



# An Exploration of the Employer Branding: The case of DHL Express Portugal

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Dissertation written under the supervision of Professor Rute Xavier

Dissertation submitted in partial fulfillment of requirements for the MSc in  
Business, at the Universidade Católica Portuguesa, 2<sup>nd</sup> of April.

## **Acknowledgements**

This report's conclusion marks the end of a chapter that has greatly influenced me academically and personally. The process of obtaining my Master of Science in Business has been incredibly fulfilling, deeply emotional, and genuinely unique.

In the previous few years, I've grown significantly. I've seized the opportunity to live abroad in Lisbon, immersing myself in its dynamic environment and accepting challenging business assignments that have expanded my perspective.

My parents and sister in particular, whose unwavering support has been crucial to this historic journey, have my gratitude. For me, they have continuously gone above and above.

My coworkers—Francisca, Inês, José, Maria, Miguel, and Ricardo—who have been invaluable allies on this incredible adventure, deserve my deepest thanks.

My friends have also been quite important, and I am really grateful for the great influence they have had on my life. Their strength and steadfast support have been essential.

I sincerely thank Gonçalo, my boyfriend, for his steadfast support, which has been a source of strength.

I truly appreciate all of the support and tolerance that Dr. Rute Xavier, my supervisor, has given me. She was always available and ready to help, offering invaluable guidance and support throughout this journey.

Furthermore, I express my heartfelt appreciation to DHL for granting me the opportunity to utilize their facilities and for their guidance and assistance.

It has been a wonderful adventure, and I am immensely grateful of all of the opportunities, experiences, and connections that I have gained along the way.

## **Abstract**

The paper explores the complex concept of employer branding by examining management techniques, internal as well as external components, and their impact on attracting and retaining top talent. By means of an examination of extant literature and empirical data, the study illuminates the complex dynamics involved in talent acquisition within the current competitive corporate landscape.

The report emphasises how crucial it is to comprehend both internal and external employer branding in order to shape employee perception and company reputation. It also highlights how important it is to match employee values—like work/life balance, career potential, and authenticity—in order to successfully attract talent.

Using DHL Express Portugal as a case study, this dissertation explores how effectively communicated mission and values can enhance employer perception. The research also identifies key attributes valued by potential employees, including career advancement, competitive compensation, and a positive work environment.

A detailed analysis employing online surveys and regression studies reveals the significant influence of intrinsic factors (visible results, learning opportunities) and leisure aspects (work/life balance) on candidate interest in DHL.

In conclusion, this dissertation provides valuable insights into understanding employee preferences and perceptions, offering practical strategies for organizations to enhance their employer branding endeavors. By aligning organizational offerings with employee values and preferences, organizations can create an environment conducive to attracting and retaining top talent in today's competitive labor market.

**Keywords:** Employer Branding; Work Values; Job Satisfaction; DHL Express Portugal

**Title:** An Exploration of the Employer Branding: The case of DHL Express Portugal

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## **Resumo**

O documento explora o complexo conceito de employer branding, examinando as técnicas de gestão, as componentes internas e externas e o seu impacto na atração e retenção de talentos de topo. Através de uma análise da literatura existente e de dados empíricos, o estudo realça a dinâmica complexa envolvida na aquisição de talentos no atual panorama empresarial competitivo.

O relatório sublinha a importância crucial de compreender o employer branding, tanto interno como externo, a fim de realçar a perceção dos empregados e a reputação da empresa. Destaca-se também a importância de corresponder aos valores dos colaboradores - como o equilíbrio entre a vida profissional e pessoal, o potencial de carreira e a autenticidade - para atrair novos talentos com sucesso.

Utilizando a DHL Express Portugal como estudo de caso, esta dissertação explora a forma como a missão e os valores comunicados de forma eficaz podem melhorar a perceção acerca do empregador. A investigação também identifica os principais atributos valorizados pelos potenciais colaboradores, incluindo a progressão na carreira, uma remuneração competitiva e um ambiente de trabalho positivo.

Uma análise detalhada, que utiliza inquéritos e estudos de regressão, revela a influência significativa de factores intrínsecos (resultados visíveis, oportunidades de aprendizagem) e de aspectos de lazer (equilíbrio entre a vida profissional e pessoal) no interesse dos candidatos pela DHL Express Portugal.

**Palavras-chave:** Employer Branding; Work Values; Job Satisfaction; DHL Express Portugal

**Título:** Análise do Employer Branding: O Caso da DHL Express Portugal

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## **List of Acronyms, Abbreviations and/or Symbols**

BES – Best Employer Survey

CIPD - Chartered Institute of Personnel and Development

EA – Employer Attractiveness

EB – Employer Branding

EBE – Employee Behavior

EEB – External Employer Branding

HR – Human Resources

IEB – Internal Employer Branding

IM – Internal Marketing

IT - Information Technology

LPM - Linear Probability Model

N/A – Not Applicable

TDI - Time Definite International

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## 1. Introduction

Globalization has left its impact on the workplace and management environment we live in today. Job markets in many industrialized nations are becoming more aggressive due to the demographic shifts and financial environment (Wilden et al., 2010). Day after day, organizations encounter a series of significant problems that must be overcome to survive and achieve competitive advantage. As a result, it is advised to make strategic expenditures to attract people who are appropriately qualified and skilled.

Including some local differences, employment rates are quite high in many industrialized economies, and there is fierce competition for qualified workers. Despite competitive labor markets, finding qualified personnel will certainly become a bigger problem as the globe's population ages. By 2050, the percentage of the 18–60-year-old population in Europe, from which the majority of employees are recruited, is expected to fall from 62% to 49% and from 60% to 54% in North America (Wilden et al., 2010). Finding qualified employees gets more and more difficult in markets for employment where there is fierce rivalry as the ratio of applications to open positions falls.

The corporate public recognizes talents as a company's business main source of competitive advantage. In fact, the competitiveness is the biggest threat to corporate success, followed by a lack of skill. Hence, many organizations use a variety of tactics to keep a strong talented workforce (Biswas & Suar, 2016). Employer branding (EB) is essential for attracting, developing, and keeping talent, by emerging at the same time a corporate brand which can be promoted to potential employees.

In order to maintain an appropriate human resources (HR) basis for the challenges of conducting business, companies need to adopt plans. Being an employer of choice and boosting the number of applications per posted position can help a company attract qualified candidates and provide it a competitive edge in the face of fierce competition in the labor market (Wilden et al., 2010).

Even though the notion of branding has been extensively studied in marketing literature, opinions on EB are continually changing. Scholarly studies on EB continue to be conceptual and goal-oriented, despite practitioners' attention on workers' appeal to companies (Biswas &

Suar, 2016). EB refers to how individuals communicate with a firm, from the time they apply for a position until they leave and compare it to their future employer. Adopting a resource-based perspective on the company makes it clear how important human capital is as a source of competitive advantage, making finding suitable employees a strategic necessity.

DHL isn't an outlier in this sense. The worldwide lead corporation, which was created in 1969, now employs nearly 400.000 people in over 220 countries and delivers 1.614.000.000 packages every year. The company's current global divisions include DHL Express (Business clients can use international and domestic express delivery services for shipments and papers), DHL Global Forwarding (Air, sea, and land freight transportation professionals), DHL Freight (Inland transportation for groupage, part-load, and full-load cargoes throughout Europe), DHL Supply Chain (Creating a competitive advantage by customizing supply chain solutions based on internationally standardized components and industry knowledge), Deutsche Post International (International business letters, direct marketing efforts, and light commodities are distributed via postal system), DHL eCommerce Solutions (Standard domestic and international parcel solutions, as well as logistics and e-commerce facilitation services, are available to both business and consumer users) and DHL Parcel (For corporate and consumer users, standard international and domestic package services are available). Despite this diversity, not all the services are offered in every country, as seems to be the case in Portugal with DHL eCommerce Solutions (DHL Express Portugal, 2022).

Looking at DHL Express Portugal, which has been around for 39 years, was a pioneer in express delivery in the country. It features 12 structures, 2 to 4 daily flights, 200 transportation cars, 2 gates, 8 service centers, and around 350 service locations (with Time Definite International – TDI - Service). With over 4.500 active clients, 600 certified international specialists and about 5 million annual handled shipments, it is the market leader with a 52 per cent market share (DHL Express Portugal, 2022).

DHL has always aimed to transform, modify, and improve the logistics industry, through the supervision, e-commerce, efficiency, and digitalization foundations of the Express division, which are present in all personnel and every work provided.

From the HR point of view, it is necessary to optimize these pillars and values through EB and employee experience to consequently deliver better experiences to customers and employees.

By linking this area to the preceding needs, a problem statement arose that will drive the creation of the entire case study “What can DHL Express Portugal do to improve employer branding?”.

Directly or indirectly while trying to answer this premise, it resulted in the emergence of several research questions: “What are the parameters and value proposition through which internal and external employer branding are defined?"; “What do potential employees currently value in a company as a future employer?"; “What are the values that potential employees identify in DHL Express Portugal’s employer branding?”.

It will be required academic theoretical evidence to back attempts to address these problems, which will be thoroughly explained in the following chapter.

## **2. Literature Review**

### **2.1. Employer Branding**

In order to obtain a competitive advantage in the modern business climate, human capital has emerged as a crucial resource. As such, companies must increasingly concentrate on luring in, keeping, and inspiring exceptional personnel. Employers are using EB more often as a tactic to promote their workplaces as top options and provide prospective employees a unique impression. Considering the expanding and various expectations of the younger generations and the constantly cutthroat nature of the job market, maintaining an employer identity might demonstrate to be a difficult task for active leaders, despite the rewards it can bring to the company.

EB is a powerful advertising strategy which allows businesses to present a distinctive identity in the perspectives of potential candidates and promotes the company as a workplace preference (Saini et al., 2014). For companies to portray themselves as outstanding places to work and thus draw more and better people from the job market, the authors claim that firms are increasingly participating in multiple best employer surveys (BES). According to the research, there is a correlation between potential workers' intents to submit applications to a company and assessments of employer attractiveness (EA) or comparable factors (Saini et al., 2014).

Based on recent study results, EB is now a tactical tool that firms should pursue (Moroko & Uncles, 2008 cited by Saini et al., 2014; Barrow & Mosley, 2005 cited by Mosley, 2007; Wilcock, 2005 cited by Saini et al., 2014). According to Backhaus & Tikoo (2004), EB refers to distinguishing a company's qualities as an employer from the ones of its rivals. EB is described as a set of advantages by Ambler & Barrow (1996) as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company." EA is a term that has been used to describe EB (Ambler & Barrow, 1996; Gilly & Wolfinbarger, 1998 cited by Sirianni et al., 2013; Ambler, 2000 cited by Saini et al., 2014; Ewing et al, 2002 cited by Wilden et al., 2010). EA is defined as the "envisioned benefits that a potential employee sees in working for a specific organization" by Berthon et al. (2005) cited by Wilden et al. (2010). They claim that "the more attractive an employer is perceived to be by potential employees, the stronger that particular organization's employer brand equity" (p. 156).

