iscte

INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Attraction and Employer Branding in IT Companies

Guilherme Filipe Martins Lopes

Dissertation submitted as partial requirement for the attainment of a Master's Degree in Human Resources Management and Organizational Consultancy

PhD Carla Alexandra Silva Rebelo, Invited Assistant Professor, Iscte – IUL

October, 2021

Department of Human Resources and Organizational Behavior

Attraction and Employer Branding in IT Companies

Guilherme Filipe Martins Lopes

Dissertation submitted as partial requirement for the attainment of a Master's Degree in Human Resources Management and Organizational Consultancy

PhD Carla Alexandra Silva Rebelo, Invited Assistant Professor, Iscte – IUL

October, 2021

Acknowledgments

I dedicate this work to everyone that supported its execution.

My first thank you goes to professor Carla Rebelo for the patience, support, and making me level up.

Secondly I want to thank my mom Susana, my dad Gonçalo, my sister Bárbara, my grandad António, and my girlfriend Alina. Thank you for all the support and for telling me to keep going when I most needed it.

I can't forget all my friends that never let me break down, quit or stop. This is for the ones that made me keep going.

It was a big challenge juggling everything in life during the past year - doing my master dissertation while moving to Amsterdam to join a new company in a stage where I had to give all I got. It has been a pleasure to be growing professionally and academically, growing bunq and turning it into the best european fintech, while making the world a greener place. I can't also forget Skilling and Captain Recruiter, the companies that shaped me into the professional and person I am today.

The last thank you goes to Flávia Costa, Bertrand Mangano, Marina Costa, Dhayny Kelly, Nathália Pires, Dilara Nabizhan, Romy van de Geer, Avgustina Tihcheva, Kristiana Hadzhilarska, Julia Kamel, Humphrey Valenbreder and Ali Niknam. This is a special one - without each and every one of these people I wouldn't be where I am today, I wouldn't be who I am today.

ii

Resumo

Vivemos na era digital onde a inovação acontece diariamente motivada pela tecnologia. A discussão entre startups e grandes empresas está mais presente do que nunca nas empresas de TI, especialmente quando as startups estão a crescer a um ritmo incrível e a mudar a indústria.

Este estudo visa trazer clareza ao território inexplorado de Employer Branding e Atracção de Talentos nestas empresas. Principalmente através da compreensão de como estas práticas influenciam o processo de procura de emprego dos trabalhadores de TI e se existe uma diferença significativa.

O estudo baseou-se na análise das respostas a questionários de 96 inquiridos que são trabalhadores de TI utilizando a análise estatística para trazer alguma clareza e abordagem metódica ao estudo.

Os resultados obtidos mostram que a Employer Branding tem impacto na procura de emprego, mas o tipo de cultura não afeta o processo de procura de emprego, mas é visto como uma preferência individual.

Este estudo estabeleceu um framework/modelo que pode ser utilizado para uma investigação mais profunda e aprofundada que pode ser extremamente influente para as organizações.

Palavras-Chave: Employer branding, atração de talento, tecnologia de informação

Classificação JEL: M54 (Gestão Laboral), O15 (Recursos Humanos), M14 (Cultura Organizacional)

Abstract

We live in the digital age where innovation happens daily prompted by technology. The discussion between start-ups and big companies is more present than ever in IT companies, especially when start-ups are growing at incredible pace and changing the industry.

This study aims to bring clarity in the uncharted territory of Employer Branding and Talent Attraction in these companies. Mainly by understanding how these practices influence IT workers' job search process and if there's a significant difference.

The study relied on the analysis of questionnaire answers from 96 respondents that are IT workers using statistics to bring some clarity and methodical approach to the study.

The obtained results show that although Employer Branding impacts job search, the type of culture doesn't affect the job search process and it's rather seen as an individual preference.

This study settled a framework that can be used for further and deeper research that can be extremely influential and used as an instrument for organizations.

Keywords: Employer branding, talent attraction, information technology

JEL Classification: M54 (Labor Management), O15 (Human Resources), M14 (Corporate Culture

Index

1. Introduction

Currently we live in the era of technology and companies rely much more on it. This creates a need for talent who is capable of dealing and managing it.

We live in the era of Industry 4.0 and it has its own dilemmas - jobs will require a different set of skills more related to problem solving and further development of IT related skills, since physical and repetitive jobs will be automated. Nowadays we see more and more the need for IT professionals such as Software Engineers, User Experience Designers, Artificial Intelligence Engineers, VR Developers and Machine Learning Engineers. As Beechler and Woodward (2009) put it, the war for talent is real and due to the fast pace of our environment, companies must compete to attract and retain key talent. Since most of the professions brought up by the 4th Industrial Revolution are new (Baldassari & Roux, 2017), the need for talent is high (ITAA, 2002). Turnover, defined as "… the rotation of workers around the labor market; between firms, jobs, and occupations; and between the states of employment and unemployment." by Abbasi and Hollman (2000) is a phenomenon that defines and its bigger in IT companies (Ang and Slaughter, 2004) due to factor as wages, promotability, mobility and availability of jobs (Hom & Kinicki, 2001; Trevor, 2001; Kirschenbaum & ManoNegrin, 1999). Companies like Google have set the standard in getting key talent, distancing themselves from its competitors by attracting and retaining top talent. In this market where the supply of workers is smaller than the demand, is through employer branding that companies can make the difference. Employer branding is the set of measures that a company uses to be the preferred employee in the market (Lenaghan & Eisner, 2006). The influence of the method companies use to attract talent is also key. The brand the companies create is what's shown outside the company and what creates the will to others to desire to join the company. So it's all about desirability. If a company creates a good brand it'll translate into acquiring key talent that will drive and push the organisation forward.

The problem is understanding how to attract and retain talent, leveraging it to improve companies' performances.

2. Relevance & Goals:

This study raises relevant concerns that have not been fully addressed so far. Since there's a real war for talent (Beechler & Woodward, 2009) making it extremely difficult to secure the most valuable players – particularly in the Information Technology sector where the technological evolution brings new software, hardware and other tools to the table every day making it harder to manage this type of roles (Kakabadse and Korac-Kakabadse, 2000), specially when retention strategies for IT workers are difficult to implement (Coombs, 2009; DeMers, 2002). Based on a global study from Kelly Global Studies (2012), it concluded that 65% of tech related workers were looking for a new challenge, backing the relevance of understanding how to attract this talent.

The aim of the study, besides raising awareness to the battle for talent (Beechler & Woodward, 2009), is to pinpoint how the talent attraction in this specific type of company is affected by the Employer Branding strategies that are in place and how these strategies can be different based on organisational culture.

3. Literature review

3.1 Human Resources Management

Human Resources Management (HRM) is defined as the management decisions that influence the relationship between employees and their organisations (Beer, 1984). This definition evolved and Armstrong (2012) established that HRM is an approach characterised for being strategic, coherent and integrated in the development, well-being and employment of people that are part of an organisation. It plays an essential role in the success of the human capital of any organisation (Armstrong, 2012).

HRM encompasses some main functions such as resourcing, learning & development, employees relations, reward management and organisation.

Resourcing is composed of topics such as human resources planning, recruitment & selection, talent management, health & safety, employee wellbeing and human resources services.

Learning & development entails organisational learning, individual learning, management development, performance management and knowledge management.

Employees relations focus on industrial relations, employee voice and communications.

Reward management entails job evaluation, market surveys, pay structure, contingent pay and employee benefits.

Organisation has the components design, development and role design.

For the purpose of this study it would be possible to focus on all these components due to their tight connection but the focus here is Recruitment & Selection. This HRM's component is tightly connected to talent attraction and employer branding. Armstrong (2009) states that Recruitment is the process of attracting and searching for candidates that can fit a specific job within the organisation. Moreover, Beardwell (2004) affirms that the recruitment & selection process entails the functions of identifying, attracting and selecting the most suitable candidates for a role.

Employer branding integrates in this process due to its impact on attracting the best talent for a specific company explaining its integration within HRM as an integral part of recruitment & selection.

3.2 Organisational Culture

Organisational culture is the assumptions created internally in an organisation that define it. It's the mix of values, practices, environment and expectations that shape the organisation (Schein, 1984). The impact of the culture can be seen inside and out of the organisation, since it affects the image that passes to the exterior as it also impacts the people who make the organisation. To be more precise, people make the culture since their habits, their policies; their actions are what ultimately define it. The culture is what employees are looking for. They want a culture that fits with theirs. According to Gallagher and Brown (2007), organisational culture is highly influential in every aspect of the company and its actions while being a key element in high organisational performance. Waterman and Peters (1982) claimed that high and low performant organisations can be distinguished based on its "strong culture" and some cultural traits. There's also others - like Wilderom and van den Berg (1998)- who state that the focus should be in closing the gap between perceived organisational culture and the organisational culture preferred by employees. This shows that despite existing a lot of literature in the subject of organisational culture it still has a long way to go. It can be a good organisational performance predictor but should be looked at from every angle – including the current traits that form a culture but also the traits that the members of the organisation look to have as part of their preferred culture.

Organisational culture can be identified in very simple things such as the communication (internal and external), design, work environment, workflow and employees' behaviour (Hofstede, 1980). Factors as mission and values are also a big part of stimulating an organisational culture. Based on a study from one of the biggest professional social networks, more than 25% of employees show intent to leave their organisation due to their company's culture (LinkedIn, 2016). So talent needs to be aligned with their organisation – talent gets attached and achieves higher levels of commitment with certain organisation when their values are aligned (Tlaiss et al., 2017). This is impactful because individuals with higher commitment and attachment to certain organisation usually show less intention to leave that specific organisation (Wei, 2015).

Different companies promote a different culture, that's a fact. Every line of business has its types of culture. In this study we're focusing on Information Technology (IT) workers so let's dive into that.

IT companies represent a recent-but-not-so-recent area of business – the world has been adopting technology at a higher pace than ever. According to Moore's Law (Mollick, 2006), the speed of computers increases after 2 years due to the ability to integrate more semiconductors in one

6

circuit board – this makes computers and other electronic devices work even faster and with more capabilities – leading to a generalized adoption of faster/better technology. Comparing today's computers that fit easily into any backpack to back-in-the-days computers that would require a whole room is crazy. This evolution has been powered by IT companies. Based on a report from Boston Consulting Group, with data regarding the most innovative companies of 2021, the top 10 is made almost completely of IT companies except for Pfizer that pops-up following an atypical year where it had to develop a vaccine against Covid-19 in record time. Furthermore we're face-to-face with a billion dollar market where the top 5 companies in the world - by market capitalisation - are IT companies.

There's a lot of literature and research on culture but often times organisation size is disregarded. According to Choueke and Armstrong (2000), little empirical research has been made on small and medium sized organisations. According to Ghobadian and Gallear (1997), big corporations and small and medium organisations differ. Big corporations are characterised by their specialisation, standardisation and formalisation of processes, while smaller organisations are defined by their organic structures. Also North et al. (1998) states that the quality management strategies in place in big organisations often don't work when applied to smaller organisations. So there's differences between these types of companies but the study focuses on big corporations and start-ups.

Start-ups can be considered driving forces of our society (Malone et al., 2003). Characterised by their smaller size, flat hierarchy and less bureaucracy – start-ups are more agile and flexible (Kollmann et al., 2016) making them quickly adaptable to the market needs and giving them na advantage when comparing to larger organisations (Decker et al., 2014). These companies create a different atitude towards work, focusing on productivity (Burrus, 2017). Despite all the efforts to define start-up in the literature there isn't a common agreement. There's been research indicating that it is easier to identify what a startup isn't that what it truly is (Nascimento, 2017). The research also pinpointed definitions base on the initial phase of the organisational lifecycle (Hyytinen, Pajarienen & Rouvinen, 2013; Picken, 2017), the creation of a new business model (Blank, 2007; Reis, 2012) to an organizational culture mindset (Robehmed, 2013). This mindset as been defined by Parr (2014) as out of the box thinking, combined with a work environment where innovation is encouraged, and with a mission-driven culture prompting employees to be impactful.

