more in other countries, partly because we don't have an extremely open culture to talk about the professional context. So, it hasn't been able to impose itself very well either. Now on an international level, for example, in the United States and the rest of Europe, Glassdoor has a giant space. There are even companies where investors look at Glassdoor a lot, and it's something that has a very big impact at an international level and gives you a perspective. Because what does it tell you? It tells you obviously what people think about your company, about various processes within your company, about interviews, about salaries, about everything. It gives you a lot of insight into what the companies' perceptions are. I also tell you, however, that like any company, working with Glassdoor, there are mechanisms to change a little bit of what appears on Glassdoor. I've seen companies that overnight increased to the CEO's approval or increased their scores dramatically. It's a little strange, or that the reviews are all positive. There are always ways to fudge things a little bit, but I would say that overall that can give you momentum and dimension about what people think about your company.

JG: I actually got to know the platform now, during my internship, and I think it could be a great bet for Employer Branding, because it's really almost a glass door, as the name suggests, to the company's culture and practices. Now related to the metrics and indicators they use within the Employer Branding strategies, in terms of communication, what kind of metrics do they use to understand if the campaigns, internal and external, had the intended impact and if the message they wanted to convey was understood.

P1: I can start by making the distinction and say that I don't normally work on internal campaigns. I can help and be a kind of internal consultant, in the sense of trying to make sure that everything matches our brand. I am almost the guardian of the brand and I try to make sure that internally they also communicate in the same way, but I work essentially for the external side. How do you see if a campaign has been successful? Starting then, you obviously look at what your media plan was and you will essentially look at the metrics that each medium has. When it comes to social media, you have to look at the normal metrics, for example, when you look at Facebook and Instagram and even LinkedIn, you're going to look at cost per click, cost per action, cost per mail. So, you have various metrics there that are going to tell you whether the campaign was successful or not. That is you can tell if the campaign itself was successful on the social media level, for example, if you look at more digital campaigns that don't just go to social media. For example, if you track a campaign, it's important to understand what the conversion rate was, so how many people saw the ad, went to your site, and from those how many were actually hired. So, looking at the whole funnel and understanding the whole conversion process, understanding those conversion rates and being able to track them. Evaluate the SEO of your site, be able to go to Google Analytics and understand on a monthly basis what the metrics of your site are, whether it's user metrics, bounce rate. Here we talk about, if you look at the digital ecosystem, there are a bunch of metrics that you can look at and figure out if things are working well or not. I don't work so much with offline, then it's a little bit harder to measure. For example, if you have a strategy of putting 20 or 30 muppies in Lisbon to launch a campaign for an employer brand or whatever, then it's a little bit harder to measure, but you can try to understand, on average, and the media agencies can also tell you this, how many people are going to see that ad. To go a little bit further, "okay, the campaign may have worked very well, it has great metrics on social networks", there you go, the cost metrics are very good, the metrics are very good, but you have to do the next step. Okay, of these people, how many were really our target, how many applied, and how many were quality. You can measure, and here we are getting into recruitment indicators, you can see the time to hire; the cost per hire, if it decreased and the people hired are of good quality; you can also see the retention, are those people you hired from that campaign people that stayed in the company for more than 6 months? You can even afterwards, if you have a level 3.0 or 4.0, cross-check that with people's performance, understand if the people who come from campaigns perform well in the company or not, if they fit with the culture. So, there is a whole analytical world here that you can implement and do to measure success, but I think it starts by: okay measuring the success of the marketing itself, so to speak, which has to do with the digital part itself, the digital

metrics; then do the conversion here and understand well and be able to track these people for their integration in the recruitment processes. Then it depends a little bit on the goal of the campaign, if it's an awareness campaign, then take those studies, for example, take other Glassdoor metrics and cross-reference them a little bit and understand if there is an impact on the perception that people have of your brand. So, it always depends on the goal, but I think there are many, many metrics that you can take and then cross-reference to understand how successful it was.

JG: And when you are defining a communication strategy, do you try to make a strategy that is transversal to all generations or do you try to define "smaller" targets?

P1: Obviously you always do that, and even more so if you're working on your brand as a whole. But going back, there is always and tends to be a brand, period. A guide to what the brand is. So, what does this guarantee, it guarantees that regardless of whether you are communicating with target A or target B, they will understand who you are talking to. And even from the point of view of the consumer and the employer brand, those on the other side have to understand that it's always the same brand that's talking and with the values, culture, and everything else. The brand itself is the same. Having said that, obviously, when you are then doing a campaign, you have to understand what your target is. It can be a very generic awareness campaign and then you don't really have a target or it's going to be a relatively wide target, but other than that, when you're doing specific campaigns, then yes, you're going to understand what your target is, you're going to make a specification of what is the persona you want to reach to help you reach the target. This has to do not only with age, but can also be other things, for example, at my company our target has to do essentially with the profile that we are recruiting. If we recruit mostly technological profiles, you may say "well, then my target is technological people", but we work with a specific code language, JAVA and, in this case, it makes no sense for us to communicate to people who code in python, for example. In other words, when you're targeting, and here the targeting usually depends on the tool you're using, the targeting you do on LinkedIn is different from the targeting you do on Facebook and different from the targeting you do if you're talking about Google Adds and Google Display and Youtube. So, targeting is always different the way you do it, but it is important, yes, as you were saying, to define what our target is and communicate differently to our target. Maybe here an example I can give from my previous company, which was simpler, because we had several targets, if I was communicating to store operators, I would use a completely different message than if I was communicating to

university students for a trainee program, for example. The motivations are different, a store operator has more basic motivations, like the hours, the location, the salary, whereas a university student, who has a Master's degree and wants to enter a trainee program, probably wants to know about career development. So, the content you will then use depends exactly on these motivations that your target has.

JG: Yes, that's also going to be one of the variables that I'm going to study, because, really, now is the time when more generations are active in the labor market and, in fact, they all value different things, and it's also interesting to understand how they can meet these needs of employees while still being operational and "pleasing" everyone.

P1: Yes, it depends on the generations, it depends on a thousand and one factors. I think even then sometimes it is hard to find clusters (?), but, for example, one thing I wasn't expecting, because I didn't have a job in the technology sector yet, is flexibility and remote work. These are critical factors, if you don't offer it, you won't get anyone. So, there are points here that change. You can even find people of the same generation, but that for them remote work is the same. For example, if you go to banking sector, I believe that if you compare the same generation in banking and tech, some will value remote work in one way and others in a completely different way. So, there are a lot of factors here that then also influence these motivations.

JG: Yes, then it also ends up influencing the supply that people have. Right now, tech people have lots of opportunities everywhere, so they can "demand" more things.

P1: It is true.

JG: Now, this interview is almost done, but I would like to understand, and speaking more about my idea for the tool I presented at the beginning, what components would you like to see integrated into an Employer Branding diagnostic tool?

P1: For me, what is most important, and I'm going to repeat myself a little bit, but I think it is perception. Because, marketing, branding, communication, in Portugal they say that opinions about these things are like underwear, everyone has one. When you talk about design and marketing, you show it to a person and they say "oh I don't like it", but you have to understand the thinking behind it. I think people sometimes forget that, that branding, marketing and all of that has a thought and a logic behind it. And what I would say is more difficult, I would say it's

really then demonstrating that. So, I think that a tool that wants to analyze the perception of a brand, in this case the employer brand, has exactly to be able to do that. Transform something that is subjective, so to speak, into something objective. To transform perception into data, concrete and real data. Almost here the example that I had told you, okay I may think that people out there like my company or think this or that about my company, but I have to have concrete data, how do I have concrete data? Either through questionnaires or whatever, anything that really shows me within my poll, and even data in mathematical models, anything that shows that I am analyzing something, that I am really analyzing what I propose to analyze. When you do a survey, you have to propose that the survey measures what you really want to measure. So, I think that those kinds of robust tools, that can turn insights into hard data, and say that a large mass of data you can look at and see patterns. That I would say is the most important thing, which is for what? To then immediately help, who are creating all the slightly more subjective things from a more solid base. They're not doing it just because "ah our brand communication should focus on the salaries we have, because they're so good." So, if people out there don't have that perception or else if that's not what they want to hear, it doesn't matter at all. Therefore, I think the harder data you have, the better. So, a tool is going to be better the more it can turn those perceptions into concrete data so that then the branding and marketing people can put their creative minds to the service of that solid base.

JG: And do you think that EB now occupies a strategic place within companies?

P1: I don't think so, I think at this point it's a luxury, so to speak. And I'll tell you why, and again, it's a mathematical question, and I'm going to Portugal, because I know the data better. In Portugal, about 97% of the companies are SMEs. We are talking about companies that don't even have a recruitment department and some don't even have a Human Resources department. So, here we are talking about 3% of the companies, which are the big companies, many of them international, and not all of them have the luxury or the investment in human resources to the point of reaching Employer Branding. So, we are talking about a very small percentage of companies that actually invest in this. What happens? Almost that 80%-20% law, a very small percentage, but since it dominates all that is Employer Branding communication, it is normal that you say that everybody is talking about it. Because you see a lot of companies, but it's actually a very small percentage of companies that actually have the resources, either financial or human, to talk about this. Because by their position as a company, they also have to compete for the best talent and that means you have to have an active voice in the market. So, yes, I think

it's an important and increasingly strategic thing in these large companies, but unfortunately it's not something that most of the business fabric can access and invest in.

JG: To conclude, if it existed on the market, what do you think you would be willing to pay?

P1: If there is one thing that is expensive it is information and data, I'll give you a very practical example, a recruitment agency usually takes a lot of money to recruit a person. It is usually much more expensive than recruiting internally, why? Because they have a huge database. You when you order a market study from Nielson or the JFCA or another company, the studies are also very expensive. Why is that? Because they have data from various companies, data that you can't get by yourself. When you want a salary study, to understand if your salaries are in average in relation to others, you will spend a lot of money for information, basically. Information is power and information is money. I can say that this kind of studies, and giving the example of when I was working at Lidl and we were working with Universo, there are several agencies that already have this kind of studies and sell them. Since it's usually very confidential information and not all companies have it etc., it's very expensive stuff. I can tell you that this must be in the tens of thousands of euros just to do a study. So obviously we are talking about a very big investment. I can say that, probably, with less than 10 or 20 thousand Euros you can never get this kind of study and have these tools. So, it will always be a big and heavy investment.

Participant 2

Joana Gomes (JG): What do you understand by Employer Branding?

Participant 2 (P2): See, you can find a million and a half definitions of Employer Branding. It's been studied a lot recently. I like to define Employer Branding as the answer to a question, which is usually "Why do you choose me?", my company over others, and "Why do you stay with me?". So, along these two axes. I believe that Employer Branding serves both to create attraction strategies, so that you have a greater number of good candidates who will come to you and you are recognized in the market as a good company to work for, but also as a retention strategy. Imagine, I say to you "look, my company is absolutely fantastic, you're going to love this, this and this", and you go in with high expectations. Then, at the end of the first month, you come up to me and say "look Jessica, what you said was a complete lie. I'm not feeling any of this". My retention with you will be almost nothing, because you're leaving. So Employer Branding works if you work on the brand in both directions, attraction and retention. So I see

Employer Branding as this. The answer to my need for attraction and my need for retention. Obviously, operationalized with a set of strategies in this direction.

JG: What are the main factors you took into consideration before establishing your Employer Branding strategy?

P2: First, where you want to go. What you want to be. How you want to be seen as a brand. Once you've understood very well how you want to be seen, okay, where are you? Then, in this gap, it's the gap that you're going to work on in order to get to where you're supposed to be and be seen as a benchmark company.

JG: How did you understand what your strengths were and what you needed to improve as an employer brand? (questionnaires, studies carried out by other companies, etc.)

P2: In the companies where I've worked, we've always started with this, which is to begin internally to understand what our employees think of us. I've done this in different ways. I've done it through surveys, like very closed answers and fed into other surveys as well. Imagine, companies that competed in the Great Place To Work, it's a very good source of information, you can extract a lot of things. Most companies have culture studies every few years, a bit to take the temperature of how it is, how the employees are feeling. Not that you have to design something specific for Employer Branding, you can get the information, but if you can design it, even better. If you can go and ask your people "Why are you here?" "What do you value?" "How do you think our company is perceived?" "What is the NPS?", it's important to start to understand the level of satisfaction as an employee. Obviously, if you can design something aimed at Employer Branding, great. If not, you can use this tool. And then, I'm a fan of having moments when people can explain what their answers are. Doing a kind of focus group, where they discuss things like: where did an answer come from?. And from here you can "peel back" what the current status of employee satisfaction is, so how the employee sees you as a reference. This internally.

Then, externally, you can support yourself with rankings, so the ones I was telling you about: Great Place To Work, Top Employer, several that you have in this regard, and you can ask partners to help you with talent studies, brand survey studies, which basically give you a diagnosis of how you are perceived externally. These are rarer, at least in my experience.

JG: They also end up being more expensive.

P2: Yes, they are an investment, not only in money, but also in time. Because it's not something I can hand over to my employee, analyze one month and the next month I'll have results. No, I'm dependent on external results, on external people who have no engagement and no commitment to my company. That alone makes it much more difficult. But they're extremely valuable because they give you input on how you're really perceived. One thing is the employees inside, who are clearly influenced by their experience.

JG: Well, I was wondering about that. Do you believe that employees are honest in the focus groups you hold or do you think they feel obliged to always say good things about the company?

P2: It's nice that you ask that and it's a very valid question. I like to believe that halfway through the session they start to be honest. The trick I use is to put them at ease at first, talk about the weather, very high-level things within the organization. When you do the deep dive, then you have to make sure they're comfortable enough with you to tell you the not-so-good things. And that's the hardest part. It's only when you get to the not-so-good stuff that you can create action plans about it. If I say to you, "Oh no, I love the company. It's wonderful to work here", "-So what are the points to develop? -Ah, there aren't any, I think the company is great".

JG: Well, you won't be able to understand the points to develop and, consequently, there won't be any progress.

P2: You can't even understand "Okay, so what's my EVP?" or what you're great at. Because to get to what your pillars are, so you have the EB which is the big strategy, but the heart of the EB is the EVP, which is "Why do you exist?", what are your strengths as a company. And to get to that, you need to peel the whole onion. That's the hardest part.

JG: It's also the most challenging and fun.

P2: Yes, it's definitely the richest. Because once you have this very well defined, everything becomes much easier. Things end up flowing in a very natural way, you know? Because it's already very clear what your strength is and this happens in all brands. There are brands that will have a strength here, others will have it there and what is a strength in one is a weakness in another. So you'll never be able to have only strengths, brands aren't perfect. It would be great if they were, if they were incredible in all the parameters we evaluate. That would be spectacular.

JG: But then maybe the Employer Branding people didn't exist either.

P2: Exactly. We weren't doing anything here.