According to this field's research (Lievens & Highhouse, 2003 cited by Hoppe, 2018), brand personality characteristics may also be utilized to clarify whether an employer brand is important in alongside practical considerations like salary or career progression prospects. Truthfulness, passion, expertise, strength, and competency are a few examples of brand personality qualities, that are referred to as the "set of human characteristics associated with a brand" (Aaker, 1997 cited by Hoppe, 2018). They are acknowledged as "an efficient way to distinguish a brand from its competitors at the symbolic level" (Sung & Kim, 2010, p. 640 cited by Rampl & Kenning, 2014). Based to investigations on EB, many factors, such as word-of-mouth, recruitment advertising, or advertising, have an impact on candidates' preferences to apply (Collins & Stevens, 2002 cited by Wilden et al., 2010).

A solid employer brand may offer a number of advantages, particularly the capacity to retain lower salaries compared to the average for the sector and decreased employee turnover, improved satisfaction among workers, and retention of clients (Ritson, 2002 cited by Saini et al., 2014; Miles & Mangold, 2004 cited by Hoppe, 2018). For example, according to Miles & Mangold (2004) cited by Hoppe (2018), businesses that have excellent employer brands may provide lower salary than other companies while still luring and keeping top talent. Ritson (2002) cited by Saini et al. (2014) makes a comparable argument that effective EB may aid

businesses in lowering staff churn and raising employee happiness, which in turn improves customer satisfaction and retention.

Nevertheless, as the literature suggests, considering the expanding and varied needs of younger employees, it could be hard for working managers to build and maintain an employer brand (Moroko & Uncles, 2008 cited by Saini et al., 2014; Love & Singh, 2011 cited by Saini et al., 2014). Job markets are becoming more competitive, which makes the issue worse (Economic Intelligence Unit, 2008 cited by Saini et al., 2014; Wilden et al., 2010, p. 56). For working managers, building, and maintaining an employer brand may be difficult. First and foremost, EB necessitates a thorough comprehension of the requirements, choices, and goals for prospective workers. Companies have to adjust their branding approach to satisfy the ever-shifting needs from workers as the workforce expands and the next generation joins the workforce.

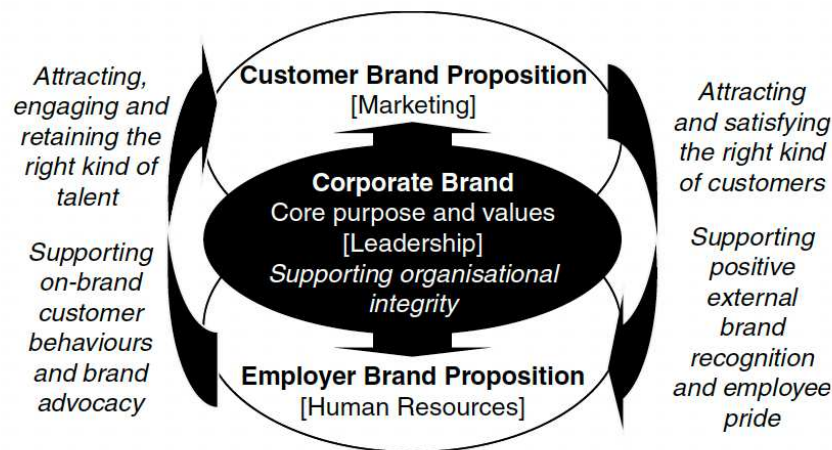


Figure 1 - Integrated Service Brand Model

Source: Mosley (2007)

### 2.1.1. Employer Branding Antecedents

Whenever an employee receives details regarding a job, this is when they have their initial connection with their employer. This first encounter may take place in an interview or during a speech at a campus recruitment activity. Potential candidates may discover more about the position with genuine job previews (O'Neill et al., 2001 cited by Biswas & Suar, 2016). According to the social exchange hypothesis, one part provides advantages to a different one, and the other part in turn provides advantages to the first side (Blau, 1964 cited by Biswas &

Suar, 2016); Homans, 1958 cited by Biswas & Suar, 2016). It also suggests that an applicant must be conscious of the benefits as well as the drawbacks of the position in order to grasp the responsibilities that he or she is about to assume (O'Neill et al., 2001 cited by Biswas & Suar, 2016). By screening out applicants who are uninterested in the jobs the firm has to offer, these procedures can save training and turnover expenses (Backhaus & Tikoo, 2004; Wanous, 1992 cited by Biswas & Suar, 2016).

According to Coleman & Irving (1997) cited by Biswas & Suar (2016), people are more drawn to a job that offers genuine job previews than they are to a conventional recruiting pitch. Employers may also strengthen their image by expressing relevant and targeted advertising to the recruiting marketplace instead of providing them with broad data (Wilden et al., 2010). Since actual job previews are associated with reduced attrition rates (Phillips, 1998 cited by Biswas & Suar, 2016), companies must provide individuals realistic work teasers to prevent the emergence of irrational expectations. The employer brand is improved through an effective, genuine work preview for prospective workers.

Employees' broad opinion about the way a firm appreciates its achievements and cares about how they are doing is represented by perceived organizational support (Eisenberger et al., 1997 cited by Biswas & Suar, 2016). Workers feel obligated to show appreciation (Chartered Institute of Personnel and Development - CIPD, 2011 cited by Biswas & Suar, 2016), exhibit stronger efficiency, more creativity, and experience decreased absences and job turnover (Eisenberger et al., 1997 cited by Biswas & Suar, 2016; Meyer & Allen, 1997 cited by Biswas & Suar, 2016) when they believe that the company values their efforts and well-being. The employer brand grows when staff members recognize the assistance the business offers.

"The ratio of the employee's inputs to outputs is equal to the ratio of the comparison person's input to output," according to the principle of equity in compensation management, is what is meant by this statement. According to Adams, 1963 cited by Biswas & Suar, 2016, inputs include an employee's schooling, professional background, dedication, capacity, accountability, experience, gender, expertise, and talents. Payments, perks, advancements, prestige, and acknowledgment are examples of outputs. According to the concept of equity (Adams, 1963 cited by Biswas & Suar, 2016), employees experience unfairness when comparing their results or awards and feel that they could have earned more based on comparisons with comparable others (Adams, 1965 cited by Biswas & Suar, 2016). This is

consistent with the distributive fairness theory, which contends that people should evaluate whether they are being unfairly rewarded or underpaid by comparing their allocations to those of a referent group (Homans, 1961 cited by Biswas & Suar, 2016).

Otherwise, equity exists. According to the notion, performance-based incentive distribution should be equitable. Equity in compensation establishes a benchmark for the company, which is similar to how services are priced for clients. Performance of workers, collegial partnership, and job excellence all suffer from a lack of equality (Pfeffer & Langton, 1993 cited by Biswas & Suar, 2016). The employer brands that have already been developed leverage equity in incentives to communicate the corporate culture to both present and prospective workers (CIPD, 2010 cited by Biswas & Suar, 2016). Employees always choose to work for an organization where they will receive fair treatment and compensation. In actuality, being equitable and competitive in pay marketplaces could encourage retention more than giving the maximum wage possible (Taylor, 2002 cited by Biswas & Suar, 2016). As a result, offering suitable and fair awards can improve the company brand.

Improving employee behavior (EBE) requires consideration of perceived organizational status. It refers to the value to society that is associated with a worker's connection to their company. Job applicants are prone to perceive the position's requirements positively and experience proud of working for a reputable organization (Aiman-Smith & Scullen, 2002 cited by Sengupta et al. 2015). According to Ambler & Barrow (1996), candidates' judgments of the business's status have significant advantages. On the other hand, if employees have a negative opinion of the firm, this might exacerbate their misery and lead them to leave the organization (Cable & Turban, 2003 cited by Dineen & Allen, 2016). A greater recognized status of the organization can hence improve EBE.

Improved leader-member interchange, that signifies cordial interactions among managers and staff members characterized by interpersonal confidence and backing, is an additional factor which might improve EBE. In particular, supervisors who support confidence in the organization encourage employees to follow instructions voluntarily, employee dedication to the company's objectives, and team readiness to go above and beyond. Additionally, job openings in reputable companies are usually sought after by outsiders. Trust within a company can so improve EBE.

The level of authority at the highest level is one another important variable that might affect EBE. Decisions taken by managers are more significant culturally than practically (Biswas & Suar, 2016).

According to recent research by Dineen & Allen (2016), reliable third-party recruitment brand can lower turnover levels through increasing current employees' loyalty towards their companies. The identification operation, which intensifies the advantages of staying with the company vs quitting for what appear to be less attractive possibilities, further embeds personnel. The results of the research extended the concept of signaling outside its conventional application to employment searching by showing that this impact was consistent throughout various types of businesses and employment rates across various sectors. Even if insurgents have been made aware of their working conditions at their present employers, employment branding indicators created by third parties have been shown to be helpful for both incumbents and job searchers by communicating competitive data on other options.

According to studies, institutional knowledge influences an employment figurehead's application behavior. Job applicants choose known companies over those who are unknown because they regard the indicators supplied by the previous employer to be more legitimate (Gatewood et al., 1993 cited by Saini et al., 2014). According to Cable & Turban (2001) cited by Dineen & Allen (2016), corporate familiarity describes a job seeker's knowledge of or capacity to recognize a firm as a possible employer. Saini et al. (2014). Additionally, it is well-established in the hiring literature that a prospective employee's opinion of an organization's attractiveness as an employer is correlated with how familiar they are with the organization overall, with greater familiarity with companies being seen as more appealing to potential employees (Turban & Greening, 1997 cited by Saini et al., 2014; Cable & Graham, 2000 cited by Dineen & Allen, 2016; Cable & Turban, 2001 cited by Dineen & Allen, 2016). A candidate's acquaintance with a company may also have an impact on their decision to apply there (Gomes & Neves, 2011 cited by Saini et al., 2014).

In addition, investigations have shown that institutional reputation influences workers' emotional dedication to the company, with exterior prestige influencing organizational identity (Carmeli, 2005 cited by Rampl & Kenning, 2014; Smidts et al., 2001 cited by Hoppe, 2018). Good employer reputation is linked to a workplace identity with a high degree of expertise, and toughness is also directly linked to feelings (Rampl & Kenning, 2014).

### 2.1.2. Employer Branding Propositions

Within the context of EB, the perspectives offered by Ambler & Barrow (1996) demonstrate a basis for comprehending the complex factors that impact workers' opinions and preferences on crowdsourced platforms for EB.

Based on Watson's findings, the analysis validates the five value propositions (social, passion, application, growth, and economic) put forth by Berthon et al. in 2005 cited by Wilden et al. in 2010 in addition to the original dimensions (functional, psychological, and economic) described by Ambler & Barrow in 1996. Furthermore, the study reveals two until unresearched value propositions: work/life balance and management, which throw insight on the modern concerns of workers (Dabirian et al., 2017).

Employee impressions of companies are shaped by a complete set of seven EB value propositions, all of which are taken into consideration when employees rate companies on websites such as Glassdoor (Dabirian et al., 2017). These value propositions work together to create a holistic picture of the employer brand:

- **Social Value:** Social value-related remarks reveal emotional factors, highlighting the significance of a supportive work environment, enjoyable and sociable coworkers, shared ideals, and an organizational culture that prioritizes people.
- **Interest Value:** To take on difficult but doable jobs, one must possess an inventive mentality and be open to new ideas and work techniques.
- **Application Value:** Application value is linked to employees' desire to apply their knowledge and abilities meaningfully, including chances for teaching and giving higher advantages to consumers.
- **Development Value:** Evaluations that focus on development value show how much an employer values contribution and provides chances for employees to enhance their careers.
- **Economic Value:** This refers to remuneration and goes beyond income to include benefits like health insurance, pension contributions, employment security, and other measurable advantages.

