

Employer Branding:

What Makes a Firm a Desirable Place to Work

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Abstract

A new concerning is coming to human resource management: the way organizational branding can influence human resources to applied and be committed to enterprises. This application of branding to human resource management has been designate as “employer branding.”

In the present exploratory study the major objective is to understand the role of organizational reputation, organizational personality and tangible organizational attributes and manager’s perception of enterprise attractiveness and commitment.

Using an online survey on a 214 sample of Portuguese managers, they describe organizational reputation by emotional appeal and product and services characteristics. Work environment is also important. Organizational personality was characterized by being technical, hard working and secure.

The most desirable tangible attributes on enterprise is money and work characteristics. Managers think that their enterprise believe that employees are important but the company don’t spend a significant amount of money to keep their employees happy.

Manager’s main factor of commitment is loyalty and proud that they are part of the company. However they don’t consider their company as being the best place to work.

Key Words: employer branding, corporate branding, organizational personality, organizational reputation, organizational commitment, career development, human resource management.

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INTRODUCTION

A new practice is coming to human resource management: the management of employer branding. The companies must “highlight the unique aspects of the firm’s employment offerings or environment.” (Backhaus & Tikoo, 2004, p. 502).

The globalization of markets and financial global crisis are creating new problems to Portuguese companies and in consequence to employment. Nevertheless what concerns to top management, companies are looking for the best qualified human resource capital.

According to Lievens, Decaesteker and Coetsier (2001) the attraction “...results from the fact that both the individual and the organization are making decisions about one another: on the one side, recruitment and selection processes enable organizations to attract and select individuals who fit best to their needs and expectations. On the other side, on the basis of their previous experiences, interests, needs, preferences, and personality individuals make a selection among different organizations.” (p.31).

This study explores what managers are looking for, in Portuguese enterprises, as employees; what managers are most attracted relating to organizational reputation, personality, and human resource policies and practice.

For analyses purposes the survey was design based on relevant framework related to the factors that attract and retain employees in their enterprises: Organizational reputation, brand personality, tangible and perceived attributes attractiveness and organizational commitment.

In order to identify what are the main factors that attract and retain best managers, a survey was applied online to obtain the main sample data. The survey was administrated by mail linked to a website, where individuals completed directly their responses. The data was

statistical analysed by SPSS software. The results of the present study are presented and the practical implications of employer branding in Portugal are discussed.

THEORETICAL BACKGROUND

Introducing Employer Branding

A new practice is coming to human resource management. As Backhaus and Tikoo (2004) argued “Although firms commonly focus their branding efforts toward developing product and corporate brands, branding can also be used in the area of human resource management. The application of branding principles to human resource management has been termed “employer branding.” (p. 501).

Backhaus and Tikoo (2004) suggested that employer branding is “the differentiation of a firm’s characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm’s employment offerings or environment.” (p. 502). More precisely “...the need for companies to differentiate themselves and to market is the unique employment proposition they can offer” (Ewing et. al., 2002, p. 11).

In the present research, the designation of employer branding given by Backhaus and Tikoo (2004) is adopted: “...the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors” (p.502). Corporate identity “...is the reality and uniqueness of the organization. Its principal components are the company’s strategy, philosophy, culture, and organizational design.” (Gray & Balmer, 1998, pp.696-697).

The “...company must align three essential, interdependent elements (...) to create a strong corporate brand: vision, culture and image.” (Hatch & Schultz, 2001, p. 130). Corporate Brand works like “...a single umbrella image that cast one glow over a panoply of products.” (Hatch & Schultz, 2001, p. 129). The authors differentiate corporate image from corporate reputation. To Gray and Balmer (1998) corporate image “...is the immediate mental picture that audiences have of an organization, corporate reputation indicates a value

judgment about the company's attributes. Corporate reputation evolves over time as a result of consistent performance, whereas corporate images can be fashioned more quickly through well-conceived communication programmes." (p.697).

The present study adopted the following definition of corporate reputation: "A corporate reputation is a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders." (Gardberg & Fombrun, 2002, p.303). "An organization's corporate reputation impacts on all stakeholder groups – whether employees, customers, shareholders or the wider community – albeit in different ways. Employment brand equity is a subset of the overall corporate brand." (Ewing, 2002, p.18).

Researching Employer Brand Concept and its Implications

In order to study employer brand concept some considerations of brand awareness and association were made. Fombrun and Shanley (1990) suggested that "investigating reputation's influence requires a fully articulated model of organizational performance that also acknowledges the effect of market, product, and strategy variables." (p. 255).

Van Riel & Fombrun (2002) claimed that "a high degree of top of mind awareness of corporate brands will tend to have a positive impact on reputation if the antecedents of familiarity are positive. Negative publicity or underperformance on the stock market generally creates a high degree of familiarity, with negative connotations." (p. 297).

Fombrun (Van Riel & Fombrun, 2002, p. 297) developed the RQ-method (reputation quotient method), which "...solicits the general public's nominations of best and worst companies, and uses the resulting distribution to identify the pool of companies to rate".

According to social identity theory, Cable and Graham (2000) reported that "...the criteria job seekers use to evaluate an organization's reputation may be attributes related to

their personal identity and needs, such as personal growth or the opportunity to work with compatible coworkers.” (p. 930)

The social theory suggests that the main factor “in developing competitive human capital in a firm is attracting the appropriate applicants.” (Backhouse, 2004, p. 115). This research explored corporate recruitment descriptions in Monster.com (a leading internet recruitment site), because corporate descriptions are a key piece of information the job seekers uses to understand and evaluate organization as employers (Backhouse, 2004, p. 116).

Backhaus (2004) argued that “by examining how firms market themselves as employers, their particular “employer brand” may be revealed. Employer branding, (...) is the promotion of a unique and attractive image of the firm as an employer – a distinct employer identity.” (p.117). Backhaus added “...employer branding involves promoting, both within and outside the firm, a clear view of what makes a firm different and desirable as an employer.” (p. 120). By applying employer brand techniques the organizations behave “...similar to person-organization fit construct, but it represents a stronger effort on the part of the employer to exploit the “fit-drive” of potential employees and to position the employer brand image appropriately to recruit the desired applicants.” (p. 120). Empirical results have shown that “...most organizations fail to differentiate themselves in any material way from their competitors, indicating that in most firms, the employer branding strategy has not successfully taken hold.” (p. 131).

To Lievens and Highhouse (2003), the foundation of the brand image construct seems to be that people “associate both instrumental functions and symbolic meanings with a brand.”(p. 77). In this study Lievens and Highhouse, concluded that “...current conceptualizations of company employment image should be broadened to include the symbolic meanings (person-descriptive trait inferences), associated with organizations.” (p. 96).

To Davies and Chun (2003), “brand image as a metaphor should be limited to the idea of a brand being a mental picture, an impression in the mind. (...) In contrast, *brand as person*, and therefore the idea that brands can have personality is providing a whole raft of new ways of thinking about brands and branding. The metaphor is very much alive.”(p. 61). “A metaphor work through the associations we can make with something that is better understood or just easier to understand. More fundamentally the use of metaphor invites the reader to connect two ideas.” (p. 46).

Davies and Chun suggested that there are three roots in use in marketing: “...brand as differentiating mark, brand as person and brand as asset.” (p. 49).

Connotations are related to perceptions. Some authors adopted the personification metaphor in which found that “...potential traits that will identify what they label as “corporate character” as their measure of the perceptions of employees and customers (...) it is not therefore a direct measure of reputation, but an example of a projective technique or an indirect measure.” (Davies, Chun, da Silva & Roper, 2004, p. 127).

To Davies and Chun (2003), “reputation includes the character of a person, something that is close to personality. (...) Individuals have values and so must the brand as person.” (p. 53). These authors argued that “personality and reputation appear to us to be the metaphors providing significant bases for current work on understanding brand and branding and we use these as our main examples of metaphors in their life phase.” (p. 63).

This person-descriptive trait inferences seems to relate to what earlier Aaker (1997), defined as “brand personality” or the set of human characteristics associated with a brand.” (p. 347). This conceptualization “...is based on the process by which people attribute personality characteristics to other people. We define personality as the set of meaning constructed by an observer to describe the inner characteristics of another person. Personality meanings such as

traits are created via inferences or attributions based on observations of another person's behavior." (Aaker & Fournier, 1995, p. 392).

To Aaker (1997), "the personality traits associated with a brand, such as those associated with an individual, tend to be relatively enduring and distinct." (p. 347). These personality traits, "...come to be associated with a brand in a direct way by the people associated with the brand – such as brand's user imagery, which is defined here as the set of human characteristics associated with the typical user of a brand; the company's employees or CEO..." (p. 348).

People "...interprets the brand through many different filters; through experience, through perceptions, misconceptions, the value systems of the individuals out there in the world, and, of course, all the noise in the system." (Plummer, 2000, p. 80).

In Aaker's study (1997) results showed that "...consumers perceived that brands have five distinct personality dimensions: sincerity, excitement, competence, sophistication, and ruggedness." (p. 353).

To Caprara, Barbarenelli and Guido (2001) "...while the notion of brand personality may be useful, the Big Five personality factors are not a good way of thinking about brands." (p. 378). These authors argued that despite the limitations of the application of the Big Five model to brands, "...do not invalidate the use of the psycho lexical approach as a vital tool for studying brand personality and detecting the best adjectives marketers can use to shape their desirable brand personality." (p. 393). So brand personality is not the same concept as psychologists denominate personality in humans. "In fact, the adjectives used to describe human personality may not all be relevant to brands." (Azoulay & Kapferer, 2003, p. 149).