JG: In addition, I'd like to know if, apart from the questionnaires and focus groups you mentioned, you also use any platform to "measure" your presence among employees and the community? Like Glassdoor or something else.

P2: Yes, I have, but I don't love it, because I believe that these platforms end up being very influenced by negative experiences. If you think about it, we all end up doing this in our normal lives. When things are good, nobody's going to raise a flag and say "oh, it's amazing, I'm loving it here", nobody does that. When things are not so good, we're the first to say "oh yeah, but look, this isn't good". They end up being platforms that only concentrate, or mostly concentrate, less positive things. Of course, there's always a field to fill in two strengths and two weaknesses, but if you analyze it a little in depth, it's more the points to be developed than the strengths, because they're usually people who have already left the company.

JG: I understand what you're saying, I think it also has to do with Portuguese culture. At least here in Portugal, we tend to criticize rather than praise. I happened to look at Glassdoor and realized that in Portugal it's not as widely used as in Brazil or the United States and I found a lot of positive reviews, but they weren't exactly from Portuguese people. Here I noticed that people don't have many reviews or the ones they do have end up being negative.

P2: Which is a shame, isn't it, because it could be a very rich tool. I have colleagues in other countries, such as Ireland, who use it a lot, because it was really rich for them. It was a spectacular source of free information. In Portugal I have many doubts, Joana, even about the veracity of the information. We can think of it like the game of broken telephone: I know this is basic, what I'm going to tell you is completely different and what someone else is going to tell you is even more different. And so on and so forth.

JG: Now, I'm going to focus a bit more on the marketing side of Employer Branding and on Human Resources. Starting with communication, what kind of communication strategies do you design to get your message across? Both internally and externally.

P2: Look, I think that Employer Branding only works if it's a triangle. In other words, you need to have HR people, who, as a rule, in most companies are the people who take on this issue, who have the ownership on the subject; but I'm not a communications expert. In order to get good messages across, I need this expertise in my team. So as a rule, the Employer Branding

team has a communication arm, which can be external or internal communication, basically the people who are responsible for passing on the company's corporate messages, and then activation, which is done with whom? Marketing. Only when you have this triangle can you define what your communication strategies are. Why is that? If I communicate green as communication, blue as Marketing and yellow as Employer Branding, it will be a jumble of colors and no one will understand the brand's identity. So I need to standardize what my communication is. The way people see me, both from the point of view of the client, the employee and even from the point of view of the future candidate, has to be very similar. If I'm a relaxed company in the way I communicate the product, I have to be a relaxed person in the way I communicate people. Communication strategies therefore end up being very much a question of this. First, we have to think about "what do we have planned in terms of marketing? What campaigns are going to happen?", then "How can we demultiply this and align it with what we want to communicate as a brand?" and define the good channels to do so. Then, of course, there are channels that are more for one thing than another, especially when you think about social media. If you think about LinkedIn, it's much more associated with people, if you think about Facebook, it's probably exactly the opposite. But it doesn't have to be like that, and one of the things we've been testing is exactly this. "Okay, so if we do a campaign and we treat a people campaign like we treat a marketing campaign?" and we did all the activation we did for a marketing campaign for a people campaign and the results are incredible. It worked super well. So this preconceived idea that I have a specific channel to communicate specific things, maybe it doesn't have to be just like that. It can be, I can mostly communicate just this, but it doesn't have to be just that. Imagine, which social network do you spend the most time on?

JG: Instagram.

P2: So, if I only communicate on LinkedIn, I only get a little bit of your airtime. But if I communicate on Instagram, and if I communicate through stories, because nobody sees posts any more, maybe I'll reach you much more quickly. And in a very light and soft communication and you won't even realize that it's my communication as a company talking. So it's about thinking about the channels and thinking about the message we want, I mean, the message is always the same. The way we convey it can and should vary according to, firstly, the target group, who you're talking to; and secondly, where you're talking, because it's necessarily going to be different. On Facebook I'm going to talk in a different way to how I talk on Instagram and this applies to all the channels you can think of for activation.

JG: It makes perfect sense! Since you mentioned the target group, and since it's one of the variables I'm going to study in my project, and since this is currently the time when we have the most active generations in the market, do you try to change your strategies according to the different generations or do you have a more general strategy?

P2: You have a basic strategy, a global strategy that is the answer to what I was saying at the beginning, isn't it? "Okay, we're here and where do we want to go?" And to get there, what do we need? And you put together a strategy of attraction, retention and attraction in that sense. But then the way you activate this strategy can't be the same. The way I reach your parents and grandparents is not the same as the way I reach you. If I go up to your grandmother and call her "you" and say "How are you?", maybe they'll look away and think "My God, what in the world is going on?", but if I do this with you, and when I say with you and your grandmother, I'm just using examples of people from different generations, it's perfectly natural and you'll even think "What a flexible and dynamic brand!". You'll even think it's quite normal that this is happening. So, it's up to you how you do it. Then there's something else that comes into play. If you think about Portugal, even though it's small, there's a huge disparity in the number of people in each region. You have younger regions and older ones, so your strategy also has to take this into account. If I'm going to attract people in the Algarve, naturally my strategy will be different from attracting people in Lisbon. In Lisbon, people are mostly younger or in the next age group, young adults, and in the Algarve, I'm probably talking to a slightly more senior audience. Maybe I'm talking to people in their 40s, 50s, 60s, but these are people who still want to work and want to be active in the labor market. So my communication and strategy here will have to be different in order to reach this target. That's why, when you were talking about market research, market research is also very important in this sense, not only from an Employer Branding point of view, but also from a sociodemographic point of view. Looking at Portugal, it's important to understand who the people in Portugal are, who the active people in Portugal are, where they are, what they do and what they value. Therefore, studies that respond to this will certainly feed into your Employer Branding strategies.

JG: Right! When it comes to metrics and indicators, which ones do you use to understand whether your Employer Branding strategies have had the results you wanted?

P2: You treat it just like you treat a marketing campaign. So you look at boost, you look at engagement, you look at reach. You'll see exactly the same indicators as in a marketing campaign. What's more, you'll also see more of the number of applications. Employer branding

is very difficult to measure, Joana. You can create instruments to do Employer Branding or to measure your Employer Branding or to activate your Employer Branding, you can do it, you can design good strategies, you can do the actions. Translate this into "look, we did all this and we spent this, but the return was this".

JG: Well, it's an area that has so many variables and so many influences from so many places that it's difficult to quantify.

P2: Because it's not direct, is it? At the end of the day, what Marketing does is run a campaign and measure it in terms of sales. If I run a campaign for this pen, I can see whether or not I've increased sales of this pen. In terms of people, it's difficult, because I don't do Employer Branding for a job. I don't put together a strategy because I want to attract people to a job. Not me, but one of the initiatives I have in my strategy is to attract this specific and particular audience because I need that job. I can demultiply. But you don't do it just to get a result. You do Employer Branding to first create awareness. How do you measure awareness? That's difficult. Indirectly, through those studies we were talking about earlier, you measure it through the number of general applications.

JG: Well, it can't be specific to a vacancy.

P2: Yes, you can't specify a position. You measure it by the views on your career page. If they've increased, if they haven't and you track those people. Imagine a person visited the page and clicked on the apply button? They did. Did they go through with the application process? Find out if they did or not. So doing all this measuring will tell you all sorts of things. It will tell you whether your attraction strategy is going well or not, so the more views the better it is. But then you have to measure the rest of the things, because imagine, if the views are increasing, but the applications aren't, then there's something going on here between the process of getting to the site and making my application. So this will also give you some clues as to what you need to look at. Okay, go over your careers page and your Apply button and figure out what you need to do, because the process is either too long or too scattered.

JG: Yeah, it might, for example, not be clearly visible where people have to click.

P2: Exactly.

JG: And internally, do you take care to convey HR practices and policies to employees so that they understand what is being done within the company?

P2: Of course, remember at the beginning when I said that for me Employer Branding has two main strands? I think this is a problem for companies in general, because they see Employer Branding as an attraction strategy and, as a rule, Employer Branding is even under the Recruitment and Sourcing umbrella. And, as a rule, most companies have it this way. You're starting to see it being split up, but still very little. But it doesn't work like that, otherwise what I told you at the beginning will happen. People come, they have great awareness and they know the brand, but then they leave within the first 6 months. Because the promise of value is false. And if your promise of value is false, forget it, it's not worth it. You can have all the budget in the world to spend on Attraction, it won't work. So, in my view, good Employer Branding starts in house, only after you have your employees being your ambassadors will you have the strength to go out. If the people inside don't believe in it, how can you ask someone outside to believe in it?

JG: Yes, that's true.

P2: It's just surreal. You won't get anywhere that way. You invest, invest, invest, the person arrives and shortly afterwards they leave. And you get this a lot. When I started working, I started at Lidl, Employer Branding was nothing like it is today. We were still taking the first steps towards what Employer Branding was in Portugal. Obviously, if you think of Australia, for example, which is a super-developed country in this sense, we've been talking about Employer Branding for many years. But not in Portugal. So Employer Branding was very much associated with this. It was associated with job fairs, it was associated with recruitment, people went to recruitment and did a little bit of Employer Branding, whatever that means. And clearly we've come a long way in this direction and, increasingly, I think it's an area that's gaining more strength within Human Resources and beyond, because, as I said, it's the work of at least three areas. But even so, you have a very old view of what Employer Branding is and few people work on Employer Branding in terms of retention. And this is one of the main factors why people leave and you have the turnover levels you currently have in companies. Because it's so easy to either get on LinkedIn and/or make a nice careers page. Nowadays then. I hire a marketing agency, a media agency to make a fuss about this and it's incredible.

JG: Well, a good programmer can make a good page.

P2: It looks great! You'll have a spectacular website tomorrow. But if this site doesn't tell the truth, and the truth won't always be great. You're always going to have strengths and things that

you're going to pull on, you're going to say "No, I'm very strong in this", but you're also going to have things that you're going to shut up about. No, in fact, it's one of the points we need to work on. It's one of the points that we recognize we're not great at yet. And Employer Branding helps you make this diagnosis.

JG: I was going to ask this question towards the end of the conversation, but since you've picked up on this topic, I'd like to ask you if you think that Employer Branding is already a strategic issue for companies today, or if there's still a long way to go?

P2: That's a nice question. To be as transparent as possible about my experience, which isn't that great, but there have been five companies in which I've worked on Employer Branding. I think that companies are very aware of the importance of Employer Branding, if only because those who don't talk don't exist, and this has become very real for people, hasn't it? Your communication needs, for example, I was in a company where until I arrived, and I went precisely because that was the challenge, absolutely nothing was communicated as a result of the organization's own strategy. There was no external communication of people, you only communicated your product. And the company itself felt that "ok, if we don't communicate what we do" and, mind you, they already had a lot of good things for their employees that were interesting to communicate, "we're not on the map". So I do think that companies already have a very clear idea that they need to communicate in order to exist, but I'm not so sure that they see Employer Branding as a super strategic area yet. Exactly for this reason, because when you think about markets, and retail I think is one of the best examples of this because we live a lot on results, it's still difficult to translate Employer Branding into numbers. And since it's difficult to translate Employer Branding into numbers, when you have a Top Manager who is very focused on numbers, it's difficult. Because it's not 1+1, 1+1x I don't know what.

JG: Well, it ends up being "this happened because we did this", "that happened because we did that" and it ends up not being a direct result.

P2: Exactly, and that's the hardest part. But, having said that, I'm very happy with the path the companies have been taking, because I really think it's completely different from when I started. It has nothing to do with anything and, in fact, if you open LinkedIn today you'll see lots of vacancies for specialists, heads of departments and managers in the field of Employer Branding. Just with the Employer Branding hat on. And this didn't happen 8 years ago. There were no Employer Branding specialists. They were Recruitment and Employer Branding specialists,

whatever that meant. Nowadays, within companies, you have specific areas set up for Employer Branding. And that's where I am at the moment. I really think that companies have come a long way in this respect, but we're still a long way from what we need to be if we want to make Employer Branding strategic. Which I think is the obvious way forward.

JG: I think it's inevitable and it makes sense. So, if there was this tool that I'm working on, what components would you like to see included in this tool?

P2: So, will this tool be internal or external? Will it be for use with your employees or externally?

JG: My current idea was to do both.

P2: Okay. Starting from the external point of view, if you could measure everything we've talked about, namely "How are you in terms of branding?"

JG: Awareness.

P2: Awareness exactly. "How are you recognized in brand terms?", "What are your greatest strengths, as perceived by your external public?", if you could measure this, it would be perfect. Internally, exactly the same thing, which is "What are you as a company?", "What attributes do you value most as a company?", "What makes you here?", I really like this last question. I think it tells you a lot, because when you ask someone who has been with a company for 10 years, "Look, why do you stay?". There's no shortage of approaches, the market is crazy. So it's interesting to understand why that person chooses to stay here. If you can measure this, it's absolutely incredible. And also measure what the development points are. Basically, I could see this tool, and if you get it, it will be absolutely incredible, taking a picture of the current state of the company. So it won't measure Employer Branding, but it will measure the current state. Because with the current state you can measure the Employer Branding strategy, which I think is the goal. Or no, you may really want to measure Employer Branding, and then you can think about those KPIs we've already talked about and you can include them all in your tool. I think you have these two strands and I think both would be super useful. You can either make an Employer Branding diagnostic tool or a KPI tool or even, at the end of the day, you can integrate it all together.

JG: I just had a question. Do you think that, taking the example of your company, people would be willing to talk to an outsider about their experience within the company? Or would it be difficult?

P2: I think it's always going to be difficult, you know? You're always going to have to have someone internal to bridge the gap and say to the employee "look, it's OK, you can talk", to help deconstruct that moment. But yes, I think it could be feasible.

JG: Now one last question, if this existed on the market, how much would you be willing to pay?

P2: I don't know how to answer that. At my company I would give you one answer, at my previous companies I would give you a completely different one. It depends a lot on how mature the Employer Branding is in each company. If it's a company that already has a very developed Employer Branding, it probably won't matter if you allocate a larger amount. If it's a company that's taking its first steps, it's going to do everything it can to use in-house resources. So it really depends on how mature each company is.

Participant 3

Joana Gomes (JG): What do you mean by Employer Branding?

Participant 3 (P3): Employer Branding for me is literally the positioning of a brand as an employer. I see it as a brand positioning tool, therefore, a tool from the area that manages brand positioning, usually in the area of Marketing or Communication or even Brand. And I usually see it done in association with HR, but I don't see Employer Branding as a pure HR tool.

JG: Okay, you see it more in the Marketing area then, don't you?