- **Management Value:** This value proposition highlights the important impact of superiors on relationships and work/life balance by emphasizing that employees' decisions to remain or leave a company are mostly determined by their interactions with their supervisors.
- **Work/Life Balance:** Taking into account work/life balance reflects employees' wish to manage work in conjunction with other facets of their lives, while also identifying with the organization.

<b>Seven Employer Branding Value Propositions</b>						
Social Value	Interest Value	Application Value	Development Value	Economic Value	Management Value	Work/life Balance
Is this a fun place to work with talented people and a great organizational culture?	Is this an interesting place to work, with challenging but achievable goals?	Is the work meaningful and does it invite the application of knowledge and skills?	Are there opportunities for employees to grow and advance professionally?	Is work rewarded appropriately through salaries, benefits, and perks?	Are managers good, honest leaders who inspire, trust, protect, enable, and respect employees?	Are work arrangements flexible enough to achieve success on and off the job?

*Table 1 - Seven Employer Branding Value Propositions*  
 Source: Dabirian et al. (2017)

While all seven premises important, the valences (either positive or negative moods) and relative weights differ. While negative opinions suggest "complaint factors," which contribute to employee turnover, positive sentiments generate "praise factors," which draw in and keep employees.

Findings from the matrix study revealed distinct quadrants that, when compared to the most highly and worst ranked workplaces, demonstrate different employee objectives. The bulk of employee comments are always dominated by the top two or three propositions, demonstrating their critical influence on their views (Dabirian et al., 2017).

### **2.1.3. Internal Employer Branding**

Research has traditionally treated internal branding and EB separately. Internal branding is defined as the dissemination of corporate brand values and training of employees to fulfil the brand promise (Burmam et al., 2009 cited by Hoppe, 2018); EB, on the other hand, involves communicating an employer's uniqueness to internal and external stakeholders (Backhaus &

Tikoo, 2004). Examining possible synergistic impacts or interdependencies between EB and internal branding strategies has received little attention (Barrow & Mosley, 2005 cited by Mosley, 2007; Foster et al., 2010 cited by Biswas & Suar, 2016).

Foster et al. (2010) cited by Biswas & Suar (2016) assert that corporate branding functions as a complete framework that guides internal branding and EB by highlighting the commitments made by an organization to its stakeholders. The intended brand experience for each audience should be shaped by internal and EB initiatives that are consistent with the corporate brand's guiding principles. Interestingly, there are a lot of similarities between the corporate brand and the employer brand because both need to be memorable, relevant, and resonate (Foster et al., 2010 cited by Biswas & Suar, 2016). Furthermore, according to Barrow & Mosley (2005) cited by Mosley, 2007 and Edwards (2010) cited by Biswas & Suar (2016), both are linked to functional, symbolic, and psychological advantages that promote brand loyalty and make certain promises to stakeholders. Thus, it is essential to acknowledge the significant relationship that exists between the employer brand and the company brand.

Whereas the literature on EB primarily focuses on the influence of the employer brand on prospective applicants, the literature on internal branding frequently concentrates on teaching and training internal staff to improve corporate brand commitment, with little regard for interactions with the employer brand (Kimpakorn & Tocquer, 2009 cited by Hoppe, 2018; Modi & Patel, 2012 cited by Hoppe, 2018).

Internal branding aims to foster a shared value system that is connected to the company's goal or vision, in contrast to traditional Internal Marketing (IM) approaches, which place an emphasis on an "inside-out," value-based strategy. This approach, which emphasizes the long-term competitive advantage resulting from an organization's unique cultural traits and capacities, is based on the resource-based view of strategy (Porter's outside-in approach).

Internal branding initiatives, like instant messaging, tend to concentrate on communication-led engagement programs, which presents difficulties in their execution. The challenge of altering organizational culture emphasizes the necessity of a constant and methodical approach to managing and forming culture. HR are crucial in helping to establish the intended brand ethos and culture, but they frequently play a supportive function in communications rather than a strategic one in determining the practices of people management.

The move to a more integrated strategy emphasizes the function of HR in employer brand management as a supporting role to customer brand management, bringing external recruitment promises into line with the internal employee experience.

Neglecting the longer-term management of the employee experience in favor of internal branding, EB, and communicating brand promises in instant messaging has been a shortcoming. To tackle this issue, companies are implementing a customer brand experience management strategy, realizing the need of overseeing each important operational and interpersonal interaction with staff members.

The establishment of a trusting culture between employers and employees is critical to internal employer branding (IEB), talent retention, and company branding. Content workers are important assets for corporate branding, and matching personal values to company values improves recruitment and retention.

<b>Internal Employer Branding Values</b>	
Competitive pay and facilities	Scope of diversified learning
Scope of balancing work and personal lives	Company brand
Challenging and interesting work	Hierarchical position
Working environment—relationship with peers and supervisor	Scope of contributing to organizational objectives
Skills utilization	Office infrastructure
Job security	Duty hours
Recognition of potential	Quick growth
Moral practices of managers	Stretched assignment
Company keeps the promises made at the time of interview	Feeling emotionally connected with the organization and job
Continual training and development	Transferability of the job
Transparent company policies	

*Table 2 - Internal Employer Branding Values*

*Source: Sengupta et al. (2015)*

An investigation led by Sengupta et al. 2015, identified a value proposition framework that addresses both internal and external employer branding (EEB). For IEB, it is highlighted elements like comfort values, esteem values, feel-good values, employee engagement values, justice values and career potential values.

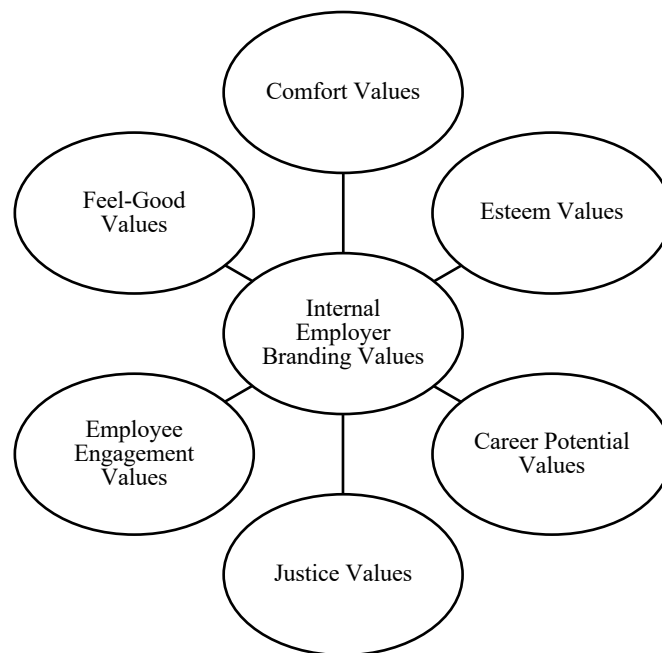


Figure 2 - Value Proposition Model for Internal Employer Branding  
 Source: Sengupta, et al. 2015

This study's conclusion emphasizes the significance of understanding the relationship between employer and internal branding and the necessity of an all-encompassing, integrated strategy for managing the employee experience and enhancing organizational branding (Sengupta et al. (2015).

#### 2.1.4. External Employer Branding

In contrast to IEB, which is primarily concerned with keeping top performers, EEB is a critical tool used by organizations to attract potential talent (Backhaus & Tikoo, 2004). Although IEB places a strong emphasis on creating a work environment that is difficult to duplicate, external corporate branding frequently overshadows EEB's activities.

According to Backhaus & Tikoo (2004), ethical practices of leaders, organizational initiatives to fulfil social duties, and building trust and authenticity with customers and shareholders are critical components of corporate external branding.

External Employer Branding Values	
Competitive pay and facilities	Scope of diversified learning
Hierarchical position	Moral practices of managers

Challenging and interesting work	Duty hours
Scope of balancing work and personal lives	Office infrastructure
Job security	Location of the posting
Working environment—relationship with peers and supervisor	Duration of assignment in case of project-based job
Company brand	The nature of job advertisement given by the company
Continual training and development	Attrition rate
Quick growth	Referred by somebody whom you trust
Recognition or reward policy	Referred by employee of the organization—present or past

Table 3 - External Employer Branding Values

Source: Sengupta et al. (2015)

Nevertheless, EEB goes beyond these thoughts, exploring important aspects including image and core values, job structure values, work culture values, reference values, and pride values (Backhaus & Tikoo, 2004). A thorough five-factor EEB value proposition model has been developed in order to clearly express this.

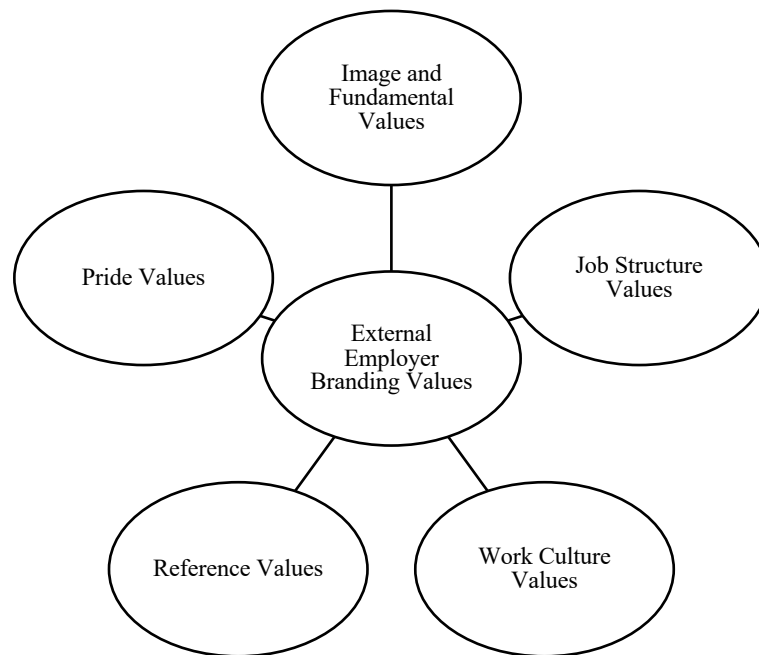


Figure 3 - Value Proposition Model for External Employer Branding

Source: Sengupta, et al. (2015)

Businesses that are dedicated to drawing in elite talent are always changing; such strategies include sponsored sabbaticals or education, a variety of employee engagement initiatives that

create a feeling of community, moral corporate conduct, and fulfilling social responsibility (Backhaus & Tikoo, 2004). Through the process of external branding, employee benefits like alumni networks, performance-based promotions, thoughtful career planning, flexible scheduling, and state-of-the-art office infrastructures help to improve the company's reputation.

Organizations prioritize career planning, performance awards, moral behavior, open policies, interesting job responsibilities, career growth, and a dedication to work/life integration in order to keep their current workforce (Backhaus & Tikoo, 2004). Building emotionally invested work cultures that provide workers a feeling of 'home-like' surroundings and a sense of belonging is another way that employers can support retention initiatives.

