



**Dressed to kill: An experimental study on job descriptions
and worker attraction in advertising market agencies in
Portugal.**

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Resumo

Com base na matriz AMO, amplamente utilizada por investigadores para avaliar a atratividade das práticas de recursos humanos, foi proposta a incorporação de uma nova dimensão, denominada Sustentabilidade. Essa extensão engloba um conjunto de práticas que investigações recentes afirmam ser determinantes da atratividade dos trabalhadores.

Além disso, com base numa revisão de como os investigadores têm utilizado a matriz AMO, foi realizada uma seleção de práticas de recursos humanos para cada dimensão. Para a nova dimensão de Sustentabilidade, as práticas foram escolhidas com base na sua frequência de citação como componentes cruciais de uma proposta de valor atrativa.

Foi realizado um inquérito entre as agências de publicidade em Portugal para avaliar o valor percebido dos conjuntos de práticas pelos funcionários, utilizando uma técnica de captura de políticas para simular um cenário de tomada de decisão semelhante ao de alguém que procura emprego, em vez de simplesmente solicitar aos participantes que classificassem uma lista de práticas. Além disso, uma técnica projetiva foi utilizada para mitigar respostas socialmente desejáveis e capturar detalhes sobre quais as práticas de recursos humanos com maior importância nas dimensões percebidas como mais atrativas pelos participantes.

Os resultados não são estatisticamente significativos sobre a atratividade das dimensões; no entanto, indicaram uma tendência para uma preferência pelas dimensões Motivação e Sustentabilidade (com um nível de significância de 10%). Por outro lado, os resultados sobre as práticas de recursos humanos mais importantes dentro de cada dimensão foram estatisticamente significativos, revelando uma preferência pelo salário competitivo, segurança contratual, flexibilidade no trabalho e apoio à saúde fornecido pelo empregador, incluindo saúde mental.

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Abstract

Based on the AMO framework, which has been widely utilized by researchers to assess the attractiveness of human resource practices, the proposition of incorporating a novel dimension, denoted as Sustainability, has been posited. This extension encompasses a suite of practices that contemporary investigations assert as pivotal determinants of employee attractiveness.

Furthermore, drawing from a review of how researchers have utilized the AMO framework, a selection of human resource practices was undertaken for each dimension. For the new Sustainability dimension, practices were chosen based on their frequent citation by researchers as being crucial components of an attractive employer value proposition.

A survey was conducted among the advertising agencies in Portugal to gauge the perceived value of bundles of practices by employees, using a policy capturing technique to simulate a decision-making scenario akin to that of a job seeker, rather than simply requesting participants to rate a list of practices. Additionally, a projective technique was utilized to mitigate socially desirable responses and capture nuanced details regarding which human resource practices hold greater importance within the dimensions perceived as more attractive by participants.

The results did not yield statistically significant findings regarding the attractiveness of the dimensions; however, they indicated a tendency towards a preference for the Motivation and Sustainability dimensions (at a significance level of 10%). Conversely, the results concerning the most significant human resource practices within each dimension were statistically significant, revealing a notable emphasis on competitive salary, contractual security, work flexibility and employer-provided health support, including mental health.

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Introduction

The attraction and retention of workers is an important topic given the increasing difficulty in hiring talent in almost every sector. Attracting current and future employees is a particularly significant challenge in labor-intensive industries, where human capital is the primary asset of the organization (Marketing Land Report, 2019) as is the case with advertising agencies. This study aims to explore the recruitment conditions that favor the attraction of skilled professionals in this sector.

For business management and considering the effect of employee performance on company performance and the effect of human resource practices on attracting workers, it is crucial to develop a policy that translates into a set of practices with an effective impact on people's commitment to the organization. Knowing what is most valued by workers in this sector will be an important element in building best practices.

The importance of human capital

The concept of human capital has been widely studied. The set of individual knowledge, skills, and abilities is enhanced by human resource practices (Jiang, K. et al., 2012). Individual knowledge and abilities viewed from an organizational perspective constitute the vision of human capital as a resource (Zhang et al., 2023). It is the interaction between how people act, think, and feel in an organizational context with task characteristics (synchronous or asynchronous), organizational dynamics, internal processes, and connections between people that transform individual competencies and abilities into human capital (Ployhart and Moliterno, 2011). Specifically, the results obtained by Jiang, K. et al. (2012) indicate that human resource outcomes influence operational results, which in turn impact financial results, sequentially. Organizations should use human resource practices that enhance the skills and abilities of individuals and the motivation of workers to retain talent (achieve human resource goals). It is organizational practices that promote the attraction and retention of employees, particularly when they reinforce job fit, connections within the company – among colleagues and between employees and leadership – and influence the sacrifices workers make when deciding to change jobs (Holtom et al., 2020). These human resource practices, if strong, create

barriers to people leaving, and when designed together with employees (Campbell, et al., 2012), their value is easily recognized and simultaneously can become rare and difficult for competitors to imitate, making human capital a source of sustainable competitive advantage (Apascaritei and Elevira, 2022). Empowering the company to systematically solve problems in highly uncertain contexts increases the level of its dynamic capabilities (Barreto, 2010), i.e., the company's performance. Increasing the propensity to identify opportunities and threats, make market-based decisions in the optimal time frame, and the ability to change the resource base (Barreto, 2010) are facilitated when human resource systems promoting dynamic capabilities are adopted (Apascaritei and Elevira, 2022), particularly through enhancing knowledge within the organization, social integration of employees, and the company's ability to change its human resource base (Apascaritei and Elevira, 2022). The ultimate goal of a human resource system is to achieve good employee performance, which conceptually impacts organizational performance (Jiang, K. et al., 2012). According to Apascaritei and Elevira (2022), both knowledge and social integration generate streams of innovation promotion and more knowledge, which in turn increase the financial performance of organizations.

Literature review

Human Resource Practices and Organizational Performance

The process by which human resource systems create value for companies has been named the Black-Box and has been widely discussed by various authors, as the mechanism that leads to the application of human resource practices to improve organizational performance has not always been identified. Additionally, many methodological aspects of various studies have been criticized. On one hand, the sources used to measure human resource practices were almost always individuals responsible for those departments, leading to bias in evaluating the policies implemented by them. On the other hand, in most cases, the studied companies were large and had diversified organizational policies depending on the locations, making it difficult to understand whether changes in performance were due to human resource practices or other organizational policies. Also, the timing of measuring human resource practices and performance was rarely done in a way that could demonstrate a cause-and-effect relationship.

However, it seems to be commonly accepted that the adoption of high-performance human resource practices has effects on turnover, productivity, and company performance. The effect on the latter is partly due to the effect that human resource practices have on productivity and turnover (Huselid, 1995). Also, a study by Wright, et al. (2003), analyzed business units of the same company, smaller and quite autonomous organizations regarding human resource policies, but with almost everything else constant and equal in all units. This truly allowed isolating the effect of human resource practices. The results confirm a positive relationship between those practices and greater employee commitment. And that commitment to the company is strongly related to lower operating costs and higher productivity (Wright, et al., 2003). There are still doubts as to whether the causal relationship is only from human resource practices to performance or if it is also performance that leads companies to invest more in human resource policies, or if good human resource practices, commitment to the company, and performance are the result of interaction among all these elements and others such as leadership style or company culture (Wright et al., 2005).