So far this helped establishing the main differences between a conventional organisational culture and start-up culture. Since the literature focus mostly on culture as a whole or solely on big companies this gap had to be bridged in order to be able to set up the rest of the research.

What's a start-up culture? What's a corporate culture? These definitions aren't defined in literature. For the purpose of this study I find the following adequate and very-close to reality definitions of both:

Start-ups are fast-paced, less bureaucratic, easy-going, and relaxed. Normally they have flexible work-schedule, and have remote-work policies. Agile is key.

Corporate companies are more strict and formal, all processes are well-defined and established, and they're bigger and well-organised. Agility usually is harder to achieve.

3.3 Strategic Human Resources Management

Strategy is an essential and integral part of every organisation. Johnson and Scholes (2008) define strategy as the determinator for an organisation's long term direction and scope, impacting how resources are configured or distributed in order to meet the market and stakeholder's needs.

Strategic human resources management is the approach used to boost human resources' performance to achieve organisational goals via the correct management of employment relationships (Storey, 2009). Schuler (1992) also has his vision, stating that strategic HRM is a way of enhancing the capabilities of human resources to help implement the business' strategy.

Leveraging human resources for competitive advantage must include a strategy that integrates recruitment & selection (which are part of HRM), including employer branding and talent attraction to be successful at it.

3.4 Employer Branding

There's been a lot of discussion on employer branding and its relation to other disciplines such as marketing. Branding is creating an impression about a topic, or in this case a company.

So branding employers creates a positive impact that makes certain company's employees want to keep on working there or, in case of leaving, producing positive feedback about the tenure at the company (Lloyd, 2002). The impact, being negative or positive, can make a huge difference on the way the company attracts talent. Employer branding is like marketing a brand (Ambler and Barrow, 1996), being the only difference having both internal and external audience. The goal of Employer Branding is to create an experience that marks all the company's employees from their first day to

8

the last. As big brands create an experience for their customers or users urging them to buy their products, companies have to do the same with their employers to create the will of working for them. This can be caused by several factors such as the company's reputation, its culture and the quality of its products. Working for a company known to have the top talent will brand that employee as a top performer as well, because of that reputation solely. Same thing goes for working on a company that has disruptive products, due to the connotation that the products will bring to the company and its workers. When it comes to the company's culture, the story is the same; certain types of culture (e.g.: flexible working hours, remote working, chill-out spaces) can create this sense in the job searching market that that's the standard company to work for, so it creates desirability.

Desirability sums up Employer Branding. It really is the ability to convert employees or possible employees into fans of the company. A company with a huge capacity to brand its employees is a company that has more talent on the job market willing to join them (Collins and Stevens, 2002; Slaughter et al, 2004). Apart from that, it leads to a better internalisation of the company from the employees and talent retention, stating "the employer brand establishes the identity of the firm as an employer. It encompasses the firm's value system, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm's current and potential employees" (Conference Board, 2001).

3.5 Talent Attraction

It's possible to affirm that talent attraction is a big part of Human Resources Management in organisations, bearing in mind that talent is the heart and soul of organisations and having the best talent will translate into better performance (Barney, 1991). The ability to urge this talent to join a company is what's called Talent Attraction. There are only a few specialists within each job market as Aguinis et al. (2012) states so it becomes important to attract knowledge workers (Holcombe-Ehrhart & Ziegert, 2005).

We can look at it from the scope that sees it only as pushing top talent to join a company or we can take another approach: getting the top talent and maintaining it. That's where Employer Branding comes to place. According to Collins (2006), the way a company is perceived by possible future employees can be a predictor of a future application for a job there. In past times, workers traded loyalty for security with the organisations they belonged to (Hendry & Jenkins, 1997), forming a psychological contract. With the changes that have been brought to this world, the trade is now very different. Workers, in this new type of psychological contract, are exchanging their effort and

flexibility in return for valuable skills (Baruch, 2004). From this we can learn that this psychological contract that binds company and employee is part of Employer Branding. Companies can build these contracts, through their Employer Value Proposition, which shows employees what can be exchanged in return for their work such as compensation, benefits, training and all sorts of amenities that make a top employer (Sears, 2003).

There are other topics that concern Talent Attraction apart from Employer Branding, Employer Value Proposition, and Psychological Contract like Person-organisation Fit. The latter corresponds to the degree of fit between an employee and his organisation's characteristics (Holcombe-Ehrhart & Ziegert, 2005).

To the interest of this study, the focus will be turned to the impact of Employer Branding on Talent Attraction, even though it's recognised that there are more factors to take into consideration when it comes to Talent Attraction. It's also noteworthy that it's taken into consideration that Talent Attraction comprises not only attraction but motivation to retain employees as well. As stated earlier, Employer Branding has both internal and external audiences. When it comes to the internal audience, the strategies put into place mold the company's culture, creating a workforce that's working towards the same unique company goals. This culture enables the company to brand their employees as high-quality, increasing the willingness to stay in the company therefore retaining talent more easily (Ambler & Barrow, 1996).

As we have seen, Employer Branding is a decisive factor for Talent Attraction – and Employer Branding has a lot to do with culture. Having different cultures will create demand for different ways of employer branding in order to target the right audience – in this case talent. As any good marketer should know – there's no one-fit-for-all campaign. Every company must align their employer branding strategies and the culture promoted in the organisation with its talent needs – having talent that aligns with the company's culture.

3.6 Bridging the gap: Employer Branding, Talent Attraction and Culture

Let's connect the dots – we know that employer branding relates to talent attraction as a facilitator creating the desire to join a specific organisation in the same way that marketers create the desire to buy a certain product.

How does culture impact this? Culture will define the rules of employer branding. To properly market a product it's necessary to know the product beforehand – same thing applies here: to properly design an employer branding strategy is important to know the organisation. So here

culture plays a big role since it reflects the organisation so it'll define the strategy in place in order to keep it stable.

This reflection of the organisation – culture – must be kept in order to maintain the company's identity. The talent that's already in the organisation also shapes the culture or is shaped by it – the employees are the gatekeepers of the company's culture.

So if the company's culture is influenced by its employees it becomes of the utmost importance to be thorough with the talent that will join the company. So here's the bridge – employer branding is the key to attract talent but only if the strategy in place is elaborated in a way that will attract the talent that's a fit to the company's culture.

The goal of this study is to find if this connection is real and how it works in specific in the IT market and within the two main types of cultures that form this market.

4. Theoretical Framework

In previous chapters it was highlighted how employer branding and talent attraction are part of human resources management, their connection and influences and impact on culture. It was explained how they're relevant for the study and how they're relevant in the literature.

It's important to understand how the study was designed in order to understand these concepts.

In the questionnaire, the questions covering Employer Branding are in Q16 (question block).

For culture related questions, they're numbered Q21, Q22, and Q23.

Lastly, the questions regarding talent attraction are Q17, Q18, and Q19 (all of them are question blocks).

In order to study and understand the relation between the variables it's important to define questions that will go accordingly with the reality of the study.

Questions:

Question 1: What is the impact employer branding has when IT workers look for a company?

Question 2: What culture do IT workers prefer?

Question 3: Employer branding affects the type of culture IT workers look for?

To operationalise the study and data analytics, after having defined research questions it is necessary to translate them into hypotheses that can be studied.

Hypotheses:

Hypothesis 1: Employer branding positively affects IT workers job search process

Hypothesis 2: Culture type affects IT workers job search process

Hypothesis 3: Employer Branding affects the type of culture IT workers prefer

Hypotheses	Topics	Questionnaire Questions
H1	Employer Branding + Attraction	Q16 + Q17, Q18, Q19
H2	Culture + Attraction	Q21, Q22, Q23 + Q17, Q,18, Q19
H3	Employer Branding + Culture	Q16 + Q21, Q22, Q23

The table above reflects the study and the model used to get to the bottom of the questions.

To explore the impact of employer branding in IT workers job search process, so their attraction by a certain job related to employer branding, the focus on the variables employer branding and attraction.

In order to realise the type of culture preferred by IT workers and if it reflects on the job search process, so if it impacts attraction, the combination of variables was culture and attraction.

Lastly, employer branding and culture were the variables in study to understand if employer branding affects the type of culture IT workers prefer.

This model takes into consideration if someone has the intention to leave their company, that company's culture, and the person's preferred culture, measuring the impact employer branding has on that person's job search process.

5. Methodology

5.1 Quantitative Research

This research is based on a quantitative approach that aims to explain the impact of employer branding and attraction in the IT labour market. By using this approach the collected data will be quantifiable and can easily be extrapolated to studies with a bigger population, based on generalisation.

To employ this method it created a questionnaire that aims to be objective by having a certain amount of limited answers, making the research way more controllable. By having a standard questionnaire it provides the same circumstances for every respondent.

5.2 Data Collection

The data for the questionnaire was collected by direct approach to IT workers, mostly via LinkedIn, and also by posting the questionnaire on LinkedIn.

The choice of this platform is based on the fact that it is one of the most well-known social media sites directed to professional networking. This network has approximately 756 million members and is used by all sorts of professionals.

The questionnaire was answered by 96 respondents.

5.3 Questionnaire

The questionnaire was created based on the approach created by the hypothesis being studied. Having in regard that the IT market has a very diverse pool of talent it was very straightforward that it would have to be built in English. It was also clear that it had to entail 4 sections: demographics, employer branding, culture, and talent attraction.

The first 14 questions aim to characterise the demographics of the sample.

It is followed by one question block that entails 25 items that refer to employer branding. This scale is one of the most well-known in the literature. Berthon et. al (2005) created a refined scale of 25 items that evaluate employer branding and employer attractiveness (a concept inside the broader definition of employer branding), that rely on a Likert scale ranging from 1 to 7 - 1 "Strongly Disagree"; 2 "Disagree"; 3 "Somewhat Disagree"; 4 "Neither Agree or Disagree"; 5 "Somewhat Agree"; 6 "Agree"; 7 "Strongly Agree".

The next question block refers to culture and is composed of 3 questions. Firstly it's defined that for the purpose of the study there are 2 types of company culture: start-up and corporate. There's no proper distinction in literature between these two so the definition was mainly based on empirical knowledge. Even though there's literature that addresses the differences between these types of company it doesn't address the difference in culture - the main focus is company size and billing. It isn't accurate because nowadays the number of workers doesn't necessarily impact valuation, billing or culture. Following that strict method would characterise certain companies that have a start-up-like culture as corporate and mislead the research - by doing a clear characterisation beforehand it creates a picture of both types of culture based on what the study aims to achieve. The 3 questions aimed to identify the type of culture in respondents current job, which is their preferred type of culture and if they have intention to leave.

The last questions of the questionnaire are based on Highhouse et. al (2003) questionnaire and study "Measuring Attraction to Organisations". To prepare for these questions, based on the previous section that stipulated 2 types of culture in study, there's 2 different job ads corresponding to companies that seemingly fit into the description of their respective culture. This allowed respondents to answer the following questions basing themselves on the type of culture that seems more suitable to the characteristics that attract them to certain companies. Following Highouse et. al (2003) approach it's important to provide respondents with a job description to base themselves to answer the questions - here with a twist of allowing to choose the preferred/most adequate one.

This last section was divided into 3 question blocks, each of them with 5 questions. The first block aimed to understand general attractiveness, the second for intentions to pursue, and the third prestige. For these question blocks was used a Likert scale ranging from 1 to 5 - 1 "Strongly Agree"; 2 "Somewhat Agree"; 3 "Neither Agree nor Disagree"; 4 "Somewhat Disagree"; 5 "Strongly Disagree".