Effective talent acquisition and retention need strategic decisions that are suited to the unique requirements of varied demographic groups, including young and experienced Indian knowledge workers (Backhaus & Tikoo, 2004).

Notably, studies show that there are no appreciable variations in the EEB framework according to factors like gender, organizational type, hierarchical rank, and connections between these factors (Backhaus & Tikoo, 2004). This shows that good EEB strategies are based on universal concepts that cut beyond organizational and demographic borders.

## **2.2. Internal Marketing**

IM is the method of making sure staff members are aware of the company's promises and their responsibility for providing customers with an experience that is consistent with the brand. Despite the fact that IM has a generally acknowledged definition, it frequently emphasizes energizing customer focus. (Rafiq & Ahmed, 1995 cited by Biswas & Suar, 2016). In accordance with Kotler's "Principles of Marketing," IM attempts to educate and inspire personnel who interact with customers to satisfy their needs (Kotler & Keller, 2016 cited by Wilden et al., 2010).

However, telling employees about the brand promise and expected actions alone is insufficient. Employees won't exhibit the necessary behaviors if they believe they are just a "channel to market." Mosley (2007).

IM, which allows a corporation to operate on both the consumer and employee markets, plus EB are concepts that are strongly connected to each other (Papasolomou-Doukakis, 2003 cited by Hoppe, 2018). Exceptional client service can only be provided when workers are highly motivated and satisfied, claims the IM method. In order to develop jobs that satisfy the requirements of the workers and the company, as well as to convey the advantages of employment to internal and external markets, the concept suggests that jobs be managed like goods and that marketing strategies be used. The promotion of these advantages may benefit from building an effective employer brand (Backhaus & Tikoo, 2004).

According to some academics, the most valuable assets of a business are its brands and employees, and building these intangible resources is a crucial duty for marketing and HR managers (Sutherland et al., 2002 cited by Wilden et al., 2010). The company's consumer brand within the marketplace is influenced by the human capital employed in product creation, production, and service delivery (Papasolomou-Doukakis, 2003 cited by Hoppe, 2018). Additionally, how current, and future workers see the business may be influenced by its employer and consumer brands.

Despite the effect of branding from the perspective of customers has received a lot of interest, less study has looked at the impact of branding in luring and keeping staff. Wilden et al. (2010)

Buyer-based reputation results from the company's personality and achievement, and it is represented in how consumers perceive the brand (Tsao, 2002 cited by Wilden et al., 2010). Similar to this, customer-based brand equity is described as the variation in how knowledge of a brand affects the way consumers react to brand marketing (Keller, 1993 cited by Hoppe, 2018). Both employers and workers may be impacted in the long run by working for a certain company. Future workers consciously decide to investigate as many things as they can about potential managers, and the correct corporate branding messaging may reduce the costs associated with these searches.

The strategies future workers use to evaluate potential employers including the employee-based brand equity inherent in such procedures have received little research. A structure for comprehending ways to create an employer brand that conveys signals to future workers regarding the caliber of the business as a workplace may be provided by findings from research looking at customer-based brand equity. For the purpose of creating and delivering this

desirable message to job sectors, signaling theory can be applied (Ewing et al. 2002 cited by Wilden et al., 2010; Schmidtke, 2002 cited by Wilden et al., 2010; Sutherland et al. 2002 cited by Wilden et al., 2010).

### **2.3. Employer Brand Management**

When the idea of EB first surfaced more than ten years ago, brand management underwent a radical change. The notion, which was first put forth by Simon Barrow and investigated in conjunction with Tim Ambler of the London Business School, was intended to support customer experience management and brand-led culture change cited by Mosley (2007).

Historically, the goal of brand management has always been to provide a recognizable and consistent customer experience. Due to the complexity of this work, service brands have found it particularly difficult. Although face-to-face interactions are essential for ensuring that customers are satisfied, service providers tend to focus more on operational and functional aspects. Reputable service providers emphasize how organizational culture fosters customer care practices that are consistent with the brand (Mosley, 2007).

Organizational culture is shaped through a comprehensive method known as employer brand management. This discipline makes sure that every touchpoint in people management is in line with the organization's brand culture, in contrast to traditional techniques that rely on communication-led strategies. This alignment presents an important development in the pursuit of corporate brand integrity by acting as a strong mechanism to ensure that the brand experience of employees corresponds with the desired brand experience of customers (Mosley, 2007).

One of the main goals of brand management has been to provide a recognizable and consistent consumer brand experience. Empirical instances, like William Lever's development of a unique brand identity for Sunlight Soap during the mid-1880s, emphasize the significance of constantly unique product experiences. However, brand management, as systematically developed by P&G in the 1930s, predominantly dominated fast-moving consumer products, with minimal application to service branding till the last twenty years (Mosley, 2007).

Up until recently, the main emphasis has been on using EB to create a unique external reputation. The word has not been used much to describe internal initiatives to promote good employee engagement or culture transformation. But in recent times, a lot of companies have

started to shift their main focus to a more integrated strategy, matching EB with the corporate and customer brands and external recruitment promises with the internal employee experience (Wilden et al., 2010).

As previously noted, the basic problem of IM, internal branding, and EB lies in an overemphasis on communicating brand promises at the expense of longer-term employee experience management. The same philosophy that has fueled recent advancements in the management of the customer brand experience is now being applied to this (Mosley, 2007).

Despite the fact that customer experiences are simpler than employee experiences, it is acknowledged that businesses might gain from taking a similar tack. A vast array of ritualized procedures and HR "products," also referred to as employee touchpoints, are part of people management. A fairly predictable series of "touchpoints" known as the "customer corridor" can also be used to refer to the hiring process, orientation, employee communications, shared services, incentive, evaluation, performance oversight, and employee growth. Similar to this, fundamental values and competences can be viewed as a framework for controlling how employees' daily experiences are communicated and acted upon by their direct supervisors and company executives (Mosley, 2007).

Being constant is good for the consumer's experience, but being distinctive at the same time is even better. Making sure your employer brand draws the right kind of people and that your employer brand management upholds the right kind of culture is essential if you want to provide a unique customer brand experience, which is heavily dependent on interpersonal interactions (Mosley, 2007; Wilden et al., 2010).

Creating a dependable and primarily positive employer brand is one way that employer brand managers can use this strategy to draw in talent. Specifically, since job advertisements typically provide highly functional job descriptions, the latter element may be consistently overlooked in today's employer brand management. Understanding that employer brand management may also include developing one's own brand personality as an employer in order to produce affect and trust may assist practitioners achieve successful employer brand management (Wilden et al., 2010).

Scant attention has been paid to the processes by which candidates assess possible employers and the employee-based brand equity entailed in these assessments, despite the growing competition in the labor market. A framework for better understanding how to create an employer brand that conveys to prospective employees the caliber of an organization as an employer may be obtained from research on customer-based brand equity (Wilden et al., 2010; Rampl & Kenning, 2014).

Although there has always been a connection between brand, culture, and customer experience, managing this connection has changed dramatically in the last several years. Employer brand management, in many ways, is just the culmination of a journey that started with a disciplined approach to managing the entire experience of a product brand, moved through the application of the same principles to service brands, and ends with the most intricate and involved brand relationship that most people will ever encounter: their employer brand (Mosley, 2007).

Employer brand management goes above and above by integrating the brand concept across the entire work experience, whereas internal branding and instant messaging have a tendency to concentrate on interventions meant to mold employees' impressions of the brand. This "extra mile" is justified by the fact that consumer encounters with distinctive brands typically rely largely on human connections. There is a definite limit to how much of these interactions may be scripted and trained, and doing so can backfire by creating an impression of inauthenticity. The quality of the company's brand ethos and culture determines more genuine and organic service brand interactions. The desired brand ethos can be made more widely known through IM and branding initiatives, and they may even lead to brief spikes in brand engagement. However, long-term brand-led culture change won't be successful unless the brand ethos is ingrained in the organization's routine leadership and personnel management procedures (Mosley, 2007).

Employer brand management provides exactly such a method for converting the brand concept into workers' everyday working experiences, reinforcing the organization's capacity to create consistent and differentiated consumer brand experiences (Mosley, 2007).

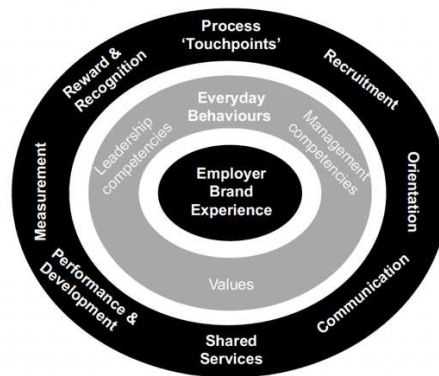


Figure 4 - Employer Brand Experience Framework

Source: Mosley (2007)

## 2.4. Work Values

The current corpus of management literature has investigated a wide range of elements that impact employee commitment and satisfaction, but it has mainly disregarded the importance of work values (Kalleberg, 1977 cited by Maloni et al., 2017). Work values are important markers of employee attitudes and behaviors because they are profoundly held ideas shared by individuals (Dose, 1997 cited by Maloni et al., 2017; Rokeach, 1973 cited by Maloni et al., 2017). Organizations must comprehend these work values in order to properly design job positions, pay scales, and HR procedures that will both attract and keep personnel.

Work values have a significant impact on employee commitment and satisfaction, serving as push and pull variables in employment decisions (Lee & Mitchell, 1994 cited by Maloni et al., 2017; Mobley, 1977 cited by Maloni et al., 2017). According to Spector (1997) cited by Maloni et al. (2017), job satisfaction is the positive or negative feelings people have about their occupations. It has a big impact on people's effort, teamwork, and organizational support (Autry & Daugherty, 2003 cited by Maloni et al., 2017). In a similar vein, commitment—industry commitment, specifically—reflects workers' emotional attachment to the sector rather than to individual positions or groups, signifying their endorsement of sector objectives.

This study presents a model that outlines the impact of different work values on commitment and pleasure, building on these theoretical underpinnings. High task diversity positions in the supply chain require intrinsic values, which are critical (Anandhi & Perumal, 2013 cited by Maloni et al., 2017; Maloni et al., 2016 cited by Maloni et al., 2017). These values have been

connected to job satisfaction (Hackman & Oldham, 1980 cited by Maloni et al., 2017). Even with the advancement of organizational theories, extrinsic rewards—such as salary and status—continue to play a crucial role in determining employee happiness in supply chain positions (Anandhi & Perumal, 2013 cited by Maloni et al., 2017; Maloni et al., 2016 cited by Maloni et al., 2017). According to organizational culture viewpoints and motivational theories, social connections and supervisory input also have a good impact on commitment and satisfaction (Baumeister & Leary, 1995 cited by Maloni et al., 2017; McClelland, 1988 cited by Maloni et al., 2017).