However, all mentioned studies find a strong and positive correlation between good human resource practices and company performance. Moreover, it seems consensual that organizational practices, where human resources have a great preponderance, promote the

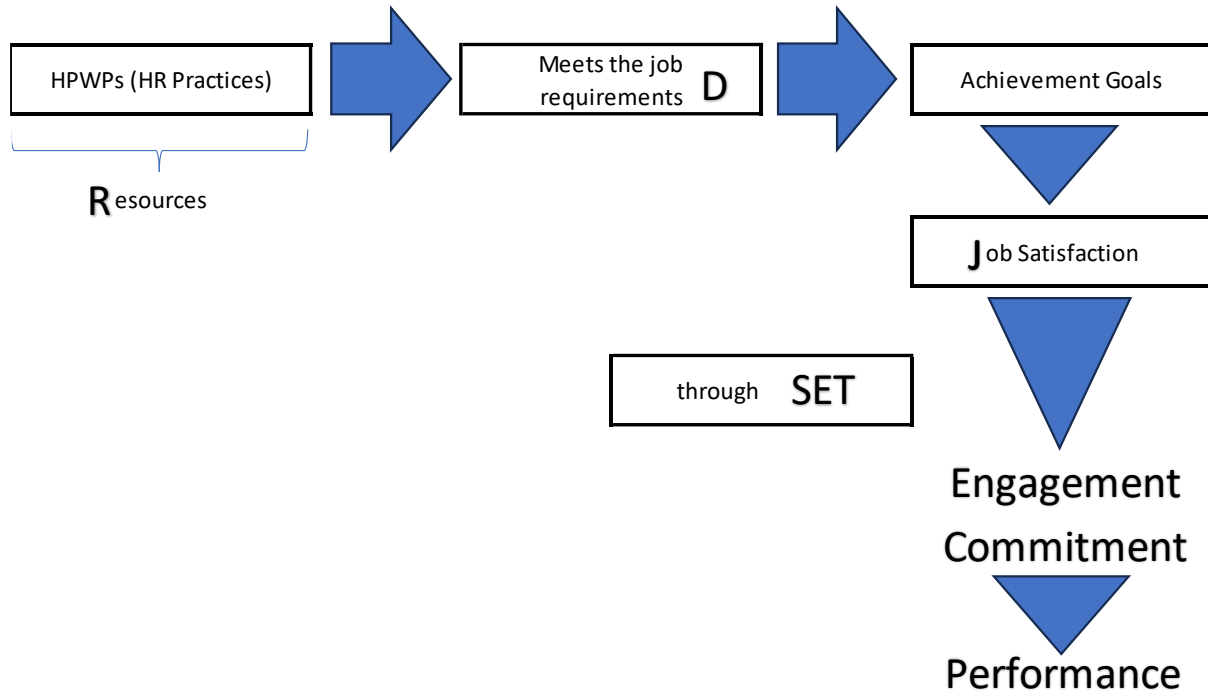
attraction and retention of employees (Holtom, et al., 2020). In more recent studies, the importance of employee engagement in performance has been verified. Defined as the simultaneous investment of physical, cognitive, and emotional energy of an individual in the active and complete development of work (Saks, 2022), engagement when perceived from a collective point of view constitutes a unique and valuable capacity that can be a source of competitive advantage (Saks, 2022).

Several authors based on Social Exchange Theory, and the principle of reciprocity, ensure that workers who feel the company cares about their well-being, develop greater job satisfaction and respond with attitudes conducive to better performance. The mechanism that leads high-performance human resource practices to greater satisfaction is based on the Job Demands Resources Theory (JD-R). These practices provide employees with resources (skills, autonomy, feedback, compensation, opportunities to develop their effort and competence) that help employees adapt to the demands of their roles, achieve their goals, and even have a better-balanced life between work and personal life. And it is this circumstance that increases job satisfaction (Stirpe et al., 2022; Dorta-Afonso et al., 2023; Saks, 2022). Stirpe, et al., (2022), concluded that employees' satisfaction with human resource practices directly leads to better performance and also to greater employee engagement, which in turn acts as a mediator of better performance. Based on the same model (JD-R), the set of challenges ("demands") related to work: overwork, pressure, job insecurity, role ambiguity, are overcome through resources. These can come from the company (salary, career opportunities, contractual security), professional relationships (relationship with colleagues and managers), tasks (variety, importance, autonomy, feedback), and work organization (clarity of functions, participation in decision-making process) (Saks, 2022).

In other words, the resources mentioned by the authors are nothing more than human resource practices that contribute to increasing employee engagement. Saks, (2022) argues that this engagement is primarily achieved through the concept of "Organizational Care," which corresponds to a structure of consistent values and principles over time focused on addressing the needs, interests, concerns, and well-being of employees and put into practice in various situations within the organization's life. These values and principles translate into a set of human resource practices that instill in employees the perception that the organization cares about and supports them, generating a positive organizational climate. It is this perception that then translates into increased job satisfaction and commitment to the organization (Saks, 2022). In other words, through various avenues such as satisfaction, commitment, or engagement, it

is clear to researchers that good human resource practices and the perception that employees have of these practices generate a positive effect on performance.

Figure 1 – Mechanism that leads HPWP to performance.



Therefore, in an industry such as advertising agencies, where labor is the primary asset and potential generator of competitive advantage and financial performance, it is crucial to understand which practices, within each human resources policy, are most valued by workers in the sector.

The Covid-19 pandemic illustrated the challenges of a VUCA (volatile, uncertain, complex, and ambiguous) world in a very clear manner. Human resources functions were forced to respond rapidly to the disruption caused by the pandemic, notably through increased concern for employee health, their replacement in case of illness, and adaptation to remote work (Biron et al., 2021).

Three global trends were accentuated by Covid-19: flexible work, digitization of the economy, and the use of artificial intelligence. Suddenly, companies and workers faced the impact on work organization and began to look beyond the traditional boundaries of time (work hours) and space (company premises). Virtual work during the pandemic involved various forms of task distribution, from 100% virtual or hybrid work, emphasizing the necessity and later the

desire for self-management of time and space in which workers perform their duties (Minbaeva, 2021).

During the pandemic, the focus of human resources professionals shifted towards resilience, agility, and recovery capabilities, paying particular attention to the well-being and stress management of employees (Minbaeva, 2021).

It is evident that experiencing such a disruptive event altered the priorities of both workers and companies. Traditional practices such as in-person performance evaluations, bonuses, and rewards became more difficult to implement. Consequently, companies had to find other ways to motivate and engage employees: health support plans, especially mental health, employee involvement in social action initiatives, and combating isolation through Town Hall meetings where information about the company's activities was provided (Adikaram et al., 2021). Therefore, it is important to understand whether this change was merely a short-term reaction to a disruptive event or if it genuinely altered the structural preference for certain human resources practices.

This study aims to explore, in the advertising market in Portugal, in a post-Covid-19 pandemic context, which human resources practices are most valued in a recruitment process. In this work, human resource practices were considered as organizational actions or processes and characteristics of roles and/or tasks focused on attracting, developing, and motivating employees (Boon et al., 2019).

Over the years, various formulations have been used to measure the effect of human resources practices on organizational performance. The AMO framework (Blumberg and Pringle, 1982; Lepak et al., 2006), one of the most frequently used, contains three domains of human resource policies: knowledge and skills, effort and motivation, and opportunities to apply effort and knowledge.