14

6. Sample Characterisation

In any study the sample becomes one of the central pieces and an important tool to attribute validity to the study. With this in mind it's important to start by characterising it to get a higher level of understanding of the study's respondents.

From the 96 people that answered the questionnaire only 68 people responded to every question so we have 28 missing values.

Regarding the gender of the sample - male was the most represented with 75% of representatives, while female accounted for 22,1% of the sample. Note that there were 2,9% that decided not to elaborate on their gender.

The age of the sample is also an important demographic aspect to take into consideration and we can understand that there's 2 big age groups - 20 to 24 years old and 35 to 39 years old - making for 20,6% of the sample each. We also see that the age groups 25 to 29 years old and 30 to 34 years old are highly represented with 17,6% and 19,1% respectively while after 40 years old the representation starts to go down - coinciding to the logic that information technology is a sector that hasn't been around for a long time. The career seniority also touches this point - 29,4% have between 5 and 10 years of career, followed by people with 2 to 5 years of career with 20,6%.

The sample is highly educated - 35,3% has a Bachelor's Degree and 33,8% holds a Master's Degree.

When it comes to employment 88,2% have a full-time job, 4,4% are working only part-time jobs but, unfortunately, there's 7,4% that's unemployed. Most of these people work in information technology companies (70,6% of the respondents) and the most represented information technology segment is software Development (51,5%), while cloud, databases, infrastructure and data where the other well represented segments (5,9%) after other (14,7%).

Regarding the companies the respondents work for, 45,6% work in big corporations while medium and small companies respectively correspond to 26,5% and 22,1% of the respondents workplace. Most of these companies have the goal of being profitable (95,6%) while a little few are non-profits (4,4%). Following this logic, 91,2% of the respondents' companies are private and only 8,8% are state-owned.

While company size is interesting, when it comes to culture most people believe their company fits into the corporate description (57,9%) but there's still representativeness for start-up (42,1%). If

we look at the preferred culture then the picture shifts with 75,4% preferring start-up versus 24,6% supporting corporate culture. One important factor to take into account is if the respondents have intentions to leave their current company but it's extremely inconclusive - 26,3% might or might not do it while 21,1% probably won't leave and also 21,1% probably will leave.

Most people have been working for the same company for 1 to 2 years, representing 29,4%. Impressively 25% is working for less than 6 months for the same company and only 20,6% works for between 2 to 4 years for the same company.

Most of the respondents are in senior positions (41,2%) followed by juniors (19,1%) - following the idea that information technology is gaining more traction as a work sector. These people manage teams of up to 5 people (30,9%) or they don't have teams to manage (47,1%).

This demography shows us that information technology is still a sector that attracts mostly men and young educated people. Also it's visible that people rarely stay in their companies for long - but they have a preference for bigger companies.

7. Results

7.1 What is the impact employer branding has when IT workers look for a company?

A linear regression was applied to confirm whether in a first linear model the variable: "Employer Branding" depends on the control variables: General Attractiveness, Intentions to pursue, Prestige. That is, do the control variables have an influence on the dependent variable: Employer Branding?

Linear Regression

	R	R-square	Adjusted R-square
H1	0,287	0,083	0,006

a. Predictors: Prestige, General Attractiveness, Intentions to Pursue

b. Dependent Variable: Employer Branding

R is the multiple correlation coefficient. In model 1 (R=0.287) the multiple correlation coefficient reveals a weak correlation between the observed and estimated values.

Adjusted R^2 is the adjusted multiple determination coefficient that reveals the quality of the model. In model 1 it is confirmed that 0.6% (Adjusted R^2=0.006) of the dependent variable: "Employer Branding" is explained by the linear model, i.e., it is explained by the independent variables (control).

R^2 is coefficient of multiple determination that reveals the amount of variation of the dependent variable (Employer Branding) that is explained by the model, that is, by the independent variables (control).

In model 1 it is observed that 8.3% (R^2=0.083) of the variation in the dependent variable is explained by the independent (control) variables.

7.1.2 Interpretation of non-standardized regression coefficients

Non-standardized regression coefficients

	Unstandardized Coefficients
General Attractiveness	-0,158
Intentions to Pursue	-0,122
Prestige	0,327

a. Dependent Variable: Employer Branding

β (General Attractiveness) = -0.158

If nothing else changes, for every one unit increase in General Attractiveness there is an estimated decrease in Employer Branding.

β (Intentions to Pursue) = -0.122

If nothing else changes, for every one unit increase in Intentions to Pursue there is an estimated decrease in Employer Branding.

β (Prestige) = 0,327

If nothing else changes, for every one unit increase in Prestige we estimate an increase in Employer Branding.

Constant

β0=5,520

If all explanatory variables have the value zero, the estimated value of Employer Branding is 5.5 i.e. Somewhat Agree.

7.1.3 F-test for model fit

Hypotheses of the F test:

H0: the linear model is not adequate

Ha: the linear model is adequate

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,356	3	0,452	1,080	0,370
Residual	15,069	36	0,419		
Total	16,425	39			

a. Predictors: Prestige, General Attractiveness, Intentions to Pursue

b. Dependent Variable: Employer Branding

7.1.4 Results of Test F

Model 1

F (3, 36) = 1.08, p = 0.370.

Decision: p > 0.05, so H0 is accepted.

18

7.1.5 Interpretation of the results of the F-test and the adjusted R^2

The linear model is not statistically significant [$F_{(3, 36)} = 1.08$, $p > 0.05$].

Model 1 explains 0.6% of the variance of the variable: "Employer Branding" (Adjusted $R^2 = 0.006$).

7.1.6 Correlation Tests

Pearson's linear correlation coefficient

The assumptions are as follows:

H0: the Pearson correlation coefficient is equal to zero, that is, there is no linear relationship between the variables (R Pearson = 0)

HA: the Pearson correlation coefficient is different from zero, that is, there is a linear relationship between the dimensions under analysis. (R Pearson ≠ 0).

Decision rule:

Do not reject H0 if sig > α = 0,05

Reject H0 and accept Ha if sig ≤ α = 0,05

Correlations

		Employer Branding	General Attractiveness	Intentions to Pursue	Prestige
Pearson Correlation	Employer Branding	1	-0,099	-0,054	0,131
	General Attractiveness	-0,99	1	0,807	0,647
	Intentions to Pursue	-0,54	0,807	1	0,732
	Prestige	0,131	0,647	0,732	1
Sig. (1-tailed)	Employer Branding		0,272	0,370	0,210
	General Attractiveness	0,272		0	0
	Intentions to Pursue	0,370	0		0
	Prestige	0,210	0	0	
N	Employer Branding	40	40	40	40
	General Attractiveness	40	40	40	40
	Intentions to Pursue	40	40	40	40
	Prestige	40	40	40	40

It was observed that there is no linear correlation between "Employer Branding" and the quantitative variable: "General Attractiveness" (r= -0.099, p-value= 0.272) > 0.05 (the null hypothesis, that there is no linear correlation, is not rejected).

It was observed that there is no linear correlation between "Employer Branding" and the quantitative variable: "Intentions to Pursue" (r= -0.054, p-value= 0.370) > 0.05 (the null hypothesis, that there is no linear correlation, is not rejected).

It was observed that there is no linear correlation between "Employer Branding" and the quantitative variable: "Prestige" (r= 0.131, p-value= 0.210) > 0.05 (the null hypothesis, that there is no linear correlation, is not rejected).

7.1.7 Forecast

Through the fitted regression equation the following situation is predicted:

a)$\hat{} = 5,520 - 0,158x_1 - 0,122x_2 + 0,327x_3$

x_1 General Attractiveness=5(Strongly Agree)

x_2 Intentions to Pursue= 5(Strongly Agree)

x_3 Prestige= 5(Strongly Agree)

1) $\hat{} = 5,520 - 0,158 \times 5 - 0,122 \times 5 + 0,327 \times 5 = $ **5,76** (6- Employer Branding? Agree) Therefore, for an individual who Strongly Agree on General Attractiveness, who Strongly Agree on Intentions to Pursue, who Strongly Agree on Prestige is predicted to Agree that Employer Branding has an impact when IT workers look for a company.

x_1 General Attractiveness=1(Strongly disagree)

x_2 Intentions to Pursue= 1(Strongly disagree)

x_3 Prestige= 5(Strongly disagree)
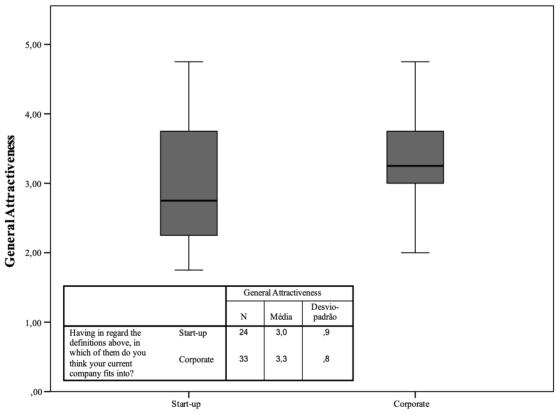
2) $\hat{Y}$ = 5,520 − 0,158 × 1 − 0,122 × 1 + 0,327 × 1 = **5,56** (5- Employer Branding? Somewhat Agree)

Therefore, for an individual who Strongly disagrees on General Attractiveness, who Strongly disagrees on Intentions to Pursue, who Strongly disagree on Prestige is predicted to Somewhat Agree that Employer Branding has an impact when IT workers look for a company.

7.2 Culture type affects IT workers job search process?

In relation to the organisational culture influencing the General Attractiveness, the Intentions to pursue and the Prestige, it was observed that, in general, the agreement is equal.

| | | General Attractiveness | | |
		N	Média	Desvio-padrão
Having in regard the definitions above, in which of them do you think your current company fits into?	Start-up	24	3,0	,9
	Corporate	33	3,3	,8

Having in regard the definitions above, in which of them do you think your current company fits into?

The agreement attributed to General Attractiveness is on average equal according to company type: Start-up and Corporate, t(49) = -1.235; p-value = 0.223>0.05.

The figure above compares General Attractiveness, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between Start-up and Corporate company type, and it is evident that there are no significant differences in General Attractiveness.

Thus, the mean of 3 (standard deviation= 0.9) in a Start-up and 3.3 (standard deviation= 0.8) in a Corporate reveal that the type of company is not influenced by General Attractiveness.

7.2.1 Results

Culture type affects IT workers job search process?

With regard to the organisational culture influencing Intentions to pursue, it was observed that there was equal agreement.

The table within the figure:

		Intentions to pursue		
		N	Média	Desvio-padrão
Having in regard the definitions above, in which of them do you think your current company fits into?	Start-up	24	3,3	,9
	Corporate	33	3,2	,8

Having in regard the definitions above, in which of them do you think your current company fits into?

The agreement attributed to Intentions to Pursue is on average equal according to the type of company: Start-up and Corporate, $t(49) = 0.405$; p-value = 0.687>0.05.

The figure above compares Intentions to Pursue, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between Start-up and Corporate company types, and it is evident that there are no significant differences in Intentions to Pursue.

Thus, the mean of 3.3 (standard deviation= 0.9) in a Start-up and 3.2 (standard deviation= 0.8) in a Corporate reveal that the type of company is not influenced by Intentions to Pursue.

7.2.2 Results

Culture type affects IT workers job search process?

Regarding the organisational culture influencing the Prestige it was observed that the agreement is equal.

			Prestige		
			N	Média	Desvio-padrão
Having in regard the definitions above, in which of them do you think your current company fits into?	Start-up		24	3,2	,8
	Corporate		33	3,3	,7

Having in regard the definitions above, in which of them do you think your current company fits into?