Additionally, it is anticipated that leisure values—which emphasize work/life balance—and altruistic values—which represent the desire to improve society welfare—will have a good impact on commitment and satisfaction in the supply chain industry (Burcher et al., 2005 cited by Maloni et al., 2017; Goffnett et al., 2013 cited by Maloni et al., 2017). Finally, even with changing views on employer loyalty, job security is still a major factor for workers, especially in the wake of international financial crises, with stability and benefits being important factors in the supply chain (Burcher et al., 2005 cited by Maloni et al., 2017; Maloni et al., 2016 cited by Maloni et al., 2017).

<b>Work Values</b>		
<b>Value</b>	<b>Definition</b>	<b>Components</b>
<b>Intrinsic</b>	“Intangible rewards that reflect inherent interest in work”	The work you do is interesting You can learn new things, learn new skills The skills you learn will not go out of date You can see the results of what you do You have the chance to be creative
<b>Extrinsic</b>	“Tangible rewards external to the individual”	Provides you with a chance to earn a good deal of money Provides you with good chances for advancement and promotion Has high status and prestige Most people look up to and respect
<b>Supervisory</b>	“Interaction with and oversight by supervisor”	You receive frequent feedback on your work You receive detailed instructions for your work Your supervisor supports your personal commitments
<b>Social</b>	“Need to belong or be connected”	Gives you a chance to make friends Permits contact with a lot of people
<b>Altruistic</b>	“Motivation to help others and society through work”	Is worthwhile to society Gives you the opportunity to be directly helpful to others

<b>Leisure</b>	“Opportunity for time outside work, slower pace”	Gives you more than 2 weeks' vacation Leaves a lot of time for other things in your life Has an easy pace and lets you work slowly Leaves you mostly free of supervision by others
<b>Stability</b>	“Need for long-term certainty”	Has a good retirement plan Offers a good health care and benefits plan Offers a reasonably predictable, secure future

*Table 4 - Work Values*  
*Source: Maloni et al. (2017)*

## 2.5. Job Satisfaction

Job satisfaction is defined as industrial salespeople's perception of how rewarding or frustrating their work environment and job characteristics are (Churchill et al., 1974 cited by Rutherford et al., 2009). It has been investigated as a predictor of intentions to leave the company (Mulki et al., 2006 cited by Rutherford et al., 2009) and organizational commitment (Brashear et al., 2003 cited by Rutherford et al. 2009), as well as being impacted by emotional exhaustion (Jaramillo et al., 2006 cited by Rutherford et al., 2009). Nonetheless, a large portion of scholarly research ignores the multifaceted structure of job satisfaction and instead sees it as a single, comprehensive construct.

Critics of this technique point out that it is unable to offer a thorough grasp of pleasure, especially when it comes to some parts of the workplace that salesmen find pleasant (Churchill et al., 1974 cited by Rutherford et al., 2009). Multidimensional measures have been used in studies that have shown a variety of effects on workers' attitudes and behaviors (Johnston et al., 1987 cited by Rutherford et al., 2009; Russ & McNeilly, 1995 cited by Rutherford et al., 2009; Boles et al., 2003 cited by Rutherford et al. 2009). As a result, these scales have been developed to provide a more nuanced assessment of job satisfaction.

To meet this demand, numerous multidimensional scales have been developed. A four-dimensional Likert-type scale, for example, was developed by Wood et al. (1986) cited by Rutherford et al. (2009) with an emphasis on information, variety, closure, and pay satisfaction. The INDSALES measure was developed by Churchill et al. (1974) cited by Rutherford et al., (2009) and consists of 95 items over seven dimensions that cover satisfaction with the job in

general, coworkers, supervision, business policies and support, compensation, promotion and advancement, and consumers. Furthermore, the JDI scale was created by Smith et al. (1969) cited by Rutherford et al. (2009). It comprises 72 items across five dimensions that assess satisfaction with job type, income, prospects for advancement, supervision, and coworkers.

It is imperative for organizations to comprehend the various factors that both drive and are influenced by distinct aspects of job satisfaction. It is crucial to specifically look into how emotional weariness affects each aspect of job satisfaction and the many ways in which these aspects affect organizational outcomes like as turnover and commitment. A multidimensional job satisfaction scale will be used in this study to clarify these interrelationships; the INDSALES scale is picked because of its extensive coverage and applicability to sales environments.

<b>Seven Dimensions of Job Satisfaction</b>
Satisfaction with supervision
Satisfaction with overall job
Satisfaction with policy and support
Satisfaction with promotion and advancement
Satisfaction with pay
Satisfaction with co-workers
Satisfaction with customers

*Table 5 - Seven Dimensions of Job Satisfaction*

*Source: Rutherford et al. (2009)*

### **3. Methodology**

The purpose of this study is to identify the aspects of work values that influence DHL Express Portugal's EB. Examining these aspects is essential to comprehending the constraints and value proposition that define internal and external EB. In addition to clarifying the approaches used to solve these issues, this chapter provides insight into the theoretical underpinnings of DHL Express Portugal's EB strategy.

This study presents a conceptual framework (see Table 4) that is focused on work values and how they affect an individual's intention to apply for a job at the company. The model makes relationships between seven aspects of work values by applying a complete 23-item scale that was suggested by Maloni et al. (2017). Furthermore, it incorporates six dimensions from a 17-item measure of the participants' intents to apply for a job at the company, which was suggested

by Rutherford et al. (2009). The dimensions and value proposition of both internal and external EB are explicitly addressed by this approach.

### **Hypotheses:**

**H1:** Intrinsic values significantly influence the perceived attractiveness of DHL Express Portugal as an employer.

**H2:** Extrinsic values significantly affect the perceived attractiveness of DHL Express Portugal as an employer.

**H3:** Supervisory values significantly influence the perceived attractiveness of DHL Express Portugal as an employer.

**H4:** Social values significantly affect the perceived attractiveness of DHL Express Portugal as an employer.

**H5:** Altruistic values significantly influence the perceived attractiveness of DHL Express Portugal as an employer.

**H6:** Leisure values significantly affect the perceived attractiveness of DHL Express Portugal as an employer.

**H7:** Stability values significantly influence the perceived attractiveness of DHL Express Portugal as an employer.

### **3.1. Employee Values in a Company**

Additionally, the study attempts to find out what prospective workers now value in an organization as a possible employer. This entails examining the expectations and preferences of prospective workers in the present, offering insights about how employer desirability is changing.

### **3.2. Data Collection**

The purpose of this study is to find out the overall impression that potential employees have of DHL Express Portugal.

The exploratory character of the research stems from its careful analysis of the intricate relationship between many aspects of work values and the propensity of prospective employees to express interest in DHL Express Portugal. Online survey management was chosen due to its many advantages, such as its low cost, speedy data collection, user-friendliness, and capacity to lessen intermediary bias. To guarantee broad participation, convenience sampling was employed, whereby the questionnaire was disseminated via many social media platforms such as WhatsApp, Instagram, and LinkedIn.

The Qualtrics platform was utilized to perform the survey, which comprised three comprehensive components. The first section examined the evaluation of seven aspects of work values, which were carefully described in a 23-item scale developed by Maloni et al. (2017). By using a 7-point Likert scale to rank the significance of each component, participants were able to reveal a wealth of personal preferences and views. Subsequently, participants were asked to assess their level of interest in DHL Express Portugal in six different categories using a 17-item measure that was intended to correctly measure their intentions suggested by Rutherford et al. (2009). Using a comparable 7-point Likert scale, participants expressed how much they agreed with the comments made, providing complex insights into why they were drawn to the organization.

A total of 181 answers were gathered, 112 fully answered. Different samples were obtained for each question since some participants did not finish the entire questionnaire. It's important to note that while DHL Express Portugal was the survey's primary emphasis, only Portuguese respondents were included. There were no responses from outside of Portugal to the survey, which was only available in Portuguese.

Obtaining demographic data from participants was the final step in the survey process. This last segment acted as a vital resource for comprehending the individuals' varied histories and traits. Carefully gathered information on age, gender, degree of education, work experience, current role, industry, department, and monthly pay provide priceless contextual information for additional examination and interpretation.

### 3.3. Sample Demographics

A total of 181 replies were gathered; however, as some respondents did not complete the entire questionnaire, their responses were assumed to be "Not Applicable" (N/A) in the respective fields.

Looking now at the many themes related to the public, we see that, of the respondents who completed the survey, women accounted for around 47% of the total, while males made up approximately 31%. Moreover, 22% of respondents left out crucial details.

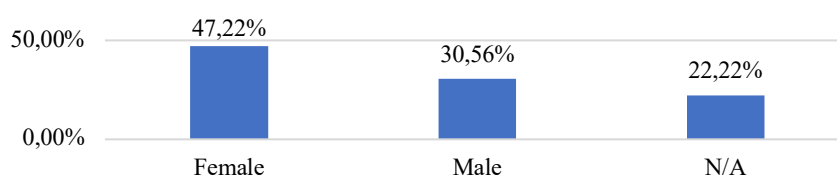


Figure 5 – Gender  
Source: Survey Data

In terms of education, the majority of people—roughly 41% of the population—had a master's degree. After this, bachelor's degrees accounted for the second-highest percentage, at almost 31%. Interestingly, a sizable percentage of participants—roughly 23%—did not respond to this question. Those with Ph.D.'s (about 1%), those with only a high school degree (about 4%), and others were said to have lower percentages.

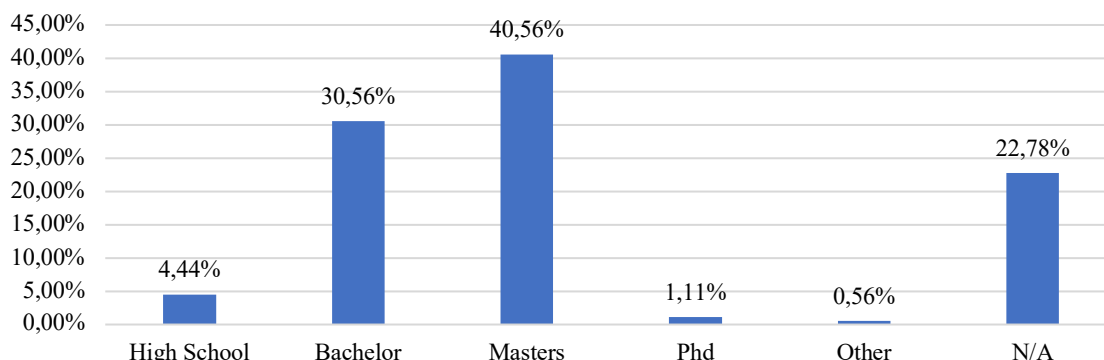


Figure 6 - Level of Education  
Source: Survey Data

When it comes to salaries, the largest proportion of participants in this survey—roughly 19%—reported earning salaries between 1100 and 1499 euros. At almost 14%, the second-highest pay bracket is over €2700. Roughly 9% of participants are paid between €1500 and €1899, while 10% are paid between 820 and 1099 euros. Individuals earning between 1900 and €2299 (about 5%) and between 2300 and €2700 (approximately 4%) comprise the lower percentages. The lowest group, which comprises about 2% of responses, is made up of those who make less than €820, the Portuguese minimum wage. Furthermore, about 37% of replies were flagged as not appropriate, which had a big influence on how this question was processed.