"Creating a brand personality literally involves the personification of a brand" (Aaker & Fournier, 1995, p. 392). References to interpersonal relationship theory, have been used, specifically by Aaker & Fournier (1995), "...the brand is treated as an active, contributing

partner in the dyadic relationship that exists between the person and the brand, a partner whose behaviour and actions generate trait inferences that collectively summarize the consumer's perception of the brand's personality." (p. 393). "The idea that we can have a relationship with a brand is an extension of the brand is person metaphor, as the implication is the brand requires a human dimension before we can have a relationship with it." (Davies & Chun, 2003, p. 51).

Revisiting Aaker's research (1997), Azoulay and Kapferer (2003) argued that the brand personality concept "... covers a variety of separated constructs: the personality itself, but also the values, the reflection of the typical or stereotypical buyer, and so on – all different facets of brand identity." (p.153). To Azoulay and Kapferer (2003) brand personality should be considered as "...the unique set of human personality traits both applicable and relevant to brands." (p. 153).

According to Plummer (2000), brand personality could be expressed in two forms: "...the first is the brand personality statement, that is, our communication goals for the brand (...) and the other is the brand personality profiles, which are consumer perceptions of the brand." (p. 80). The profiles should identify salient components of the brand's personality. That is, they should indicate which dimensions are strong and which dimensions are weak." (p. 81). Plummer argued that there are three aspects of the brand's description: "There are its physical elements or attributes, the functional characteristics or the benefits or consequences of using a brand, and the way the brand is characterized, or its personality." (p. 81).

To Lemmink, Schuijf and Streukens, (2003), "organizations that operate in tight labour markets are looking increasingly aware of the importance of their image." (p. 2). In their study, these authors "...take two different types of images into account, namely, both corporate image and company employment image." (pp. 3-4).

“Apparently companies are not capable of developing corporate employment image without a sound basis of corporate image. This view was supported by our findings that corporate image has a stronger relationship with application intentions than corporate employment image.” (Lemmink, Schuijf & Streukens, 2003, p. 13).

How to Form Employer Branding Representation

Companies wishing to recruit staff should recognize the type of image they present to potential employees and, if necessary, endeavor to present themselves more explicitly to the labor market so as to attract the best match of applicant (Davies et al., 2004, p.142).

Baker (2003) argued that “advertisers already know that heavy brand name exposure increase brand recall and recognition.” (p.1131). His findings were “... highly consistent with the proposition that brand name imprinting enables stronger linkages between the brand name node and benefit information nodes in the brand memory network.” (p. 1131). “Employment branding is therefore concerned with building an image in the minds of the potential labour market that the company, above all others, is a *great place to work*.” (Ewing, 2002, p.12).

Ewing, Pitt, Bussy, & Berthon (2002) considered the salience of present and potential employees as an audience of the firm’s advertising. They argued that “...the concept of brand equity be expanded to encompass how a firm’s brand, its name and symbol add to (or subtract from) the value provided by the firm and/or that firm’s current and potential employees. This view of brand equity may be referred to as *employer branding*...” (pp. 4-5). To these authors “now firms, certainly those in knowledge-intensive markets, will have to build employment brands that will enable them to endure and flourish in the ongoing struggles for talent.” (p. 8).

Brand associations dimensions are perceived from stimuli, sometimes irrelevancies. “Irrelevancies are the little details in a story that provide its emotional coloring and sum up a wealth of information in a few words” (Durgee, 1988, p. 23).

According to Fombrun and Shanley (1990) "... publics appear to construct reputations from a mix of signals derived from accounting and market information, media reports, and other noneconomic cues. Firm's risk – return profiles, resources allocations, social responsiveness, institutional ownership, media exposure, and corporate diversification postures signal constituents about firms' prospects and generate reputations." (p. 234).

Specifically addressing job seekers perceptions of employer reputation Cable and Graham (2000) found that "...the majority of respondent's statements regarding the antecedents of organizational reputation (68 per cent) related to four factors: industry, perceived opportunity for personal development, organizational culture, and familiarity/previous exposure." (p. 935). In their study the most robust finding was that job seeker's reputation perceptions were affected by: 1) industry, 2) familiarity with employers was positively related to their reputation beliefs, 3) profitability was the best predictor of job seeker's reputation perceptions.

Marketing Employer Branding in Human Resources Management

Employer brand serves two different marketing contexts: external and internal. "External marketing of the employer brand is designed primarily to attract the target population, but is also designed to support and enhance the product or corporate brands. (...) The goal of internal marketing, also know as internal branding, is to develop a workforce that is committed to the set of values and organizational goals established by the firm." (Backhaus & Tikoo, 2004, pp. 502-503).

Backhaus & Tikoo (2004) considered that "potential or existing employees will react differently to similar recruitment, selection, and retention efforts different firms because of the underlying employer brand equity associated with these firms." (p. 504). This "...indicates that employer branding involves promoting, both within and outside the firm, a clear view of what makes a firm different and desirable as an employer." (Backhaus, 2004, p. 120).

The External Marketing of the Employer Brand. “External marketing of the employer brand establishes the firm as an employer of choice and thereby enables it to attract the best possible workers (...) once recruits have been attracted by the brand, they develop a set of assumptions about employment with the firm that they will carry into the firm, thereby supporting the firm’s values and enhancing their commitment to the firm.” (Backhaus & Tikoo, 2004, p. 503).

“Firms use employer branding to advertise the benefits they still offer, including training, career opportunities, personal growth and development.” (Backhaus & Tikoo, 2004, p. 504). Lievens and Highhouse (2003) recommended that if a company wants to set itself apart from other companies, they should focus on its symbolic meaning as an employer in the marketplace, “...especially crafted around a company’s innovativeness, prestige, and sincerity, may indeed yield secondary benefits in recruiting.”(p. 98). Their results showed that “...trait inferences indeed add incremental variance, over and above job/organizational attributes, in the prediction of company’s attractiveness as a place to work.” (p. 95). For example, the bank’s innovativeness and competence were seen as especially important in assessing a firm’s attractiveness as an employer.

On the effort to find the best human resources, “for some firms, the right applicants may be those who fit the job in terms of a match between their particular skills, abilities, and values and those desired by the organization.” (Backhaus, 2004, pp. 115-116). “This is highly similar to the person-organization fit construct, but it represents a stronger effort on the part of the employer to exploit the “fit-drive” of potential employees and to position the employers brand image appropriately to recruit the desired applicants.” (Backhaus, 2004, p. 120).

“Research on person-organization fit indicates that potential applicants compare the employer brand image they have to their needs, personalities, and values.” (Backhaus & Tikoo, 2004, p. 506). These researchers claimed that “as potential employees find positive

aspects of the employer image, they are more likely to identify with the brand, and will more likely choose to seek membership with the organization for the sense of heightened self-image that membership promises.” (p. 506).

Lievens and Highhouse (2003) explained that “...potential applicants were attracted to organizations because pursuing a job in an organization that is considered to be innovative or competent enables them to express parts of their self-concept and personality.” (p. 96).

Thinking that there is a natural attraction to similar stimuli, “...job seekers are looking for descriptions of attributes that match their own. Thus, it is reasonable to assume that firms should provide sufficient information (...) so that prospective applicants can determine their own degree of fit.” (Backhaus, 2004, p. 118). Backhaus (2004) added “...knowing that image is a potentially strong driver of attraction, it would include information that acquaints the *reader* with the firm and its reputation, products, and services.” (p. 119).

“Optimistic projections in turn incline some publics to purchase those firms’ equity offerings, thereby increasing their market value and also signaling other publics that the firms have the inherent potential to meet some of their objectives, be they economic or social.” (Fombrun & Shanley, 1990, p. 238).

Employees may consider both functional and symbolic benefits. Lievens and Highhouse (2003) suggested that potential applicants’ initial attraction to an organization as a place to work cannot be explained solely on the basis of job and organizational factors (...) is also based on the symbolic meanings (in terms of inferred traits) that they associate with organizations.” (pp. 76-77). They believed that “...the instrumental-symbolic framework has several key implications for the field of applicants’ initial attraction to companies.” (p.80).

“Functional benefits of the employer brand describe elements of employment with the firm that are desirable in objective terms, like salary, benefits, leave allowances. Employees,

...are mainly concerned with wages, working conditions, and personnel policies” (Gray & Balmer, 1998, p. 699).

Lievens, Decaesteker and Coetsier (2001) relating to organizational attributes, such as, organizational size, level of internationalization, pay mix and level of centralization reported that “...because such organizational characteristics are visible and salient for applicants quite early in the application process, they might be perceived as signals of the organizational culture and values and, hence, influence applicants’ intentions to pursue further contact with a firm.” (p. 33).

To Backhaus (2004) “...individuals may be attracted to organizations that they perceive as large, well-known, and prestigious because they feel that as members of such organizations, they, too, gain credibility and prestige.” (p. 131). Lievens, Decaesteker and Coetsier (2001) found that “...prospective applicants were more attracted to medium-sized and large-sized organizations, to multinational organizations, and to decentralized organizations.”(p.45).

First, applicants’ attraction could be explained by instrumental (objective, concrete, factual, utility) attributes, such as pay, bonuses, and benefits, second by attractiveness are symbolic attributes. These describe the job/organization in terms of subjective and intangible attributes, in the form of imagery and trait inferences, such as innovativeness, prestige, and so on (Lievens & Highhouse, 2003, p. 81). Backhaus and Tikoo, (2004) verified that “symbolic benefits relate to perceptions about prestige of the firm, and social approval applicants imagine they will enjoy if they work for the firm. In the context of recruitment, potential applicants will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes.” (p. 505).