The agreement attributed to Prestige is on average equal according to the type of company: Start-up and Corporate, t(49) = -0.610; p-value = 0.545>0.05.
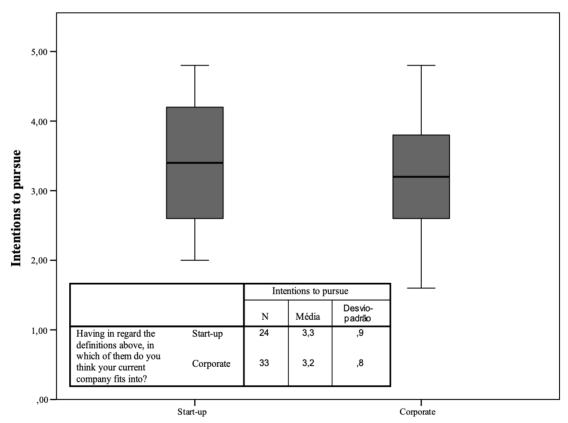
The figure above compares Prestige, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between Start-up and Corporate company type, and it is evident that there are no significant differences in Intentions to Pursue.

Thus, the average of 3.2 (standard deviation= 0.8) in a Start-up and 3.3 (standard deviation= 0.7) in a Corporate reveal that the type of company is not influenced by influence of the Prestige.

7.2.3 Results

Culture type affects IT workers job search process?

Regarding the organizational culture influencing the Prestige it was observed that the agreement is equal.

		Prestige		
		N	Média	Desvio-padrão
Having in regard the definitions above, in which of them do you think your current company fits into?	Start-up	24	3,2	,8
	Corporate	33	3,3	,7

Having in regard the definitions above, in which of them do you think your current company fits into?

The agreement attributed to Prestige is on average equal according to the type of company: Start-up and Corporate, t(49) = -0.610; p-value = 0.545>0.05.

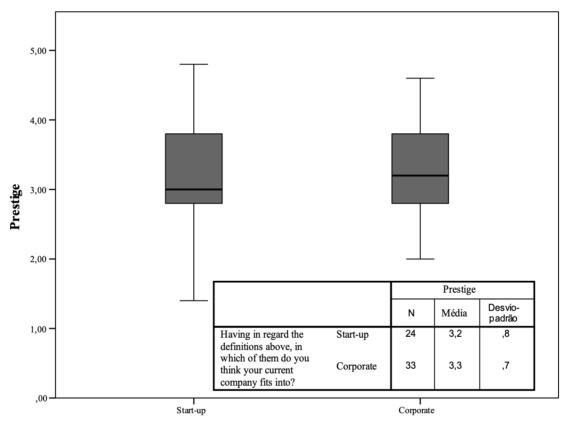The figure above compares Prestige, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between Start-up and Corporate company type, and it is evident that there are no significant differences in Intentions to Pursue.

Thus, the average of 3.2 (standard deviation= 0.8) in a Start-up and 3.3 (standard deviation= 0.7) in a Corporate reveal that the type of company is not influenced by Prestige.

24

7.2.4 Culture type affects IT workers job search process?

Regarding the organisational culture influencing the General Attractiveness it was observed that the agreement is equal.

		General Attractiveness		
		N	Média	Desvio-padrão
Which is the type of culture that you prefer?	Start-up	43	3,1	,9
	Corporate	14	3,4	,7

Which is the type of culture that you prefer?

The agreement attributed to General Attractiveness is on average equal according to the type of organizational culture: Start-up and Corporate, t(49) = -1.370; p-value = 0.177>0.05.

The figure above compares the General Attractiveness, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between types of organizational culture: Start-up and Corporate, being evident the absence of significant differences in General Attractiveness.

Thus, the mean of 3.1 (standard deviation= 0.9) in a Start-up culture and 3.4 (standard deviation= 0.7) in a Corporate culture reveal that the organizational culture type is not influenced by General Attractiveness.

7.2.5 Culture type affects IT workers job search process?

With regard to the organisational culture influencing Intentions to Pursue it was observed that the agreement is equal.

		Intentions to pursue		
		N	Média	Desvio-padrão
Which is the type of culture that you prefer?	Start-up	43	3,2	,9
	Corporate	14	3,4	,5

Which is the type of culture that you prefer?
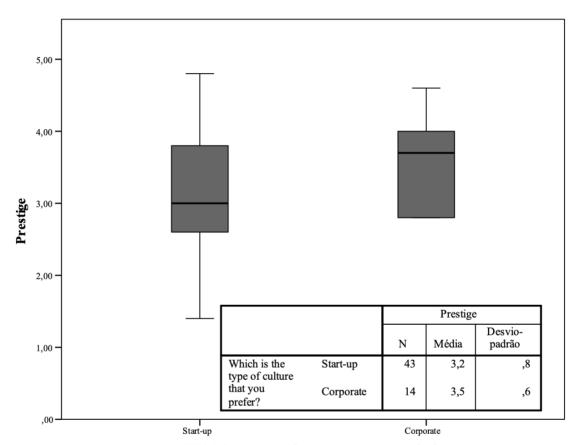
The agreement attributed to Intentions to Pursue is on average equal according to the type of organizational culture: Start-up and Corporate, $t(49) = -0.839$; p-value = 0.405>0.05.

The figure above compares Intentions to Pursue, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between types of organisational culture: Start-up and Corporate, where it is evident that there are no significant differences in Intentions to Pursue.

Thus, the mean of 3.2 (standard deviation= 0.9) in a Start-up culture and 3.4 (standard deviation= 0.5) in a Corporate culture reveal that the organizational culture type is not influenced by Intentions to Pursue.

7.2.6 Culture type affects IT workers job search process?

Regarding the organisational culture influencing the Prestige it was observed that the agreement is equal.

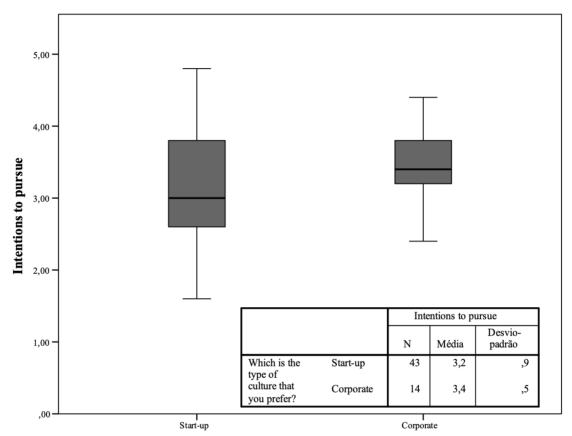|			Prestige		
			N	Média	Desvio-padrão
Which is the type of culture that you prefer?	Start-up		43	3,2	,8
	Corporate		14	3,5	,6

Which is the type of culture that you prefer?

The agreement attributed to Prestige is on average equal according to the type of organisational culture: Start-up and Corporate, $t(49) = -1.176$; p-value = 0.245>0.05.

The figure above compares Prestige, measured on a scale of 1 (Strongly disagree) to 5 (Strongly agree) between type of organisational culture: Start-up and Corporate, and it is evident that there are no significant differences in Prestige.

Thus, the mean of 3.2 (standard deviation= 0.8) in a Start-up culture and 3.5 (standard deviation= 0.6) in a Corporate culture reveal that the organisational culture type is not influenced by Prestige.

7.2.7   What is the impact Employer Branding has when IT workers look for a company?

A linear regression was applied to confirm whether in a first linear model the variable: "Do you have the intention to leave your current company" depends on the control variables: General Attractiveness, Intentions to pursue, Prestige.

That is, the control variables have influence on the dependent variable: Do you have the intention to leave your current company?

<div align="center">

Linear Regression

</div>

	R	R-square	Adjusted R-square
H2	0,317	0,043	0,043

        a.   Predictors: Prestige, General Attractiveness, Intentions to Pursue

        b.   Dependent Variable: "Do you have the intention to leave your current company?"

R is the multiple correlation coefficient. In model 1 (R=0.371) the multiple correlation coefficient reveals a weak correlation between the observed and estimated values.

Adjusted R^2 is the adjusted multiple determination coefficient that reveals the quality of the model. In model 1 it is confirmed that 4.3% (Adjusted R^2=0.043) of the dependent variable: "Do you have the intention to leave your current company" is explained by the linear model, i.e., it is explained by the independent variables (control).

R^2 is a multiple coefficient of determination that reveals the amount of variation of the dependent variable "Do you have the intention to leave your current company" that is explained by the model, that is, by the independent (control) variables.

In model 1 it is observed that 10% (R^2=0.100) of the variation in the dependent variable is explained by the independent (control) variables.

7.2.7.1 Interpretation of non-standard regression coefficients

Model 1 (control variables: General Attractiveness, Intentions to pursue, Prestige)

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	4,342	0,871		4,988	0
General Attractiveness	-0,160	0,368	-0,104	-0,433	0,667
Intentions to Pursue	0,485	0,439	0,291	1,105	0,275
Prestige	-0,760	0,382	-0,420	-1,989	0,053

a. Dependent Variable: "Do you have the intention to leave your current company?"

β (General Attractiveness) = -0.160

Quantitative variable (1=Strongly Disagree to 5=Strongly Agree)

If nothing else changes, for every one unit increase in General Attractiveness there is an estimated decrease of "Do you have the intention to leave your current company".

β (Intentions to Pursue) = 0.485

Quantitative variable (1=Strongly Disagree to 5=Strongly Agree)

If nothing else changes, for each one unit increase in Intentions to Pursue there is an estimated increase of "Do you have the intention to leave your current company".

β (Prestige) = -0,760

Quantitative variable (1=Strongly Disagree to 5=Strongly Agree)

If nothing else changes, for every one unit increase in the Prestige there is an estimated decrease of "Do you have the intention to leave your current company".

Constant

β_0=4,520

If all explanatory variables have the value zero, the estimated value of "Do you have the intention to leave your current company" is 4.52 i.e. Probably yes.

7.2.7.2 F-test for model fit

Hypotheses of the F test:

H0: the linear model is not adequate

Ha: the linear model is adequate

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9,190	3	3,063	1,745	0,171
Residual	82,496	47	1,755		
Total	91,686	50			

a. Predictors: Prestige, General Attractiveness, Intentions to Pursue

b. Dependent Variable: "Do you have the intention to leave your current company?"

7.2.7.3 Results of Test F

Model 1

$F_{(3, 47)} = 1.745$, $p = 0.171$.

Decision: $p > 0.05$, so H0 is accepted.

7.2.7.4 Interpretation of the results of the F-test and the adjusted R^2

The linear model is not statistically significant [$F_{(3, 47)} = 1.745$, $p > 0.05$)].

Model 1 explains 4.3% of the variation of the variable: "Do you have the intention to leave your current company" (Adjusted $R^2 = 0.043$).

7.2.7.4 Correlation Tests

Pearson's linear correlation coefficient

The assumptions are as follows:

H0: the Pearson correlation coefficient is equal to zero, that is, there is no linear relationship between the variables (R Pearson = 0)

30

HA: the Pearson correlation coefficient is different from zero, that is, there is a linear relationship between the dimensions under analysis. (R Pearson ≠ 0).

Decision rule:

Do not reject H0 if sig > α = 0,05

Reject H0 and accept Ha if sig ≤ α = 0,05

Correlations

		"Do you have the intention to leave your current company?"	General Attractiveness	Intentions to Pursue	Prestige
Pearson Correlation	"Do you have the intention to leave your current company?"	1	-0,153	-0,105	-0,274
	General Attractiveness	-0,153	1	0,807	0,678
	Intentions to Pursue	-0,105	0,807	1	0,743
	Prestige	-0,274	0,678	0,743	1
Sig. (1-tailed)	"Do you have the intention to leave your current company?"		0,141	0,232	0,026
	General Attractiveness	0,141		0	0
	Intentions to Pursue	0,232	0		0
	Prestige	0,026	0	0	
N	"Do you have the intention to leave your current company?"	51	51	51	51
	General Attractiveness	51	51	51	51
	Intentions to Pursue	51	51	51	51
	Prestige	51	51	51	51

It was observed that there is no linear correlation between "Do you have the intention to leave your current company" and the quantitative variable: "General Attractiveness" (r= -0.153, p-value= 0.141) > 0.05 (the null hypothesis, that there is no linear correlation, is not rejected).