P3: Yes, as brand positioning. I think it has to be done in a logic of partnership, because nobody knows human capital, and that's not a very nice word, better than HR or people or People. But I would say that the best people to enhance the qualities and challenges of working in a particular place are the company's marketers. That's why I think it's a very hybrid function, but if you ask me, and this is always the question that doesn't have a right answer, everyone sees Employer Branding in a very personal way. But if you ask me, Employer Branding is a Marketing tool, done in partnership with other areas, but always Marketing.

JG: I think it also depends a bit on each person's experience. You're the first person I've spoken to who's told me that, the other two people I've spoken to see Employer Branding associated with HR.

P3: Yes, but I believe that, and I think this really has to do with training, I'm a training marketer, so my experience has always been of doing EB from a marketing perspective. It might also make sense to tell you that I started working at Company X, it was a one-year internship and I ended up staying in the Marketing department for eight years. For the first five years I was a brand manager in a very generic category, doing everything a brand manager does, and then I had the challenge of starting the Employer Branding department at Company X. What we decided to do at the time was to create a kind of partnership, where the responsibility for communicating Employer Branding would be in the Marketing area, but everything that was developed as EB would be developed by several hands, between HR and Marketing. So, we had a kind of team, which met monthly, which had, in addition to me who brought Marketing insights, a series of focal points from specific HR areas and every week we understood where we were and what we could do to improve various areas. I took a lot of information and benchmarks from the market too, for example, "these are communicating this, these this, those that", to understand what direct competitors are doing from a business point of view. And it can be things as disparate as "communicating salaries openly", which is a hot topic these days. Company X is starting to talk a lot about salaries, so we're probably going to have to first somehow make this topic more transparent internally and more real, and then start talking about it externally. So it was a topic that was always worked on in partnership. Then, in the meantime, I also took over the Social Media area, where I had various "tentacles" of what was external communication. Then I was challenged by Company Y to manage their Employer Branding area, focused on one of their brands, the Company Y* brand. There, the EB area was in HR and it was a great challenge precisely because of that. I had never worked in HR, no matter how close you were to all these people, and what I think we also managed to do in this challenge was to somehow bring a lot of the Marketing area into the HR area, even internally. We developed some projects, such as developing purposes, which are much more marketer issues, but the challenge was "ok, this is only possible if we communicate outwards. To communicate outwards, my suggestion is to do it with all these hooks, these actions and tools" and it was a very interesting challenge for this very reason, because of the way the company is structured, internal communication is also an HR tool within Company Y.

JG: And Employer Branding is also done internally.

P3: It has to be, it has to be. I'd say that if you don't do it internally first, everything you do externally will be fake. After that challenge, I went to Company Z, which is a fintech start-up. I really wanted to have experience in start-ups and tech and that's where I want to continue working now, at least for the next few years. And this is a completely different challenge, because it's full remote and it's a very different area from what I've worked in before. I came from the energy and food retail sectors and then to fintech, which I didn't know much about. I didn't know anything. I had to learn everything all over again and it's a completely different challenge. I'd never worked 100% remotely before.

JG: Oh, is it really 100% remote? There are no offices here?

P3: Yes, it's 100% remote. The company is English and you have people all over the world, more than 44 nationalities. And what you do, these things that we're all very used to after working for several years in Marketing or Employer Branding, when you have a campaign, you know more or less how you're going to launch it, even if it's internally, but offline. Offline as if in companies.

JG: The billboards or posters, right?

P3: Yes, yes, that. When it's remote there's no offline and you have to rethink all your strategies. I'd say that's where the biggest challenge lies and that's why I now enjoy the challenge of full remote so much.

JG: Yes, and I believe that the type of people you're communicating to is also completely different from what you were used to and that it's a much more competitive market. At least the idea I have is that in tech, people almost have the power to decide the conditions they're going to receive.

P3: That's true. I would say that, without wanting to be too cliché, Covid has changed everything, hasn't it? Because if you wanted to have an international salary, you'd have to leave here in the first place. Nowadays you don't need that, nowadays you can have an international salary and not leave home. And that has changed the paradigm. Then the tech sector, I would say, and at least from my experience so far, is very demanding, because it's a highly digitized sector. They have access to everything and that thing I was telling you about Employer Branding, which was: if you don't start from within, they'll be the first to point the finger at you

and they'll be the first to tell you so-and-so, and excuse the term, bullshit. That's not true. And, without getting too far ahead of myself, for me one of the greatest Employer Branding strategies is to create great, well-defined and focused Employee Advocacy strategies. What I mean by that is, there are a lot of different tools, but make sure that your people are your greatest external interlocutors.

JG: The brand ambassadors.

P3: Exactly, the brand ambassadors. And to do that, you have to somehow get them involved with the brand in a very, very, very serious, honest way, because otherwise everything that comes out will sound false and they won't defend you. Just as none of us defend a brand we don't believe in, whether we work for it or not.

JG: And how do you understand this engagement that employees have with you? Is it through questionnaires, do you carry out studies internally and externally to understand your positioning as a brand?

P3: Internally, I would say that poll surveys are mandatory. Engagement surveys are mandatory, they have to be and, in my opinion, whether you're a start-up or a big corporate, it's the same. You have to have one a year that is highly in-depth, almost massive, and you have to have at least one revival every 6 months. This is my opinion, but it's not always possible. At Company Z, the 6-month revival hasn't been implemented yet. I'd say that the big difference I've felt in this kind of internal study between working remote and not remote is that there's a very clear sense where you are in the office of the environment, isn't there? You walk the corridors, you hear the conversations, the trips to the cafeteria, you always have a sense of how things are. And if you're a very communicative person, and I think the role of Employer Branding almost forces you to be very empathetic and communicative, because people end up coming to you to complain about everything. You don't really have the power to change things, but you listen and end up getting a sense of how things are going. Working remotely doesn't offer that possibility, does it? No matter how much you use Slack as a tool. I don't know if you're familiar with Slack, but it's a tool similar to Zoom.

JG: I've never used it, but I have colleagues who do.

P3: It's a world to me. It's incredible because you have a whole series of channels.

JG: Is it similar to Discord?

P3: It's similar in the sense that you have the channels and you can explore different themes in each one. But then it's also similar to Zoom in the sense that it's a pure, hard communication tool internally. And Slack itself gives you a series of tools for people to get involved with the communication you're doing and from that you can also get some numbers, can't you? Look, the level of engagement has dropped, because people aren't participating as much. And there are other things you can do, even at meetings, that I think can be great, that I've never had. I mean, there's an annual meeting for the company as a whole, but then there are monthly department meetings. My experience, on remote, of these meetings with the whole company, they're also much smaller companies, 200 people, aren't they? They happen every week. So you can see every week who's taking part, who's not, then you can go into a level of detail that may or may not be good, it's debatable, but who's got the camera on and who's got it off. There are a number of details here that you can use as metrics to understand whether people are involved or not. For me, a fundamental go-to, establishing an Employer Advocacy program, is to understand the level of sharing and going into a little more detail, who adapted the copy you suggested as a company to another, for which company, what were the most chosen and most communicated topics, what topic was not communicated at all and why. And another issue with this new type of company definition or the way people get involved in the company is that you can easily go and talk to the person and ask "Why didn't you share that topic?".

JG: There's more openness for that to happen, isn't there?

P3: There is, I would say that, in my experience, the more horizontal the company, the easier it is to interact and the easier it is to understand. If a company is very vertical and here, for example, going back to my experience at Company Y, it's easier for people to do things because they have to and because the bosses are doing them. And then, as a marketer, it's much more difficult to ascertain what's happening and going well, because people are going to do it because they have to. In a start-up you don't have that. If people don't identify with it, they won't do it, especially tech.

JG: Yeah, that makes perfect sense. And do you use any platform to measure your presence among employees and the community, for example Glassdoor or something else?

P3: Glassdoor, especially in tech, I like a lot and I confess that at first I thought it was going to be one of those very one-sided platforms. Because whether you like it or not, your company is there, you didn't choose it, but it's there. But it also ends up democratizing the very image of

the company. As a marketer you want to somehow influence the way some people see you, don't you? I don't want to use the expression manipulate, because it's too strong, but your job is to "manipulate" people's opinions. Glassdoor has come up with a little disruption in my opinion, which is that you have no way of manipulating what is written there. It's completely anonymous and the only guarantee you have is that there can only be one comment per IP address. So you can't have an employee who's very annoyed with you because you left in a less than friendly way, trash talking on the platform. Then there are other things, which, being completely transparent with you, I don't see myself doing either, there are a number of things that you can only control if they are paid for as a company. From the point of view of an employee, and as an employee, I think it's a brutal tool. As a potential employee of any other company, I also think it's a great tool. As an Employer Branding manager, I think it's difficult to manage, because you have to pay to manage it, you can't be involved without paying. From a business point of view, whoever created it was super smart. Finally, in my opinion, Glassdoor has to be measured on a weekly basis, comments always answered, there can be no unanswered comments, honest, there are no perfect companies anywhere. In the few meetings I had with the Glassdoor team to try to understand more about what they were trying to do, they told me that every time a company had a ranking of 5, from 0-5, they themselves would launch an investigation because they thought it was strange for a company to have 5 ("if you have 5, something is wrong"). But having said that, analyzing weekly and responding to all the comments, what do we do: we also ask our people, without giving any prizes or anything in return, but when we communicate monthly, either explaining where we are or saying that we're launching a new internal or external project, we always say "don't forget, the way we're seen externally is controllable by us to a certain extent. Please create reviews, if you haven't already done so (and we'll give you the direct link to go there and do reviews)" and we explain why it's important to us and we always ask people to do so. Normally, in these start-ups you work long hours and it's very intense. So there's no way you can't put your shirt on and, normally, when someone is asking you to do something like this, if you're happy you'll do it. So, in answer, yes we use Glassdoor, we try to use it in the best possible way. It's a tricky tool for companies, but I can see the point of it and I can use it myself when I'm researching another company, not least because in these companies the pace of change is very fast. When I'm researching or have an interest, the first place I go is Glassdoor. First. And you can see when there have been layoffs now, who hasn't. I really like the tool.

JG: I only got to know the tool now when I was doing my internship at Argo and I loved it, because I think it makes perfect sense to have a platform where we can get a sense of what the culture, values and what people like about the company are really like. But I didn't know it was possible to understand the issue of layoffs, for example.

P3: You can, if you start reading comments. I'm a very curious person by default, so when I want to know information I look everywhere to get a better idea of what it is. If you go to LinkedIn you'll get a highly polished image. Then, when you go on Glassdoor, you start looking at the comments and you understand what has happened in the company, why the employees are unhappy. So a very real idea. Without naming names, I was recently in the process of recruiting for a gaming company and I realized that 4/5 months ago they had had a layoff process and that it hadn't been pretty for some employees. And that was one of the first questions I asked the Hiring Manager, which was "Why did it happen? Why are you recruiting now that some people have been laid off? Was there this position, for which you are recruiting, among the people made redundant?". You have a control as a candidate that you didn't have before Glassdoor.

JG: That's interesting. And even a good tip for my future on the labor market, when I'm researching companies and my analysis. Good. In your Recruitment and Selection processes, how do you communicate your attributes as a brand?

P3: Values, in the case of a Company Z, are very poorly established. They exist, but not like at Company X or Company Y. You go looking for values and at the outset, with some seniority or not, in a slightly more senior role you already expect the person to have done their homework, to have been to your website, to have values, whether they identify with you or not, whether there's a fit or not. In the case of Company Z, there are already some external values, but it's still very much in its infancy. To give you the example of Company Y*, what we did was to completely redo the careers website to ensure that the values are there. When you're recruiting, from the outset you can understand either the person themselves, although I realize that at a more junior stage of the job this doesn't count as much, but once you've had 2 or 3 years' experience, you already want to make leaps or moves that have a culture fit with who you are as a person. So, in this case, I would say that LinkedIn is the essential channel for fostering values. At Company Z, the exercise that was done several times was to use people's voices. We made a series of films in which we talked about, for example, how international we are. I can send it to you if you like.

JG: Thanks, I'd like to see it.

P3: I'll send it to you then. But yes, we've made videos where we show how international we are, you have people saying where they're from, what they like most about working at Company Z and why. Very simple videos, very "Do It Yourself", but they really help us to get that culture fit right away. Then, we don't do it yet, we don't know about it, but I've seen places doing it and I really like it, which is a kind of quiz on the site itself about a culture fit. Almost like those match quizzes between two people, but it's between a company and a potential candidate.

JG: That's interesting, I haven't seen it yet, but I was curious.

P3: I'll send you some examples too, if you like. It's really nice, because you can tell straight away if you're going to fit in or not. And I think it saves a lot of work on both sides. Also at Company Z, what was created was a kind of playbook, a pdf, which is sent to people so they can understand it before the interviews.

JG: To the people who apply?

P3: Yes, to the people who apply and go to the interview. The aim is for them to understand what Company Z is about, what it's about beyond the business, because the fintech business, especially Company Z's, is extremely complex and very difficult to communicate. Beyond the product itself, what is Company Z? A playbook on what it's like to be a Company Z. That's it, at a very early stage. Then there are other ways of ensuring this, and to use a word I don't like very much, this "acculturation" once they have joined the company, once they have been selected. But I would say that this is more of a big corporate process, because you can't go into such great detail about culture fit, rather than start-ups.

JG: That makes sense. And in all your communication, what metrics do you use to see if the recruitment and selection processes have been successful or not? If these videos have had an effect.

P3: At the outset, we realize this in the interview. Then we look at other factors, the first of which is how long the person stays. The funny thing - it's not really funny, it's characteristic - is that the world of start-ups has a completely different speed to the world of big corporations. If you stay 2 years in a big corporation, nowadays it may be more or less ok, but until recently it was impossible. If you'd only stayed there for 2 years, it was because something had happened. If you'd only been there for 6 months it was impossible. In start-ups, the mindset is

completely different, isn't it? You get offers every day, LinkedIn doesn't stop. It's something else, especially in tech, it's a different world. So the metrics also have to be different. But I'd say the time the person has been there; the notion they have, even before they're hired, of what the company wants or doesn't want; and then, here we don't use other metrics that I know are used elsewhere, because they don't fit with Company Z, like the number of people who applied. Quantity in this kind of mindset isn't quality, it doesn't correspond, so you don't want to have a maximum number of applications, not least because you have a hiring team of 3 people, you don't have all the free time to read and analyze CVs. So I'd say that's it. Once you've joined, you have 3 months, which we call "probation time", to understand if there's been a cultural fit.

JG: It's like probation time.