Similar concepts have been developed by other authors, including the three dimensions promoting employee retention advocated by Holtom et al. (2020): job fit, connections within the company among colleagues and between employees and leadership, and the set of benefits (material or intangible) that the employee loses when moving to another company. In the same vein, Apascaritei and Elevira (2022) mention the importance of employees' knowledge and skills, combined with strong social integration, to achieve better performance. Additionally,

considering that the labor market is beginning to be flooded by Generation Z, Rzemieniak and Wawer (2021) draw attention to the importance of companies including in their Employee Value Proposition (EVP) measures for environmental protection, concern for employee health, and implementation of sustainable policies and respective communication to stakeholders. Or even emphasize the importance of prioritizing diversity, innovation, flexibility, and collaboration with the community (Pandita, 2022). Other aspects to consider include the influence of participation in social action initiatives (Bode et al., 2015) on talent attraction or the implications of certifications by independent entities, and based on employee surveys, whether the organization is a good place to work (Dineen, 2016).

AMO Framework – Abilities, Motivation, Opportunity

The human resources system serves as the foundation for configuring human resources practices, which should be aligned with the objectives that companies aim to achieve (Lepak et al., 2006).

From the literature review, it seems consensual that the Abilities, Motivation, Opportunity (AMO) framework has enjoyed widespread acceptance (Blumberg and Pringle, 1982; Lepak et al., 2006). Even when different authors make other references, the truth is that the concepts end up integrating into the AMO framework.

The set of knowledge, skills, and capabilities that are part of the AMO also resonate with the concept of "fit" by Holtom et al. (2020) and one of the decisive factors for human capital to be a source of competitive advantage, as mentioned by Apascaritei and Elevira (2022). It is also one of the objectives extracted from the six most studied and measured practices, as referred by Boon et al. (2019).

Similarly, in the dimension of motivation, which is present in the AMO framework, the concept of "sacrifices" by Holtom et al. (2020) aligns, as the importance of employee well-being in fostering a collaborative culture that supports employees in contexts of high uncertainty (Apascaritei and Elevira, 2022). Additionally, motivation is behind some of the practices advocated by Boon et al. (2019) to be measured.

Finally, the "opportunity" dimension encompasses the set of opportunities given to employees to apply their skills, with the commitment and involvement conferred to them by motivation,

particularly through flexibility in work and information sharing (Jian et al., 2012). This concept is also present in the practices advocated by Boon et al. (2019), especially in terms of participation and autonomy. The importance of connections established through information sharing between leadership and employees is evident in the concept of "link" by Holtom et al. (2020), similar to the social integration mentioned by Apascariței and Elevira (2022). Practices advocated by Pandita (2022), such as creating innovation processes where employees participate and flexibility provided by autonomy and task diversity, can also be included.

In the same vein, Saks (2022) organizational care model includes several human resources practices that align with the AMO framework: job design and training and development in the Abilities dimension, flexibility, programs promoting work-life balance and participation in decision-making processes in the Opportunity dimension, and fair salary and other benefits in the Motivation dimension.

Additionally, the concept of employee social responsibility developed by Lu et al. (2023) includes a set of human resources practices evident in the AMO framework. This includes fair wages, policies related to employee health and safety, which can be included in the Motivation dimension, training and development that are part of the Abilities dimension, and work environment and concern for assisting workers in the Opportunity dimension.

In both cases, the authors argue that these human resources practices create an organizational climate of care and concern for employees. Based on the mechanism referred to in the Social Exchange Theory, this triggers a concern for the organization among employees, which in turn generates greater engagement (Saks, 2022; Lu et al., 2023).

Traditionally, performance has been viewed as a function of aspects closely related to knowledge and capabilities, notably selection, recruitment, and training (Blumberg and Pringle, 1982). However, the effectiveness of employees with high skills is limited if they are not motivated to perform well (Huselid, 1995). Furthermore, subsequent studies have shown that there were variables affecting performance that did not fit into the dimensions of capabilities and motivation (Blumberg and Pringle, 1982). Even a motivated and capable person only performs a task well if the contextual conditions are favorable. The main characteristics of the environment relate to technical issues, physical conditions, actions of co-workers, actions of leadership, and organization policies and procedures. This dimension, referred to as Opportunity, is described as the set of forces around a person and their role and

tasks that affect their performance positively or negatively and are beyond their direct control (Blumberg and Pringle, 1982). It involves structuring functions so that workers have the opportunity to use their skills and capabilities. This can be done, for example, through teamwork, forms of participation in decision-making processes, or job rotation (Huselid, 1995).

The way these dimensions interact with each other and with organizational performance is widely studied. Abilities mainly involve recruitment, selection, and training practices. Recruitment and selection lead to hiring people with the appropriate knowledge, skills, and capabilities, and training allows improvement of these characteristics over time. These practices, applied simultaneously, lead to a highly qualified workforce (Subramony, 2009).

Motivation contributes to employees making extra effort to achieve goals. They are more likely to sustain effort if they work towards a specific goal, receive feedback, and are adequately rewarded. This mechanism is based on the Social Exchange Theory, whereby the existence of various incentives leads to a perception that the company values employees' contributions, and they respond with positive behaviors and attitudes that lead to greater engagement with the company. There is evidence that the combination of performance evaluation (which includes goal setting and feedback) with compensation and benefits policies has a significant effect on performance (Subramony, 2009; Sun et al., 2007).

The Opportunity dimension, for example, involves delegating decision-making power and responsibility to other hierarchical levels through the formation of self-managed and autonomous teams. By facilitating employee participation, they assign greater meaning to their role and thus reinforce the sense of self-efficacy. These perceptions lead employees to take greater responsibility for achieving goals, completing tasks, accommodating customer needs, and becoming more involved in process improvement. These attitudes and behaviors result in lower turnover rates and higher productivity (Subramony, 2009).

Opportunity interacts with Motivation and Abilities to improve performance. The Abilities, Motivation, Opportunity framework defines performance as a function of these three elements. First, all three must be present to a certain degree for high performance to occur. Low values in one dimension result in low performance (Blumberg and Pringle, 1982). Second, people, the environment, and behaviors determine each other. Taking action leads to a work experience (Opportunity) that over time enhances individual skills and capabilities (Ability), resulting in improved performance. Furthermore, high performance increases job satisfaction (Motivation),

and high-performing workers inspire colleagues to also perform well (Opportunity) (Blumberg and Pringle, 1982).

The human resources system directly influences employees' ability to perform well by influencing their knowledge, skills, and capabilities. It directly and indirectly influences employee motivation by shaping perceptions of the organizational climate and providing incentives for good performance. Finally, it should allow employees opportunities to apply knowledge and effort, thereby increasing engagement with the organization, participation, and empowerment. In this way, it makes a decisive contribution to achieving the company's objectives (Lepak et al., 2006). The impact and effectiveness of human resources practices depend on the set of other practices applied simultaneously, i.e., the system as a whole (Lepak et al., 2006; Jiang, K. et al., 2012).

It is also evident from the various studies mentioned that the effect of human resources practices on performance is mediated through engagement and commitment to the organization. Lu, Jintao et al. (2023) demonstrated that the set of practices that, through the Social Exchange Theory, fosters emotional dependence and identification with the organization, thereby promoting cohesion and a sense of belonging to the organization, is responsible for reducing turnover rates. The effect on commitment is moderated by employees' perception of organizational support, which increases their willingness to remain with the company.

The present study

The specific practices within each dimension must consider both human resources and organizational objectives. Regarding the former, the most commonly used ones in the literature revolve around commitment, intention to demonstrate behaviors consistent with the organization's objectives, job satisfaction, and intention to leave the company (Boon et al., 2011). Concerning organizational objectives, for example, an organization aiming for high commitment and engagement tends to implement practices that treat employees with respect (focused on Motivation), invest in their development, particularly through training (focused on Abilities), and encourage teamwork (focused on the Opportunity dimension) (Boon et al., 2019).