It was observed that there is no linear correlation between "Do you have the intention to leave your current company" and the quantitative variable: "Intentions to Pursue" (r= -0.105, p-value= 0.232) > 0.05 (the null hypothesis, that there is no linear correlation, is not rejected).

It was observed that there is negative linear correlation between "Do you have the intention to leave your current company" and the quantitative variable: "Prestige" (r= -0.274, p-value= 0.026) ≤ 0.05 (accepts the alternative hypothesis, that there is linear correlation), that is, when on average decreases Prestige increases the intention/probability to leave the current organization/company.

7.2.7.5 Forecast

Through the fitted regression equation the following situation is predicted:

a)$\hat{} = 4{,}342 - 0{,}160x_1 + 0{,}485x_2 - 0{,}760x_3$

x_1 General Attractiveness=5(Strongly Agree)

x_2 Intentions to Pursue= 5(Strongly Agree)

x_3 Prestige= 5(Strongly Agree)

3) $\hat{} = 4{,}342 - 0{,}160 \times 5 + 0{,}485 \times 5 - 0{,}760 \times 5 =$ **2,16** (2- Do you have the intention to leave your current company? Probably not)

Therefore, for an individual who Strongly Agree on General Attractiveness, who Strongly Agree on Intentions to Pursue, who Strongly Agree on Prestige is predicted to Probably not have the intention to leave the current company.

x_1 General Attractiveness=1(Strongly disagree)

x_2 Intentions to Pursue= 1(Strongly disagree)

32

$\beta3$ Prestige= 5(Strongly disagree)

4) $\hat{Y} = 4{,}342 - 0{,}160 \times 1 + 0{,}485 \times 1 - 0{,}760 \times 1 = $ **3,91** (4- Do you have the intention to leave your current company? Probably yes)

Therefore, for an individual who Strongly Disagrees on General Attractiveness, who Strongly disagrees on Intentions to Pursue, who Strongly disagrees on Prestige is predicted to Probably have the intention to leave the current company.

7.3 Does Employer Branding affect the type of culture IT workers prefer?

A linear regression was applied to confirm whether in a first linear model the variable: "Employer Branding" depends on the control variables: Type of culture you prefer, Have the intention to leave your current company, Which definitions your current company fits into.

That is, do the control variables have an influence on the dependent variable: Employer Branding?

Linear Regression

	R	R-square	Adjusted R-square
H3	0,435	0,189	0,129

a. Predictors: "Which is the type of culture that you prefer?", "Do you have the intention to leave your current company?", "Having in regard the definitions above, in which of them do you think your current company fits into?"

b. Dependent Variable: Employer Branding

R is the multiple correlation coefficient. In model 1 (R=0.435) the multiple correlation coefficient reveals a moderate correlation between the observed and estimated values.

Adjusted R^2 is the adjusted multiple determination coefficient that reveals the quality of the model. In model 1 it is confirmed that 12.9% (Adjusted R^2=0.129) of the dependent variable: "Employer Branding" is explained by the linear model, i.e., it is explained by the independent variables (control).

R² is coefficient of multiple determination that reveals the amount of variation of the dependent variable (Employer Branding) that is explained by the model, that is, by the independent variables (control).

In model 1 it is observed that 18.9% ($R^2=0.189$) of the variation of the dependent variable is explained by the independent variables (control).

7.3.1 Interpretation of non-standardized regression coefficients

Model 1 (control variables: Type of culture you prefer, Have the intention to leave your current company, Which definitions your current company fits into).

Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	6,524	0,449		14,536	0
"Do you have the intention to leave your current company?"	-0,218	0,071	-0,447	-3,059	0,004
"Having in regard the definitions above, in which of them do you think your current company fits into?"	0,066	0,193	0,052	0,344	0,733
"Which is the type of culture that you prefer?"	-0,226	0,227	-0,155	-0,155	0,325

a. Dependent Variable: Employer Branding

β (Have the intention to leave your current company) = -0.218

Quantitative variable (1= Definitely not a 5= Definitely yes)

If nothing else changes, for every one unit increase in Have the intention to leave your current company we estimate a decrease in Employer Branding.

34

β (Which definitions your current company fits into) = 0,066

Qualitative variable (1=Start-up and 2=Corporate)

The estimated difference between those who define the organisation/company where they work as Start-up and those who define the organisation/company where they work as Corporate with regard to Employer Branding is 0.066.

β (Type of culture you prefer) = -0.266

Quantitative variable (1=Start-up to 2=Corporate)

The estimated difference between those who prefer the Start-up culture type and those who prefer the Corporate culture type regarding Employer Branding is -0.266.

Constant

β0=6,524

If all the explanatory variables have the value zero, the estimated value of Employer Branding is 6.524 i.e. Agree.

7.3.2 F-test for model fit

Hypotheses of the F test:

H0: the linear model is not adequate

Ha: the linear model is adequate

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3,357	3	1,119	3,182	0,034
Residual	14,421	41	0,352		
Total	17,778	44			

a. Predictors: Predictors: "Which is the type of culture that you prefer?", "Do you have the intention to leave your current company?", "Having in regard the definitions above, in which of them do you think your current company fits into?"

b. Dependent Variable: Employer Branding

7.3.3 Results of Test F

Model 1

$F_{(3, 41)} = 3.182$, $p = 0.034$.

Decision: $p < 0.05$, thus H1 is accepted.

7.3.4 Interpretation of the results of the F-test and the adjusted R^2

The linear model is statistically significant [$F_{(3, 41)} = 3.182$, $p < 0.05$)].

Model 1 explains 12.9% of the variation of the variable: "Employer Branding" (Adjusted $R^2 = 0.129$).

7.3.5 Correlation Tests

Pearson's linear correlation coefficient

The assumptions are as follows:

H0: the Pearson correlation coefficient is equal to zero, that is, there is no linear relationship between the variables (R Pearson = 0)

$_{HA}$: the Pearson correlation coefficient is different from zero, that is, there is a linear relationship between the dimensions under analysis. (R Pearson ≠ 0).

Decision rule:

Do not reject H0 if sig > α = 0,05

Reject H0 and accept $_{Ha}$ if sig ≤ α = 0,05

Correlations

		Employer Branding	"Do you have the intention to leave your current company?"	"Having in regard the definitions above, in which of them do you think your current company fits into?"	"Which is the type of culture that you prefer?"
Pearson Correlation	Employer Branding	1	-0,411	0,05	-0,015
	"Do you have the intention to leave your current company?"	-0,411	1	-0,119	-0,271
	"Having in regard the definitions above, in which of them do you think your current company fits into?"	0,05	-0,119	1	0,359
	"Which is the type of culture that you prefer?"	-0,015	-0,271	0,359	1
Sig. (1-tailed)	Employer Branding		0,002	0,373	0,461
	"Do you have the intention to leave your current company?"	0,002		0,217	0,036
	"Having in regard the definitions above, in which of them do you think your current company fits into?"	0,373	0,217		0,008
	"Which is the type of culture that you prefer?"	0,461	0,036	0,008	
N	Employer Branding	45	45	45	45
	"Do you have the intention to leave your current company?"	45	45	45	45
	"Having in regard the definitions above, in which of them do you think your current company fits into?"	45	45	45	45
	"Which is the type of culture that you prefer?"	45	45	45	45

It was observed that there is a negative linear correlation between "Employer Branding" and the variable: "Have the intention to leave your current company?" (r= -0.411, p-value= 0.002) ≤ 0.05 (accepted the alternative hypothesis, that there is linear correlation), that is, when on average decreases Intention to leave the current company increases the agreement of Employer Branding.

It was observed that there is no linear correlation between "Employer Branding" and the variable: "Definitions your current company fits into" (r= 0.05, p-value= 0.373 > 0.05 (the null hypothesis that there is no linear correlation is not rejected).

It was observed that there is negative linear correlation between "Employer Branding" and the variable: "Type of culture you prefer" (r= -0.015, p-value= 0.461> 0.05 (the null hypothesis that there is no linear correlation is not rejected).

7.3.6 Forecast

Through the fitted regression equation the following situation is predicted:

a)$\hat{} = 6,524 - 0,218x_1 + 0,066x_2 - 0,226x_3$

x_1 Have the intention to leave your current company? =1(Definitely not)

x_2 Definitions your current company fits into?=1(Start-up)

x_3 Type of culture you prefer?=1(Start-up)

5) $\hat{x} = 6,524 - 0,218 \times 1 + 0,066 \times 1 - 0,226 \times 1 =$ **6,162** (6- Employer Branding? Agree)
Therefore, for an individual who states "Definitely not" that "Have the intention to leave current company", that current company fits into a Start-up, that prefers Start-up culture is predicted to Agree with Employer Branding impacting job search.

x_1 Have the intention to leave your current company?=1(Definitely not)

x_2 Definitions your current company fits into?=2(Corporate)

x_3 Type of culture you prefer?=2(Corporate)

6) $\hat{y} = 6{,}524 - 0{,}218 \times 1 + 0.066 \times 2 - 0{,}226 \times 2 =$ **5.99** (6- Employer Branding? Agree)

Therefore, for an individual who Definitely does not Have the intention to leave their current company, that current company fits into a Corporate, that prefers Corporate culture is expected to Agree with Employer Branding impacting job search.

40

8. Discussion

This study aimed to discover the impact of attraction and employer branding in IT companies and how it affects the job search by IT workers. It was also one of the goals to pinpoint if company culture also has an impact in the job search process.

Following the analysis of the retrieved data there were some conclusions draw from there.

Regarding hypothesis 1: "Employer branding positively affects IT workers job search process" – after performing a linear regression the results showed that a very small part (8,3%) of the variation in attraction is explained by employer branding. Moving to the interpretation of non-standardised regression coefficients – it exhibits that if the efforts in attraction are null, employer branding is somewhat agreed to be impactful in the job search by the respondents. After performing the F-tests and correlation tests the results showed no correlation between employer branding and attraction. Bottom line – employer branding can be somewhat important in IT workers job search process but there's not a linear correlation between them. Due to the literature it was expected to find a linear correlation, since the more a company has the ability to brand its employees the bigger the talent pool they can tap into is (Collins and Stevens, 2002; Slaughter et al, 2004).

Regarding hypothesis 2: "Culture type affects IT workers job search process" – due to the nature of some variables it was decided to evaluate agreement instead of correlation for some of them. Agreement is defined by Ranganathan et al. (2017) as "…the degree of concordance between two (or more) sets of measurements" and differs from correlation, as Jinyuan et al. (2016) states, because "assessing agreement between variables assumes that the variables measure the same construct, while correlation of variables can be assessed for variables that measure completely different constructs". Agreement also varies between -1 and +1. Through this analysis it was perceivable that the current company that employes the respondents doesn't affect the fact that other companies can be attractive, and the preferred type of culture doesn't impact attraction to other companies. A linear regression was applied if one's intention to leave their current company is impacted by attraction – this showed that only 10% of the variation on intentions to leave their current company was affected by attraction to other companies. The interpretation of the non-standardized regression coefficients it's possible to draw the conclusion that if attraction doesn't come into play respondentes are probably considering other companies – situation expected as turnover is higher in IT companies (Ang and Slaughter, 2004). After performing the F-tests and correlation tests the results showed no correlation between attraction and culture, with one exception. Prestige (component of attraction) has negative linear correlation with the intentions to leave a certain company – the lower

the prestige of a certain company the bigger will be the feeling of wanting to leave the company from its employees. The punchline here is that there was no relationship found that indicates that culture affects the IT workers job search process – only that the prestige of a company can impact the turnover of a certain company.