P3: It's not really probation, in English it's called probation time, but in Portugal it's different because there are a number of legal issues. If in Portugal you've already been effective, you now have a maximum number of days you can put someone on probation, otherwise they're automatically effective. This "probation time" is where we do your onboarding, this process is done through a platform that I love, which is NOTION, which isn't really an internal communication tool, but if you have time, research it more. It has a series of checks, you meet them and one of the checks is to make a presentation at the weekly meeting. Over the time that these checks are carried out, you'll realize whether there's a fit or not, but then I'd say that it's not a process that's totally cemented because it depends a lot on the Hiring Manager or Team Leader what follow-up he/she has and what availability to accompany this person or not. But from the outset what you get when you join is this NOTION doc, with your checks for each month of those 3 months and then you go on to fulfill them. And you're supposed to have the best possible culture fit when you've done everything. Having said that, just to emphasize, it's very difficult to compare these processes within a start-up or a big corporate.

JG: Yes, I believe that. On top of that, a tech start-up must have a completely different dynamic and speed.

P3: It's crazy. There are things that are very good and that you can implement straight away, imagine having prizes if you recommend someone who stays for more than 3 months. The employee receives a prize. This is very difficult to implement in a company that already has a number of structures in place. And they're good bonuses, we're probably talking about 3,000 euros, 5,000 euros. That's a lot of money. Implementing this at Company X or Company Y is

extremely difficult, because the processes have been in place for many years and it's almost like putting the dinosaur in a different direction. In a start-up it happens almost overnight. Okay, we need a referral award and that's it. There are several things that are really difficult to compare, having worked in both worlds I can understand how crazy it is for one world to look at the other.

JG: Yeah, they're completely different dynamics. And it's interesting to have your perspective, because the other people I've spoken to are from bigger, more established companies and not start-ups. So, it's interesting to understand the differences. Regarding strategies, and I don't know if this will apply much to your current case, but do you create a communication strategy that is transversal to all ages or do you create targets?

P3: I can answer you not only in relation to this experience, but in relation to all the experiences I've had in Employer Branding so far, and it's targets. Always. From a communication point of view, for me it's a mistake not to segment. It's a mistake from the point of view of spending energy on something whose return is not going to be what I want and if I have to focus my energy on targets, which can be as different as: recruitment targets; brand positioning targets and this can be an online target; competition targets, in other words, I don't want to recruit those people, but I want to cause awareness. They can be very different targets, but always through targets. Having a "one-size-fits-all" strategy doesn't work or doesn't work anymore in communications, in my opinion. It worked for many years, but not anymore.

JG: Well, the market is a bit demanding too, isn't it?

P3: And it's going to be increasingly so.

JG: And this also makes a good bridge to the next question, which is: how do you understand what your workforce of different generations value and how do you also try to keep up with these needs?

P3: It's funny, because in the case of Company Z, you don't have many age groups

JG: Yes, I think they're younger people.

P3: Yes, they tend to be more junior. And even when they're not so junior, in terms of experience, they are in terms of age. There's a very routine conversation that comes up again and again, which is the story of the 4-day working week, and this is a topic that internally and

externally gives us a lot to talk about. These kinds of needs or comments and issues that we want to bring up are funny, because the way you start talking about them is not very dissimilar, it's very direct. There's someone in Slack who asks "when are we going to start working for just 4 days?". That's it. Of course, later, when you do the surveys, you can also figure some things out.

JG: But also, maybe, because you have such a flat structure, people feel comfortable talking about things and don't wait so long for those moments.

P3: Absolutely. And often it's directly to the founders. Sometimes we get print screens from the founders saying "please answer this, this person came to ask me about this". That said, there are a number of benefits that are already established and that exist in a number of start-ups, such as unlimited vacation. Experience tells me that it's one of those benefits that should be given, because I don't know anyone who has taken 2 months' vacation. The more you give people, the more they feel a responsibility to match what they've been given and live up to it. So far I've never seen it abused. There will be exceptions, but I've never seen it. You have benefits, like parental leave. In the case of Portugal it may not be so obvious, because we already have a legally defined parental leave that is quite nice, but you have countries like England and others that have nothing. You have places like the USA where you get two weeks.

JG: For both the father and the mother?

P3: Yes. Then you have a series of benefits, like you can invest what you want with learning, go to a Web Summit or order the books you want. It's unlimited, I don't know how much longer it will be possible to keep it unlimited, but today it still is. Then there are several different issues. You can't expect anyone to tell you what kind of training you need to do to continue your future. It's in your hands. I think that for your generation it's more mainstream and normal, but maybe for my generation there are still a lot of people waiting for someone to tell them what to do. There are a number of benefits you'll get from joining the majority of start-ups or start-ups that are still small, not small in terms of size, because 200 people is still something, but which haven't yet launched their product or established themselves on the market, which make people want to stay. It won't be because of the benefits that people leave. But then there are issues that are more difficult to control, for example, the 4-day issue. There's a buzz here about implementing this. I find it difficult, in the case of Company Z, that this will ever be given. But having an unlimited number of vacations, you have other ways of getting around this, don't

you? I'd say that Slack is fundamental and the fact that it's such a horizontal company makes it difficult not to listen and not to know, because information and demands are in fact democratized. Everyone has access to them.

JG: Focusing now a little more on my idea, on the Employer Branding diagnostic tool, I'd like to know what components you'd like an Employer Branding tool to measure?

P3: Look, I think there are several. There's a brand positioning tool that I use called Brand Management - Brand Watch. You have to look it up, I can send you some links if you want, but it gives you a very clear idea of your brand positioning, but not necessarily Employer Branding. Basically, brand positioning in general is associated with how you are perceived as a brand. I'd say it's mandatory to understand this, whether it's positive or negative and what happened to make this number what it is. I also think it's extremely important to understand what's being said. Not just on channels like Glassdoor, but in general on social media, in the digital world, what comments have been made about your brand. I imagine that this is more difficult to measure when you have a more generic name. If it's a Company X there aren't many in the world so it's easier to find, but if you have a slightly more generic name it's harder to filter. But I'd say that's very important too. It's also important to understand what candidates are saying about you. Here I think the challenge is to go beyond Glassdoor and perhaps filter LinkedIn comments as well. Then I'd say that this is a challenge, but to have a ranking of candidate profiles, targets, candidate personas and which would be the best fits. Well, I'm thinking out loud here, I don't know if it's going to be possible to do all this.

JG: That's fine. It's important to understand what each person values and then see what can be done with this tool.

P3: Of course. I'd say create a series of candidate profile personas and then within those profile personas what would be the most obvious places or sectors to apply for and then why. To have a kind of match. As I said before, in my opinion there's no such thing as a one-size-fits-all, but what we're finding more and more is that a certain profile is looking for certain information or a certain type of job. So, if you could somehow make that match on the platform itself, that would be perfect for me. Then you could understand within each profile where the company you work for or represent the brand stands. I think this could be important. Then, finally, to be able to measure what your main weaknesses or challenges are as an employer in the way you are perceived.

JG: A bit of what people like least about you, right?

P3: Exactly. And what they like most about you too. Internally, I always think it's going to be more difficult to measure on platforms outside the company. If it can be implemented internally, then it would be a win-win. Because it would be something you could implement internally and at the same time you could use it to understand what the outside world is saying about you. But I would say, quick wins, in other words, I'm not saying it's easy, but it would be these issues that we've just talked about.

JG: And do you think that Employer Branding is now seen in a strategic way within companies? Is it valued enough?

P3: An interesting question, but difficult to answer because it has several "buts". I would say that yes, if 6 years ago nobody knew what Employer Branding was, I myself when I was challenged to implement an Employer Branding strategy had no idea what it was and I had been working in Branding for some time and had no idea what it was, especially in Portugal it hadn't been heard of, I think that today everyone knows what it is and has heard of it. Even so, knowing what it is and how important it is, I still don't think it's used in a strategic way. I don't think so yet and there are still steps to be taken. I'll explain why and I imagine it's an opinion contrary to what you've heard so far. But since I don't believe that Employer Branding is a recruitment tool, but rather a brand positioning tool, as long as, in most companies, Employer Branding responds to pure and hard recruitment, it will never be a brand positioning strategy. Therefore, it will never be strategically based to position a company. It's going to be an answer and it's always going to be another recruitment tool. And I think it should be a bit more than that. I don't care if it's in HR or Brand Management, as long as it's managed and seen, especially internally, as a strategic brand positioning tool. What do I mean by this? We know that today we have, let's say, x number of needs in terms of recruitment. If my strategy is to respond to that number of needs, it will never be a lasting strategy. It will always be just another recruitment tool and I think that's a mistake. That's why I think it's still not seen in a strategic way. Because the day that Employer Branding responds to either the HR director or the Brand director, but responds as an autonomous discipline, then it will be seen strategically and it will be seen as a long-term strategy and as a positioning strategy for the company itself. Regardless of whether it's as an employer or not. Until then, in most companies, I don't think it's being used strategically.

JG: I completely understand your point of view and I even think it makes sense. Maybe the future is to be a department or area on its own.

P3: I'd say so. A few days ago, I was talking to some friends who aren't Portuguese: one is Pakistani, another is English, another lives in Holland. They are from the HR departments of various companies and we were discussing this. What I was saying to them was "imagine you put your Product Manager, someone who manages developers and people who are creating products, to sell your product. And they say "but that doesn't make any sense", but that's what they often do when they put the recruitment area in charge of managing Employer Branding. The recruitment department knows the product better than anyone, but they're not necessarily qualified to sell it externally. It's the same comparison. And they're like "oh yeah, that makes sense to me that you think that".

JG: It really has to be a joint effort between the two areas.

P3: It has to be a two-way job.

JG: For it to be strategic and for it to work, right?

AB: I think the only way is for us to look at it, as you said, as a strategic tool and, as a strategic tool, who are the people who can contribute to enhancing it. Otherwise we're wasting a bit of time here too. So I think that, whether you're communicating internally or externally, it has to be someone with a marketing background. And when I say that, it doesn't have to be a marketer, it can be someone from HR, Human Resources Management, who has studied enough or applied themselves enough in their research and understands what tools they can use. But, in my opinion, you need to have an understanding of communication.

JG: It makes sense and, as I said, it's really interesting to have a different view of Employer Branding and its future. So I'm starting to look at this issue in a different way.

P3: Let me also say that there isn't just one way. There is a path applied to your company and your company's needs. Having said that, I just think that Employer Branding deserves a different kind of stage here. Nothing is set in stone. What works today may not work tomorrow and the person and company will have to adapt and the department will have to be changed. Having that flexibility is also important, but that's how I see Employer Branding today.

JG: It's an interesting perspective and, as it's an area that has only recently come to the fore, I also think it's going to be a lot about trial and error. Realizing what works, "let's go that way, it makes sense" and the rest of the companies will follow.

P3: That's true. That's true.

JG: To conclude, I'd like to know how much you think companies would be willing to pay if this tool were available on the market?

P3: I think that will depend a lot on the company itself. But I can tell you what I would be willing to pay. The market value of a tool like Brand Watch, which is a tool for measuring your brand, which can be used as an employer or not, but I think it's a good benchmark for you. The Brand Watch associated with other platform, all links that I can send you at the end just out of curiosity.

JG: Yes, please.

P3: Brand Watch and the other platform are a social media management tool. The two together, I think, are around 15/17k a year. So I'd say that, complementary or not, up to that amount most companies are willing to give and I would be willing and it would be something I wanted to implement. The more tentacles the tool itself has, and this is forgetting my position and your future position, and just a word of advice. The more tentacles the tool has and the more autonomy the tool has, imagine that it gives me a series of insights on my part as an employer, but it also allows me to act on them. It also allows me to schedule social media, to reformulate my social media strategy. It depends on how complete it is going to be. I think there's room in the market, there's budget to invest, whether it's from an HR perspective or from a marketing/branding perspective. And that's it.

Participant 4

After my introduction, Participant 4 began the conversation with a summary of her/his career and a brief introduction about her/his company.

Joana Gomes (JG): Thank you for sharing, it was very interesting. Moving on to the topics I was thinking of talking about today, I'd like to know what you mean by Employer Branding?

P4: Look, for me Employer Branding ends up being about our employer brand. There's the brand as a brand, a more marketing concept, and there's the employer brand, which normally

always has to be associated. You can have a very strong brand, but if you're not an employer brand that takes care of and conveys values and works on all that, it's really more difficult for Employer Branding to have a positive impact on the outside, okay? In a way, it's transmitting your employer brand, your value proposition to the external community. And also internally, which is what we're also working on this year.

JG: And how do you understand what your main strengths are for communicating both internally and externally? Do you carry out internal questionnaires with your employees to find out what they like best, or do you do some market research?

P4: Look, we try to understand and benchmark our competitors, we're talking about the biggest fashion and non-food retailers here, to understand what they're doing as well. We send out questionnaires to our employees to find out, especially when they leave, what their vision of the company is and what their experience was like, so that we can then see where we need to focus, what action plan we need to make to respond to the needs that exist. So this part of communication with employees is twofold, as you say, and with future employees too, isn't it? Firstly, on the external side, we communicate through our social media attraction campaigns, where we convey, when we're recruiting, our values, what it's like to work at my company, how far you can go, namely that we're very committed to internal promotion. If you want to grow at my company, you have to start in our stores with a part-time job, but stores are still our DNA, so you get to know the business. Then internally, we have a channel, an intranet, we call it INet, where we publish all the information for our employees throughout the country. This is where we also consult our opportunities; where we have training, which is like a Netflix-like platform for training; where you can access language training, which is Busu; where you can see all the opportunities at national and international level. In other words, there are two strands of communication, both external, on social networks and on the appropriate channels, where we always communicate what we do and where we want to be. Here we always take the opportunity to position ourselves as an employer brand. And then we also work internally through our internal platforms on what we're doing. We have a super cool network called InStories, which is like my company's Instagram, where everyone in the stores can post all the events they're attending, whether it's Black Friday, sales or a new collection. This generates enormous engagement in this area and we create a large community here so that they realize they can share what they love, which is working in our stores.

JG: What a fun initiative! And they also end up connecting with each other and understanding what is being done from the north to the south of the country in the various stores.

P4: Exactly.

JG: I think it's your company that has a very strong presence on TikTok, mainly to publicize the recruitment processes. At least, I've seen it.

P4: Really? Yes, we launched a campaign, we were the first in Portugal to launch this campaign, now it's a bit on Stand-By. We wanted to test it, the results in terms of reach were enormous, we reached I don't know how many million views, but in terms of recruitment itself it wasn't that good. Why was that? Because people are there to watch videos, to have fun.

JG: Well, maybe your target audience doesn't use the app that much either.

P4: Yeah, that's right. We also invited influencers to do looks and it was fun. It had a great impact, it reached a lot of people, but we worked more on the brand than on recruiting. Recruiting, we then launch all the campaigns on our website, anyone who wants to work with us goes directly to mycompanycareer.com, is contacted within 3 or 4 days by the recruitment team and is screened. After this screening, they are invited to come to a group dynamic, where they have a face-to-face group interview, where they play games and dynamics. And then they're kept on our database. As soon as a vacancy arises that matches their geographical availability, the hours they want and the brand they like, we call them to make an offer. This makes it much less likely that this person will give up. We meet what the candidate wants and what the stores need.