The Internal Marketing of the Employer Brand. “The term *internal marketing* has attained considerable prominence among both marketing practitioners and researchers over the past ten years. The thinking underlying internal marketing is that employees are viewed as internal customers and jobs as internal products.” (Edwing, et al., 2002, p.10).

“Current employees represent the internal constituency that a firm must consider when communicating corporate identity. It is widely believed that a favorable reputation in the eyes of employees can be a prime causal factor of high morale and productivity.” (Gray & Balmer, 1998, pp. 698). Lego “...involved some 7.000 employees, individuals share their dreams for the company and themselves, building support for the brand in the process.” (Hatch & Schultz, 2001, p. 134).

In an organizational change study, employees perceived credibility when “...there is congruence between the values expressed by the managers verbally and those expressed by their actions, when they adhere to moral and ethical principles, and when they are competent, knowledgeable, open, and concerned.” (Fox & Amichai-Hamburger, 2001, p. 90).

“The distinction between trust, satisfaction, and commitment has not always been clear in the marketing channels literature.” (Geyskens, Steenkamp & Kumar, 1998, p. 243).

“Employer branding, a relatively new practice in recruiting, is the promotion of a unique and attractive image of the firm as an employer – a distinct employer identity.” (Backhaus, 2004, p. 117). Here is another metaphor to research marketing phenomena. “A sub-metaphor that should fall within the root of brand as person is that of loyalty, this implies the human trait of being exclusively and enduring linked with another person, to be true and trustworthy in a relationship.” (Davies & Chun, 2003, p. 52).

Specifically, to Backhaus & Tikoo (2004) employer brand loyalty could be characterized as “the commitment that employees make to their employer and can be

conceptualized as being shaped by a behavioral element that relates to organizational culture and an attitudinal element that relates to organization identity.” (p. 508).

Organizational commitment refers to “...a person’s affective reactions to characteristics of his employing organization. It is concerned with feelings of attachment to the goals and values of the organization, one’s role in relation to this, and attachment to the organization for its own sake rather than for its strictly instrumental value.” (Cook & Wall, 1980, p. 40). To these authors commitment as three components: “... (1) *identification* – or the pride in the organization, which involve the internalization of the organization’s goals and values; (2) *involvement* – characterized by the willingness to invest personal effort as a member of the organization, for the sake of the organization and, (3) *loyalty* – affection for the attachment to the organization, a sense of belongingness manifesting as a wish to stay.” (p.41).

The commitment-trust theory by Morgan and Hunt (1994) characterized relationship commitment as “an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that it, the commitment party believes the relationship is worth working on to ensure that it endures indefinitely.” (p. 23). The same authors conceptualized trust as “...existing when one party has confidence on an exchange partner’s reliability and integrity.” (p. 23). Morgan and Hunt’s empirical research “...clearly support the theory that commitment and trust are key mediating variables that contribute to relationship marketing success.” (p. 31). To these authors one of the ten forms of relationship marketing is the relational exchange involving one’s own employees or business units.

In the commitment-trust theory (Morgan & Hunt, 1994) the networks performed by relationship commitment and trust “...engender cooperation (in addition to acquiescence, a reduced tendency to leave the network, the belief that conflict will be functional, and reduced

uncertainty).” (p. 34). Trust is externalized with sentiments, for example “...feelings of goal compatibility, domain consensus, and fairness have consistently been shown to increase trust. Greater levels of trust increase affective commitment and expectations of continuity, and decrease calculative commitment.” (Geyskens, Steenkamp & Kumar, 1998, p. 232).

To Hunt, Chonko and Wood (1985) “...all firms and all functional areas within firms want their employees to be committed to their respective organizations.” (p.112). According to these authors organizational commitment was defined as “...a strong desire to remain a member of the particular organization, given opportunities to change jobs.” (p.116). In their findings they indicated that “...job characteristics, more than personal attributes, influence employee commitment.” (p. 124).

To Davies et al. (2004, p. 129) the form how employees are treated will influence their perception of corporate character. To Caldwell, Chatman and O’Reilly (1990) “...an individual’s commitment to organization may be shaped by the process through which he or she enters the organization (recruitment) and by those steps the organization takes to teach him or her about the organization’s values, and how work is done (socialization). “(p. 246). Their research showed “...a significant positive relationship between strong organizational recruitment and socialization practices, and individual commitment. When firms have well-developed recruitment and orientation procedures and well-defined organizational values systems, respondents manifest higher levels of normative commitment to the organization.” (p. 256).

Bridges and Harrison (2003) carried out a study about employee perceptions of stakeholders and found that “...employee perceptions that an organization is other-stakeholder-focus are associated with lower levels of employee commitment to the organization.” (p.505).

“When compared with the uncommitted, committed subordinates are believed to dedicate more of their time, energy, and talents to the organization.” (Hunt, Chonko & Wood, 1985, p.113).

In Coyle-Shapiro and Kessler’s study about psychological contract (2000) “...the results indicate that employees are redressing the balance in the relationship through reducing their commitment and their willingness to engage in organizational citizenship behaviour when they perceive their employer as not having fulfilled its part in the exchange process.” (p. 903). These authors also suggested that “...employees and employers may hold different views on the content of the psychological contract and the degree to which each party has fulfilled the mutual obligations of the exchange.” (p.905) . These authors considered that “...as an influencing factor on organizational citizenship behaviour, the psychological contract, perceived organizational support and organizational commitment are complementary rather than competing predictors.” (p. 920). Their research was démonstratif that “ the extent of perceived employer contract fulfilment has a significant effect on employees’ perceived organizational support, organizational commitment and organizational citizenship behaviour.” (p. 922).

Coyle-Shapiro and Kessler (2000) study highlighted “...the importance of employer’s contract behaviour regarding the fulfilment of specific obligations in affecting employee’s attitudes and behaviour.” (p. 923).

To Farrelly and Quester (2004) commitment “...refers to an orientation characterised by specific intentions and behaviours purposefully activated to realised value for both parties over the long-term. Commitment signals long-term strategic intent, and as the association needs to be in place for a number of years to become embedded in the minds of key stakeholders, commitment is hypothesised as vital to the generation of satisfaction with the relationship.” (p. 02).

Farrelly and Quester (2004, p. 06) research demonstrated that sponsor commitment had a direct positive impact on their level of economic satisfaction, and trust was found to have a significant positive impact on both level of economic and noneconomic satisfaction. The strongest impact was on noneconomic satisfaction including the type of interpersonal factors most associated with trust, like integrity, and truthfulness. The authors also verified that sponsors trust have a strong impact on their level of commitment to the relationship.

Geyskens, Steenkamp and Kumar's study (1998) about trust in marketing channel relationships, conceptualized trust as "...a key mediator variable, influencing satisfaction and long-term orientation, even when we control for economic out-comes and other antecedents." (p. 240). Their results showed that "...building trust is an important organization goal, managerial focus on (1) *sentiments* (such as goal compatibility and fairness), (2) *action* (such as communication, opportunistic behaviour, and support), and (3) *economic outcomes* may be most effective." (p.242). They also verified that "...environmental uncertainty has a negative effect on trust, a nonsignificant effect on long-term orientation, and a positive effect on satisfaction. Communication has a large effect on trust and long-term orientation, but a small effect on satisfaction." (p. 243).

As Bridges and Harrison (2003) showed in their research, the present study *would* like to demonstrate that "paying more attention to employees pays off, not only in terms of enhancing workers' feelings of attachment and loyalty to the organization, but also in terms of improving overall firm performance." (p.506).

Methodology

Sample

The participants in this study included two hundred fourteen (214) Portuguese senior managers from different economic sectors who were invited by email to respond to the survey by email.

Procedure

A survey was designed in order to understand the main factors that attract and retain best managers in enterprises (Appendix 1). The items included in the survey were computed on the original frameworks. The items were translated to Portuguese and a retroversion made by an independent jury to assure their validation and legibility (see tables 1, 2, 3, 4 and 5 for the translations details in Appendix 2).

This survey was developed as an online survey in order to obtain the main sample data. Survey was administrated by mail linked to a website, where individuals completed directly their responses.

The website was constructed by the Macromedia resources and was linked to an Access data base. Data was then exported to Excel and then to SPSS for statistical analyses.

Measures

Demographic measures as sex and gender were use to describe the whole sample.

Job and organizational characteristics were evaluated by different factors. All the respondents were asked to identify the market sector in which they work (e.g. services, building sector).

Work experience was evaluated by two measures: Number of companies they worked before and years of work in the present company.

The items included on the survey represented different constructs based in five scales: Fombrum reputation quotient for organizational reputation, Aaker scale for brand personality, Lievens scale for instrumental and symbolic attributes, Bridges scale for focus on people analyses and Sherer e Morishima scale for commitment analyses . Items were rated on a five point scale from “strongly disagree” to “strongly agree”.

The dimensions studied for organizational reputation (Fombrum reputation quotient) were: A) emotional appeal (how much the company is liked, admired, and respected.); B) products & services (perceptions of the quality, innovation, value, and reliability of the company’s products and services); C) financial performance (perceptions of the company’s profitability prospects and risk); D) workplace environment (perceptions of how well the company is managed, how it is to work for, and the quality of its employees); E) vision and leadership (how much the company demonstrates a clear vision and strong leadership) and F) social and environmental responsibility (perceptions of the company as a good citizen in its dealings with communities, employees, and the environment).

The organizational personality by Aaker was evaluated by main factors as competence, excitement, sincerity, ruggedness and sophistication. These main factors were also analysed thorough their facets and facets by its individual traits.

Lievens scale was used to evaluate the desirable tangible work attributes as well as for the perceived tangible work attributes, through three main factors: Money, enterprises and work.