Regarding hypothesis 3: "Employer Branding affects the type of culture IT workers prefer" – a linear regression was applied. It showed that 18.9% of the variation of employer branding was explained by cultural preferences. Going into the interpretation of the non-standardised regression coefficients it shows that if culture wasn't a factor to be considered by IT workers employer branding would affect the job search process. Other of the conclusions that came out of the results analysis is that the bigger the intention to leave the respondents' current company, the bigger the impact of employer branding on the job search process. After running the F-tests and correlation tests it was identified that there's a negative linear correlation between employer branding and the preferred culture type – the lower the agreement with employer branding, the more workers will tend to prefer a corporate culture as defined in the scope of this research. The main idea here is that employer branding has some effect on the type of culture preferred by IT workers.

Having these questions answered really helps a lot in terms of the research - it shows that culture is more a question of preference and that the market has space for every type of company to operate. The study shows how employer branding is an essential practice for any organisation to attract and retain talent.

In terms of talent acquisition it shows that practices must be integrated to create a seamless system that identifies the best fitting talent, not just based on skills but also cultural fit. Also stresses the fact that employer branding is important in any case, so no matter the company's culture, the employer branding strategy must match it to also reel in candidates who are good cultural fits.

 It impacts the way companies will look at these practices and combine them with their talent acquisition strategy in order to create a funnel – top of the funnel is fueled by employer branding (raising awareness of the company, making people consider to apply and converting them into applicants), while the lower part of the funnel is effected by culture and how the applicant matches the company's culture – knowing it's a key indicator for performance.

For IT companies it shows how important it is to have an integrated human resources management strategy that takes all the factors into consideration – creating the chance of attracting the right talent that will push towards the same direction as the company is going. Brings up the importance of person-culture fit in organisations.

This research has some limitations - it's very complicated to define start-up and corporate culture, making it binary when there's other types of culture into play (different types of big

42

corporation and start-up culture); it's very subjective (if there's no awareness of different cultures it creates a skewed opinion); the sample size (hard to reach/contact these type of workers); methodology should also include a qualitative aspect to it (complementing the research with other type of data to back it up); lastly time was also a limitation to the data collection process (hard to contact the right people and a long questionnaire that made some respondents stop midway through).

For future research purposes - conducting this study with a bigger sample, covering all different culture types, and adding interviews for extra data could lead to more accuracy in terms of predictions by having more homogeneity in the sample and extra data points to make inferences from. This future research can bring clarity on how employer branding impacts attraction and retention of IT workers, the importance of the creation of an organisational culture that matches the mission and values of the organisation to build on an employer branding strategy from there. Bottom line - it will affect how companies look at their employer branding strategies and match it with their own organisational culture to hire the right person.

44

9. Conclusion

In conclusion this study aims to contribute to the literature by studying the impact of employer branding in attracting and retaining talent at IT (information technology) companies. Furthermore it sets to establish if different culture types, in this case start-up and corporate, affect how employer branding is perceived and if it impacts talent attraction practices. It establishes a model that can be used to identify the impact of employer branding and talent attraction in organisations – model that can be used by IT organisations to identify the ROI (return on investment) on their efforts/investments in employer branding and talent attraction. Defined that employer branding affects the type of culture that workers prefer, prestige is taken in consideration by employees but failed to find the linear correlation between employer branding and talent attraction.

10. Bibliography

Ambler, T., & Barrow, S. (1996). The employer brand. Journal of brand management, 4(3), 185-206.

Aguinis, H., Gottfredson, R. K., & Joo, H. (2012). Using performance management to win the talent war. Business Horizons, 55(6), 609-616.

Baldassari, P., & Roux, J. D. (2017). Industry 4.0: preparing for the future of work. People & Strategy, 40(3), 20-24.

Barr, A., & Tessler, S. (1998). How will the software talent shortage end?. American Programmer, 11, 2-7.

Beechler, S., & Woodward, I. C. (2009). The global "war for talent". Journal of international management, 15(3), 273-285.

Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. International journal of advertising, 24(2), 151-172.

Broek, M. N. (2015). From employer attractiveness to employer branding: Results of a mixed methods research (Master's thesis, University of Twente).

Burrus, D. (2017). The anticipatory organization: Turn disruption and change into opportunity and advantage. Greenleaf Book Group.

Carter, G. (2011). The war for talent. Australasian BioTechnology, 21(1), 14-16.

Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: a meta-analytic review of the correlates of recruiting outcomes. Journal of applied psychology, 90(5), 928.

Choueke, R., & Armstrong, R. (2000). Culture: a missing perspective on small-and medium-sized enterprise development?. International Journal of Entrepreneurial Behavior & Research.

Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: a brand equity approach to recruitment. Journal of applied psychology, 87(6), 1121.

Conference Board. (2001). Business Cycle Indicators. Conference Board.

Coombs, C. R. (2009). Improving retention strategies for IT professionals working in the public sector. Information & Management, 46(4), 233-240.

Decker, R., Haltiwanger, J., Jarmin, R., & Miranda, J. (2014). The role of entrepreneurship in US job creation and economic dynamism. Journal of Economic Perspectives, 28(3), 3-24.

DeMers, A. (2002). Solutions and strategies for IT recruitment and retention: A manager's guide. Public Personnel Management, 31(1), 27-40.

Fombrun, C. J., Gardberg, N. A., & Sever, J. M. (2000). The Reputation Quotient SM: A multi-stakeholder measure of corporate reputation. Journal of brand management, 7(4), 241-255.

Gallagher, S., Brown, C., & Brown, L. (2008). A strong market culture drives organizational performance and success. Employment Relations Today, 35(1), 25-31.

Ghobadian, A., & Gallear, D. (1997). TQM and organization size. International journal of operations & production management.

Gray, J. H., & Sarros, J. C. (2003). SIZE MATTERS: ORGANISATIONAL CULTURE IN SMALL, MEDIUM, AND LARGE AUSTRALIAN ORGANISATIONS. Journal of Small Business and Entrepreneurship, 17(1), 31-46.

Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring attraction to organizations. Educational and psychological Measurement, 63(6), 986-1001.

Hochegger, S. (2014). How to measure the external perception of the employer brand.

Hofstede, G. (1980). Culture and organizations. International studies of management & organization, 10(4), 15-41.

Hollingsworth, S. (2015). Investigate Attitudes towards Talent Management in an IT Organisation (Doctoral dissertation, Dublin, National College of Ireland).

Index, K. G. W. (2012). Acquisition And retention in the wAr for tAlent. Kellyservice. Retrieved February, 15, 2013.

Jinyuan, L. I. U., Wan, T. A. N. G., Guanqin, C. H. E. N., Yin, L. U., & Changyong, F. E. N. G. (2016). Correlation and agreement: overview and clarification of competing concepts and measures. *Shanghai archives of psychiatry*, *28*(2), 115.

Kakabadse, A., & Korac-Kakabadse, N. (2000). Leading the pack: future role of IS/IT professionals. Journal of Management Development.

Kaur, P., Sharma, S., Kaur, J., & Sharma, S. K. (2015). Using social media for employer branding and talent management: An experiential study. IUP Journal of Brand Management, 12(2), 7.

Kollmann, T., Stöckmann, C., Hensellek, S., & Kensbock, J. (2016). European startup monitor 2016. Universität Duisburg-Essen Lehrstuhl für E-Business.

Lievens, F., Van Hoye, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. British Journal of Management, 18, S45-S59.

LinkedIn (2016), "2016 New Zealand talent trends", available at: https://business.linkedin.com/talentsolutions/job-trends/2016-talent-trends-home/2016-new-zealand-talent-trends (accessed 2 March 2018).

Lloyd, S. (2002). Branding from the inside out. Business Review Weekly, 24(10), 64-66.

Malone, T. W., Laubacher, R., & Morton, M. S. S. (Eds.). (2003). Inventing the Organizations of the 21st Century. MIT press.

Mollick, E. (2006). Establishing Moore's law. IEEE Annals of the History of Computing, 28(3), 62-75.

Nascimento, C. M. R. D. S. D. (2017). What is the role of Human Resource Management in growing start-ups? (Doctoral dissertation).

North, J., Blackburn, R. A., & Curran, J. (1998). The quality business: Quality issues and smaller firms (Vol. 3). Psychology Press.

Osman-Gani, A. M., & Paik, Y. (2016). Factors influencing the retention of international IT talent: an empirical investigation in Singapore. Int. J. Human Resources Development and Management, 16(1/2), 1.

Ott, D. L., Tolentino, J. L., & Michailova, S. Effective talent retention approaches.

Parr, S. (2014). How to adopt a startup mentality, even if you're a multibillion-dollar corporation. Descargado de https://www. fastcompany. com/3031505/how-to-adopt-a-startup-mentality-even-if-youre-a-multibillion-dollar-corporation.

Pusser, B., Slaughter, S., & Thomas, S. L. (2006). Playing the board game: An empirical analysis of university trustee and corporate board interlocks. The Journal of Higher Education, 77(5), 747-775.

Ranganathan, P., Pramesh, C. S., & Aggarwal, R. (2017). Common pitfalls in statistical analysis: Measures of agreement. *Perspectives in clinical research*, *8*(4), 187.

Ritson, M. (2002). Marketing and HR collaborate to harness employer brand power. Marketing, 18-18.

Schein, E. H. (1984). Coming to a new awareness of organizational culture. Sloan management review, 25(2), 3-16.

Tlaiss, H., Martin, P. and Hofaidhllaoui, M. (2017), "Talent retention: evidence from a multinational firm in France", Employee Relations, Vol. 39 No. 4, pp. 426-445

Trost, A. (2014). Talent relationship management: Competitive recruiting strategies in times of talent shortage. Springer Science & Business.

Waterman, R. H., & Peters, T. J. (1982). In search of excellence: Lessons from America's best-run companies (p. 360). New York: Harper & Row.

Wei, Y. (2015), "Do employees high in general human capital tend to have higher turnover intention? The moderating role of high-performance HR practices and P-O fit", Personnel Review, Vol. 44 No. 5, pp. 739-756.

Wilderom, C. P., & van den Berg, P. T. (1998, August). A Test of the Leadership-Culture-Performance Modelwithin a Large Dutch Financial Organization*. In Academy of management proceedings (Vol. 1998, No. 1, pp. B1-B5). Briarcliff Manor, NY 10510: Academy of Management.

11. ANNEXES

Q1 Gender

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (4)

Q2 Age

- 15-19 (1)
- 20-24 (2)
- 25-29 (3)
- 30-34 (4)
- 35-39 (5)
- 40-44 (6)
- 45-49 (7)
- 50-54 (8)
- 55-59 (9)
- 60-64 (10)
- 65-69 (11)
- 70 or more than 70 (12)

Q3 Education Level

- High School (1)
- Bachelor's Degree (2)
- Master's Degree (3)
- Higher than Master's Degree (4)

Q4 Employment Status

- Employed Full-time (1)
- Employed Part-time (2)
- Unemployed (3)

Q5 Current or Last Work Sector

- Accountancy (1)
- Arts (2)
- Banking or Investments (3)
- Charities/Voluntary work (4)
- Economics (5)
- Education (6)
- Energy (7)
- Financial Services (8)
- Health (9)
- Industry (19)
- Information Technology (10)
- International Organizations (11)
- Law (12)
- Leisure (13)
- Media (14)
- Public Sector (15)
- Research (16)
- Services (18)
- Other (17) _____

Q6 In which Information Technology segment do you work?