JG: And in these campaigns you run on social media and other communication campaigns, what kind of metrics do you use to see if it worked or not?

P4: Imagine, we did a campaign for one of my company's brand in Santa Catarina, which was our first one in Portugal and the group's first outside Spain, iconic, and we refurbished the store and thought "So what do we have to do differently?". So we did a campaign with a video about the inspiring city, where we told a bit about the history of the city and how important that store was to us. We put up a UTM and whoever applied clicked on that UTM, we took that data and then we evaluated who applied, whether it had an impact or not. And we do this with every publication we make, there's always a UTM linked to it and that UTM is one of those little, I don't know if you know what it is?

JG: I don't really know.

P4: It's like a mini link. Instead of going to the ad, you click on it and it takes you directly to the site, but we're able to track who's signed up, how many clicks they've had, how many views they've had. That's super important for us too.

JG: Yes, I think so! And how do you try to communicate your attributes as a brand during the recruitment process?

P4: Look, for us it's super important that they realize that at my company there are opportunities for growth. We are a company that invests a lot in internal promotion, and for us this is essential and fundamental. So the way we communicate is always aligned with more direct communication on social media, where we post not saying "we're recruiting", but telling a story. So it depends, when it's a big recruitment peak, we say we're recruiting. But during the "normal" period, our posts are more geared towards a different type of strategy, towards a type of candidate who wants to grow, develop and have a more lasting experience with us.

JG: And do you worry about developing a communication strategy that is transversal to all ages or do you define it more by target? At least when I go to the stores, I feel that the group's target, in general, is younger people. Maybe at Bran Z of my company it's older people, but I still feel that the group's target audience is younger people.

P4: The way we communicate has to do with our product, our brand and our stores, doesn't it? We want to attract people who feel comfortable working in our stores, who feel good and identify with us. So, for a Brand Z of my company, the communication is perhaps a little more formal to attract a type of public that likes personalized service. My company's brand communication is for a wider audience, isn't it? It reaches a huge age range, from newborns to adults. Then there are the youth chains which are very targeted. At Bran Y of my company the music is louder, for example. At Brand X of my company you have surfboards, cars. In other words, it's very targeted at those who identify with it. We don't do this segmentation; we just process all the information and all the candidates who enter our database in order to identify their preferences and find an opportunity in the place they like best.

JG: And internally, do you try to communicate all the HR practices you have? For example, the language courses you mentioned earlier. Do you try to make your employees aware of the opportunities you offer?

P4: We always communicate. We have daily meetings in the stores, where the store director meets with the team before they open and in the middle of the afternoon, and it can also be at closing time, and communicates the values they have to do, if there is any important communication about a new collection, if there is any new training in the internal network that they can/should attend about sustainability, inclusion. We've just recently set up a very strong communication campaign on inclusion, where we've already hired around 80 people with disabilities, and it's been a huge challenge. And we communicate here with the stores about the project and how we do it. In other words, there is direct communication, not only on our internal communication platform, but also in our daily meetings, where we convey, by topic, the most important messages on certain issues that are happening throughout the country. Even information from the central office about something that might be happening around the world.

JG: And how do you try to understand what the workforce of different generations values when it comes to benefits and compensation?

P4: That's a huge challenge for those of us in recruitment, because the requirements that people now demand in order to work for a company have been changing.

JG: People are becoming more and more demanding.

JA: Exactly, and with purpose too, right? They identify a lot with a company that works on sustainability, for example. We're a fast-fashion company, we don't have a very strong ecological footprint, but we work a lot on sustainability in the join life collections we have, with organic cotton; we have a "take back program" in our stores, where we recycle tons of clothes for the Red Cross. We have boxes where you can put clothes. In terms of inclusion, we also have a worldwide focus on integrating people in the context of diversity and inclusion. We have n nationalities in our stores, all kinds of ethnicities. In terms of inclusion, we have people with deaf disabilities, cognitive disabilities, autism, trisomy. It's been a huge challenge. And when you're communicating, for example, at a university, you have to share your projects. Because you're not going to share "we're the biggest fashion retail group", no, we're going to share that we're a fashion retail group.

JG: Because your company needs no introduction, does it? I think everyone knows it and is a consumer.

P4: Exactly. That's basically it, so we have to convey a lot of our values, whether it's sustainability, diversity and inclusion, internal promotion projects. And, in fact, that's what makes the difference in recruiting this type of generation. Because they're not looking for a salary, they're looking for experience and purpose. Whether they identify with the company or not. So we have to learn to communicate that. Even though it's a strong brand, and even though we still hear "oh, I've wanted to work in one of the stores ever since I was a little girl. I've always liked the brand", this generation is looking much more for purpose, for contributing to a sustainable world, for stores that are completely efficient. So all of that counts when making a decision, whether or not you identify with the company you want to work for.

JG: Yes, I can also give my example here, I've always consumed the products of the your company group and I've always liked the brands, but in 2020, I think, I went to Magma Studio's Talent Bootcamp and spoke to two colleagues and, at the time, I liked the group even more, because one of them told her story. She had no background in human resources and, after starting work at your company, she grew up and started a career in this area. And I, for one, was pleased to hear that the group invests in the training and growth of its employees.

P4: Those girls you spoke to should have been there with me at that event, yes.

JG: Yeah, I don't remember anymore. I just remember their story. And I really enjoyed hearing that particular story, because it goes along with what you were saying, I think my generation is looking more for a brand or a company that values them and that they feel they can grow with.

P4: You can grow and don't stop being who you are. That's very important to us, you can be whatever you want here. Of course, you have to contribute to the business so that we can provide the necessary answers, but you can be whoever you want and however you want. That's not an issue for us.

JG: That's great! When it comes to understanding your presence in the market and how people see you, both internally and externally, do you use any platform to understand your positioning in the market, namely Glassdoor or another?

P4: Yes, we work with Glassdoor to gather information on how people see us, the rating we have, and we also compare it with internal questionnaires, where we send out forms for people to answer. "You worked with us? Okay. In terms of benefits, do you think you could improve? In terms of environment, did you like what you saw? In terms of career progression, do you see

where you could grow?" We took that information and cross-referenced it with the information from Glassdoor so that we could then come up with an action plan to push ourselves and work towards it.

JG: And do you think that Employer Branding is now a strategic issue in companies or is there still a long way to go?

P4: Even in a large company like mine, where the brand is very strong, there has always been a certain reticence to say "Be careful, we're very strong, we can't be saying that we're the best" and so we have to strategize in order to be able to say "No, I just want to communicate what I do well, it doesn't mean that I'm better than the others".

JG: Well, it's basically communicating "what we are".

P4: Exactly, what we are and we are internal promotion, we are betting on our employees, starting part-time and becoming a store director. We're you having a degree in fashion, being able to come in and help with a brand's merchandising and having an international career. That's who we are. And so we created Inspira here, which is a project where we invite people who have a super inspiring journey to share it, through videos, and we communicate it externally, in universities and in the appropriate channels so that they can share what it is to be my company.

JG: And what are the main factors you take into consideration before establishing an Employer Branding strategy?

P4: Look, the factors are: first, the recruitment needs we're going to have, that's always important and it always has to be allied to Employer Branding, okay? And then we start to set up attraction campaigns, we'll look at the social networks, how many campaigns, if it's a traffic campaign, if it's a campaign for one type of recruitment. Then we'll also look at our presence at fairs, by area, what strategy we need to have in terms of the most critical recruitment areas. How can we support each other and what presence can we have to respond to the needs we have, okay? Other factors also have a lot to do with the positioning of the my company brand. A few years ago, my company wasn't so well known, it was better known for each brand so there was work with the community we want, which is the student community, so that they could understand that "ok, I have to develop skills, I want to grow and really have an experience that can help me in my future", why not work in one of our stores and be able to develop some skills such as communication, teamwork, access to all my digitals that we have and then, who

knows, grow within the resources we have. So, the essential factors have to do with recruitment, with positioning by geographical area, too, and the need we have, in order to be able to give a concerted response to attract the greatest number of candidates to our site. And then we work on the whole employer brand thing, too, we're present at various events, for example, on inclusive recruitment, recruitment with the university community. Why is that? Because by attracting these young people to work with us, we are attracting people who have a completely different view of the world, which is what we want, disruptive and who can add value. And diversity is so strong in our stores that we have people from a wide range of backgrounds, from law to sales to architecture.

JG: A bit of everything, isn't it?

P4: Yes, yes. And that diversity is what makes the stores grow.

JG: Yeah. Going back to the topic I shared earlier, this story of your colleague that I remember, she took a completely different course, I think it was in the social areas, Social Education or something like that, and she showed that, even though she didn't have a degree in the area, your company invests in the employees who stand out the most and trains them accordingly. He said that your company gives employees the opportunity to try out different areas.

P4: Yes, that's really a focus of the group.

JG: Good! Just to answer a question, so Employer Branding within the your company group is very much associated with Human Resources and recruitment, right?

P4: Absolutely! It's really an essential area for us.

JG: It's just to really understand how this area fits within each company, because in the conversation I had with participant 3, she associates Employer Branding with marketing. It was a very interesting conversation, because it gave me a broader view of Employer Branding.

P4: But that's the future, Joana. I have a very strong relationship with the communications department, which helps me understand how I should communicate something and the way we are communicating and how we are going to participate in an event. And all this is essential for communicating in a concerted way. Employer branding is undoubtedly a combination of Human Resources and the communication and marketing side. Whoever has this notion creates a much stronger strategic Employer Branding. And this whole vision that participant 3 gave

you of the Marketing area makes perfect sense, because you have to communicate. You have to communicate a lot about what you do well and HR often has more of a management, cost management view. And since I'm in recruitment, I have to be more involved and publicize what I'm doing in order to attract people. And that's marketing, only it's marketing aimed at the recruitment area.

JG: Exactly. And now, almost at the end of this conversation, I'd like to know what components you'd like to see integrated into an Employer Branding diagnostic tool, if one existed?

P4: Look, this tool, if I remember correctly, at the beginning you said it would assess your positioning as an employer brand and the type of Employer Branding you have as a company, right? No, I think it's important for it to be a "Glassdoor-like" tool, but more practical and one that could compare you with your direct competitors or with the best players in the market and give you metrics that you could work on as well, isn't it? Some kind of evaluation so that you can make decisions, which are super important when it comes to strategic planning. So this tool would have to be able to assess the employer brand on various levels, in the area of benefits, the environment, climate, career progression, whether you have access to digital media. All of this would be important and then with some classification to give you a ratio here and some information here on areas to work on. Something that would highlight it.

JG: Okay, and what kind of metrics do you think would be important to evaluate?

P4: So, the metrics have to do with the number of responses to your questionnaires, the type of interest or application they may or may not have already made to your job site. It might be interesting to understand whether or not they've already signed up to the site. Why did you choose this brand? In other words, why do I choose this brand? And then have one or two or three parameters to measure this information. In general, I don't know if that helps you.

JG: Yes, yes, it's just to try to understand what each person values and would like to see in this tool, to make it as complete as possible.

P4: What, for example, did participant 3, who is from Marketing, tell you he wanted to evaluate here? Do you have any idea?

JG: She talked a lot about awareness and other components more linked to marketing. She also talked about people's perceptions.

P4: Well, brand awareness makes sense.

JG: If this tool existed on the market, how much do you think companies would be willing to pay for it?

P4: I can't tell you that, but as it's such an important and strategic area now, if this tool is well structured, I think it would be very well received. But in terms of value, I can't tell you.

JG: Well, it will also depend on the tool itself, won't it?

P4: Exactly.

Participant 5

Joana Gomes (JG): What do you mean by Employer Branding?

P5: So, Employer Branding for me is the area that works on everything that is a company's employer brand. So, it's my personal vision, but it's also what we do here in the group, we look at Employer Branding not only from an attraction perspective, but also from an internal perspective. In other words, "What is employer branding for us?" is what we call the people promise, what we have to offer those who come to work with us. It's almost an agreement between two parties: we hire you and promise you this and you give us your work, your dedication, etc. Anyway, it's that question of the so-called organization. We have a fundamental role, beyond paying the salary, in making sure that the person has a good experience here with us and the person also has to align themselves with our values and deliver in a way that is also ours, right? Linked to the way we work. So that's the first question. Basically, the employer brand, so the brand is a bit about perception, isn't it? We work on perception, but there's a fundamental component when we work on Employer Branding, which is knowing what we have to offer. We know a lot about the Organization, what it's like to work here and what we promise those who come to work with us. From an attraction perspective, this is very important, because we can't promise things that aren't true. So I'd say that the first step is to know what I offer, and that's when we're going to do something fundamental: listen to how people feel about working here. Find out what they think.

JG: Picking up on the moment you're talking about, I'd like to know how you manage to understand what people feel. Do you do questionnaires or other types of studies or even focus groups?

P5: In the first phase, in order to establish our EVP, we worked with a company called Universo, which is very well known in the field of Employer Branding, and we carried out a global survey in all three geographies. And then we looked at the results for the group and for each company. We're a group, aren't we? But then we have different companies and, therefore, as they all have slightly different businesses, there are different inclinations. The EVPs are transversal, but then there are some changes according to the companies. So that was the first step. On a regular basis, externally, we rely a lot on the universe for feedback. They help us with all the rankings with university students, with the preferred targets. One of the great advantages of working with an external international player is that we also have an external benchmark. In other words, we can see how we're positioned in the labor market, for the preferred targets, which we can even select if we want to, and compare with the companies that, for us, are our competitors in the labor market. So, externally, this is very much what we do. Internally, we have an engagement survey, which isn't exactly Employer Branding, but which allows us to understand what the employees' perception is of their working environment, their day-to-day lives, etc. But what we want in the future, which we haven't implemented yet because it's a bit more complex, is to have more specific measurement mechanisms on "what the employee experience is" and we do this by defining the concept of "moments that matter" or "moments of truth", I don't know if you know what that is?

JG: I don't know, actually.

P5: I know you're very focused on the external part, but there's a very important part here: Employer Branding isn't just about attraction. It's about attraction, but it's also about making sure that the People Promise is true and therefore improved. Just as people's needs change over time, whether it's an individual person or a generation, generation Z wants different things from Millennials and Baby Boomers, etc., we have to create work environments that correspond to the needs of the different people who want to work with us. And so it's essential to understand whether what we're offering is suitable for our population, so that we can then attract people who feel comfortable here. So, what do we do? We have something called the Employee Journey or Employee Life Cycle, which goes from attraction, which is still an external phase, then recruitment, on-boarding, development, training, performance to off-boarding and alumni. Within each of the phases of this life cycle, we define key moments, almost like the deal breaker or deal maker of the person's performance. I'll give you an example: you have your first day of work at your internship, for example. You meet your new boss, he's not at all friendly, he doesn't

invite you to lunch with the team, the team doesn't call you, he doesn't give you any feedback during the first week, you feel lost. Even if he manages to recover later on, that moment, that onboarding for you has failed. Even if they offer you a spectacular kit, they give you a balloon, they give you a kit with lots of things, you know?