To analyse the importance that the enterprise invest on the human resources (focus on people) from the managers point of view six items were analysed (e.g. My company believes employees are important).

The commitment analysis was based on Sherer and Morishima scale. However the six items were transformed, all were written in the positive form and all related to employee company commitment (e.g. I feel completely loyal to my company).

RESULTS

Sample Demographic Profile

The sample was comprised by 214 respondents, all adult employed manager, 64% male and 36% females (Table 6); 39% have between 26 and 30 years old and 31% between 31 and 35 years old (Table 7).

Table 6 – Sample Demographic Profile by Gender

Gender	Sample (n = 214)	
	n	%
Male	137	64,0
Female	77	36,0
Total	214	100

Table 7 - Sample Demographic Profile by Age

Age			Sample (n= 214)	
Age	n	%		
< 25	9	4,2		
26 – 30	84	39,3		
31 – 35	66	30,8		
36 – 40	27	12,6		
40 – 45	13	6,1		
46 – 50	5	2,3		
> 51	10	4,7		
Total	214	100		

Sample Profile by Work Experience

Mean years of work in the present company is less than two years (SD= 1, 143). Table 8 presents the sample distribution by years of work in the present company.

Table 8 – Sample Profile by Years of Work in Present Company

Years of Work in Present Company	Sample (n=214)	
	n	%
< 2	67	31,3
3 – 5	62	29,0
6 – 10	61	28,5
11 – 15	16	7,5
16 – 20	4	1,9
>21	4	1,9
Total	214	100
	Mean	Std. Deviation
	2,2 years	1,143

Table 9 shows that 70% of the sample worked in two to four companies before working in the present company (M= 1,9; SD= 0,552).

Table 9 – Sample Profile by Number of Companies Worked Before

Number of Companies Worked Before	Sample (n=214)	
	n	%
1	43	20,1
2 – 4	150	70,1
5 – 7	20	9,3
8 – 10	1	0,5
Total	214	100
	Mean	Std. Deviation
	1,90	0,552

Sample Profile by Market Sector

The sectors of industry represented in the sample, were mainly: Services (58.4%), transportation, communication and distribution (14%), building sector (6.5%), and machinery and electronics industry (4.7%). Details are reported in Table 10.

Table 10 – Sample Profile by Market Sectors

Market Sectors	Sample (n= 214)	
	n	%
Services	125	58,4
Transportation, communication and distribution	30	14,0
Building sector	14	6,5
Machinery and electronics industry	10	4,7
Commerce and retail	9	4,2
Methalurgic and metalomechanics industry	5	2,3
Wholesale trade and import export	4	1,9
Chemical industry	4	1,9
Turism and accomodation services	3	1,4
Paper manufacturing printing and edition	3	1,4
Food, beverage and Tobacco	2	,9
Non metallic mineral product manufacturing	2	,9
Primary industry extraction and others	1	,5
Textile clothing and leather manufacturing	1	,5
Furniture wood product manufacturing and Cork	1	,5

When arranged by main groups of market sectors, 58% work in the services, 30% in facilities and 12% in the industry sector. The sample profile by main market sector is presented below in Table 11.

Table 11 – Sample Profile by Main Market Sectors

Market Sectors	Sample (n=214)	
	n	%
Services:		
• Services	125	58,4
Sub totals	125	58,4
Industry:		
• Machinery and electronics industry	10	4,7
• Methalurgic and metalomechanics industry	5	2,3
• Chemical industry	4	1,9
• Paper manufacturing printing and ediction	3	1,4
• Non Metallic mineral product manufacturing	2	,9
• Primary industry extraction and others	1	,5
Sub totals	25	11,7
Facilities:		
• Transportation, communication and distribution	30	14,0
• Building sector	14	6,5
• Commerce and retail	9	4,2
• Wholesale trade and import export	4	1,9
• Turism and accomodation services	3	1,4
• Food, beverage and Tobacco	2	,9
• Textile clothing and leather manufacturing	1	,5
• Furniture wood product manufacturing and cork	1	,5
Sub totals	64	29,9
Sectors total results	214	100

Sample Profile by Job and Organizational Characteristics

Organizational Reputation. The results for the organizational reputation, through the Fombrun quotient analyses point of view, showed that, overall, the managers agreed their company have an organizational reputation ($M= 3,55$; $SD= 0,688$) (Figure 1).

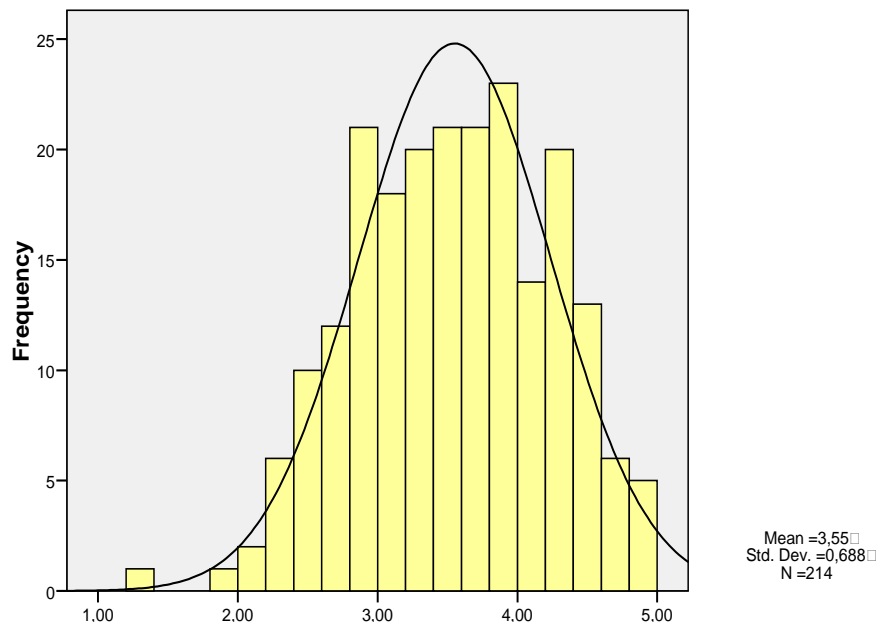


Figure n° 1 –Total Scale Results: Organizational Reputation

The results to each dimension of organizational reputation are presented in Table 12.

Table 12 – Organizational Reputation Statistical Results

Organizational Reputation Dimensions and items	Descriptives		
	Sample (n=214)		
	M	m	SD
Emotional Appeal:			
• I have a good feeling about this company	3,75	4,00	0,873
• I admire and respect the company			
• I trust this company			
Products & Services:			
• The company stands behind its products and services			
• The company develops innovative products and services	3,74	3,75	0,770
• The company offers high quality products and services			
• The company offers products and services that are a good value for the money			
Financial Performance:			
• The company has a strong record of profitability			
• The company looks like a low risk investment	3,54	3,50	0,649
• The company tends to out perform its competitors			
• Looks like a company with strong prospects for future growth			
Workplace Environment:			
• The company is well managed	3,54	3,66	0,799
• Looks like a good company to work for			
• Looks like a company that would have good employees			
Vision & Leadership:			
• The company has an excellent leadership			
• The company has a clear vision for its future	3,34	3,33	0,969
• The company recognises and takes advantages of market opportunities			
Social and Environmental Responsibility:			
• The company supports good causes			
• Is an environmentally responsible company	3,33	3,33	0,860
• The company maintains high standards in the way it treats people			
Total Results	3,55	0,688	

Table 13 presents the Pearson correlation of the main factors of organizational reputation.

Table 13 – Pearson Correlation of Organizational Reputation Items (n=214)

Organizational Reputation Items	Emotional Appeal	Products and services	Vision and Leadership	Work environment	Social responsibility	Financial performance
Emotional Appeal	1.	,732**	,69**	,817**	,745**	,528**
Products and services		1	,731**	,684**	,660**	,632**
Vision and Leadership			1	,747**	,637**	,667**
Work environment				1	,754**	,526**
Social responsibility					1	,440**
Financial Performance						1

** Correlation is significant at the 0.01 level (2-tailed). N=214

Brand Personality. The total results (Figure 2) for the organizational personality, through Aaker scale, showed that this sample consider that the factors associated with organizational personality (e.g. competence) are reasonable associated with their company.

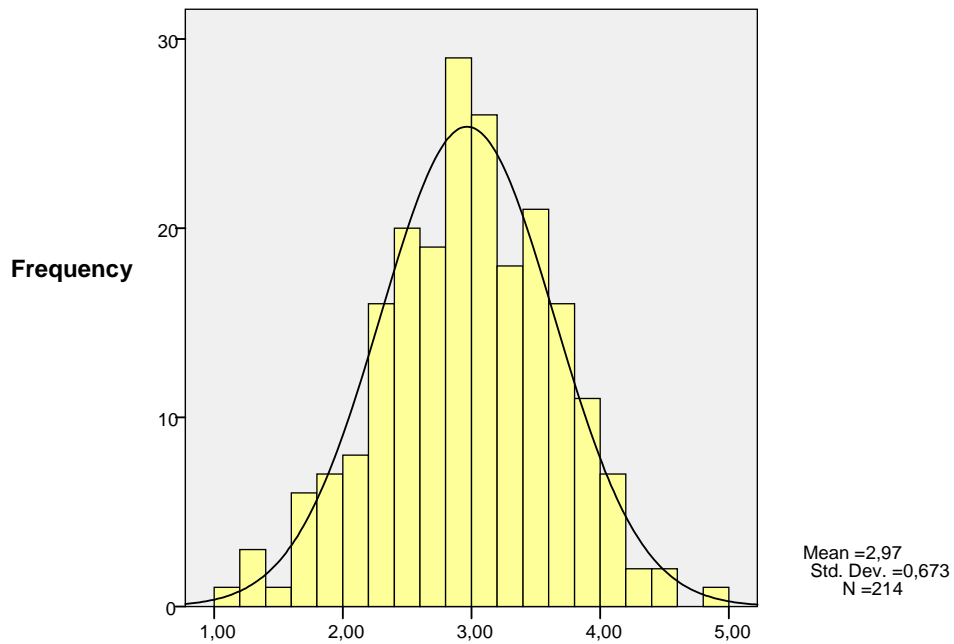


Figure n° 2- Total Scale Results: Organizational Personality

More specifically, attributes like competence (M= 3, 51; SD= 0,938), excitement (M= 3, 02; SD= 0,959) and sincerity (M= 2, 98; SD= 0,709) were reasonably associated with their company. While factors like ruggedness (M= 2, 74; SD= 0,732) and sophistication (M= 2, 59; SD= 0,888) had a weak association to their company.