In addition to these three dimensions, which gather broad consensus among researchers as being the most relevant with an effect on company performance, more recent studies elaborate on what was initially referred to as a motivational factor by (Jiang, K. et al., 2012), which relates to the purpose of the role, task, or overarching goal of the organization. This includes aligning human resources practices with aspects of organizations' social responsibility in its three main dimensions: environmental, social and governance.

Attention to the surrounding community, creating conditions for employees to participate in social action projects, is one of the five pillars upon which the creation of a strong Employee Value Proposition (EVP) should be based (Pandita, 2022). The effect of this human resources practice on talent retention had already been positively tested by Christiane Bode et al. (2015).

Similarly, it is also considered essential to attract younger generations to include measures of environmental protection and ecology, as well as concerns for the well-being of current and future employees, in the EVP (Rzemieniak and Wawer, 2021). In fact, employee health is highlighted as strengthening the relationship between satisfaction with human resources practices and greater employee engagement with the organization, which in turn leads to better performance (Stirpe, et al., 2022).

Corporate social responsibility strategies have an external element aimed at ensuring the needs and expectations of stakeholders are met, and an internal element related to how people are treated within the organization. On one hand, they consider the organization's efficiency, and on the other hand, individual and societal well-being, which result in increased value for shareholders and the community. Human resources practices impacting corporate social responsibility are crucial for attracting younger generations, particularly millennials and Generation Z (Stahl et al., 2020). They should promote well-being, health, contractual security, organizational justice, participation in social projects in the local community, recruitment of people who identify with those values, investment in employee development, and incentive systems aligned with a sustainability strategy. All of these helps create a strong employment branding, which, along with a policy of equal opportunities and participation in volunteer activities, is essential for talent attraction, increased retention, leadership development, and creating a set of unique and difficult-to-imitate conditions that can constitute a source of competitive advantage (Stahl et al., 2020).

It has been demonstrated that employees' perception of a company's social responsibility influences their judgment of the employer. Social identity theory shows that individuals enhance their self-esteem and self-image by identifying with their employer's activities, particularly those related to social responsibility. This identification with the organization generates job satisfaction, commitment to the organization, and team spirit, which in turn reinforce employee retention (Kim et al., 2020).

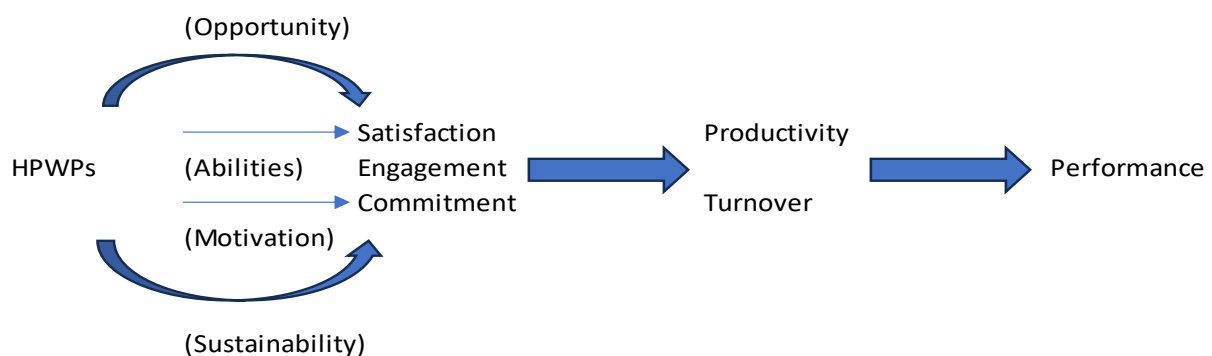
In the various studies where the AMO framework was used to measure the influence of human resources practices on performance, it was concluded that in the vast majority of cases, the dimension of skills and knowledge (Abilities) is indeed a mediator of performance. Regarding the Motivation dimension, there is evidence that it acts as a mediator but also as a factor through which performance increases or decreases, also acting as a moderator. Lastly, concerning the Opportunity dimension, empirical evidence shows that it essentially acts as a contextual factor that strengthens or weakens the association between knowledge, skills, motivation, and performance. It functions as a boundary condition regarding performance (Bos-Nehles et al., 2023). Other examples of boundary conditions include organizational objectives, culture, norms, and values, in order to optimize the use of motivation, knowledge, and skills (Bos-Nehles et al., 2023).

Thus, the purpose of organizations, from the perspective of employees, nowadays must include a strategy of social responsibility, broadly referred to as sustainability. This seems to fit into the concept of boundary condition/contextual factor, which however is not found in any of the dimensions of the AMO framework. It is true that identification with a particular mission and sustainability goals in any of its dimensions (environmental, social, and governance) can be a motivating factor and a condition given by the organization, beyond the individual's control. But we can observe the same type of interdependencies in other characteristics of the different dimensions of the AMO framework. For example, training, a practice belonging to the Abilities dimension, when provided by the company, represents a contextual condition of the organization (Opportunity), contributes to increasing individual capabilities (Abilities), and can be a motivating factor if a particular action is given to the employee as a reward (Motivation). These interactions have been verified in several studies (Bos-Nehles et al., 2023) and are consistent with what was mentioned by Blumberg and Pringle (1982). Additionally, as pointed out by various authors, it is essential for talent attraction that organizations include in their EVP practices associated with the different dimensions of sustainability (Pandita, 2022;

Rzemieniak and Wawer, 2021; Stirpe et al., 2022; Apascaritei and Elevira, 2022; Kim et al., 2020; Stahl et al., 2020). Associated with this purpose are a set of practices that do not fit within the concepts of the three traditional dimensions.

In this sense, I propose measuring the evaluation of human resources practices using an adapted framework of AMO - Abilities, Motivation, Opportunity (Blumberg and Pringle, 1982; Lepak et al., 2006), which I call AMOS - Abilities, Motivation, Opportunity and Sustainability (“AMOS”).

Figure 2 - AMOS model.



Research Question: Which recruitment conditions outlined in the AMOS framework are most valued by advertising professionals? Specifically, we aim to explore:

1. If human resource practices promoting knowledge and skills, motivation, opportunities and effort, and sustainability are valued in a recruitment process. As mentioned in the literature review chapter, numerous studies over the years have demonstrated the relationship of high-performance work systems, composed of practices from various dimensions of the AMO Framework, to company performance. The relationship between the existence of these human resource practices and employee satisfaction and commitment, which are drivers of company performance, is also widely observed. Recent studies show a positive relationship between practices related to sustainability criteria and a more attractive EVP (Pandita, 2022; Rzemieniak and Wawer, 2021). Therefore, it is expected that recruitment conditions containing all dimensions of the framework will be more valued than those containing only one of the dimensions.

H1 – The job proposal containing human resource practices from all dimensions of the AMOS framework is more valued by advertising agency employees than all others.