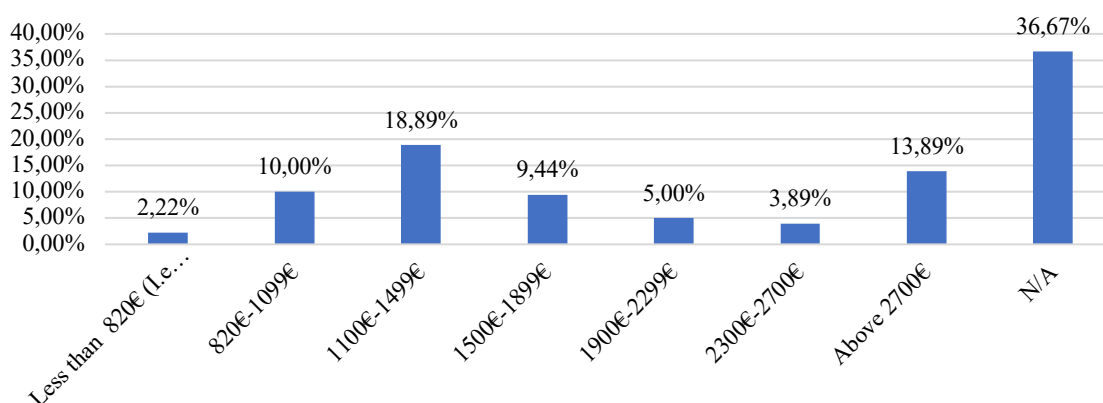


Figure 7 – Income  
Source: Survey Data

The age group of 18 to 34 years old comprised the bulk of participants who answered this questionnaire. The age group of 25 to 34 years old accounted for the highest amount, at about 33%, followed by the age group of 18 to 24 years old, at roughly 31%. The representation of the other age categories was much smaller; for example, the third category, which included people aged 35 to 44, only made up only 6% of the sample. The age group of 55 to 64 made up 5%, the 45 to 54 age group, almost 2%, and the age group of over 64, roughly 1%. Furthermore, 22% of the answers had a N/A classification.

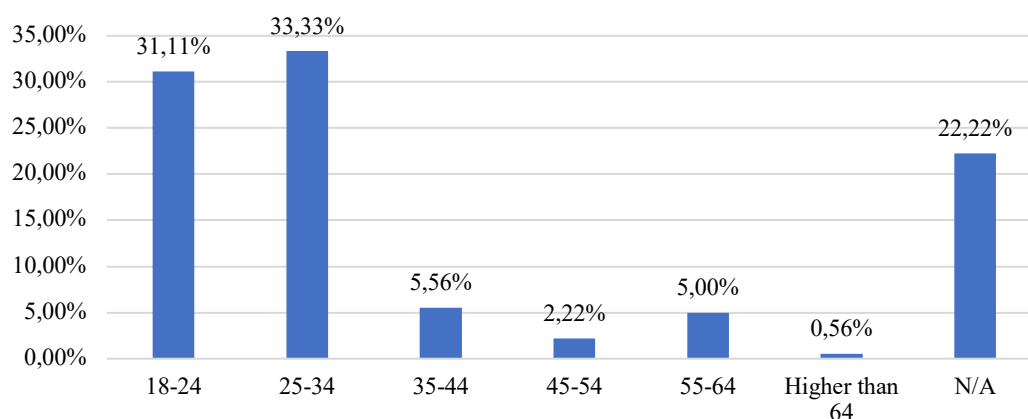


Figure 8 – Age  
Source: Survey Data

Moving on to the business sector, the primary, secondary, tertiary, and quaternary sectors were all taken into account while analyzing these findings. Regretfully, the first sector—which got the most responses—has about 28% of them categorized as N/A. The information technology (IT) industry comes in second place with about 20% of the responses. The financial services industry has a noteworthy influence, accounting for over 9%, and the consulting sector comes in second with about 12%. The percentages of other sectors, such health services, are about 7% and civil construction is 5%. Each of the other sectors has replies that are less than 4%.

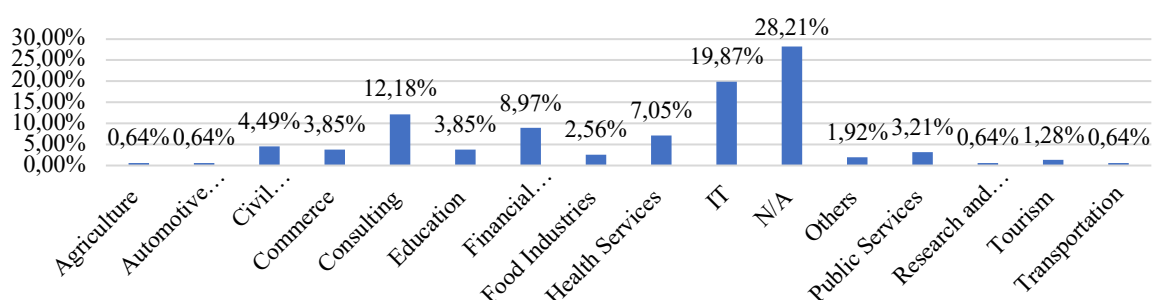


Figure 9 - Company Sector  
Source: Survey Data

Regarding the final data analysis, 48% of the respondents had three to five years of work experience, which was the majority of those who completed the questionnaire. Under a year is the second-highest category, at roughly 15%. Approximately 15% of the responses are likewise N/A. This is a noteworthy amount. The 8% of people with more than 22 years of job experience is another noteworthy data point. The remaining outcomes are 5% or less.

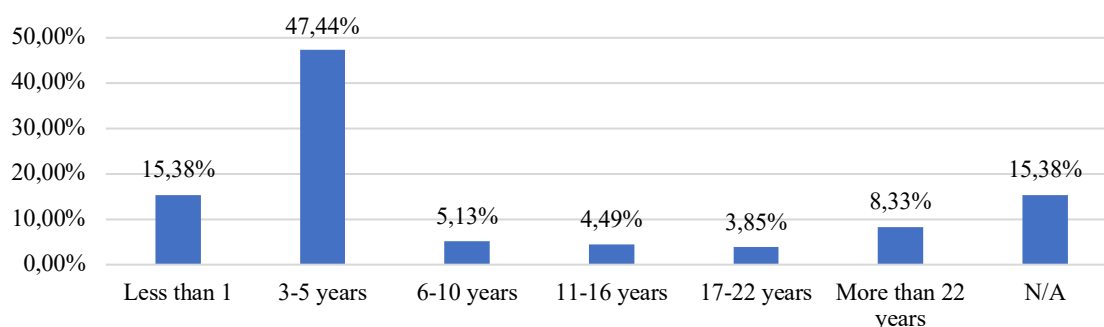


Figure 10 - Work Experience

Source: Survey Data

Two new questions were added to the poll in order to gain more insight about the demographics of the participants. The participants' current jobs were inquired about in the first inquiry, and their department was questioned in the second. The wide range of answers to these questions served as the basis for the decision to omit these elements from the document's main body. These specifics were left out of the main text due to the firm sector's relevance to the research topic.

#### 4. Data Analysis

##### 4.1. Work Values and Expectations: Results

Dimension	Indicator	Rank	Mean	
<b>Extrinsic</b>	EX1	Money	5	6,5
	EX2	Promotion	6	6,5
	EX3	Status	22	4,9
	EX4	Respect	20	5,2
	EX5	Competency	7	6,5
	<b>Total</b>		<b>3</b>	<b>5,9</b>
<b>Intrinsic</b>	IN1	Results	9	6,4
	IN2	Learn	8	6,5
	IN3	Skills	15	5,7
	IN4	Creative	17	5,5
	IN5	Interesting	4	6,5
	<b>Total</b>		<b>2</b>	<b>6,1</b>
<b>Supervisory</b>	SU1	Instruction	10	6,2
	SU2	Personal	1	6,7
	SU3	Feedback	2	6,7
	<b>Total</b>		<b>1</b>	<b>6,5</b>

<b>Social</b>	SO1	Friends	21	5,1
	SO2	Contact	18	5,4
	<b>Total</b>		<b>7</b>	<b>5,3</b>
<b>Altruistic</b>	AL1	Helpful	11	6,2
	AL2	Worthwhile	19	5,4
	<b>Total</b>		<b>5</b>	<b>5,8</b>
<b>Leisure</b>	LE1	Vacation	23	4,6
	LE2	Time	3	6,6
	LE3	Pace	12	6,1
	<b>Total</b>		<b>6</b>	<b>5,8</b>
<b>Stability</b>	ST1	Benefits	16	5,7
	ST2	Future	13	6,0
	ST3	Retirement	14	5,9
	<b>Total</b>		<b>4</b>	<b>5,8</b>

Table 6 - Work Values Results

Source: Survey data

Note: "Consider your personal preferences when choosing your ideal job. How important is having a job?" (1. Not at all important – 7. Extremely important)

Analyzing work values across several dimensions reveals unique priorities and preferences for every indicator.

Money (EX1) and Promotion (EX2) are highly valued across extrinsic values; they rank fifth and sixth, respectively. On the other hand, respect (EX4) and status (EX3), which rank 20th and 22nd respectively, are less valued, which contradicts literature (Twenge et al., 2010). The Competency component (EX5) is noteworthy because it is ranked seventh.

Having a job that produces intriguing results is the most wanted dimension inside intrinsic values (IN5), taking fourth place. Education (IN2) and creativity (IN4), which come in at eighth and seventeenth place, respectively, are also important. Skills (IN3) are ranked 15th, maintaining a moderate position.

Supervisory values place a premium on feedback (SU3) and personal (SU2), which guarantee the second and first places, respectively. At position 10, instruction (SU1) continues to hold its significance.

Comparatively speaking, social values are less important, show relatively fewer important career values, clarifying and resolving some unclear findings from earlier research (Twenge et al., 2010), Making Friends (SO1) and Human Contact (SO2) rank 21st and 18th, respectively.

Altruistic ideals, such as Doing Something Worthwhile (AL2) and Being Helpful (AL1), rank moderately at 19th and 11th, respectively.

Leisure values emphasize how vital it is to enjoy your time (LE2), which comes in third. At number 23, vacation (LE1) is not as much significant, but pace (LE3) is still somewhat significant.

Future Outlook (ST2) and Retirement Plans (ST3), which rank 13th and 14th, respectively, according to stability values, are of moderate importance. Benefits (ST1), which is ranked 16th, are also significant.

To summarize, people show a range of preferences for these aspects of work life; they place a higher emphasis on supervisory concerns, intrinsic values, and leisure choices, while they place a mixed emphasis on extrinsic, social, altruistic, and stability values. This nuanced view is further supported by the comparison of work values, which show different important rankings. The most important value, supervisory values, comes in first place, closely followed by intrinsic values at number two. Fourth place goes to stability values, reflecting their moderate significance. Third in importance, extrinsic values have a significant impact on employment preferences. The fifth place is occupied by altruistic values, which indicate their moderate importance, while the sixth position is occupied by leisure values, which indicate a lesser level of significance. The fact that social values are listed last emphasizes how little weight they have overall in preferences relating to the workplace.