JG: Yeah, I won't feel welcome in the company and that will worsen my engagement.

P5: Exactly, for each moment of the life cycle, there are key moments within that phase that are fundamental to your decision-making process. For example, in the recruitment process, if you have an interview with your potential boss and you don't like that person, you won't want to work for that company. If the interview goes badly, if she's not nice, if she treats you badly, do you understand? For example, in the office, the working environment is nothing like what you expect and you end up not feeling comfortable there. So, there are key moments throughout the life cycle that are fundamental to the employee experience. And so, it's these moments that we want to work on more internally to ensure that we increasingly have a better value proposition and communicate it externally. So that we're not selling a cat for a mouse, that's fundamental.

JG: It makes perfect sense and I think that more and more people value transparency and honesty in companies. Above all, as you said earlier, the generations want different things and I feel that, above all, the younger generation is looking for companies that are really transparent and that what they "sell" us is what we're actually going to experience.

P5: Of course, because it goes both ways. We're not interested in having someone unhappy, because it's a big investment and then they'll leave, and then the person who's going to work with us won't be satisfied either. So, both sides lose out. We have a great responsibility to communicate the truth about working here, because it's not for everyone. We're perfectly aware that it's not for everyone and that's why we want to attract people who want to come and work with us, we don't want to attract everyone. There are profiles that aren't for us.

JG: So, you're trying to carry out a communication strategy that's aimed at your preferred target, right?

P5: Exactly.

JG: Do you do it by age, profession?

P5: It depends. Mostly, externally, we recruit two types of profiles: young talent, recent graduates, and we do some strategic recruitment for some functional areas, to acquire some technical knowledge that we don't have yet. We very much favor internal mobility, but when we don't have a technical skill, we have to source it from the market. So it can be from a functional perspective, where there's a technical need that we want to work on and we go out and get this talent, or also the issue of young talent, which ends up being a target age or professional experience, which is at the start of their career. And we adapt our communication to these two targets.

JG: And how do you know if your communication campaigns have worked?

P5: We're still in the process of some transformation here in the area of Employer Branding and there's a lot we haven't done yet. But what do we have at the moment, for example, we have social networks aimed at a younger target. We've realized that it's a fundamental channel for these generations, maybe a Baby Boomer won't see on Instagram what a company is doing, but maybe someone from your generation already does. We have an Instagram channel, which has much more targeted communication. We're not at the right level yet, but we're moving towards it. We have a LinkedIn page, a corporate page and then a showcase page, which is more geared towards young talents. So everything that goes into communicating talent programs. And how do we measure it? In terms of social networks, it's a lot about measuring engagement, how people interact with the networks in general. When we talk about attraction campaigns for recruitment purposes, our metrics are clearly the number of applications with a valid profile. In other words, it's not the number of applications per se. If we have lots of candidates, but the profiles don't match what we're looking for, there's no point. So what we really want is to attract the people who want to come and work with us and this metric of ensuring that we have the right candidates is a guarantee that we communicate well and pass on the value proposition of what it's like to work in the group and what it's like to come and take part in a trainee program.

JG: And how do you try to communicate your attributes as a brand, your strengths and what you offer during the recruitment process?

P5: So our job posting, for a "normal" vacancy, is not for young talent, because the latter have a whole campaign, we go to job fairs, it's a bit more concerted.

JG: I've actually seen you at a few.

P5: Exactly, it's a bit more concerted and it's a campaign in itself. When it's a normal, one-off vacancy, for a technical position, what we do is have a job post that's very tailored, with part of our People Promise, what we have to offer, what you'll find when you come to work with us and also part about our values. For example, here we are a company that works according to these values, which is for people to understand, right from the start, whether this is something that makes sense to them or not. And we've also started, and now I'm being optimistic because we've only done it once, but we're going to do it more often, which is also a video of a person who works in that functional area explaining what it's like to work in that area, what that area represents. To help convey what it's like to work in that specific area or in that team and what it's like to work at my company in general. And for people to understand whether or not they are interested in coming to work with us.

JG: Yes, maybe they can also better convey what the person's day-to-day life and experience is like, and it helps candidates better understand what they're going to do when they join the company, doesn't it?

P5: Yes, I think we always have a problem with social media. It's very difficult to explain what you're doing in 30 seconds, isn't it? Even under a minute is complicated and then we can't have five-minute videos, because no one will watch them. So we make very short videos, which are probably very general, but anyway. In the future, we're going to invest in others with more video production, less formal videos to convey in a more authentic, organic and people-centric way what it's like to work in the organization and what it's like to work in that specific job.

JG: Good!

P5: There's still a lot to do. It's a very good area in that sense.

JG: Exactly, and as it's still a recent area, the concept was born some time ago, but I feel that it's only in recent years that companies have really invested in this area. So there's still a long way to go.

P5: It also has to do with the evolution of the labor market. For many years it was people who looked for jobs and it was almost a favor to have a job. Nowadays, the labor market is very dynamic and there has to be greater investment by companies to ensure that they have the right talent and that they retain it.

JG: Well, I think that's the challenge - retaining people. Because the market is so dynamic, if people don't like something, they leave easily. That's because they can also easily find a job elsewhere.

P5: So that's why we have to attract those who want to stay here in the first place, and then we have to work to make them want to continue working here.

JG: Exactly. And how do you try to understand what the workforce of different generations values in your company and in the market in general?

P5: We have access to many studies on what each generation is looking for. And then, internally, either through survey engagement or other mechanisms, we manage to find out.

JG: And do you try to differentiate the benefits you give to each generation to meet the needs you find, or do you offer general benefits?

P5: I know that there are companies that stratify benefits, but here we don't have that flexibility yet. But, for example, there are people from your generation who don't want to have a car, they'd rather have a monthly or annual fee from GIRA and then more Netflix or whatever. We haven't reached that level yet, we're a very large company and we don't have much flexibility when it comes to benefits. But we have many initiatives, for example, on well-being, which are for everyone and everyone can benefit from them. I'll give you an example: at the company's headquarters we have a hairdresser, a manicure service and other things at very low prices. We have a gym, we have acupuncture, we have lots of things. And anyone can use it if they want to, right? Then, for example, we have summer camps, which, if you came here, you wouldn't use because you don't have children, but I, who have young children, may think about using them in a few years' time. There are many measures and initiatives that are transversal to all em

JG: And externally, do you use any platform to "measure" your presence among employees and the community? If so, which one? (e.g. Glassdoor, etc.)

P5: We don't use Glassdoor much, we've thought about using it and we've analyzed it, but in Portugal it's not a tool that's used much yet, it's more in the United States. We've thought about having a more active tool on Glassdoor, but it hasn't been justified yet. So we don't really have a channel, a social network, like Glassdoor. I mean, it exists and we're aware that we're there, but we don't work with it or look at it much.

JG: They don't pay much attention to it, do they?

P5: Exactly, still!

JG: Do you think that Employer Branding is already a strategic issue for companies?

P5: Absolutely! I have no doubt about it. Companies that are serious about the labor market can't afford not to have Employer Branding. It's a question of survival and strategy, without a doubt.

JG: But do you think they all understand this need?

P5: No. Not all of them do, but the big ones do. And you can see that.

JG: And before establishing an Employer Branding strategy, what do you think are the main factors to take into consideration before establishing a good Employer Branding strategy?

P5: I think the first thing is to know your brand well. To do this, it's important to talk to the people who feel it, the employees. You can't formulate a brand if you don't know what it means to your most important people. You promise something outwardly, but the person has to feel it inside. And so the first thing is the perception that people have inside and the perception that people have of your brand as an employer. Then you have to translate it into words, don't you? Make a narrative around it, formulate what my brand is and what I promise in a more tangible way. In our case, we've made EVP pillars, which are narrative groups, which, in essence, represent what it's like to work at my company. And then it's about making an outward strategy, speaking from the point of view of attraction, of how I want to communicate. Understand my target and choose the channels to communicate. Who are the people I want to attract, what are they looking for, what do I have and are they true to my promise? I'm not going to go to a university to talk about summer camps for the children of employees, that target isn't interested in that. I have to understand what kind of attributes I have internally, what target I want to attract, adapt my communication to that target and highlight my attributes that will have more adherence for that target and, in essence, understand which channels I should communicate them through. Having more of a marketing strategy to help with this communication and putting it into practice.

JG: Just out of curiosity, within your company Employer Branding is more associated with Human Resources than Marketing, right?

P5: Human Resources.

JG: In the conversation I had with participant 3, who was the one who mentioned it to you, she has a more marketing-oriented perspective here and after that conversation I've always asked her because I think it's interesting to understand each person's perspective and what is done in each company.

P5: By the way, I'd like to explain. Undoubtedly, when we talk about attraction, we're talking about marketing, we're selling something. And there is a very large marketing component, but increasingly Employer Branding is not just about attraction and marketing. It has a very important Employee Experience component, which is fundamental. Marketing can work on some aspects of this area, such as user experience, but the employee experience is much more complex and is closely linked to human resources processes, so I would say yes. It may have a Marketing aspect, but I feel that Marketing doesn't have the sensitivity to work on the internal part of Employee Experience. It has to be a lot about working on leadership, employee experience, work space, work tools, there's a lot that then has to be put into practice by Human Resources.

JG: It really has to be a joint effort between the two areas. I feel that the future is almost for Employer Branding to be an isolated department with people from both areas. I don't know if you agree.

P5: As long as you have Marketing or Human Resources skills in the area, it can be wherever you want it to be, can't it? I think it's only important for those two areas to be present. It's a question of skills rather than functional area.

JG: We're almost finished and, now, focusing a little more on this tool, which isn't very well structured yet, but I'd like to know what components, metrics you'd like an Employer Branding diagnostic tool to measure?

P5: From a more external or internal perspective?

JG: It could be internal too.

P5: I'd like to understand how people's perception of the brand evolves over time. To see the details of the pillars, of your principles, in other words, if I say "here I offer possibilities for growth, here I offer you well-being, here I offer you x", it would be interesting to see how I

stand on each of these pillars. In other words, I wanted to understand how my brand's attributes are evolving over time and how they are being perceived by people. Internally, I also wanted to have this distribution across departments and companies, didn't I? To see if there's anything I'm not working on well somewhere or anything I'm working on well somewhere and I can pass on the learnings elsewhere. I'd like a characterization by target, both internal and external, to understand this question of generations. If there is a generation that has an x perception and another y. If there are differences in perception between the generations, so that I can also adapt my way of communicating and my experience to these needs. I think that's it, in general. I think that when we're thinking about this we always have two aspects, which are: having brand awareness, people knowing and liking my brand; and then people liking my brand and wanting to come and work with me. So the fundamental thing is to be able to communicate the brand well and understand how brand awareness is and then if we are communicating well to understand if the right people are coming to work with us.

JG: If we're attracting talent well, right?

P5: That's right, the applications are good. I think that's it, I'd say.

JG: That's been a big help. Thank you! Finally, if this tool existed on the market, how much would you be willing to pay?

P5: I think you have a big challenge, Joana, which is that if I want to know externally how I'm doing as a brand, I need a large sample of people to respond to me. So, on your side, I'd have to have some kind of strategy for how I'm going to sell this tool, how I'm going to reach people at universities, if that's the target, how I'm going to make sure they respond to what I'm asking them? So I think that if you could come up with a good outreach strategy, in the sense that it's something with a lot of information.

JG: Answers.

P5: Yes. It's difficult for me to quantify an investment here, because it would depend on the return, wouldn't it? But I think there's an opening in the market for this, if it were something very well put together, with a reach from the north to the south of the country, which I believe is the reach of your specific project.

Appendix D – Reliability Analysis of each variable

	Minimum	Maximum	Mean	Cronbach's Alpha	No of Items
Employer Attractiveness	5,772	7,005	6,587	0,973	25
Retention	3,715	4,351	4,067	0,947	20
WLB	2,149	5,871	4,649	0,750	15
Engagement	3,851	5,552	4,684	0,938	17

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Appendix E – One-Way ANOVA Analysis of Labor Market -

Descriptives

						95% Confidence Interval for Mean			
		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Gender ^a	Baby Boomers	8	1,50	0,535	0,189	1,05	1,95	1	2
	Gen X	76	1,46	0,502	0,058	1,35	1,58	1	2
	GenY	47	1,43	0,500	0,073	1,28	1,57	1	2
	GenZ	25	1,84	0,624	0,125	1,58	2,10	1	4
	Total	156	1,51	0,539	0,043	1,43	1,60	1	4
Employer Attractiveness	Baby Boomers	8	5,475	0,2674	0,0945	5,251	5,698	5,00	5,84
	Gen X	76	6,898	0,9712	0,1114	6,676	7,120	2,84	8,00
	GenY	47	6,762	0,9116	0,1329	6,494	7,030	4,36	8,00
	GenZ	25	6,489	0,8816	0,1763	6,125	6,853	5,04	8,00
	Total	156	6,719	0,9650	0,0772	6,566	6,871	2,84	8,00
Retention	Baby Boomers	8	3,818	0,206	0,073	3,645	3,991	3,60	4,20
	GenX	76	4,109	0,377	0,043	4,023	4,196	3,25	4,90
	GenY	47	4,137	0,334	0,048	4,039	4,235	3,30	5,00
	GenZ	25	4,010	0,416	0,083	3,834	4,182	3,25	4,90
	Total	156	4,087	0,369	0,029	4,028	4,145	3,25	5,00
WLB	Baby Boomers	8	4,383	0,850	0,300	3,672	5,094	3,00	5,60
	GenX	76	4,309	0,654	0,075	4,160	4,459	2,20	5,53
	GenY	47	4,418	0,657	0,095	4,225	4,611	3,27	6,20
	GenZ	25	4,314	0,817	0,163	3,977	4,652	2,40	5,80
	Total	156	4,347	0,688	0,055	4,238	4,455	2,20	6,20
Remote Work	Baby Boomers	8	1,370	0,517	0,182	0,9423	1,807	1,00	2,00
	GenX	76	1,250	0,465	0,053	1,143	1,356	1,00	3,00
	GenY	47	1,361	0,528	0,077	1,206	1,516	1,00	3,00
	GenZ	24	1,541	0,508	0,103	1,326	1,756	1,00	2,00
	Total	155	1,335	0,500	0,0401	1,256	1,414	1,00	3,00

Engagement	Baby Boomers	8	5,000	0,980	0,3467	4,180	5,820	3,061	6,242
	GenX	76	5,211	0,879	0,100	5,010	5,412	2,592	6,943
	GenY	47	4,978	0,927	0,135	4,706	5,251	2,473	6,412
	GenZ	25	4,684	0,814	0,162	4,348	5,021	3,294	6,411
	Total	156	5,046	0,901	0,072	4,903	5,188	2,407	6,944

^a Gender is code with 1= Male, 2= Female, 3= non-Binary, 4= Other; 5= I'd rather not say.