2. Among these, which practices are most valued by workers in a recruitment process?

Regarding the second question, the literature review also allows us to draw some clues about possible results. Studies, notably the meta-analysis conducted by Bos-Nehles et al. (2023), demonstrate the mediating role of the Abilities and Motivation dimensions, indicating a preference for these dimensions by workers, as they are the ones that most influence performance through satisfaction and commitment. Additionally, researchers find no better motivation for performance than financial factors, especially when there are performance-based pay differences (Rynes et al., 2004). Besides the research already produced on this topic, the context in which the research is conducted can also influence the results. A report published by the INE (2023) on the average remuneration of Portuguese individuals between 2019 and 2021 confirms that salaries in Portugal are very low. The same document highlights that this effect is even more significant in the younger working population, with salaries approximately 20% lower in the 25 to 34 age group compared to those aged 35 to 44. This reality may influence participants' preference for the Motivation dimension, which includes issues related to remuneration. We know that human resource practices are well evaluated by employees if they meet their needs and expectations (Stirpe et al., 2022). It is natural that, in a macroeconomic context characterized by high inflation and sustained growth in interest rates in a highly indebted geographical area, there is an increased need to increase income. This preference may be accentuated among younger workers.

H2 - The job proposal containing human resource practices from the Motivation dimension of the AMOS framework is more valued by advertising agency employees than proposals containing practices from other dimensions of the framework.

Control Variables

In the literature review, evidence was found of the positive effect that human resource practices related to sustainability have on attracting younger generations (Pandita, 2022; Rzemieniak

and Wawer, 2021; Stirpe et al., 2022; Apascaritei and Elevira, 2022). Therefore, differences in preferences for various dimensions according to the participants' age are expected.

H2a - Preference for the job proposal containing human resource practices from the Motivation dimension of the AMOS framework is more pronounced among advertising agency employees belonging to Generation Z (born from 1995 onwards).

H3 - The job proposal containing human resource practices from the Sustainability dimension of the AMOS framework is more valued by advertising agency employees belonging to Generation Z (born from 1995 onwards) than by older employees.

Gender and the department to which workers belong may also influence preferences for different human resource practices.

H4 - Preference for job proposals containing human resource practices from the AMOS framework differs between men and women.

H5 - Preference for job proposals containing human resource practices from the AMOS framework differs between employees belonging to the creative and client service departments.

Methodology

Sample

A total of 188 individuals responded to the survey, with 157 complete and valid responses being validated. The sample consists of 72 males and 85 females. 70 individuals belong to the client service department, and 87 belong to the creative department. Regarding age, 33 participants belong to Generation Z and are under 28 years old, 59 are Millennials aged between 28 and 42, and 65 participants are over 42 years old and belong to Generation X or the Baby Boomers.

Procedure

Each participant was randomly presented with a job proposal with different characteristics related to the AMOS framework. Some evaluated an offer with all dimensions of the framework, while others were presented with a proposal without any human resources practices, and others saw offers with only one of the framework dimensions: A, M, O, or S. This variable was termed "Condition." 29 participants evaluated Condition "A," 28 evaluated Condition "M," 26 evaluated Condition "O," and 24 evaluated Condition "S." 24 participants evaluated proposals with all framework conditions, and proposals without any conditions were evaluated by 26 participants. The evaluation involved rating the proposal using a Likert scale from 1 to 10, with 1 being the least attractive and 10 being the most attractive. The selection of a 10-point scale was made to enhance the precision of proposal evaluation and to facilitate clearer differentiation among them. Utilizing a higher scale, extending up to ten points, was deemed to offer greater reliability and validity in the assessment process (Preston and Colman, 2000), cited by Thaerdoost, (2019).

Starting from the human resources practices included in the initially presented proposals, in each of the dimensions, all participants were asked, regardless of the type of proposal they rated, to identify the importance they attributed to each human resources practice in each dimension. A 5-point Likert scale was used, where 1 indicated little importance and 5 indicated high importance. A different scale was used to reduce participants' tendency to use responses to the previous question in subsequent questions (Dorta-Afonso et al., 2023), as the human

resources practices whose importance was being asked had previously, at least in part, been subject to classification within the context of simulating a job proposal.

Finally, participants were asked to what extent the organization they work for provides the human resources practices that people value most, also using a 5-point Likert scale, as this was a single question and completely different, with no risk of influence from previous questions.

Recruitment Scenarios

AMO Framework

Studies evaluating human resources practices should focus on the assumption that their relative importance lies in the outcomes to be achieved. Generally, the most commonly measured practices are the six mentioned by Boon et al., (2019): training and development, participation and autonomy, incentives and compensation, performance appraisal, selection, and job design. It is important to note that one practice can influence more than one dimension (Lepak et al., 2006).

Several empirical studies were analyzed in which the AMO framework was used to measure the effect of human resources practices on performance (Huselid, 1995; Doshi e Nigam, 2022; Miao et al., 2021; Bos-Nehles et al., 2023; Sun et al., 2007). Additionally, the meta-analysis by Subramony (2009) was included, which contains a summary of human resources practices used in various studies, as well as a summary of studies conducted by Su e Wright (2012). The following tables list only the human resources practices tested in the most comprehensive studies that analyzed all three dimensions of the AMO framework simultaneously.

Table 1 - HR practices tested in previous studies.

Ability	Arthur, 94	Huselid, 95	McDuffie, 95	Delery & Doty, 96	Delaney & Huselid, 96	Ichniowski et al, 97
Hiring criteria - Selection process		X	X		X	X
Intensive training	X	X	X	X	X	X
Motivation						
Internal promotion		X		X	X	
Career path opportunities/internal mobility				X		
Employment security				X		X
Performance appraisals		X				
Feedback for development				X		
Benefits	X					
Competitive salary	X					
Performance based payments		X	X		X	
Bonus, sharing gains		X		X		X
Opportunity						
Formal team work, autonomy, self-management teams	X	X	X			X
Job rotation			X			
Employee suggestion system			X			
Decision-making decentralization	X		X	X	X	
Grievance procedures/complaints system	X	X		X	X	X
Attitude and organizational climate surveys		X				
Formal information sharing		X			X	
Socialization within company	X			X		

Table 2 - HR practices tested in previous studies.

Ability	Collins & Smith, 2006	Guest et al., 2003	Youndt et al., 96	Batt, 2002	Faems et al., 2005	Gardner et. Al, 2001
Hiring criteria - Selection process	X	X	X		X	X
Intensive training		X	X	X	X	X
Motivation						
Internal promotion	X	X				
Career path opportunities/internal mobility	X					
Employment security		X		X		
Performance appraisals		X			X	X
Feedback for development	X	X	X			
Benefits		X				
Competitive salary	X		X	X		
Performance based payments		X			X	X
Bonus, sharing gains	X				X	X
Opportunity						
Formal team work, autonomy, self-management teams		X		X		
Job rotation		X				
Employee suggestion system						
Decision-making decentralization				X	X	X
Grievance procedures/complaints system						X
Attitude and organizational climate surveys		X				
Formal information sharing		X				X
Socialization within company	X					

Table 3 - HR practices tested in previous studies.

Ability	Khatri, 2000	Doshi & Nigam, 2022	Miao et. Al, 2021	Bos-Nehles et. Al, 2023	Sun et. Al, 2007	Boon et. Al, 2019
Hiring criteria - Selection process	X		X	X	X	
Intensive training	X	X	X	X	X	X
Motivation						
Internal promotion		X			X	
Career path opportunities/internal mobility		X				
Employment security				X	X	
Performance appraisals		X	X	X	X	X
Feedback for development			X			
Benefits	X	X		X		X
Competitive salary		X	X	X		X
Performance based payments	X	X	X	X	X	
Bonus, sharing gains					X	
Opportunity						
Formal team work, autonomy, self-management teams			X	X		X
Job rotation						
Employee suggestion system					X	
Decision-making decentralization	X	X	X	X	X	X
Grievance procedures/complaints system	X			X		
Attitude and organizational climate surveys			X			
Formal information sharing			X	X	X	
Socialization within company						

Based on frequency, I conclude that the practices most frequently measured over time do not deviate much from the six already mentioned, which are training and selection criteria in the Abilities dimension, performance-based pay, competitive salary, performance appraisal, bonus allocation, and internal progression opportunities in the Motivation dimension, and participation in decision-making processes, autonomy, teamwork, the existence of a formal employee complaints process, and the existence of an information-sharing system in the Opportunity dimension.