#### 4.2. DHL Express Portugal Perception

Dimension	Indicator		Rank	Mean
<b>Supervision</b>	SP1	Fair	1	5,9
	SP2	Credit	10	5,4
	SP3	Promise	2	5,9
	<b>Total</b>		<b>1</b>	<b>5,7</b>
<b>Overall job</b>	OV1	Accomplishment	12	5,2
	OV2	Excitement	13	5,1

	OV3	Satisfaction	11	5,2
	OV4	Worth	14	5,1
	<b>Total</b>		<b>4</b>	<b>5,2</b>
<b>Company policy and support</b>	CO1	Adaptability	9	5,4
	CO2	Knowledge	16	5,1
	<b>Total</b>		<b>5</b>	<b>5,2</b>
<b>Promotion and advancement</b>	PR1	Recognition	5	5,6
	PR2	Progress	4	5,7
	<b>Total</b>		<b>2</b>	<b>5,7</b>
<b>Pay</b>	PA1	Similarity	15	5,1
	PA2	Comparability	8	5,5
	PA3	Adequacy	17	4,7
	<b>Total</b>		<b>6</b>	<b>5,1</b>
<b>Coworkers</b>	CW1	Pleasure	3	5,7
	CW2	Friendliness	6	5,6
	CW3	Helpfulness	7	5,5
	<b>Total</b>		<b>3</b>	<b>5,6</b>

Table 7 - DHL Express Portugal Perception Results

Source: Survey data

Note: "Imagining that you work at DHL Express Portugal, what would be your perspective on the following statements?"

(1. Not at all important – 7. Extremely important)

The accompanying table provides a thorough examination of the various aspects and metrics associated with job satisfaction. It gives important insights into many facets of the work environment by presenting rankings and mean scores for every dimension and indicator.

To make inferences about how prospective employees view DHL Express Portugal, it is necessary to examine the sample responses in relation to the company's six intentions dimensions.

With a mean score of 5.9, indicators like "Fair" (SP1) and "Promise" (SP3) obtained the highest ranks in the supervision dimension, with "Credit" (SP2) coming in close second with a mean score of 5.4. This dimension had a mean score of 5.7 overall on average.

"Satisfaction" (OV3) and "Accomplishment" (OV1) were the highest-rankings indications (mean score of 5.2) when it came to overall work satisfaction. On the other hand, metrics like,

“Excitement ” (OV2) and "Worth" (OV4) received mean scores that were marginally lower, averaging 5.2 overall.

"Adaptability" (CO1) had the highest mean score (5.4) in relation to business policy and support, while "Knowledge" (CO2) had the lowest mean score (5.1). This dimension's overall mean score was 5.2.

"Progress" (PR2) had the highest mean score (5.7) in terms of promotion and advancement, closely followed by "Recognition" (PR1) (5.6). The overall mean score for this dimension was 5.7.

In terms of compensation, "Similarity" (PA1) scored 5.1, while "Comparability" (PA2) received the highest mean score of 5.5. With a mean score of 4.7, "adequacy" (PA3) had the lowest score. The mean pay score was 5.1 overall.

Last but not least, "Pleasure" (CW1) had the highest mean score of 5.7 in the colleagues' dimension, closely followed by "Friendliness" (CW2) and "Helpfulness" (CW3) with 5.6 and 5.5 mean scores, respectively. The total mean score for this dimension was 5.6.

In conclusion, the analysis provides a nuanced perspective on potential employees' opinions of DHL Express Portugal by revealing varying preferences across many dimensions of work values. Supervisory concerns and intrinsic values are clearly the highest priority, holding the top spots in terms of significance. Though slightly less so than supervisory and core values, company policy and support—especially adaptability—also show great importance.

Additionally, it is evident that prospects for promotion and advancement play a significant role in shaping respondents' preferences for their place of employment, with recognition and progress coming in high on the list. Even while pay-related factors like comparability and adequacy have lower mean scores than other dimensions, they are nonetheless crucial in determining an individual's overall level of job satisfaction.

Furthermore, the results of the analysis highlight the significance of colleague dynamics; respondents ranked helpfulness, enjoyment, and friendliness highly, indicating the significance of positive interpersonal interactions in the workplace.

To sum up, this thorough investigation clarifies the complex relationship between employee preferences and work happiness at DHL Express Portugal. Gaining knowledge of these factors and their rankings can help organizations develop strategies that will improve employee happiness and draw in new talent.

### **4.3. Structural Model Assessment**

This study used three different models to analyze apotheosis H1 to H7: the linear probability model (LPM), the probit model, and the logit model, all of which were conducted at the 0.05 significant level. With intrinsic value, extrinsic value, supervisory value, social value, altruist value, leisure value, and stability value acting as independent variables, all models were created to investigate the dependent variable, which is the attractiveness of DHL Express Portugal as an employer. In addition, four dummy variables were introduced as independent variables to investigate potential impacts: salary 1 (considered as 1 if below €1500 and 0 otherwise), salary 2 (considered as 1 if above €1500 and below €1900 and 0 if below €1500 and above €1900), gender, and work experience.

The dependent variable, which measured interest in DHL Express, was interpreted as a binary variable with two possible values: 1 (indicating the attractiveness of DHL Express Portugal as an employer) and 0 (indicating the non-attractiveness of DHL Express Portugal as an employer). This binary character, which creates a dichotomy where 1 denotes having interest in the DHL Express Portugal and 0 indicates having no interest, is consistent with the overall difficulty of evaluating interest in the DHL Express Portugal.

LPM was the first model used because of the binary structure of the models, which were judged adequate for the cross-sectional dataset because of the independence of different segments. A binary regression model, in which the dependent variable can have values of 0 or 1, and the likelihood of these values depends on a number of explanatory variables, is what the LPM is specifically. Also, all the coefficients are linear in this model.

As usual, it's important to be aware of the limits of LPMs, such as the possibility that predicted probabilities will not fall inside the range of [0,1], and to consider other models to obtain more reliable and accurate findings. However, the LPM has benefits such as easy coefficient interpretation and estimate.

Two nonlinear probability models—the probit and logic models—were taken into consideration in order to overcome this restriction. For all values of the external explanatory variable, the S-shaped curve produced by both models falls between 0 and 1. It is the cumulative standard logistic distribution function that powers the logic model, while the cumulative standard normal distribution function powers the probit model. In spite of the relatively arbitrary choice between the two functional representations in practice, these models were considered optimum for tackling the research challenge due to their adherence to standard distribution and binary nature.

#### 4.4. Model Results

An overview of the results from the three models that were run is shown in Table 8. The robustness of the models is suggested by the constancy of the coefficients and significance levels in each model.

Regression model	LPM		Probit		Logit	
	Estimate	Std. Error	Estimate	Std. Error	Estimate	Std. Error
(Intercept)	0,45	0,52	-0,31	1,84	-0,22	3,28
Intrinsic impact	-0,04	0,07	-0,13	0,26	-0,25	0,45
Extrinsic impact	-0,04	0,08	-0,14	0,27	-0,25	0,48
Supervisory impact	0,05	0,07	0,17	0,23	0,26	0,40
Social impact	-0,01	0,05	-0,03	0,16	-0,05	0,27
Altruistic impact	0,02	0,06	0,11	0,20	0,09	0,35
Leisure impact	0,13*	0,06	0,42*	0,21	0,8*	0,37
Stability impact	-0,05	0,05	-0,17	0,18	-0,30	0,32
Salary 1 (0=above 1500€,1=below 1500€)	0,04	0,13	0,25	0,47	0,31	0,85
Salary 2 (0=below 1500€ and above 1900€,1=above 1500€ and below than 1900€)	-0,08	0,10	-0,23	0,33	-0,47	0,58

Work Experience (0=none, 1=some)	-0,02	0,16	-0,15	0,63	-0,18	1,17
Gender (0=female, 1=male)	0,04	0,08	0,17	0,30	0,32	0,54

Table 8- Regressions Results (LPM, Probit and Logit)

Source: Survey data

When analyzing the results of the regressions, both the estimate and the standard deviation were considered, understanding that their ratio yields the z value in the case of the logit and probit models and the p value in the case of the LPM. When a z value or p value is more than 1.96, statistical significance is indicated. Findings indicated by an asterisk (\*) are considered statistically significant, meaning that their significance level is 5% (p value < 0.05).

With a significance level of 5%, the projected leisure impact coefficient was the only one of the seven work values evaluated to be consistently determined to be statistically significant across all models. The only factor that had any significant influence on interest in DHL Express Portugal was the impact of leisure. As a result, in this case, H6 is the only theory that has been proven.

In this instance, the estimate value is positive when compared to the dependent variable, indicating that there is a correlation between the likelihood of showing interest in DHL Express Portugal and a rise in the leisure variable. In other words, people are more likely to indicate interest in DHL Express Portugal if they exhibit a greater preference for leisure activities (vacations, personal time, and easy pace). It suggests that predisposition to be interested in DHL Express Portugal and leisure interests are positively correlated.

<b>Multiple R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
0,094	-0,006

Table 9 - Multiple R-squared and Adjusted R-squared for the LPM

Source: Survey data

As previously mentioned, the LPM can have some limitations, which were proven by previous table. A low R-squared value suggests that a significant amount of the variance in the dependent variable cannot be explained by the model. To be more precise, a low R-squared value indicates that the model's independent variables are ineffective at explaining the variability seen in the

dependent variable and a non-linear effect in the attractiveness of DHL Express Portugal as an employer.

It was decided to rerun the three models, including both the original dependent variables and the squared versions of the independent variables, in light of the possible nonlinear impact on DHL Express Portugal's employability. This tactical method accomplishes several goals, such as improving the model fit, locating non-monotonic effects, and capturing nonlinear interactions in the data. To improve the comprehension of the intricate processes affecting DHL Express's appeal and enable a more precise and nuanced depiction of the dataset's underlying patterns, squared terms were added. This approach is consistent with regression analysis best practices when examining complex interactions and trying to increase the model's explanatory capacity.

Regression model	Probit		Logit	
	Estimate	Std. Error	Estimate	Std. Error
(Intercept)	25,50	23,42	49,39	43,36
Intrinsic impact	-15,82*	6,91	-28,40*	12,91
Intrinsic impact <sup>2</sup>	1,32*	0,57	2,35*	1,07
Extrinsic impact	1,37	3,35	3,46	6,03
Extrinsic impact <sup>2</sup>	-0,16	0,29	-0,38	0,53
Supervisory impact	-0,17	4,33	-1,32	7,90
Supervisory impact <sup>2</sup>	0,02	0,36	0,12	0,66
Social impact	-1,13	1,26	-1,81	2,28
Social impact <sup>2</sup>	0,11	0,12	0,17	0,22
Altruistic impact	-1,67	2,07	-4,02	3,78
Altruistic impact <sup>2</sup>	0,16	0,19	0,39	0,34

Leisure impact	9,44**	3,17	16,78**	5,83
Leisure impact <sup>2</sup>	-0,79**	0,28	-1,41**	0,51
Stability impact	-0,23	2,03	-0,53	3,69
Stability impact <sup>2</sup>	0,02	0,18	0,05	0,33
Salary 1 (0=above 1500€,1=below 1500€)	0,61	0,58	1,11	1,06
Salary 2 (0=below 1500€ and above 1900€,1=above 1500€ and below than 1900€)	-0,16	0,37	-0,29	0,65
Work Experience (0=none, 1=some)	0,19	0,73	0,43	1,32
Gender (0=female, 1=male)	0,49	0,37	0,97	0,67

Table 10 - Regressions Results Squared (Probit and Logit)

Source: Survey data

Upon examining the results of the most recent regressions, careful attention was paid to the estimate as well as the standard deviation, realizing that their product yields the z value for the logit and probit models. The presence of a z value greater than 1.96 denotes statistical significance. Asterisk (\*) denotes statistically significant variables with a significance level of 5% (z value < 0.05); two asterisks (\*\*) indicate statistically significant variables with a significance level of 1% (z value < 0.01).