Table 14 presents descriptives analyses results of Organizational Personality factors, facets and its individual traits.

Table 14 – Means, Median and Standard Deviations of Organizational Personality Factors and Facets

Organizational Personality factors and facets	Descriptives		
	M	m	SD
<u>Competence</u>	3,51	3,56	0,938
1. Reliable			
Reliable	3,48	4,00	1,137
Hard working	3,67	4,00	1,019
Secure	3,61	4,00	1,050
2. Intelligent			
Intelligent	3,49	4,00	1,154
Technical	3,69	4,00	1,126
Corporate	3,42	4,00	1,171
3. Successful			
Successful	3,57	4,00	1,084
Leader	3,29	3,00	1,268
Confident	3,38	4,00	1,140
<u>Excitement</u>	3,02	2,96	0,959
1. Daring			
Daring	3,07	3,00	1,300
Trendy	2,85	3,00	1,280
Exciting	2,74	3,00	1,262
2. Spirited			
Spirited	2,91	3,00	1,185
Cool	2,64	3,00	1,185
Young	2,89	3,00	1,243
3. Imaginative			
Imaginative	3,03	3,00	1,202
Unique	3,09	3,00	1,228
4. Up to date			
Up to date	3,38	3,00	1,159
Independent	3,44	4,00	1,276
Contemporary	3,12	3,00	1,084
<u>Sincerity</u>	2,98	3,00	0,709
1. Down to earth			
Down to earth	2,70	3,00	1,153

Family oriented	2,64	3,00	1,228
Small town	2,17	2,00	1,252
2. Honest			
Honest	3,43	3,00	1,106
Sincere	3,22	3,00	1,098
Real	3,21	3,00	1,079
3. Wholesome			
Wholesome	3,22	3,00	1,137
Original	3,18	3,00	1,229
4. Cheerful			
Cheerful	3,03	3,00	1,089
Sentimental	2,65	3,00	1,080
Friendly	3,05	3,00	1,049
<u>Ruggedness</u>	2,74	2,75	0,732
1. Outdoorsy			
Outdoorsy	2,74	3,00	1,133
Masculine	3,00	3,00	1,204
Western	2,78	3,00	1,243
2. Tough			
Rough	2,81	3,00	1,120
Rugged	2,50	2,00	1,158
<u>Sophistication</u>	2,59	2,66	0,888
1. Upper class			
Upper class	2,94	3,00	1,147
Glamorous	2,55	2,00	1,144
Good looking	2,68	3,00	1,119
2. Charming			
Charming	2,59	2,00	1,104
Feminine	2,21	2,00	1,062
Smooth	2,54	3,00	1,028
Total Results	2,97		0,673

Table 15 presents the Pearson correlation of the main factors of organizational personality as they are evaluated by Aaker.

Table 15 – Pearson Correlation of Organizational Personality (n=214)

Organizational Personality	Sincerity	Excitement	Competence	Sophistication	Ruggedness
Sincerity	1	,696**	,672**	,584**	,156*
Excitement		1	,730**	,696**	,397**
Competence			1	,543**	,340**
Sophistication				1	,403**
Ruggedness					1

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

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

Desirable Tangible Work Attributes. Overall, top managers consider desirable tangible items majors attributes (M= 3, 77; SD= 0,430) (Figure 3).

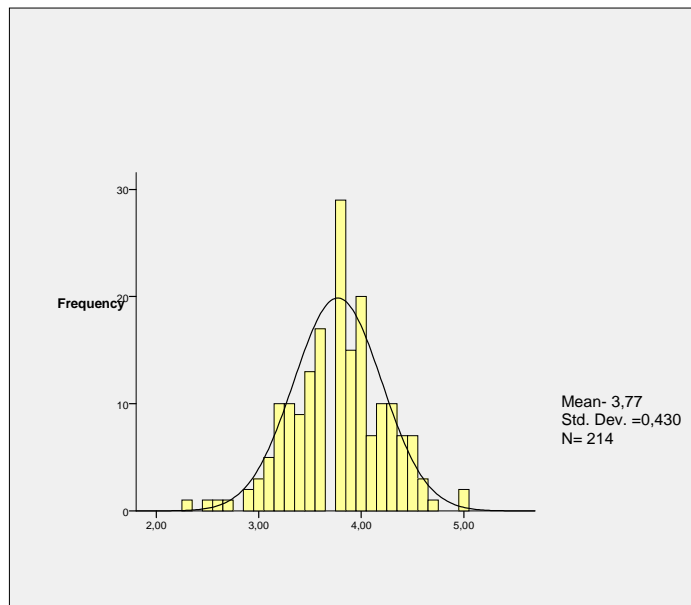


Figure n° 3 - Total Scale Results: Desirable Tangible Attributes

When top managers evaluated an enterprise they give major importance to general attributes like money (M= 4, 05; SD= 0,478) and work (M=3, 74; SD= 0,603). The factor enterprise (e.g. location, dimension) is evaluated as neither more important or less important (M= 3,44; SD= 0,635).

Table 16 presents descriptive analyses of the main desirable tangible attributes and their items.

Table 16 – Means, Median and Standard Deviations of Desirable Tangible**Attributes**

Desirable Tangible Attributes Factors and Items	Descriptives Sample (n=214)		
	M	m	SD
<u>Money</u>	4,05	4,00	0,478
Payment	4,01	4,00	0,620
Benefits	3,81	4,00	0,783
Career	4,42	4,00	0,650
Security	3,94	4,00	0,797
<u>Work</u>	3,74	3,66	0,603
Tasks demands	3,93	4,00	0,689
Work with clients	3,61	4,00	0,921
Centralization	3,67	4,00	0,892
<u>Enterprise</u>	3,44	3,50	0,635
Internalization	3,52	4,00	0,928
Dimension	3,33	3,00	0,957
Localization	3,46	3,00	0,927
Total Results	4,05		0,478

In Table 17 is shown the correlations between main factors of desirable tangible attributes.

Table 17 – Pearson Correlation of Desirable Tangible Attributes (n=214)

Desirable Tangible Attributes	Money	Enterprise	Work
Money	1	,369**	,253**
Enterprise		1	,499**
Work			1

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

Perceived Tangible Work Attributes. When participants were asked to evaluate their own enterprise for tangible attributes the total results showed that top managers perceived their own company neither as good or bad ($M= 3,41$; $SD= 0,595$).

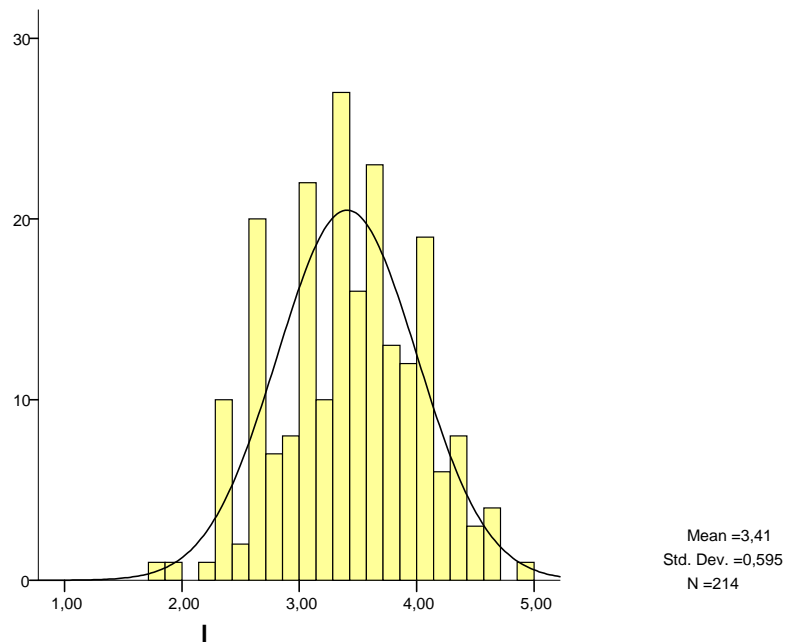


Figure n° 4 - Total Scale Results: Perceived Tangible Work Attributes

Table 18 – Means, Median and Standard Deviations of Perceived Tangible Attributes**Factors and Items**

Perceived Tangible Attributes Factors and Items	Descriptives Sample (n=214)		
	M	m	SD
<u>Enterprise</u>	3,66	3,66	0,730
Internalization	3,43	3,00	1,179
Dimension	3,66	4,00	0,888
Localization	3,90	4,00	0,922
<u>Work</u>	3,40	3,33	0,760
Tasks demands	3,46	4,00	0,932
Work with clients	3,68	4,00	0,846
Centralization	3,06	3,00	1,112
<u>Money</u>	3,20	3,25	0,714
Payment	3,22	3,00	0,930
Benefits	3,12	3,00	1,062
Career	2,89	3,00	1,073
Security	3,68	4,00	0,950
Total Results	3,41		0,595

Pearson correlations between the main perceived tangible attributes can be consulted in Table 19.