Tests of Homogeneity of Variances

H₀: The population variables are equal.

H₁: The population variables are not equal.

		Levene Statistics	df1	df2	Sig.
Employer Attractiveness	Based on Mean	2,709	3	152	0,050
	Based on Median	1,961	3	152	0,122
	Based on Median and with adjusted df	1,961	3	139,685	0,123
	Based on trimmed mean	2,485	3	152	0,063
Retention	Based on Mean	1,732	3	152	0,163
	Based on Median	1,604	3	152	0,191
	Based on Median and with adjusted df	1,604	3	148,029	0,191
	Based on trimmed mean	1,761	3	152	0,157
WLB	Based on Mean	0,605	3	152	0,613
	Based on Median	0,553	3	152	0,647
	Based on Median and with adjusted df	0,553	3	143,070	0,647
	Based on trimmed mean	0,570	3	152	0,636
Remote Work	Based on Mean	2,684	3	151	0,049
	Based on Median	1,276	3	151	0,285
	Based on Median and with adjusted df	1,276	3	148,976	0,285
	Based on trimmed mean	2,790	3	151	0,043
Engagement	Based on Mean	0,287	3	152	0,835
	Based on Median	0,179	3	152	0,911
	Based on Median and with adjusted df	0,179	3	148,586	0,911
	Based on trimmed mean	0,239	3	152	0,869

Turkey HSD Test

Dependent Variable	Generation (I)	Generation (J)	Mean difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Employer Attractiveness	Baby Boomers	Gen X	-1,42342*	,34126	<,001	-2,3099	-,5369
		Gen Y	-1,28755*	,35115	,002	-2,1997	-,3754
		Gen Z	-1,01460*	,37295	,036	-1,9834	-,0458
	Gen X	Baby Boomers	1,42342*	,34126	<,001	,5369	2,3099
		Gen Y	,13587	,17037	,855	-,3067	,5784
		Gen Z	,40882	,21168	,219	-,1411	,9587
	Gen Y	Baby Boomers	1,28755*	,35115	,002	,3754	2,1997
		Gen X	-,13587	,17037	,855	-,5784	,3067
		Gen Z	,27295	,22727	,627	-,3174	,8633
	Gen Z	Baby Boomers	1,01460*	,37295	,036	,0458	1,9834
		Gen X	-,40882	,21168	,219	-,9587	,1411
		Gen Y	-,27295	,22727	,627	-,8633	,3174
Retention	Baby Boomers	Gen X	-,29112	,13579	,144	-,6439	,0616
		Gen Y	-,31848	,13973	,107	-,6814	,0445
		Gen Z	-,19125	,14840	,571	-,5767	,1942
	Gen X	Baby Boomers	,29112	,13579	,144	-,0616	,6439
		Gen Y	-,02737	,06779	,978	-,2035	,1487
		Gen Z	,09987	,08423	,637	-,1189	,3187
	Gen Y	Baby Boomers	,31848	,13973	,107	-,0445	,6814
		Gen X	,02737	,06779	,978	-,1487	,2035
		Gen Z	,12723	,09043	,497	-,1077	,3622
	Gen Z	Baby Boomers	,19125	,14840	,571	-,1942	,5767
		Gen X	-,09987	,08423	,637	-,3187	,1189
		Gen Y	-,12723	,09043	,497	-,3622	,1077
WLB	Baby Boomers	Gen X	,07368	,25784	,992	-,5961	,7435
		Gen Y	-,03511	,26531	,999	-,7243	,6541
		Gen Z	,06867	,28178	,995	-,6633	,8006
	Gen X	Baby Boomers	-,07368	,25784	,992	-,7435	,5961
		Gen Y	-,10879	,12873	,833	-,4432	,2256
		Gen Z	-,00502	,15994	1,000	-,4205	,4104
	Gen Y	Baby Boomers	,03511	,26531	,999	-,6541	,7243
		Gen X	,10879	,12873	,833	-,2256	,4432
		Gen Z	,10377	,17172	,931	-,3423	,5498
	Gen Z	Baby Boomers	-,06867	,28178	,995	-,8006	,6633
		Gen X	,00502	,15994	1,000	-,4104	,4205
		Gen Y	-,10377	,17172	,931	-,5498	,3423
Remote Work	Baby Boomers	Gen X	,12500	,18383	,905	-,3526	,6026
		Gen Y	,01330	,18915	1,000	-,4781	,5047
		Gen Z	-,16667	,20191	,842	-,6912	,3579
	Gen X	Baby Boomers	-,12500	,18383	,905	-,6026	,3526
		Gen Y	-,11170	,09177	,617	-,3501	,1267
		Gen Z	-,29167	,11580	,061	-,5925	,0092
	Gen Y	Baby Boomers	-,01330	,18915	1,000	-,5047	,4781
		Gen X	,11170	,09177	,617	-,1267	,3501

		Gen Z	-,17996	,12408	,470	-,5023	,1424
	Gen Z	Baby Boomers	,16667	,20191	,842	-,3579	,6912
		Gen X	,29167	,11580	,061	-,0092	,5925
		Gen Y	,17996	,12408	,470	-,1424	,5023
Engagement	Baby Boomers	Gen X	-,21130	,33064	,919	-1,0702	,6476
		Gen Y	,02128	,34021	1,000	-,8625	,9050
		Gen Z	,31529	,36133	,819	-,6233	1,2539
	Gen X	Baby Boomers	,21130	,33064	,919	-,6476	1,0702
		Gen Y	,23258	,16507	,496	-,1962	,6614
		Gen Z	,52659	,20509	,054	-,0062	1,0594
	Gen Y	Baby Boomers	-,02128	,34021	1,000	-,9050	,8625
		Gen X	-,23258	,16507	,496	-,6614	,1962
		Gen Z	,29402	,22020	,542	-,2780	,8660
	Gen Z	Baby Boomers	-,31529	,36133	,819	-1,2539	,6233
		Gen X	-,52659	,20509	,054	-1,0594	,0062
		Gen Y	-,29402	,22020	,542	-,8660	,2780

*The mean difference is significant at the 0.05 level.

Appendix F - Linear Regression Analysis of Labor Market

Employer Attractiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,286 ^a	0,082	0,058	0,93688

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,821	4	2,955	2,267	0,011 ^b
	Residual	132,540	151	0,878		
	Total	144,361	155			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,217 ^a	,047	,022	,36551

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,996	4	,249	1,864	,120 ^b
	Residual	20,173	151	,134		
	Total	21,169	155			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	4,136	,189		21,830	<,001	3,762 4,511
	Generation	,007	,039	,017	,191	,848	-,070 ,084
	Gender	,106	,056	,155	1,881	,062	-,005 ,218
	Academic Background	-,040	,037	-,097	-1,086	,279	-,114 ,033
	Living Conditions	-,017	,021	-,068	-,806	,422	-,059 ,025

Work-Life Balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,097 ^a	,009	-,017	,69452

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,279	4	,320	1,287	,278 ^b
	Residual	37,276	150	,249		
	Total	38,555	154			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B	
Model		B	Coefficients Std. Error	Beta	t	Sig.	Lower Bound Upper Bound
1	(Constant)	1,180	,259		4,556	<,001	,6681,691
	Generation	,112	,054	,183	2,089	,038	,006,219
	Gender	-,056	,078	-,060	-,718	,474	-,209,098
	Academic Background	,001	,051	,002	,022	,983	-,099,102
	Living Conditions	-,008	,029	-,023	-,273	,785	-,066,050

Remote Work

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,182 ^a	,033	,007	,49850

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,279	4	,320	1,287	,278 ^b
	Residual	37,276	150	,249		
	Total	38,555	154			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B	
Model		B	Coefficients Std. Error	Beta	t	Sig.	Lower Bound Upper Bound
1	(Constant)	1,180	,259		4,556	<,001	,6681,691
	Generation	,112	,054	,183	2,089	,038	,006,219
	Gender	-,056	,078	-,060	-,718	,474	-,209,098
	Academic Background	,001	,051	,002	,022	,983	-,099,102
	Living Conditions	-,008	,029	-,023	-,273	,785	-,066,050

Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,240 ^a	,058	,033	,88613

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,275	4	1,819	2,316	,060 ^b
	Residual	118,568	151	,785		
	Total	125,843	155			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Coefficients

Coefficients		Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B	
Model		B	Coefficients Std. Error	Beta	t	Sig.	Lower Bound Upper Bound
1	(Constant)	5,628	,459		12,252	<,001	4,721 6,536
	Generation	-,136	,094	-,124	-1,443	,151	-,323 ,050
	Gender	-,165	,137	-,099	-1,209	,229	-,436 ,105
	Academic Background	-,119	,090	-,116	-1,317	,190	-,298 ,059
	Living Conditions	,058	,052	,094	1,115	,267	-,045 ,160

Descriptives

Employer Attractiveness

95,0% Confidence Interval for Mean								
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Lower Bound	Min.	Max.
Elementary School	8	6,90	0,89	0,31	6,16	7,65	5,44	7,84
High School	37	7,07	0,93	0,15	6,76	7,38	5,00	8,00
Bachelor's Degree	70	6,69	0,87	0,10	6,48	6,90	4,64	8,00
Master's Degree	39	6,46	1,06	0,17	6,12	6,81	2,84	7,88
Doctoral's Degree	1	4,36	4,36	4,36
Other	1	6,76	6,76	6,76

Appendix G – Correlation Matrix of Ikea Industry

	1.	2.	3.	4.	4.1.	4.2.	4.3.	4.4.	4.5.	4.6.	5.	5.1.	5.2.	5.3.	6.	7.	7.1.	7.2.	7.3.
1. Gender ^a	--																		
2. Generation ^b	-0,024	--																	
3. Employer Attractiveness	-0,026	0,067	--																
4. Retention	-0,006	,107**	,670**	--															
4.1. Satisfaction with Pay	-0,022	,125**	,499**	,786**	--														
4.2. Flexibility	0,015	,085*	,487**	,789**	,556**	--													
4.3. Security	0,033	-0,003	,542**	,827**	,566**	,604**	--												
4.4. Development Opportunities	-0,012	,121**	,623**	,917**	,641**	,648**	,738**	--											
4.5. Promotion	-0,025	,155**	,574**	,860**	,671**	,603**	,601**	,808**	--										
4.6. People Factors	-0,013	0,074	,658**	,912**	,611**	,635**	,731**	,817**	,762**	--									
5. WLB	-0,073	-0,050	-0,056	-,079*	-,087*	-0,014	-0,037	-0,074	-,096*	-,089*	--								

5.1. WIPL	-0,054	-0,064	0,077	0,066	0,018	0,068	0,076	0,050	0,026	,084*	,839**	--							
5.2. PLIW	-0,071	-,126**	0,034	0,010	-0,031	0,056	0,029	0,018	-0,013	-0,005	,661**	,511**	--						
5.3. WPLE	-0,023	0,072	-,262**	-,277**	-,191**	-,171**	-,217**	-,246**	-,233**	-,320**	,331**	-,181**	-0,031	--					
6. Remote Work	-0,011	-,271**	,350**	,252**	,086*	,158**	,290**	,230**	,191**	,300**	,107**	,243**	,316**	-,354**	--				
7. Engagement	-0,066	-,204**	,340**	,272**	,126**	,189**	,252**	,251**	,220**	,315**	,093*	,229**	,315**	-,360**	,891**	--			
7.1. Vigor	0,018	-,269**	,361**	,256**	0,072	,173**	,312**	,228**	,188**	,307**	,138**	,273**	,307**	-,333**	,915**	,738**	--		
7.2. Dedication	0,016	-,257**	,246**	,153**	0,036	0,066	,217**	,145**	,109**	,191**	0,057	,153**	,232**	-,263**	,893**	,677**	,729**	--	
7.3 Absorption	-0,115	-,261**	,206*	0,130	-0,074	-0,060	,852**	0,064	-0,145	0,119	0,128	0,017	,251**	-0,071	0,151	-0,129	,533**	,605**	--

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

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

^a Gender is code with 1= Male, 2= Female, 3= non-Binary, 4= Other; 5= I'd rather not say.

^b Generation is code with 1= Baby Boomer, 2= Gen X, 3= Gen Y, 4= Gen Z.

Descriptive Statistics of Ikea Industry

Descriptive Statistics (N = 620)	Minimum	Maximum	Mean	Std. Deviation
Employer Attractiveness (EA)	1,00	8,00	6,5540	1,41483
Retention (R)	1,00	5,00	4,0615	,69203
R: Satisfaction with Pay	1,00	5,00	3,9898	,88632
R: Flexibility	1,00	5,00	4,0048	,85671
R: Security	1,00	5,00	4,0554	,73626
R: Development Opportunities	1,00	5,00	4,0742	,76943
R: Promotion	1,00	5,00	3,9444	,90888
R: People Factors	1,00	5,00	4,1787	,76991
Work-Life Balance (WLB)	1,60	6,60	4,7249	,75931
WLB: WIPL	1,00	7,00	5,2233	1,27817
WLB: PLIW	1,75	7,00	4,6927	,78206
WLB: WPLE	1,00	7,00	3,8851	1,37277
Remote Work	1,00	3,00	1,0767	,31153
Engagement (Eng)	1,00	7,00	4,5931	1,15353
Eng: Vigor	1,00	7,00	4,8228	1,17348
Eng: Dedication	1,00	7,00	4,8319	1,47844
Eng: Absorption	1,00	7,00	4,1642	1,22619

Appendix H – One-Way ANOVA Analysis of Ikea Industry

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Employer Attractiveness	Between Groups	11,141	3	3,714	1,863	,135
	Within Groups	1227,942	616	1,993		
	Total	1239,083	619			
Retention	Between Groups	7,809	3	2,603	5,555	<,001
	Within Groups	288,635	616	,469		
	Total	296,444	619			
WLB	Between Groups	5,122	3	1,707	2,990	,030
	Within Groups	351,768	616	,571		
	Total	356,890	619			
Remote Work	Between Groups	,165	3	,055	,567	,637
	Within Groups	59,231	609	,097		
	Total	59,396	612			
Engagement	Between Groups	76,104	3	25,368	20,904	<,001
	Within Groups	747,559	616	1,214		
	Total	823,664	619			