- AI (1)
- Blockchain (2)
- Business Intelligence (3)
- Cloud (4)
- Databases (5)
- Development (6)
- Data (7)
- DevOps (8)
- Infrastructure (9)

50

- ○ Telecommunications (10)
- ○ Other (11) _____

Q7 How big is the company you work for?
- ○ Micro ((1)
- ○ Small (between 10 and 49 employees) (2)
- ○ Medium (between 50 and 250 employees) (3)
- ○ Big Corporation (more than 250 employees) (4)

Q8 How long have you been working for the same company?
- ○ Less than 6 months (1)
- ○ Between 6 months and 1 year (2)
- ○ Between 1 and 2 years (3)
- ○ Between 2 and 4 years (4)
- ○ Between 4 and 6 years (5)
- ○ Between 6 and 8 years (6)
- ○ Between 8 and 10 years (7)
- ○ More than 10 years (8)

Q9 What's your career's seniority?
- ○ Less than 2 years (1)
- ○ Between 2 and 5 years (2)
- ○ Between 5 and 10 years (3)
- ○ Between 10 and 15 years (4)
- ○ Between 15 and 20 years (5)
- ○ Between 20 and 25 years (6)
- ○ Between 25 and 30 years (7)
- ○ More than 30 years (8)

Q10 How many companies have you worked for?
- ○ 1 (1)
- ○ 2 to 4 (2)
- ○ 5 to 7 (3)
- ○ 8 to 10 (4)

○　More than 10 (6)

Q11 What's the type of position you currently hold?

　　　　○　Internship/Entry-Level (1)

　　　　○　Junior (2)

　　　　○　Mid-Level (3)

　　　　○　Senior (4)

　　　　○　Management (5)

　　　　○　VP-Level (6)

　　　　○　C-Level (7)

　　　　○　Other (8) _____

Q12 How many people are you managing?

　　　　○　None (6)

　　　　○　Up to 5 (1)

　　　　○　Between 5 to 15 (2)

　　　　○　Between 15 to 30 (3)

　　　　○　Between 30 to 50 (4)

　　　　○　More than 50 (5)

Q13 Is your company for profit?

　　　　○　Profit (1)

　　　　○　Non-profit (2)

Q14 Is your company state-owned or private?

　　　　○　State-owned (1)

　　　　○　Private (2)

Q16 How important are the following to you when considering potential employers?

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither gree nor disagree	Somewhat agree (5)	Agree (6)	Strongly agree (7)

			(4)			
Recognition/appreciation from management (1)	○	○	○	○	○	○	○
A fun working environment (2)	○	○	○	○	○	○	○
A springboard for future employment (3)	○	○	○	○	○	○	○
Feeling good about yourself as a result of working for a articular organisation (4)	○	○	○	○	○	○	○
Feeling more self-confident as a result of working for a articular organisation (5)	○	○	○	○	○	○	○
Gaining career-enhancing experience (6)	○	○	○	○	○	○	○
Having a good relationship with your superiors (7)	○	○	○	○	○	○	○
Having a good relationship with your colleagues (8)	○	○	○	○	○	○	○
Supportive and encouraging colleagues (9)	○	○	○	○	○	○	○

Working in an exciting environment (10)	○	○	○	○	○	○	○
nnovative employer – novel work practices/forward-thinking (11)	○	○	○	○	○	○	○
The organisation both values and makes use of your creativity (12)	○	○	○	○	○	○	○
The organisation produces high-quality products and services (13)	○	○	○	○	○	○	○
The organisation produces innovative products and services (14)	○	○	○	○	○	○	○
Good promotion opportunities within the organisation (15)	○	○	○	○	○	○	○
Humanitarian organisation – gives back to society (16)	○	○	○	○	○	○	○
Opportunity to apply what was learned at a ertiary institution (17)	○	○	○	○	○	○	○
Opportunity to teach others what you have learned (18)	○	○	○	○	○	○	○
Acceptance and belonging (19)	○	○	○	○	○	○	○
The organisation is customer-orientated	○	○	○	○	○	○	○

(20)							
ob security within the organisation (21)	○	○	○	○	○	○	○
Hands-on inter-departmental experience (22)	○	○	○	○	○	○	○
Happy work environment (23)	○	○	○	○	○	○	○
An above average basic salary (24)	○	○	○	○	○	○	○
An attractive overall compensation package (25)	○	○	○	○	○	○	○

Q20 There's several types of culture inside companies. I would like to divide them into two main types of cultures: Start-up and Corporate.

Let's define start-up culture: start-ups are fast-paced, less bureaucratic, easy-going, and relaxed. Normally they have flexible work-schedule, and have remote-work policies. Agile is key.

Now, let's define Corporate culture: corporate companies are more strict and formal, all processes are well-defined and established, they're bigger and well-organized. Agility usually is harder to achieve.

Q21 Having in regard the definitions above, in which of them do you think your current company fits into?

- ○ **Start-up (1)**
- ○ **Corporate (2)**

Q23 Do you have the intention to leave your current company?

- ○ **Definitely yes (1)**
- ○ **Probably yes (2)**
- ○ **Might or might not (3)**
- ○ **Probably not (4)**
- ○ **Definitely not (5)**

Q22 Which is the type of culture that you prefer?

- ○ **Start-up (1)**
- ○ **Corporate (2)**

Q24 Having in regard your answer to the question about the type of company culture that you prefer, consider only the job description that matches your preferred type.

Job description 1) represents start-ups and job description 2) represents corporate culture.

The next few questions will be based on the job description, so make sure that your using the one that corresponds to your selected/preferred culture.

Q25 JOB DESCRIPTION 1 - START-UP

Hi human tech machine,

The coolest IT startup ever, is hiring (you?)!

56

If you like animals, scooters, gummies, coffee and tech come join our team!

We'd be super happy to have a Full Stack Developer joining us, with the below essentials skills and expertise:

Python, Django

Node.js

React

Postgress, MongoDB

Extra points for Ruby on Rails and Web Development Experience

Mandatory: Advanced English

So, if you are a Full Stack Developer even with your eyes closed, OMG, you're awesome, and we would love to have you on our team!

We're looking for an eloquent techy, meaning a marvelous speaker and writer - Top skills of communication, you know ? ;)

If you're up to working in tight deadlines, you're our person!

For english speaking techies only, but if you're from Mars and speak Martian, that's fine too.

We are looking for a techy to start ASAP so… ready? Set… GO!

ps: (we promise we're cool :))

Q26 JOB DESCRIPTION 2 - CORPORATE We are seeking a smart, proactive, determined and skilled new member to enhance our innovative team. The company is made of people who contribute, in a collaborative way, so that our business can be always close to our customers. We continuously challenge ourselves to implement the best technological and service solutions, because the way we act makes a difference in the lives of others. Software Engineer .NET What You Can Expect:

Integration in our Business Delivery cluster and the opportunity to deliver application solutions that transform and drive the business, making easier people's life

Opportunity to learn and develop service-oriented architectures, according to the best practices and market trends, and to help develop the core of our solutions with access to new technical challenges and innovative projects

Collaborate with seasoned software engineers developing, implementing and maintaining our core and customer centric solutions

Work with Business Analysts, Project Managers and Solution Architects in order to better understand business needs and requirements, providing expert advice and suggestions for application development

Implement a scalable, stable, and user-friendly product that can handle our current growth

Continuously promoting and improving the codebase for our business applications.

What We Are Looking For:

Degree in Computer Engineering or similar

5+ years of experience working with development of Web Services in .Net / C # technology, preferably in a cloud environment (Azure or AWS)

Knowledge of Visual Studio 2015 (or superior) and/or Team Foundation Server

Knowledge of database SQL Server, WCF (Web Services), XML, JavaScript, JSON, JQuery, HTML5 e CSS3

Knowledge and experience in Agile methodologies is a plus

Portuguese Proficiency is highly valued   Do you want to know more about how we are transforming our sector? Are you ready for the next step in your career? Then we'd love to hear from you! Apply now!

Q17 General Attractiveness

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
For me, this company would be a good place to work. (1)	○	○	○	○	○

58

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
I would not be interested in this company except as a last resort. (2)	○	○	○	○	○
This company s attractive to me as a place for employment. (3)	○	○	○	○	○
am interested in learning more about this company. (4)	○	○	○	○	○
A job at this company is very appealing to me. (5)	○	○	○	○	○

Q18 Intentions to pursue

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
would accept a job offer from this company. (1)	○	○	○	○	○

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
I would make this company one of my first choices as an employer. (2)	○	○	○	○	○
If this company invited me for job interview, I would go. (3)	○	○	○	○	○
would exert a great deal of effort to work for this company. (4)	○	○	○	○	○
I would recommend this company to a friend looking for a job. (5)	○	○	○	○	○

Q19 Prestige

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
Employees are probably proud to say they work at this company. (1)	○	○	○	○	○

60

This is a reputable company to work for. (2)	○	○	○	○	○
This company probably has a reputation as being an excellent employer. (3)	○	○	○	○	○
I would find this company a prestigious place to work. (4)	○	○	○	○	○
There are probably many who would like to work at this company. (5)	○	○	○	○	○

End of Block: Talent Attraction

Start of Block: Block 5

Q27 Thank you!

Your help was fundamental. If you have any inquiries you can contact me via email to gfmls@iscte-iul.pt

11.2 Calculation of the new variable: Employer Branding

First the internal consistency of the new variable *Employer Branding* was measured through Cronbach's Alpha to make sure that the twenty-five variables are measuring the same construct. Cronbach's Alpha is a measure of internal consistency that ranges between 0 and 1. The closer to 1 the higher the internal consistency. Therefore, Cronbach's Alpha value is determined by the number of variables, the mean variance and also the mean covariance between variables.

The following values are the reference:

< 0.5 - Unacceptable; 0.5 to 0.6 - Poor; 0.6 to 0.7 - Questionable; 0.7 to 0.8 - Acceptable;
0.8 to 0.9 - Good; >0.9 - Excellent.
However, the value 0.7 is the minimum acceptable value.

Chronbach's Alpha	0,886
N of Items	25

This table identifies the value of Cronbach's Alpha and the number of variables that entered the analysis, i.e., there were twenty-five variables and the alpha is 0.886 (Good).

	Scale Mean if item Deleted	Scale Variance if item Deleted	Corrected Item – Total Correlation	Chronbach's Alpha if item Deleted
Recognition/Appreciation from management	137	215,333	0,668	0,876
A fun work environment	137,13	224,160	0,514	0,881
Springboard for future employment	137,57	234,740	0,262	0,888
Feeling good about yourself as a result of working for a particular organisation	136,74	226,064	0,604	0,879
Feeling more self-confident as a result of working for a particular organisation	136,96	231,331	0,462	0,882
Gaining career-enhancing experience	136,63	231,971	0,533	0,881
Having a good relationship with your superiors	136,67	242,714	0,205	0,887
Having a good relationship with your colleagues	136,33	243,291	0,187	0,887
Supportive and encouraging colleagues	136,39	236,021	0,430	0,883
Working in an exciting environment	136,91	220,881	0,702	0,876
Innovative employer (novel work practices – forward thinking)	136,70	224,039	0,653	0,887
The organisation both values and makes use of your creativity	136,87	221,138	0,690	0,876
The organisation produces high quality products and services	136,48	241,988	0,170	0,888
The organisation produces innovative products and services	136,83	243,258	0,127	0,889
Good promotion opportunities within the organisation	137	221,956	0,721	0,876
Humanitarian organisation – gives back to society	137,57	218,429	0,595	0,878
Opportunity to apply what was learned at a tertiary institution	138,02	223,355	0,439	0,884
Opportunity to teach others what you have learned	137,37	225,794	0,507	0,881
Acceptance and belonging	137,07	229,729	0,607	0,878
The organisation is customer-	137,54	240,876	0,139	0,890

oriented				
Job security withing the organisation	139,98	242,377	0,161	0,888
Hands-on interdepartamental experience	137,30	231,994	0,435	0,883
Happy work environment	136,61	222,688	0,628	0,878
An above average basic salary	136,83	228,369	0,453	0,882
An attractive overall compensation package	136,70	228,661	0,456	0,882

Since the elimination of any variable would not lead to a large increase in Cronbach's Alpha value (0.886), the new variable was calculated: *Employer Branding* with the initial twenty-five variables.