Table 19 – Pearson Correlation of Perceived Tangible Attributes (n=214)

Perceived Tangible Attributes	Money	Work	Enterprise
Money	1	,499**	,481**
Work		1	,478**
Enterprise			1

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

Enterprises Focus on People Analyses. Overall the managers did not show a clear position ($M= 3,10$; $SD= 1,045$) what relates to enterprise commitment to their employees.

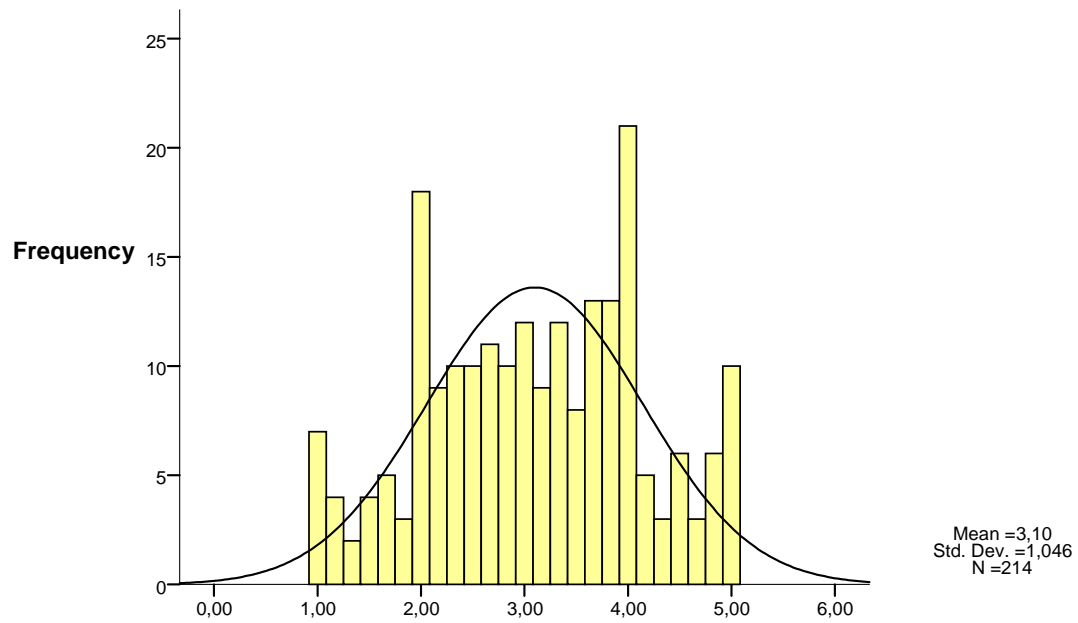


Figure n° 5 – Total Scale Results: Focus on People Items

The six items focus on people items were analysed and the results are presented in Table 20.

Table 20 – Means, Median and Standard Deviations of Focus on People Items

Focus on People Items	Descriptives		
		Sample (n=214)	
	M	m	SD
My company believes employees are important	3,32	3,50	1,152
My company is committed to employee values	3,22	3,00	1,196
My company treats employees as if they are important	3,12	3,00	1,175
My company does a good job of creating employee value	3,07	3,00	1,212
My company spends a significant amount of money to keep employees happy	2,98	3,00	1,142
My company focused a great deal of attention on employees	2,89	3,00	1,073
Total Results	3,10		1,045

In Table 21 is shown the correlations between main factors of focus on people items.

Table 21 – Pearson Correlation of Focus on People Items (n=214)

Focus on People Items	My company is committed to employee	My company spends a significant amount of money to keep employees	My company believes employees are important	My company treats employees as if they are important	My company focused a great deal of attention on employees	My company does a good job of creating employee value
My company is committed to employee	1	,745**	,793**	,807**	,755**	,818**
My company spends a significant amount of money to keep employees		1	,672**	,701**	,718**	,757**
My company believes employees are important			1	,832**	,781**	,786**
My company treats employees as if they are important				1	,893**	,818**
My company focused a great deal of attention on employees					1	,790**
My company does a good job of creating employee value						1

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

Employee Organizational Commitment Analyses. The managers in this study did not show a clear position what concerns their commitment to the company where they work ($M=3,32$; $SD=0,916$) as shown in Figure 6.

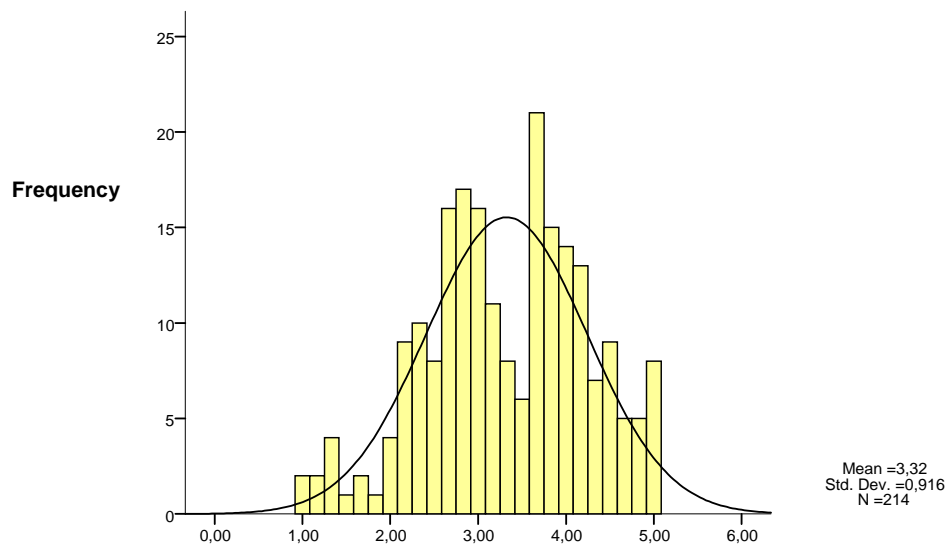


Figure n 6 - Total Scale Results: Employee Organisational Commitment

The six commitment items were analysed individually and the results are reported in Table 22.

Table 22 – Means, Median and Standard Deviations based on Sherer and Morishima Organizational Commitment Items

Organizational Commitment Items	Descriptives		
	M	m	SD
I feel completely loyal to my company	3,86	4,00	0,964
I am proud to tell others that I am a part of my company	3,64	4,00	1,050
Deciding to work at my company was the definitive my best decision	3,28	3,00	1,059
I talk up about my company to my friends as a great organization to work for	3,26	3,00	1,145
I find that my values and the values of my company are very similar	3,08	3,00	1,143
For me, this is the best of all possible organizations for which to work	2,82	3,00	1,149
Total Results	3,32		0,916

In Table 23 is shown the correlations between main factors of employee organizational commitment items.

Table 23 – Pearson Correlation of Employee Organizational Commitment Items (n=214)

Employee Commitment Items	For me, this is the best of all possible organizations for which to work	I talk up about my company to my friends as a great organization to work for	Deciding to work at my company was the definitive my best decision	I find that my values and the values of my company are very similar	I feel completely loyal to my company	I am proud to tell others that I am a part of my company
For me, this is the best of all possible organizations for which to work	1	,720**	,747**	,701**	,499**	,679**
I talk up about my company to my friends as a great organization to work for		1	,664**	,732**	,569**	,718**
Deciding to work at my company was the definitive my best decision			1	,590**	,563**	,692**
I find that my values and the values of my company are very similar				1	,496**	,713**
I feel completely loyal to my company					1	,697**
I am proud to tell others that I am a part of my company						1

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

DISCUSSION

This exploratory study investigated what makes a firm a desirable place to work.

As outline previously employer branding is “...the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors.” (Backhouse and Tikoo, 2004, p.502).

We started by revisiting RQ-method (Reputation Quotient) by Fombrun and colleagues, and Aaker’s personality traits for brand personality. Some scales were adopted by influence of Lievens, Briedges and Sherer and their team’s work.

After an online survey application, sample resulted on 214 respondents, 137 male and 77 female, mainly (70%) between 26 and 35 years of age. Sixty per cent of the respondents were at the present company for less than 5 years. Ninety per cent had worked between one and four different companies until today. Almost 60% of the respondents worked in the service sector and almost 30% worked in facilities like transportation, building sector or industry.

Observing data analyses the main conclusion is that: respondents considered their company reputation mainly describe by the emotional appeal and the products and services characteristics. The last component in their reputation consideration was about social and environmental responsibility, vision and leadership. The higher link between reputation factors is related to emotional appeal and work environment, just like Cable and Graham (2000, p.930) reported, according to social identity theory.

The weaker correlation between reputation factors was observed in social responsibility versus financial performance. All correlations between pares in reputation factors were significant at the 0.01 level; however financial performance was the factor with weaker correlation to all others. These results were apparently different from those of Cable

and Graham (2000). Their results suggested “...that profitability was the best predictor of job seeker’s reputation perceptions.”(p.943).

Respondents consider their organizational personality as been characterized by competence, like to be technical, hard working and secure, and by excitement like by being up to date like for example independent, up to date and contemporary. The factors that describe less the organizational personality was sophistication and ruggedness, like to be feminine, smooth and glamorous.