Finally, in addition to the frequency with which different practices have been measured over the years, the final selection was based on the taxonomy developed by Posthuma et al. (2013), in which the various practices were coded according to their frequency of use, the trend of growth or decline in their use, and considering cultural aspects identified by the regions where the studies were conducted. As a result, practices designated as Core, which are the most frequently used and least subject to variations over time or regional aspects, were identified. Practices in growth, those in decline, and some more used in certain regions than others were also identified. For this study, Core practices were chosen, with greater relevance in the Latin Europe region (Training, Selection, Salary, Bonus, Contractual Security, Performance Appraisal, and Autonomy), and two non-core practices were also included, showing significant growth in recent years (Participation in decision-making and information sharing) (Posthuma et al., 2013).

Table 4 - HR practices selected.

Ability

- A1. Training to enhance specific competencies
- A2. Recruiting a competent team that acts as a driver of development

Motivation

- M1. Competitive salary
- M2. Performance based payments
- M3. Contractual security
- M4. Performance appraisals

Opportunity

- O1. Decision-making decentralization/employee participation
- O2. Autonomy
- O3. Formal information sharing program

Dimension Sustainability

As mentioned earlier, other authors also suggest a set of practices related to sustainability (Rzemieniak and Wawer, 2021; Pandita, 2022). Although there are not as many empirical studies measuring human resource practices in the Sustainability dimension, I decided to use some that have already been measured by other authors and whose influence on employee satisfaction and commitment has been demonstrated: participation in social and environmental action initiatives (Bode et al., 2015; Kim et al., 2020; Renwick et al., 2013), concern for employee health (Rzemieniak and Wawer, 2021; Adikaram et al., 2021), and flexibility (Rzemieniak and Wawer, 2021; Pandita, 2022).

Table 5 - HR practices selected.

Sustainability

- S1. Participation in social and environmental volunteering activities
- S2. Health support program (insurance, mental health)
- S3. Flexibility - hybrid and/or remote work

Measures

Two types of measures can be utilized: descriptive and evaluative. Descriptive measures reflect the experience of the presence of human resource practices and are conducted through yes or no response questions, measuring the intensity of the presence of these practices, usually using a Likert scale. On the other hand, evaluative measures aim to represent employees' opinions on human resource practices and their effects, particularly in terms of their utility, quality, and satisfaction (Meijerink et al., 2021). Descriptive measures give us an idea of the presence of human resource practices and the degree of that presence. However, mere presence cannot measure the effect on performance. For that, we need to examine how employees perceive human resource practices, and in that sense, evaluative measures provide a more appropriate picture (Boon et al., 2011).

More than evaluating human resource practices individually, it is essential to emphasize human resource systems as a vector of individual and organizational performance (Lepak et al., 2006). In addition to the importance of evaluating the set of practices, efforts should be made to distance the evaluation of a human resource system from the influence that the relationship between the employee and the current employer has on their state of mind. However, it is also essential to understand employees' perceptions of the effects of human resource practices, so it is not sufficient to ask merely descriptive questions about the existence or absence of a practice or set of practices.

Therefore, what seems to address the research questions and simultaneously understand the current market's adequacy to employees' expectations is to use an evaluative measure to determine the extent to which human resource practices satisfy employees' needs and their utility for each employee, according to Meijerink et al., (2021), regardless of what happens in their organization. Thus, the evaluation is removed from the influence of the employee's relationship with their company and the resulting state of mind. On the other hand, using a descriptive measure related to the presence and intensity of practices in the current organization allows determining the current market's adequacy to sector workers' preferences.

Thus, a methodology was found that would provide objectivity in responses while simultaneously conveying an evaluative character regarding the set of human resource practices. A technique called "policy capturing" (Rynes et al., 2004) was used, which examines

how people evaluate the attractiveness of holistic job alternatives, i.e., entire packages of job characteristics, including the four dimensions of the AMOS framework and the human resource practices of each dimension, as defined above, with the aim of revealing the relative contribution of each framework dimension to overall evaluations. The use of holistic job descriptions presents a situation much closer to the decisions of those actually seeking employment than asking them to evaluate or rate a list of abstract and decontextualized practices (Rynes et al., 2004).

Research design

I began by defining two different job functions to make a generic distinction between the main departments of an advertising agency: client services and creatives. Based on the job descriptions, I characterized a job offer where a set of human resource practices is offered to the candidate. Using the aforementioned "policy capturing" technique, we formulated an assessment where participants evaluate job offers considering human resource practices from the four dimensions of the AMOS framework. We established six sets of practices reflecting six different conditions:

Table 6 - Recruitment scenarios.

	<i>Abilities</i>	<i>Motivation</i>	<i>Opportunity</i>	<i>Sustainability</i>
Condition 1	X	X	X	X
Condition 2	-	-	-	-
Condition 3	X	-	-	-
Condition 4	-	X	-	-
Condition 5	-	-	X	-
Condition 6	-	-	-	X

The first scenario includes all human resource practices, and it is expected to receive the highest rating from participants. Conversely, the second scenario only includes job descriptions and mentions a generic description of relatively innocuous practices, so it is expected to receive the lowest rating. In the other four scenarios, only a set of practices related to each dimension of the AMOS framework is presented (Appendix I). I used a Likert scale from 1 to 10, where 1 indicates no interest in the job offer and 10 indicates very high interest.

Evaluation of preferences in each dimension

In addition to understanding employees' preferences for the four dimensions of the framework, with several practices in each dimension, it is equally important to know within each dimension which practices employees prefer. For this purpose, a formulation with similar characteristics to those used to capture generic evaluative perceptions was used: "To what extent does this human resource practice contribute to improving the performance of my current or future role?" (Kinnie et al., 2005). However, to avoid what is termed "socially desirable responses," we chose to include a projective technique, asking participants what each individual thinks is most important to their coworkers. This approach is very similar to the one used by Jurgensen (1978), as mentioned in the meta-analysis by Rynes et al., (2004). This way, we were able to capture each individual's perception, avoiding a common bias towards what is socially acceptable, which is particularly relevant when asking questions related to remuneration factors (Rynes et al., 2004). We used a 5-point Likert scale, where 1 means "Not important at all" and 5 means "Extremely important." The questions presented are in Appendix II.

Market suitability

Lastly, in a more general sense, understanding the current suitability of advertising agencies in relation to worker preferences (Fit). For this, I used the formulation based on the study by Boon et al., (2011): "To what extent do you think the organization provides you with the set of human resource practices that are your preference?"

Results

A factorial ANOVA was employed to test the effect of the AMOS framework dimension (variable "condition") present in the job proposal each participant evaluated when confronted with job offers, as well as the various interactions between "condition" and the other variables: age (generation), gender, and department. It was concluded that no interaction was statistically significant, and only the main effects of the variables "department" and "condition" held some statistical significance.