For every model, the computed intrinsic effect (results, learning, skills, creativity, and interest) coefficient showed statistical significance at the 5% level of significance. In the meantime, the anticipated leisure effect coefficient was the only other work variable that was consistently found to be statistically significant across all models at the 1% significance level.

According to the regression analysis, a greater inclination towards leisure substantially raises the likelihood that people will express interest in DHL Express, as seen by the positive coefficient for the "Leisure impact" variable. However, it appears that if leisure preferences rise more, the positive relationship becomes weaker, as indicated by the diminishing influence reflected by the negative coefficient for the squared term "Leisure impact squared". This

suggests a falling marginal utility curve, wherein further increases in leisure impact led to a decreasing probability of showing interest in DHL Express. The results highlight the complex interaction between interests in the company and leisure preferences, highlighting the necessity for thoughtful planning in organizational initiatives or interventions pertaining to DHL Express employee engagement.

As demonstrated by the negative coefficient for the "Intrinsic impact" variable, the regression analysis shows that a drop in intrinsic impact is substantially correlated with an increased likelihood of people expressing interest in DHL Express. The squared term "Intrinsic impact squared" exhibits a positive coefficient, indicating a non-linear relationship. This shows that as intrinsic effect increases, the negative impact on interest may lessen and could approach a point of diminishing returns. This complex relationship emphasizes how crucial it is to take into account both linear and non-linear factors when evaluating how intrinsic values affect interest in DHL Express.

## **5. Conclusion**

This dissertation comprehensively explores employer branding, covering its internal and external dimensions, management strategies, and implications for organizational success. Through extensive literature review and empirical evidence, critical conclusions have emerged, shedding light on attracting and retaining top talent in today's competitive business landscape.

Examining the parameters and value propositions of internal and external employer branding reveals their significance in alluring and retaining exceptional talent. Internal branding aligns employee experiences with brand promises, fostering a supportive culture, while external initiatives enhance the company's reputation. Strategic leveraging of these dimensions helps craft a compelling employer brand.

Understanding potential employees' values and preferences is crucial for shaping their perceptions of a company as a future employer. Authenticity, growth opportunities, and work/life balance emerge as priorities, necessitating alignment with these values to attract and retain talent.

The perception of DHL Express Portugal among potential employees highlights its commitment to excellence, innovation, and customer service, reinforcing the importance of effectively communicating mission and values.

Analysis reveals attributes potential employees value in future employers, including career advancement opportunities and a positive work environment. Companies prioritizing employee well-being and professional growth are sought after.

Regression studies unveil the impact of intrinsic and leisure factors on interest in DHL Express Portugal, with visible results and work/life balance as key drivers. Online surveys effectively gathered data, enhancing consistency and dependability.

Survey data analysis showcases complex preferences, with supervisory concerns and colleague relationships standing out. Regression analysis delves into the relationship between personal preferences and organizational interest, providing nuanced insights.

In summary, this dissertation offers practical strategies for enhancing employer branding and attracting talent. Analysis underscores the significance of aligning organizational offerings with employee goals and preferences, particularly at DHL Express Portugal.

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## **7. Appendix**

### **7.1. Attachment A – Based Work Values**

#### **Intrinsic**

- 1) Results - Where you can see the results of what you do
- 2) Learn - Where you can learn new things, learn new skills
- 3) Skills - Where the skills you learn will not go out of date
- 4) Creative - Where you have the chance to be creative

#### **Extrinsic**

- 5) Money - Which provides you with a chance to earn a good deal of money
- 6) Promotion - Where the chances for advancement and promotion are good
- 7) Status - That has high status and prestige
- 8) Respect - That most people look up to and respect

#### **Supervisory**

- 9) Instruction - Where you receive detailed instructions for your work
- 10) Personal - Where your supervisor supports your personal commitments
- 11) Feedback - Where you receive frequent feedback on your work

#### **Social**

- 12) Friends - That gives you a chance to make friends
- 13) Contact - That permits contact with a lot of people
- 14) Interests - Where you have common interests with coworker

### **Altruistic**

15) Helpful - That gives you the opportunity to be directly helpful to others

16) Worthwhile - That is worthwhile to society

### **Leisure**

17) Vacation - Where you have more than two weeks' vacation

18) Time - Which leaves a lot of time for other things in your life

19) Pace - With an easy pace that lets you work slowly

### **Stability**

20) Benefits - With a good health care and benefits plan

21) Future - That offers a reasonably predictable, secure future

22) Retirement - With a good retirement plan (e.g. 401 K)

23) Satisfied - Generally speaking, I am very satisfied with my job

### **Job Satisfaction**

24) Enthusiastic - Most days I am enthusiastic about my work

25) Unpleasant - I consider my job to be rather unpleasant

26) Like - I like working in logistics

### **Industry Commitment**

27) Regret - I regret having entered the logistics profession

28) Identify - I do not identify with the logistics profession

29) Proud - I am proud to be in the logistics profession

30) Enthusiastic - I am enthusiastic about logistics

## **7.2. Attachment B – Selected Scale Items – Job Satisfaction**

### **Satisfaction with supervision**

- 1) Fair - My sales manager has always been fair in dealings with me
- 2) Credit - My sales manager gives us credit and praise for work well done
- 3) Promise - My sales manager lives up to his/her promises

### **Satisfaction with overall job**

- 4) Accomplishment - My job gives me a sense of accomplishment
- 5) Excitement - My job exciting
- 6) Satisfaction - My job is satisfying
- 7) Worth - I am really doing something worthwhile in my job

### **Satisfaction with company policy and support**

- 8) Adaptability - Management is progressive
- 9) Knowledge - Top management really knows its job

### **Satisfaction with promotion and advancement**

- 10) Recognition - My opportunities for advancement are limited
- 11) Progress - I have a good chance of promotion

### **Satisfaction with pay**

- 12) Similarity - My pay is low in comparison with what others get for similar work another companies

13) Comparability - In my opinion, the pay here is lower than in other companies

14) Adequacy - My income is adequate for normal expenses

### **Satisfaction with Coworkers**

15) Pleasure - My fellow workers are pleasant

16) Friendliness - The people I work with are very friendly

17) Helpfulness - The people I work with help each other out when someone falls behind or gets in tight spot

## **7.3. Attachment C – Questionnaire**

### **Experiência do colaborador - DHL Express Portugal**

Introdução Caro(a) Inquirido(a),

Este questionário enquadra-se num estudo sobre a DHL Express Portugal, no âmbito da tese de Mestrado em Business do Seminário de Consultoria, realizada na Católica Lisbon School of Business and Economics.

Os resultados obtidos serão anónimos e utilizados apenas para fins académicos, sendo realçado que as respostas dos inquiridos representam apenas a sua opinião individual.

As questões expostas não se encontram associadas a respostas certas ou erradas, apenas se pretende que responda de forma espontânea e honesta.

O preenchimento total terá uma duração de aproximadamente 5 minutos.

Obrigada pela sua colaboração.

## 1. Work Values

**1.1. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego onde...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Pode ver os resultados do que faz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pode aprender e adquirir competências novas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As competências aprendidas não ficarão desactualizadas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tem a oportunidade de ser criativo(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O trabalho que faz é interessante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.2. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego que...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Proporciona um nível salarial ajustado aos meus objetivos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permita oportunidades de progressão de carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tem um elevado estatuto e prestígio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seja respeitado(a) e reconhecido(a) pela maioria das pessoas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permita desenvolver novas competências	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.3. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego onde...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Recebe informação relevante para poder exercer o seu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A chefia permite um equilíbrio entre a vida pessoal e profissional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recebe feedback frequente sobre o seu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.4. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego que...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Fomente relações de amizade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permita um relacionamento inter-pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.5. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego que...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Permita ser útil no que faz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenha um impacto importante para a sociedade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.6. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego que...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Permita, pelo menos, ter três semanas de férias seguidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permita um equilíbrio entre a vida profissional e pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permita ter um ritmo de trabalho ajustado à posição	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.7. Considere as suas preferências pessoais ao descrever o seu trabalho ideal. Quão importante é ter um emprego que...**

	1. Não é nada importante	2	3	4	5	6	7. Extremamente importante	Não sabe/não responde
Tem um seguro de saúde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oferece um futuro razoavelmente previsível e seguro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tem benefícios adicionais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2. Job Satisfaction Dimensions

### 2.1. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
A minha chefia seria justa nas interações que teria comigo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha chefia reconheceria e elogiaria sempre que o trabalho fosse bem feito	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha chefia cumpriria as suas promessas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.2. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?**

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
O meu trabalho dar-me-ia uma sensação de realização pessoal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho seria motivador	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho seria gratificante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estaria realmente a fazer algo que valia a pena no meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.3. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?**

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
A chefia adaptar-se-ia aos desafios tendo em conta as diretrizes da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A direcção conheceria o meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.4. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?**

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
Reconheceria e recompensaria a proatividade dos seus trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proporcionaria reais oportunidades de progressão de carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.5. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?**

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
O meu salário seria alto em comparação com o que as outras empresas do mesmo ramo praticam	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu salário estaria ajustado ao trabalho que me seria solicitado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu salário estaria ajustado ao meu nível de vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.6. Imaginando que trabalha na DHL Express Portugal, qual seria a sua perspetiva acerca das seguintes afirmações?**

	1. Discordo totalmente	2	3	4	5	6	7. Concordo totalmente	Não sabe/ não responde
Existiria um bom ambiente de trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existiria um ambiente descontraído e que proporcionasse bem-estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As pessoas com quem trabalho ajudar-se-iam umas às outras quando alguém ficasse para trás ou em situações difíceis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**3. Qual é a sua idade?**

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- Superior a 64
- Não sabe/ não responde

**4. Qual é o seu género?**

- Masculino
- Feminino
- Não-binário/terceiro género
- Não sabe/ não responde

**5. Qual é o grau ou nível de educação mais elevado que completou?**

- Inferior ao 9º ano
- 9º ano
- Ensino Secundário
- Licenciatura
- Mestrado
- Doutoramento
- Outro \_\_\_\_\_
- Não sabe/ não responde

**6. Há quantos anos trabalha?**

- Menos que 1 ano
- 1-2
- 3-5
- 6-10
- 11-16
- 17-22
- Mais que 22 anos
- Não sabe/ não responde

**7. Qual a sua profissão atual?**

\_\_\_\_\_

**8. Qual a área da empresa em que trabalha atualmente?**

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**9. Qual o seu departamento atual?**

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**10. Qual a faixa salarial mensal bruta em que se situa?**

- Inferior a 820€ (Ex: Part-time)
- 820€-1099€
- 1100€-1499€
- 1500€-1899€
- 1900€-2299€
- 2300€-2700€
- Superior a 2700€
- Não sabe/ não responde