11.3 Calculation of the new variable: General Attractiveness

First the internal consistency of the new variable *Employer Branding* was measured using Cronbach's Alpha to make sure that the five variables are measuring the same construct.

The following values are the reference:

< 0.5 - Unacceptable; 0.5 to 0.6 - Poor; 0.6 to 0.7 - Questionable; 0.7 to 0.8 - Acceptable;

0.8 to 0.9 - Good; >0.9 - Excellent.

However, the value 0.7 is the minimum acceptable value.

Chronbach's Alpha	0,682
N of Items	5

This table identifies the value of Cronbach's Alpha and the number of variables that entered the analysis, i.e., there were five variables and the alpha is 0.683 (Questionable).

General Attractiveness	Scale Mean if item Deleted	Scale Variance if item Deleted	Corrected Item – Total Correlation	Chronbach's Alpha if item Deleted
For me, this company would be a good place to work	10,92	6,354	0,780	0,476
I would not be interested in this company except as a last resort	10,37	12,358	-0,343	0,911
This company is attractive to me as a place for employment	10,92	5,914	0,756	0,466

64

I am interested in learning more about this company	11,14	6,841	0,610	0,553
A job in this company is very appealing to me	10,76	6,304	0,756	0,482

Since the elimination of the variable "I would not be interested in this company except as a last resort" leads to an increase in Cronbach's Alpha (from 0.682 to 0.911), we calculated the new variable: *Employer Branding* with four variables instead of the initial five.

11.4 Calculation of the new variable: Intentions to pursue

First the internal consistency of the new variable: *Intentions to pursue was* measured through Cronbach's Alpha to make sure that the five variables are measuring the same construct.

The following values are the reference:

< 0.5 - Unacceptable; 0.5 to 0.6 - Poor; 0.6 to 0.7 - Questionable; 0.7 to 0.8 - Acceptable; 0.8 to 0.9 - Good; >0.9 - Excellent.

However, the value 0.7 is the minimum acceptable value.

Chronbach's Alpha	0,849
N of Items	5

This table identifies the value of Cronbach's Alpha and the number of variables that entered the analysis, i.e., there were five variables and the alpha is 0.849 (Good).

Intentions to Pursue	Scale Mean if item Deleted	Scale Variance if item Deleted	Corrected Item – Total Correlation	Chronbach's Alpha if item Deleted
I would accept a job offer from this company	12,84	10,935	0,677	0,813
I would make this company one of my first choices as an employer	13,35	10,753	0,620	0,829
If this company invited me for a job interview, I would go	13,35	11,393	0,651	0,820
I would exert a great deal of effort to work for this company	13	11	0,596	0,835
I would recommend this company to a friend looking for a job	12,63	10,558	0,760	0,791

Given that the elimination of any variable would not increase Cronbach's Alpha value (0.849), the new variable was calculated: *Intentions to pursue* with the five initial variables.

11.5 Calculation of the new variable: Prestige

First the internal consistency of the new variable: *Prestige* was measured through Cronbach's Alpha to make sure that the five variables are measuring the same construct.

The following values are the reference:

< 0.5 - Unacceptable; 0.5 to 0.6 - Poor; 0.6 to 0.7 - Questionable; 0.7 to 0.8 - Acceptable;

0.8 to 0.9 - Good; >0.9 - Excellent.

However, the value 0.7 is the minimum acceptable value.

Chronbach's Alpha	0,862
N of Items	5

This table identifies the value of Cronbach's Alpha and the number of variables that entered the analysis, i.e. there were five variables and the alpha is 0.862 (Good).

Prestige	Scale Mean if item Deleted	Scale Variance if item Deleted	Corrected Item – Total Correlation	Chronbach's Alpha if item Deleted
Employees are probably proud to say they work at this company	12,92	10,034	0,508	0,876
This is a reputable company to work for	12,94	8,976	0,773	0,810
This company probably has a reputation as being an excellent employer	12,98	8,460	0,791	0,803
I would find this company a prestigious place to work	13,16	8,255	0,796	0,801
There are probably many who would like to work at this company	13,73	10,523	0,559	0,861

Since the elimination of any variable would not increase Cronbach's Alpha value (0.862), the new variable was calculated: *Prestige* with the five initial variables.

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	Lower	Upper
General Attractiveness	Equal variances assumed	0,569	0,454	-1,235	49	0,223	-0,30714	0,24875	-0,80703	0,1927
	Equal variances not assumed			-1,219	41, 152	0,230	-0,30714	0,25201	-0,81604	0,20175

11.6 t-test for two independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	Lower	Upper
Intentions to Pursue	Equal variances assumed	0,523	0,473	0,405	49	0,687	0,09429	0,23276	-0,37347	0,56204
	Equal variances not assumed			0,398	40, 331	0,690	0,09429	0,23701	-0,38461	0,57318

11.7 t-test for two independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	Lower	Upper
Prestige	Equal variances assumed	0,043	0,837	-0,610	49	0,546	-0,13048	0,21404	-0,56060	0,29965
	Equal variances not assumed			-0,596	39, 681	0,554	-0,13048	0,21882	-0,57283	0,31188

11.8 t-test for two independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
General Attractiveness	Equal variances assumed	1,711	0,197	-1,370	49	0,177	-0,37452	0,27338	-0,92390	0,17486
	Equal variances not assumed			-1,534	30,068	0,135	-0,37452	0,24414	-0,87308	0,12404

11.9 t-test for two independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Intentions to Pursue	Equal variances assumed	6,493	0,014	-0,839	49	0,405	-0,21429	0,25530	-0,72732	0,29875
	Equal variances not assumed			-1,055	40,045	0,298	-0,21429	0,20304	-0,62464	0,19606

11.10 t-test for two independent samples

11.11 t Test for two independent samples

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Stf. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Prestige	Equal variances assumed	0,735	0,395	-1,176	49	0,245	-0,27490	0,23366	-0,74447	0,19466
	Equal variances not assumed			-1,325	30,474	0,195	-0,27490	0,20751	-0,69843	0,14862

1.12 Frequencies

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	53,1	75,0	75,0
	Female	15	15,6	22,1	97,1
	Prefer not to say	2	2,1	2,9	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-19	2	2,1	2,9	2,9
	20-24	14	14,6	20,6	23,5
	25-29	12	12,5	17,6	41,2
	30-34	13	13,5	19,1	60,3
	35-39	14	14,6	20,6	80,9
	40-44	8	8,3	11,8	92,6
	45-49	4	4,2	5,9	98,5
	50-54	1	1,0	1,5	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	14	14,6	20,6	20,6

		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelor's Degree	24	25,0	35,3	55,9
	Master's Degree	23	24,0	33,8	89,7
	Higher than Master's Degree	7	7,3	10,3	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed Full-time	60	62,5	88,2	88,2
	Employed Part-time	3	3,1	4,4	92,6
	Unemployed	5	5,2	7,4	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Current or Last Work Sector - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking or	4	4,2	5,9	5,9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Investments				
	Education	1	1,0	1,5	7,4
	Energy	1	1,0	1,5	8,8
	Financial Services	2	2,1	2,9	11,8
	Information Technology	48	50,0	70,6	82,4
	International Organizations	1	1,0	1,5	83,8
	Leisure	1	1,0	1,5	85,3
	Media	2	2,1	2,9	88,2
	Other	4	4,2	5,9	94,1
	Services	2	2,1	2,9	97,1
	Industry	2	2,1	2,9	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Current or Last Work Sector - Other - Text

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		92	95,8	95,8	95,8
	Airlines	1	1,0	1,0	96,9
	Engineering	1	1,0	1,0	97,9
	HR	1	1,0	1,0	99,0
	Travel	1	1,0	1,0	100,0
	Total	96	100,0	100,0	

In which Information Technology segment do you work? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
	AI	1	1,0	1,5	1,5
	Business Intelligence	3	3,1	4,4	5,9
	Cloud	4	4,2	5,9	11,8
	Databases	4	4,2	5,9	17,6
	Development	35	36,5	51,5	69,1
Valid	Data	4	4,2	5,9	75,0
	DevOps	2	2,1	2,9	77,9
	Infrastructure	4	4,2	5,9	83,8
	Telecommunications	1	1,0	1,5	85,3
	Other	10	10,4	14,7	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

In which Information Technology segment do you work? - Other - Text

		Frequency	Percent	Valid Percent	Cumulative Percent
		89	92,7	92,7	92,7
	Consultancy	1	1,0	1,0	93,8
	cybersecurity	1	1,0	1,0	94,8
Valid	Management	1	1,0	1,0	95,8
	Nenhum	1	1,0	1,0	96,9
	Social media	3	3,1	3,1	100,0
	Total	96	100,0	100,0	

How big is the company you work for?

	Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro (<10 employees)	4	4,2	5,9	5,9
	Small (between 10 and 49 employees)	15	15,6	22,1	27,9
	Medium (between 50 and 250 employees)	18	18,8	26,5	54,4
	Big Corporation (more than 250 employees)	31	32,3	45,6	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

How long have you been working for the same company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	17	17,7	25,0	25,0
	Between 6 months and 1 year	4	4,2	5,9	30,9
	Between 1 and 2 years	20	20,8	29,4	60,3
	Between 2 and 4 years	14	14,6	20,6	80,9
	Between 4 and 6 years	7	7,3	10,3	91,2
	Between 6 and 8 years	3	3,1	4,4	95,6
	More than	3	3,1	4,4	100,0

		Frequency	Percent	Valid Percent	Cumulative Percent
	10 years				
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

What's your career's seniority?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	12	12,5	17,6	17,6
	Between 2 and 5 years	14	14,6	20,6	38,2
	Between 5 and 10 years	20	20,8	29,4	67,6
	Between 10 and 15 years	9	9,4	13,2	80,9
	Between 15 and 20 years	6	6,3	8,8	89,7
	Between 20 and 25 years	5	5,2	7,4	97,1
	Between 25 and 30 years	1	1,0	1,5	98,5
	More than 30 years	1	1,0	1,5	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		

Total	96	100,0	

How many companies have you worked for?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	8,3	11,8	11,8
	2 to 4	32	33,3	47,1	58,8
	5 to 7	19	19,8	27,9	86,8
	8 to 10	7	7,3	10,3	97,1
	5	1	1,0	1,5	98,5
	More than 10	1	1,0	1,5	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

What's the type of position you currently hold? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Internship/Entry-Level	5	5,2	7,4	7,4
	Junior	13	13,5	19,1	26,5
	Mid-Level	10	10,4	14,7	41,2
	Senior	28	29,2	41,2	82,4
	Management	9	9,4	13,2	95,6
	VP-Level	1	1,0	1,5	97,1
	Other	2	2,1	2,9	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

76

What's the type of position you currently hold? - Other - Text

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		94	97,9	97,9	97,9
	Head	1	1,0	1,0	99,0
	technical leader	1	1,0	1,0	100,0
	Total	96	100,0	100,0	

How many people are you managing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 5	21	21,9	30,9	30,9
	Between 5 to 15	9	9,4	13,2	44,1
	Between 15 to 30	3	3,1	4,4	48,5
	Between 30 to 50	2	2,1	2,9	51,5
	More than 50	1	1,0	1,5	52,9
	None	32	33,3	47,1	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Is your company for profit?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Profit	65	67,7	95,6	95,6
	Non-profit	3	3,1	4,4	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

Is your company state-owned or private?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	State-owned	6	6,3	8,8	8,8
	Private	62	64,6	91,2	100,0
	Total	68	70,8	100,0	
Missing	System	28	29,2		
Total		96	100,0		

78