Preference for AMOS framework dimensions

When analyzing the descriptive data (Table 7) of the evaluation of the mentioned job offers based on the condition that the participants observed, it is generally observed that the participants do not rate the offers very well, although there is significant data dispersion, as evidenced by the standard deviation values. When analyzing the evaluation means, there seems to be a preference for offers with all dimensions, which is natural. Then, the preferred dimensions appear to be Sustainability and Motivation. What makes this evaluation somewhat inconclusive is the fact that the appreciation of offers where no dimension of human resource practices appears has a higher average rating than the Ability and Opportunity dimensions. Despite the data dispersion, no outliers are observed (Figure 3).

Table 7 - Descriptives of evaluation by condition.

	Evaluation					
	A	M	None	O	S	All
Valid	29	28	26	26	24	24
Missing	0	0	0	0	0	0
Mean	3.034	4.714	4.654	3.577	4.917	5.000
Std. Deviation	2.427	3.041	2.856	2.817	2.918	3.297
Minimum	0.000	0.000	0.000	0.000	0.000	0.000
Maximum	8.000	9.000	9.000	9.000	8.000	9.000

Figure 3 - Boxplot (with means and percentiles) of evaluation by condition.

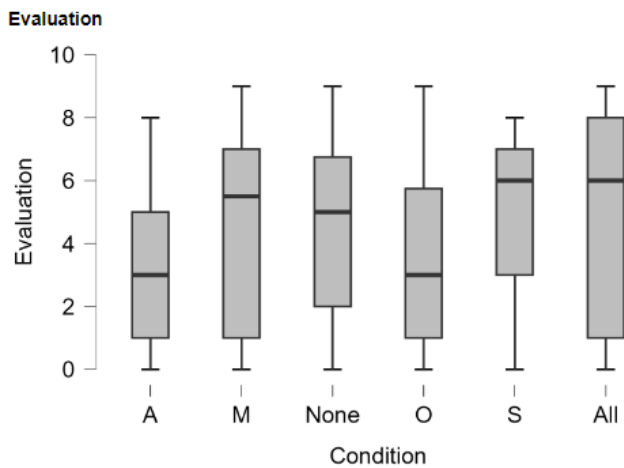


Table 8 - Main effect of evaluation by condition.

Cases	Sum of Squares	df	Mean Square	F	p	η^2
Condition	88.925	5	17.785	2.127	0.065	0.066
Residuals	1262.744	151	8.363			

Note. Type III Sum of Squares

Furthermore, it is observed that the evaluation based on the different dimensions of the AMOS framework (condition) is only statistically significant at a significance level of 10% (Table 8), with its effect being moderate to low, so we do not completely reject **H1** that **"The job proposal containing human resource practices from all dimensions of the AMOS framework is more valued by advertising agency employees than all others."** Despite the ambiguity of some results and the aforementioned significance level, which makes the preference for different dimensions of the framework not clear, evident, and beyond doubt, there seems to be a preference for the Motivation and Sustainability dimensions. Therefore, although with some reservations, we do not completely reject **H2** that **"The job proposal containing human resource practices from the Motivation dimension of the AMOS framework is more valued by advertising agency employees than proposals containing practices from other dimensions of the framework."** These results partly support what we inferred and are in line with the fact that no better motivator has been found to attract people than the financial factor (Rynes et al., 2004), whose practices are part of the Motivation dimension.

Significant differences in preference among Generation Z participants

When analyzing the descriptive data of the evaluation based on the age of the participants, older individuals appear to rate job offers better, although it is noted that the means are not very different (Table 9). This is confirmed by the ANOVA table (Table 10), through which it is observed that there are no statistically significant differences (p value = 0.752) in the appreciation of job offers according to the generation to which the participants belong.

Table 9 - Descriptives of evaluation by age.

	Evaluation		
	Z	Millenials	X and BB
Valid	33	59	65
Missing	0	0	0
Mean	4.121	4.136	4.492
Std. Deviation	3.453	3.031	2.599
Minimum	0.000	0.000	0.000
Maximum	9.000	9.000	9.000

Figure 4 - Boxplot (with means and percentiles) of evaluation by age.

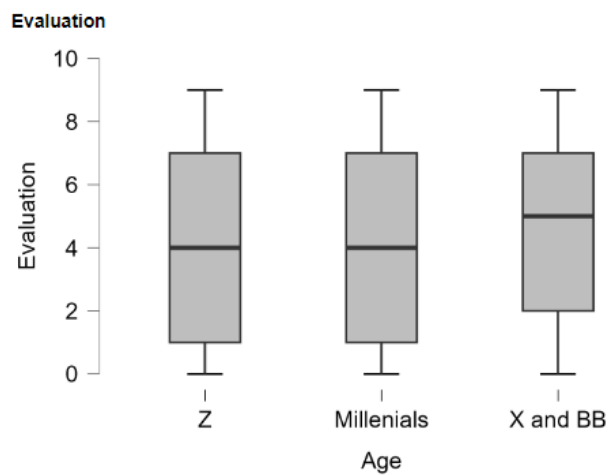


Table 10 - Main effect of evaluation by age.

Cases	Sum of Squares	df	Mean Square	F	p	η^2
Age	4.992	2	2.496	0.285	0.752	0.004
Residuals	1346.677	154	8.745			

Note. Type III Sum of Squares

In this regard, hypotheses **H2a** (preference for Motivation dimension practices more pronounced among Generation Z employees) and **H3** (Generation Z assigns greater importance to the Sustainability dimension than older employees) are not confirmed by the study, which tells us that preferences are roughly the same regardless of employees' age. These results are consistent with the conclusions of a McKinsey report from April 2023 (De Smet et al., 2023), which included surveys of over 30,000 workers from the United States, Europe, Australia, the Middle East, and Asia, where it was concluded that, with slight nuances, the preferences of these employees are essentially identical and do not vary with age.

Significant differences in preference between men and women

When analyzing the descriptive data of appreciation by Gender (Table 11), we find that women rate job offers better than men, although these differences are not statistically significant, so hypothesis **H4 - The preference for job proposals containing human resource practices from the AMOS framework differs between men and women** was also not confirmed by the data (Table 12).

Table 11 - Descriptives of evaluation by gender.

	Evaluation	
	Male	Female
Valid	72	85
Missing	0	0
Mean	4.028	4.494
Std. Deviation	2.778	3.077
Minimum	0.000	0.000
Maximum	9.000	9.000

Figure 5 - Boxplot (with means and percentiles) of evaluation by gender.

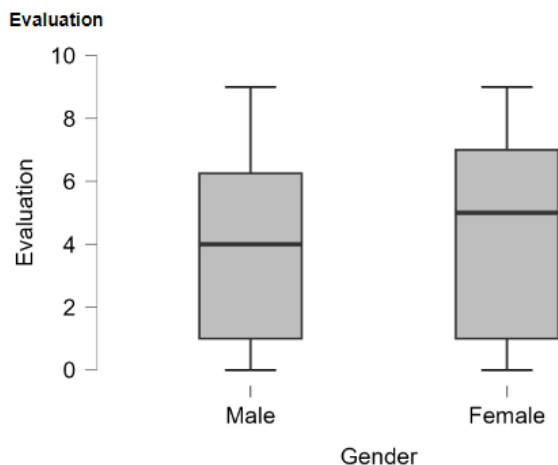


Table 12 - Main effect of evaluation by gender.

Cases	Sum of Squares	df	Mean Square	F	p	η^2
Gender	8.477	1	8.477	0.978	0.324	0.006
Residuals	1343.192	155	8.666			

Note. Type III Sum of Squares

Significant differences in preference between the creative and client service departments

When analyzing the descriptive data of appreciation by department (Table 13), we observe that participants from the client service department rate job offers better than those belonging to the creative department.