In conclusion respondents in this study considered their organizational personality was mainly technical, competent, reliable and intelligent and was not neither charming nor upper class. This goes in the same direction as Lievens and Highhouse (2003) study, where “...potential applicants were attracted to organizations considered to be innovative or competent because enables them to express parts of their self-concept and personality.” (p.96).

The personality factors higher correlated was between competence and excitement. The weaker relation founded was between sincerity and ruggedness. The main factor that better related to all others was excitement. The personality factor less related to others was ruggedness.

Managers who responded to this study claimed that their most desirable tangible attributes are money, followed by work and enterprise. Their favourite items are career, payment, security and task demands. This result is in line with Gray and Balmer (1998) research, where employees “...are mainly concerned with wages, working conditions, and personnel policies.” (p.699).

The less important items were enterprise dimension, its localization and the level of internalization. The stronger relation in-between desirable tangible attributes was between

enterprise and work factors. The weakest relation identified by managers was between work and money factors.

What concerns tangible attributes, Portuguese managers perceived as most satisfying, in their present company, the enterprise factor, followed by work and then by money. The most satisfying items were localization, dimension and internalization, and the worst satisfying items were career, benefits and payment. In conclusion, the desirable tangible attributes were inversely (almost totally) perceived to tangible attributes. Managers showed that the strongest relation in tangible factors occurred between money and work and identified the weakest relation between work and enterprise.

Related to the point their enterprises are focused on people the results showed that managers mostly agree with the item “my company believes employees are important”; the item with worst level of agreement was “my company focused a great deal of attention on employees.” The items which demonstrated strongest correlation on organizational focus on people were “my company focused a great deal of attention on employees” and “my company treats employees as if they are important”. On the contrary the weakest correlation was between “my company believes employees are important” and “my company spends a significant amount of money to keep employees happy”.

Respondents attributed the commitment factor mainly to the items related to loyalty and to be proud to tell others that they are part of their company. However the weak factors were related to the item considering their company as being the best of all possible organizations for which to work for, and the similitude to manager’s and organizational values. The commitment factors most related with each other were “for me, this is the best of all possible organizations for which to work” and “deciding to work at my company was definitive my best decision”. The weaker relation between commitment items was observed between “I feel completely loyal to my company” and “I find that my values and the values of

my company are very similar.” The commitment item that had the weaker correlation with the rest of the commitment items of the scale was “I feel completely loyal to my company”.

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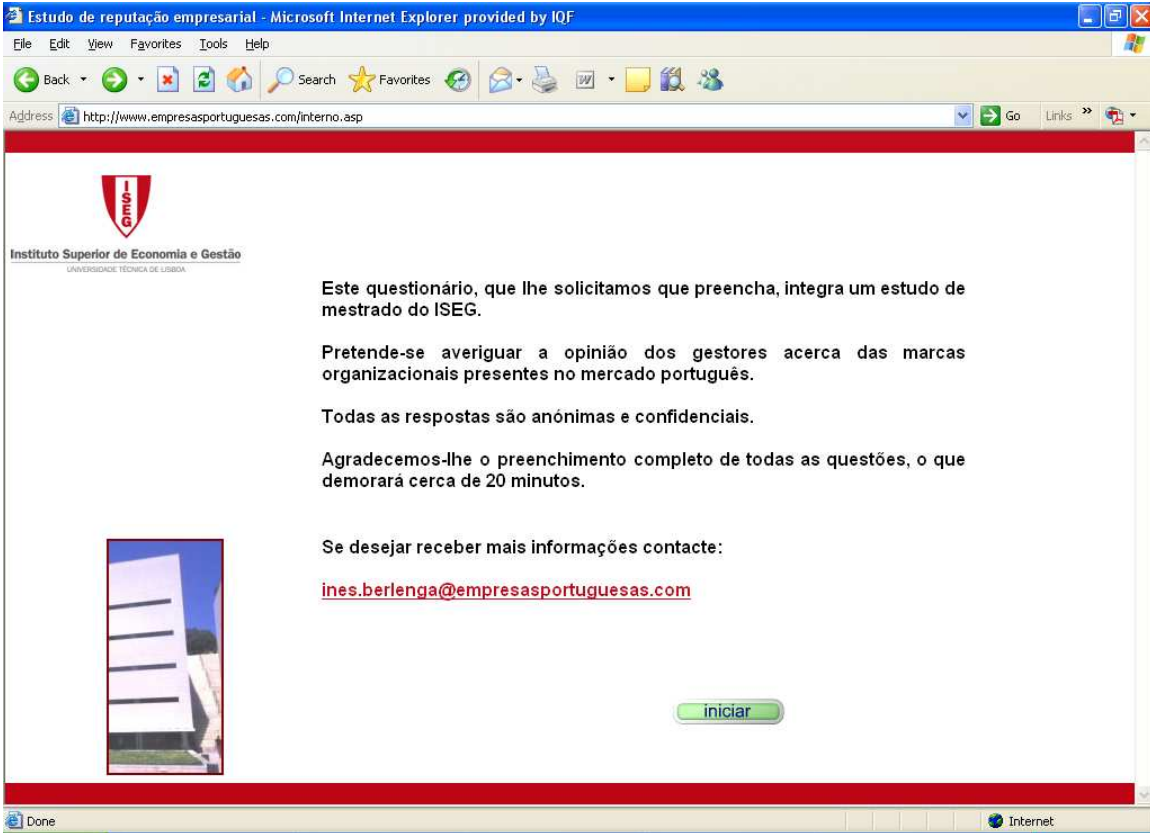
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APPENDICES 1

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Este questionário, que lhe solicitamos que preencha, integra um estudo de mestrado do ISEG.

Pretende-se averiguar a opinião dos gestores acerca das marcas organizacionais presentes no mercado português.

Todas as respostas são anónimas e confidenciais.


Agradecemos-lhe o preenchimento completo de todas as questões, o que demorará cerca de 20 minutos.

Se desejar receber mais informações contacte:
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1) Que imagem tem da empresa onde trabalha actualmente?

1.1) Tenho uma boa impressão da empresa.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.2) A empresa dá apoio aos seus produtos e serviços.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.3) A empresa tem uma liderança excelente.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.4) A empresa é bem gerida.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.5) A empresa patrocina boas causas.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

Done Internet

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(continuação)

1.6) A empresa tem um bom histórico de lucros.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.7) Admiro e respeito a empresa.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.8) A empresa desenvolve produtos e serviços inovadores.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.9) A empresa tem uma visão clara para o seu futuro.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.10) A empresa é uma boa entidade empregadora.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

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(continuação)

1.11) A empresa tem preocupações ambientais.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.12) O investimento na empresa parece ser de baixo risco.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.13) Confio na empresa.


concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.14) A empresa oferece produtos e serviços de elevada qualidade.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.15) A empresa reconhece e aproveita as oportunidades do mercado.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente



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Address http://www.empresasportugasas.com/default2interno.asp#2c

(continuação)

1.16) É uma empresa com bons colaboradores.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.17) A empresa mantém padrões elevados na forma como trata as pessoas.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.18) A empresa tende a ultrapassar os seus concorrentes.


concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.19) A empresa oferece produtos e serviços que valem bem aquilo que custam.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente

1.20) A empresa parece ter bons indicadores de crescimento futuro.

concordo totalmente concordo não concordo nem discordo discordo discordo totalmente



http://www.empresasportugasas.com/default2interno.asp#pergunta3

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Address: <http://www.empresasportuguesas.com/default2interno.asp#pergunta3>

2) Se a empresa para a qual trabalha fosse uma pessoa, como a descreveria relativamente aos seguintes atributos?
(para cada atributo assinala o botão que melhor corresponde à sua opinião)

	Não descreve em nada a empresa	Descreve pouco a empresa	Descreve relativamente a empresa	Descreve muito a empresa	Descreve totalmente a empresa
Terra-a-terra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voltada para família	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provinciana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sincera	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Genuína	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saudável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alegre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sentimental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amigável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ousada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Na moda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excitante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fixe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jovem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imaginativa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Única	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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(continuação)

	Não descreve em nada a empresa	Descreve pouco a empresa	Descreve relativamente a empresa	Descreve muito a empresa	Descreve totalmente a empresa
Contemporânea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fiável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Segura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inteligente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Técnica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empresarial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bem sucedida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Líder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De classe alta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glamorosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bonita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charmosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feminina	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conciliatória	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desempoeirada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculina	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aventureira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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3) Quando avalia uma entidade empregadora que peso atribui aos seguintes factores?

(assinale o botão que melhor corresponde à sua opinião)

	Totalmente importante	Muito importante	Nem muito nem pouco importante	Pouco importante	Nada importante
Remuneração	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evolução na carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estabilidade no trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exigência das tarefas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Localização da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacto com clientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plano de benefícios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dimensão da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível de centralização da decisão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível de internacionalização da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Address: http://www.empresasportuguesas.com/default2interno.asp#pergunta5

4) Como avalia a actuação da sua entidade empregadora relativamente aos seguintes factores?


(assinale o botão que melhor corresponde à sua opinião)

	Muito boa	Boa	Nem boa nem má	Má	Muito má
Remuneração	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evolução na carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estabilidade no trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exigência das tarefas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Localização da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacto com clientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plano de benefícios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dimensão da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível de centralização da decisão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nível de internacionalização da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


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Address: http://www.empresasportuguesas.com/default2interno.asp#pergunta6

5) Como se comporta a empresa para a qual trabalha, relativamente aos seus colaboradores?




	Concordo totalmente	Concordo	Não concordo Nem Discordo	Discordo	Discordo Totalmente
Está empenhada no seu valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investe financeiramente no seu bem estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acredita na sua importância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trata-os como elementos importantes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presta-lhes uma grande atenção	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aposta na sua criação de valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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6) Que importância tem para si a sua entidade empregadora?