Descriptives

						95% Confidence Interval for Mean			
		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Gender ^a	Baby Boomers	2	3,00	1,414	1,000	-9,71	15,71	2	4
	Gen X	181	1,52	,704	,052	1,42	1,63	1	6
	GenY	299	1,44	,665	,038	1,37	1,52	1	6
	GenZ	138	1,52	,856	,073	1,38	1,67	1	6
	Total	620	1,49	,729	,029	1,43	1,55	1	6
9Employer Attractiveness	Baby Boomers	2	4,8600	3,93151	2,78000	-30,4632	40,1832	2,08	7,64
	Gen X	181	6,4946	1,46546	,10893	6,2796	6,7095	2,32	8,00
	GenY	299	6,5189	1,39524	,08069	6,3601	6,6777	1,44	8,00
	GenZ	138	6,7325	1,33947	,11402	6,5070	6,9579	1,00	8,00
	Total	620	6,5540	1,41483	,05682	6,4424	6,6656	1,00	8,00
Retention	Baby Boomers	2	2,4250	2,01525	1,42500	-15,6813	20,5313	1,00	3,85
	GenX	181	4,0019	,69764	,05186	3,8996	4,1043	1,85	5,00
	GenY	299	4,0557	,68597	,03967	3,9776	4,1338	1,00	5,00
	GenZ	138	4,1757	,64356	,05478	4,0674	4,2841	1,00	5,00
	Total	620	4,0615	,69203	,02779	4,0069	4,1160	1,00	5,00
WLB	Baby Boomers	2	5,9000	,42426	,30000	2,0881	9,7119	5,60	6,20
	GenX	181	4,8044	,86779	,06450	4,6771	4,9317	1,60	6,40
	GenY	299	4,6620	,67683	,03914	4,5850	4,7390	2,60	6,20
	GenZ	138	4,7401	,76188	,06486	4,6118	4,8683	2,53	6,60
	Total	620	4,7249	,75931	,03049	4,6651	4,7848	1,60	6,60
Remote Work	Baby Boomers	2	1,0000	,00000	,00000	1,0000	1,0000	1,00	1,00
	GenX	179	1,1006	,36864	,02755	1,0462	1,1549	1,00	3,00
	GenY	297	1,0707	,29360	,01704	1,0372	1,1042	1,00	3,00
	GenZ	135	1,0593	,26663	,02295	1,0139	1,1046	1,00	3,00
	Total	613	1,0767	,31153	,01258	1,0520	1,1014	1,00	3,00
Engagement	Baby Boomers	2	2,7647	2,49567	1,76471	-19,6580	25,1874	1,00	4,53

GenX	181	5,0676	1,06126	,07888	4,9119	5,2233	2,00	7,00
GenY	299	4,5229	1,11364	,06440	4,3962	4,6497	1,00	7,00
GenZ	138	4,1492	1,11075	,09455	3,9622	4,3362	1,12	6,41
Total	620	4,5931	1,15353	,04633	4,5021	4,6841	1,00	7,00

Tests of Homogeneity of Variances

H₀: The population variables are equal.

H₁: The population variables are not equal.

		Levene Statistics	df1	df2	Sig.
Employer Attractiveness	Based on Mean	3,750	3	616	,011
	Based on Median	2,865	3	616	,036
	Based on Median and with adjusted df	2,865	3	613,733	,036
	Based on trimmed mean	3,626	3	616	,013
Retention	Based on Mean	3,425	3	616	,017
	Based on Median	3,369	3	616	,018
	Based on Median and with adjusted df	3,369	3	614,337	,018
	Based on trimmed mean	3,400	3	616	,018
WLB	Based on Mean	2,992	3	616	,030
	Based on Median	2,382	3	616	,068
	Based on Median and with adjusted df	2,382	3	556,648	,069
	Based on trimmed mean	2,774	3	616	,041
Remote Work	Based on Mean	2,287	3	609	,078
	Based on Median	,567	3	609	,637
	Based on Median and with adjusted df	,567	3	569,165	,637
	Based on trimmed mean	1,436	3	609	,231
Engagement	Based on Mean	1,277	3	616	,281
	Based on Median	1,233	3	616	,297
	Based on Median and with adjusted df	1,233	3	609,965	,297
	Based on trimmed mean	1,278	3	616	,281

Turkey HSD Test

Dependent Variable	Generation (I)	Generation (J)	Mean difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Employer Attractiveness	Baby Boomers	Gen X	-1,63459	1,00385	,363	-4,2206	,9514
		Gen Y	-1,65893	1,00169	,348	-4,2393	,9215
		Gen Z	-1,87246	1,00556	,246	-4,4628	,7179
	Gen X	Baby Boomers	1,63459	1,00385	,363	-,9514	4,2206
		Gen Y	-,02434	,13297	,998	-,3669	,3182
		Gen Z	-,23788	,15956	,444	-,6489	,1731
	Gen Y	Baby Boomers	1,65893	1,00169	,348	-,9215	4,2393
		Gen X	,02434	,13297	,998	-,3182	,3669
		Gen Z	-,21353	,14530	,457	-,5878	,1608
	Gen Z	Baby Boomers	1,87246	1,00556	,246	-,7179	4,4628
		Gen X	,23788	,15956	,444	-,1731	,6489
		Gen Y	,21353	,14530	,457	-,1608	,5878
Retention	Baby Boomers	Gen X	-1,57693*	,48669	,007	-2,8307	-,3232
		Gen Y	-1,63069*	,48564	,005	-2,8817	-,3796
		Gen Z	-1,75072*	,48752	,002	-3,0066	-,4948
	Gen X	Baby Boomers	1,57693*	,48669	,007	,3232	2,8307
		Gen Y	-,05375	,06447	,838	-,2198	,1123
		Gen Z	-,17379	,07736	,112	-,3731	,0255
	Gen Y	Baby Boomers	1,63069*	,48564	,005	,3796	2,8817
		Gen X	,05375	,06447	,838	-,1123	,2198
		Gen Z	-,12004	,07044	,322	-,3015	,0614
	Gen Z	Baby Boomers	1,75072*	,48752	,002	,4948	3,0066
		Gen X	,17379	,07736	,112	-,0255	,3731
		Gen Y	,12004	,07044	,322	-,0614	,3015
WLB	Baby Boomers	Gen X	1,09558	,53729	,175	-,2885	2,4797
		Gen Y	1,23802	,53613	,097	-,1431	2,6191
		Gen Z	1,15990	,53820	,137	-,2265	2,5463
	Gen X	Baby Boomers	-1,09558	,53729	,175	-2,4797	,2885
		Gen Y	,14244	,07117	,189	-,0409	,3258
		Gen Z	,06432	,08540	,875	-,1557	,2843
	Gen Y	Baby Boomers	-1,23802	,53613	,097	-2,6191	,1431
		Gen X	-,14244	,07117	,189	-,3258	,0409
		Gen Z	-,07811	,07777	,747	-,2784	,1222
	Gen Z	Baby Boomers	-1,15990	,53820	,137	-2,5463	,2265
		Gen X	-,06432	,08540	,875	-,2843	,1557
		Gen Y	,07811	,07777	,747	-,1222	,2784
Remote Work	Baby Boomers	Gen X	-,10056	,22175	,969	-,6718	,4707
		Gen Y	-,07071	,22126	,989	-,6407	,4993
		Gen Z	-,05926	,22215	,993	-,6315	,5130
	Gen X	Baby Boomers	,10056	,22175	,969	-,4707	,6718
		Gen Y	,02985	,02951	,743	-,0462	,1059
		Gen Z	,04130	,03555	,651	-,0503	,1329
	Gen Y	Baby Boomers	,07071	,22126	,989	-,4993	,6407
		Gen X	-,02985	,02951	,743	-,1059	,0462
		Gen Z	,01145	,03237	,985	-,0719	,0948

	Gen Z	Baby Boomers	,05926	,22215	,993	-,5130	,6315
		Gen X	-,04130	,03555	,651	-,1329	,0503
		Gen Y	-,01145	,03237	,985	-,0948	,0719
Engagement	Baby Boomers	Gen X	-2,30289*	,78326	,018	-4,3206	-,2852
		Gen Y	-1,75821	,78157	,111	-3,7716	,2551
		Gen Z	-1,38448	,78459	,292	-3,4056	,6367
	Gen X	Baby Boomers	2,30289*	,78326	,018	,2852	4,3206
		Gen Y	,54468*	,10375	<,001	,2774	,8119
		Gen Z	,91841*	,12449	<,001	,5977	1,2391
	Gen Y	Baby Boomers	1,75821	,78157	,111	-,2551	3,7716
		Gen X	-,54468*	,10375	<,001	-,8119	-,2774
		Gen Z	,37373*	,11337	,006	,0817	,6658
	Gen Z	Baby Boomers	1,38448	,78459	,292	-,6367	3,4056
		Gen X	-,91841*	,12449	<,001	-1,2391	-,5977
		Gen Y	-,37373*	,11337	,006	-,6658	-,0817

Appendix I – Linear Regression Analysis of Ikea Industry

Employer Attractiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,145 ^a	,021	,015	1,40443

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,040	4	6,510	3,300	,011 ^b
	Residual	1213,044	615	1,972		
	Total	1239,083	619			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	5,566	,342		16,254	<,001	4,893	6,238
	Gender	-,046	,077	-,024	-,591	,555	-,198	,106
	Generation	,120	,079	,061	1,517	,130	-,035	,276
	Academic Background	,074	,083	,036	,894	,372	-,088	,236
	Living Conditions	,110	,037	,118	2,946	,003	,037	,183

Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,128 ^a	,016	,010	,68857

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,854	4	1,213	2,559	,038 ^b
	Residual	291,590	615	,474		
	Total	296,444	619			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Work-Life Balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,168 ^a	,028	,022	,75092

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,100	4	2,525	4,478	,001 ^b
	Residual	346,789	615	,564		
	Total	356,890	619			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background

Coefficients

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Coefficients Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	5,020	,183		27,420	<,001	4,661	5,380
	Gender	-,082	,041	-,079	-1,980	,048	-,163	-,001
	Generation	-,030	,042	-,029	-,720	,472	-,114	,053
	Academic Background	-,145	,044	-,133	-3,292	,001	-,232	-,059
	Living Conditions	,034	,020	,068	1,712	,087	-,005	,073

Remote Work

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,110 ^a	,012	,006	,31065

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,721	4	,180	1,869	,114 ^b
	Residual	58,675	608	,097		
	Total	59,396	612			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Coefficients

		Unstandardized		Standardized			95,0% Confidence	
		Coefficients		Coefficients			Interval for B	
Model		B	Coefficients Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1,031	,076		13,522	<,001	,881	1,180
	Generation	,024	,017	,057	1,415	,158	-,009	,058
	Gender	-,025	,018	-,059	-1,434	,152	-,060	,009
	Academic Background	,037	,019	,082	1,987	,047	,000	,074
	Living Conditions	,003	,008	,016	,389	,698	-,013	,020

Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,319 ^a	,102	,096	1,09673

^a Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83,930	4	20,983	17,445	<,001 ^b
	Residual	739,733	615	1,203		
	Total	823,664	619			

^b Predictors: (Constant), Living Conditions, Generation, Gender and Academic Background.

Descriptives

Employer Attractiveness

					95,0% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Lower Bound	Min.	Max.
Elementary School	187	6,29	1,55	0,11	6,07	6,52	1,00	8,00
High School	393	6,70	1,33	0,07	6,57	6,84	1,44	8,00
Bachelor's Degree	25	6,08	1,39	0,28	5,51	6,66	2,08	8,00
Master's Degree	10	7,07	0,80	0,25	6,50	7,65	6,00	8,00
Doctoral's Degree	1	4,60	4,60	4,60
Other	4	6,18	1,72	0,86	3,44	8,92	4,60	7,88
Total	620	6,5540	1,41483	,05682	6,4424	6,6656	1,00	8,00

Retention

	N	Mean	Std. Deviation	Std. Error	95,0% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Lower Bound		
Baby Boomers	2	2,43	2,02	1,43	-15,68	20,53	1,00	3,85
Generation X	181	4,00	0,70	0,05	3,90	4,10	1,85	5,00
Generation Y	299	4,06	0,69	0,04	3,98	4,13	1,00	5,00
Generation Z	138	4,18	0,64	0,05	4,07	4,28	1,00	5,00
Total	620	4,06	0,69	0,03	4,01	4,12	1,00	5,00

WLB

	N	Mean	Std. Deviation	Std. Error	95,0% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Lower Bound		
Male	361	4,75	0,69	0,03	4,68	4,82	2,73	6,60
Female	241	4,70	0,830	0,05	4,59	4,81	1,60	6,40
Non-Binary	1	2,53	2,53	2,53
Other	12	4,34	0,88	0,25	3,77	4,90	2,60	5,60
I've rather not say	5	4,64	0,40	0,18	4,13	5,14	4,20	5,13
Total	620	4,72	0,75	0,03	4,66	4,78	1,60	6,60

	N	Mean	Std. Deviation	Std. Error	95,0% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Lower Bound		
Elementary School	187	4,86	0,80	0,05	4,74	4,97	1,60	6,60
High School	393	4,68	0,72	0,03	4,61	4,76	2,60	6,20
Bachelor's Degree	25	4,43	0,69	0,13	4,14	4,72	3,33	6,20
Master's Degree	10	4,28	1,01	0,3	3,55	5,00	2,53	5,40
Doctoral's Degree	1	4,33	-	-	-	-	4,33	4,33
Other	4	4,76	0,84	0,42	3,42	6,10	3,53	5,33
Total	620	4,72	0,75	0,03	4,66	4,78	1,60	6,60

Engagement

	N	Mean	Std. Deviation	Std. Error	95,0% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Lower Bound		
Baby Boomers	2	2,76	2,49	1,76	-19,65	25,18	1,00	2
Generation X	181	5,06	1,06	0,07	4,91	5,22	2,00	181
Generation Y	299	4,52	1,11	0,06	4,39	4,64	1,00	299
Generation Z	138	4,14	1,11	0,09	3,96	4,33	1,12	138
Total	620	4,59	1,15	0,04	4,50	4,68	1,00	620

	N	Mean	Std. Deviation	Std. Error	95,0% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Lower Bound		
1	8	5,46	1,06	,375	4,57	6,35	4,18	6,94
2	12	3,68	1,31	0,37	2,85	4,52	1,53	6,41
3	57	4,17	1,23	0,16	3,84	4,50	1,00	7,00
4	98	4,38	1,14	0,11	4,15	4,61	1,12	6,88
5	204	4,56	1,07	0,07	4,41	4,71	1,94	6,94
6	126	4,77	1,14	0,10	4,57	4,97	1,00	6,94
7	78	4,74	1,165	0,13	4,48	5,00	1,82	7,00
8	24	5,09	0,83	0,17	4,74	5,45	3,71	6,53
9	9	5,35	0,90	0,30	4,65	6,05	3,47	6,71
10	4	4,41	1,67	0,83	1,73	7,08	2,53	6,59
Total	620	4,59	1,15	0,04	4,50	4,68	1,00	7,00