6.1) Para mim, esta é a melhor de todas as empresas para a qual poderia trabalhar.


Concordo totalmente Concordo Não concordo nem discordo Discordo Discordo totalmente

6.2) Eu falo com os meus amigos acerca da minha empresa como sendo uma ótima empresa para a qual trabalhar.

Concordo totalmente Concordo Não concordo nem discordo Discordo Discordo totalmente

6.3) A escolha de vir trabalhar para esta empresa foi definitivamente a melhor decisão que tomei.

Concordo totalmente Concordo Não concordo nem discordo Discordo Discordo totalmente



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(continuação)

6.4) Eu penso que os meus valores e os valores da minha empresa têm muito em comum.

Concordo totalmente
 Concordo
 Não concordo nem discordo
 Discordo
 Discordo totalmente

6.5) Eu sinto-me completamente leal para com a minha empresa.

Concordo totalmente
 Concordo
 Não concordo nem discordo
 Discordo
 Discordo totalmente

6.6) Eu tenho orgulho em dizer aos outros que sou colaborador da minha empresa.


Concordo totalmente
 Concordo
 Não concordo nem discordo
 Discordo
 Discordo totalmente

[▶](#)

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Caracterização geral do respondente:

Idade: anos

Sexo:

Há quantos anos está na actual empresa?

Em quantas empresas já trabalhou?

Qual o sector de actividade da empresa onde trabalha?

[▶](#)

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clique em enviar para submeter o seu questionário


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Instituto Superior de Economia e Gestão
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Caracterização geral do respondente:

Idade: anos

Sexo: masculino

Há quantos anos está na actual empresa? 1

Em quantas empresas já trabalhou? 1

Qual o sector de actividade da empresa onde trabalha?

- alimentação, bebidas e tabaco
- comércio e retalho
- construção civil
- grossistas e importação exportação
- hotelaria e turismo
- indústria do papel artes gráficas edição e publicação
- indústria electrónica e de máquinas
- indústria de madeira, cortiça e mobiliário
- indústria metalúrgica e metalomecânicas
- indústria de produtos minerais não metálicos
- indústrias químicas
- indústria têxtil, vestuário e couros
- primário, industrias extrativas e diversas
- serviços
- transportes, comunicação e serviços de distribuição

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APPENDIX 2

Table 1: Translation of Organizational Reputation Items

Organizational Reputation Items		
n.	Original items *	Adapted items
1	I have a good feeling about the company	Tenho uma boa sensação relativamente à empresa
2	I admire and respect the company	Admiro e respeito esta empresa
3	I trust this company	Confio nesta empresa
4	Stands behind its products and services	A empresa defende os seus produtos e serviços
5	Develops innovative products and services	A empresa desenvolve produtos e serviços inovadores
6	Offers high quality products and services	A empresa oferece produtos e serviços de elevada qualidade
7	Offers products and services that are a good value for the money	A empresa oferece produtos e serviços que valem bem aquilo que custam
8	Has excellent leadership	A empresa tem uma liderança excelente
9	Has a clear vision for its future	A empresa tem uma visão clara relativamente ao seu futuro
10	Recognizes and takes advantage of market opportunities	A empresa reconhece e retira vantagem das oportunidades do mercado
11	Is well managed	A empresa é bem gerida

1	Looks like a good company to work for	Parece ser uma boa entidade patronal para a
2		qual trabalhar
1	Looks like a company that would have good	Parece ser uma empresa com bons
3	employees	funcionários
1	Supports good causes	A empresa patrocina boas causas
4		
1	Is an environmentally responsible company	È uma empresa responsável pelo ambiente
5		
1	Maintains high standards in the way it treats	A empresa mantém padrões elevados na
6	people	forma de tratamento das pessoas
1	Has a strong record of profitability	A empresa apresenta um bom resultado
7		relativamente à rentabilidade
1	Looks like a low risk investment	A empresa parece ser um investimento
8		debaixo risco no mercado
1	Tends to out perform its competitors	A empresa tende a ultrapassar os seus
9		concorrentes
2	Looks like a company with strong prospects	Parece ser uma empresa com uma boa
0	for future growth	prospectiva de crescimento futuro

*Source: Fombrun, C. J.; Gardberg, N. A.; Sever, J. I. (2000). The Reputation Quotient: A multi-stakeholder measure of corporate reputation. *The Journal of Brand Management*, 7 (4), pp.241 – 255.

Note: Assessed using a 5-point scale from 1 = not at all descriptive of the company to 5 = perfectly descriptive of the company.

Table 2 – Translation of Brand Personality Items

Brand Personality Items		
n.	Original items	Adapted items
1	Down-to-earth	Terra-a-terra
2	Family-oriented	Orientada pela família
3	Small-town	Provinciana
4	Honest	Honesta
5	Sincere	Sincera
6	Real	Verdadeira
7	Wholesome	Saudável
8	Original	Original
9	Cheerful	Alegre
10	Sentimental	Sentimental
11	Friendly	Amigável
12	Daring	Ousada
13	Trendy	Segue as tendências
14	Exciting	Excitante
15	Spirited	Espirituosa
16	Cool	Calma
17	Young	Jovem
18	Imaginative	Imaginativa
19	Unique	Única
20	Up-to-date	Atualizada

21	Independent	Independente
22	Contemporary	Contemporânea
23	Reliable	Fiável
24	Hard-working	Trabalhadora
25	Secure	Segura
26	Intelligent	Inteligente
27	Technical	Tecnicista
28	Corporate	Colaborativa
29	Successful	Bem sucedida
30	Leader	Líder
31	Confident	Confiante
32	Upper-class	Bem nascida
33	Glamorous	Glamorosa
34	Good looking	Bonita
35	Charming	Charmosa
36	Feminine	Feminina
37	Smooth	Suave
38	Outdoorsy	Extrovertida
39	Masculine	Masculina
40	Western	Aventureira
41	Tough	Dura
42	Rugged	Rude

* Sources: Aaker, J.L. (1997). Dimensions of Brand Personality. *Journal of Marketing Research*. 34 (8), 347 – 356.

Note: Assessed using a 5-point scale from 1= not at all descriptive of the company to 5 = perfectly descriptive of the company.

Table 3 – Translation of Tangible Attributes Items

Tangible Attributes Items		
n.	Original items	Adapted items
1	Pay	Remuneração
2	Advancement	Evolução na carreira
3	Job security	Segurança no trabalho
4	Task demands	Exigência das tarefas
5	Location	Localização da empresa
6	Working with costumers	Contacto com clientes
7		Dimensão da Empresa
8	Benefits	Plano de benefícios
9	Level of centralization	Nível de centralização
10	Level of internationalization	Nível de Internacionalização

* Lievens, F.; Decaesteker, C.; Coetsier, P.; Geirnaert, J. (2001). Organizational Attractiveness for Prospective Applicants: A Person-Organization Fit Perspective. *Applied Psychology: An International Review*, 50 (1), 30 – 51.

Lievens, F.; Highhouse, S. (2003). The Relation of Instrumental and Symbolic Attributes to a Company's attractiveness as an Employer. *Personnel Psychology*, 56, 75 – 102.

Note: Assessed using a 5-point scale from 1= not at all descriptive of my opinion to 5 = perfectly descriptive of my opinion.

Table 4 – Translation of Focus on People Items

Focus on People Items	
n. Original Items	Adapted Items
1 My company is committed to employee value.	A minha empresa está empenhada no valor dos seus colaboradores.
2 My company does a good job of creating employee value.	A minha empresa faz um bom trabalho na criação de valor dos seus colaboradores.
3 My company spends a significant amount of money to keep employees happy.	A minha empresa gasta uma quantidade elevada de dinheiro para manter o bem-estar dos seus colabores.
4 My company believes employees are important.	A minha empresa acredita na importância dos seus colaboradores.
5 My company treats employees as if they are important.	A minha empresa trata os seus colaboradores enquanto elementos importantes.
6 My company focused a great deal of attention on employees.	A minha empresa foca uma grande parte da sua atenção nos seus colaboradores.

* Bridges, S.; Harrison, J.K. (2003). Employee Perceptions Of Stakeholders Focus And Commitment To The Organization. *Journal of Managerial Issues*, 15 (4), pp.498 – 509.

Note: Assessed using a 5-point scale from 1= not at all descriptive of the company to 5 = perfectly descriptive of the company.

Table 5 – Translation of Organizational Commitment Items

Organization Commitment Items		
n.	Original items	Adopted Items
1	I feel completely loyal to my company.	Eu sinto-me completamente leal para com a minha empresa.
2	I am proud to tell others that I am a part of my company.	Eu tenho orgulho em dizer aos outros que sou colaborador da minha empresa.
3	Deciding to work at my company was the definitive my best decision.	A escolha de vir trabalhar para esta empresa foi definitivamente a melhor decisão que tomei.
4	I talk up about my company to my friends as a great organization to work for.	Eu falo com os meus amigos acerca da minha empresa como sendo uma óptima empresa para a qual trabalhar.
5	I find that my values and the values of my company are very similar.	Eu penso que os meus valores e os valores da minha empresa têm muito em comum.
6	For me, this is the best of all possible organizations for which to work.	Para mim esta é a melhor de todas as empresas para a qual poderia trabalhar.

* Sherer, P.D.; Morishima, M. (1989). Roads and Roadblocks to dual Commitment: similar and dissimilar antecedents of Union and Commitment. *Journal of Labour Research*, 3(10), pp.311 – 330.

Note: Assessed using a 5-point scale from 1= not at all descriptive of my opinion to 5=perfectly descriptive of my opinion.