Table 13 - Descriptives of evaluation by department.

	Evaluation	
	Client Service	Creative
Valid	70	87
Missing	0	0
Mean	5.043	3.667
Std. Deviation	3.005	2.760
Minimum	0.000	0.000
Maximum	9.000	8.000

Figure 6 - Boxplot (with means and percentiles) of evaluation by department.

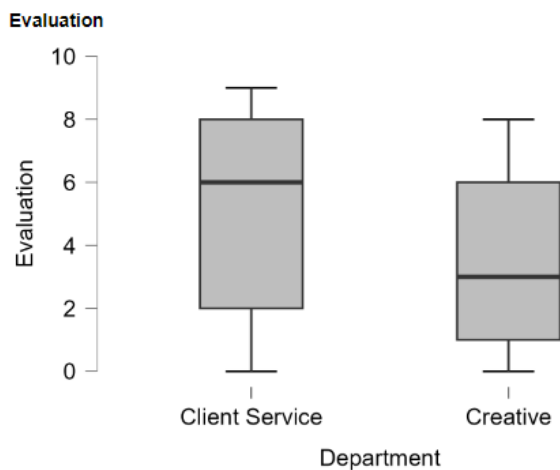


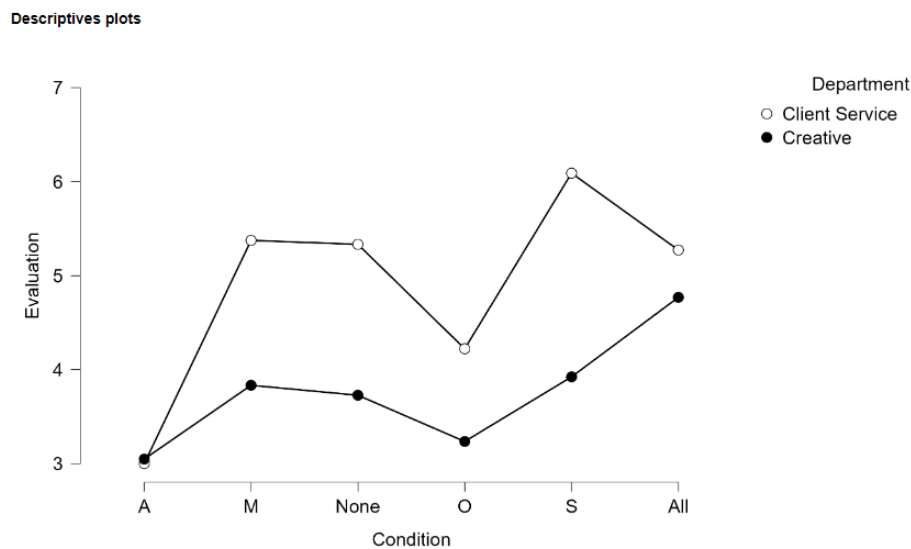
Table 14 - Effects of condition and department in evaluation (main effect and interaction).

Cases	Sum of Squares	df	Mean Square	F	p	η^2
Condition	73.423	5	14.685	1.782	0.120	0.054
Department	46.530	1	46.530	5.647	0.019	0.034
Condition * Department	19.500	5	3.900	0.473	0.796	0.014
Residuals	1194.820	145	8.240			

Note. Type III Sum of Squares

When analysing the appreciation based on department and condition (Table 14), we find that there is no statistical significance for the appreciation based on condition or the interaction between condition and the department to which participants belong. However, when the appreciation of offers depends on the department, there are statistically significant differences (p value $< 5\%$), with significantly more positive appreciation from the client service department than from the creative department, as can be easily observed in the graph (Figure 7). Furthermore, confirming what was mentioned in point 1, except for offers where all dimensions are present, the preferred conditions of the departments seem to follow a similar trend: the Sustainability and Motivation dimensions are preferred by both departments, followed by the Opportunity dimension, and lastly the Abilities dimension.

Figure 7 - Graphic of evaluation by condition in each department.



When moderating these effects with satisfaction with the human resource practices provided by the current employer (Fit), no statistically significant changes are observed (Table 15).

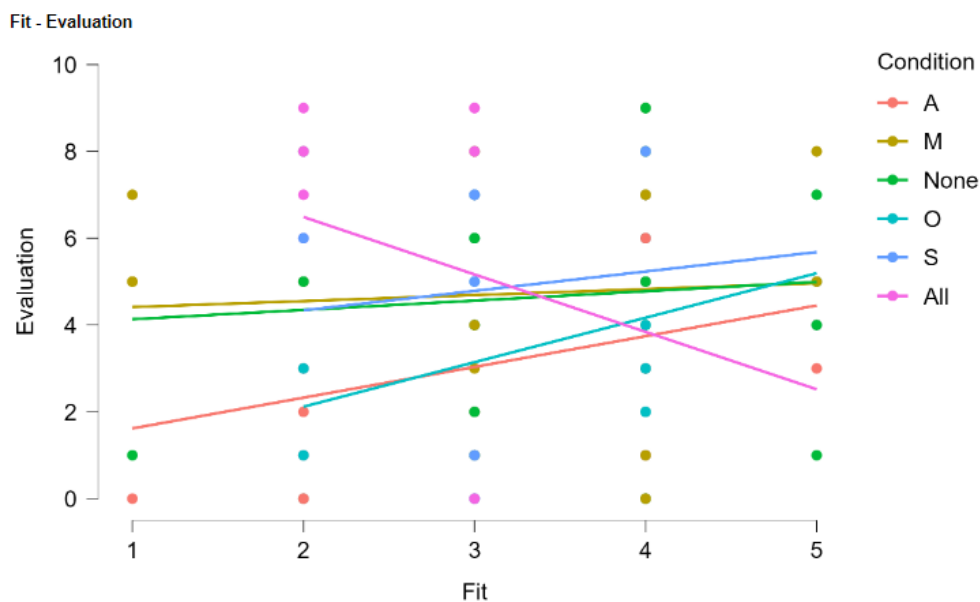
Table 15 - Effects of condition and department in evaluation (main effect and interaction) moderated by fit.

Cases	Sum of Squares	df	Mean Square	F	p
Condition	68.301	5	13.660	1.658	0.149
Department	50.008	1	50.008	6.069	0.015
Condition * Department	19.433	5	3.887	0.472	0.797
Fit	8.265	1	8.265	1.003	0.318
Residuals	1186.556	144	8.240		

Note. Type III Sum of Squares

What emerges from the graphical analysis (Figure 8) is merely the fact that participants who evaluate offers with all dimensions of the framework tend to do so more positively when they are less satisfied with their current employer. In other words, the more demanding they are, the greater the tendency to evaluate an offer with high-performance human resource practices less positively.

Figure 8 - Graphic of descriptives of evaluation by fit.



Therefore, despite not finding a specific reason for this fact, the data confirm **H5 - The preference for job proposals containing human resource practices from the AMOS framework differs between employees belonging to the creative and client service departments.**

Preferred practices in the most important dimensions for participants: Motivation, Sustainability

Finally, all participants were asked about how they perceive their colleagues evaluate the human resource practices integrated into the AMOS framework in this study, rating them from 1 - Not important at all to 5 - Extremely important. Since the same group was asked about preferences for different practices, the Repeated Measures test was used to verify preferences within each dimension of the framework, especially in the dimensions that appear to be the participants' favorites: Motivation and Sustainability.

Motivation

In the "Motivation" Condition, four human resource practices were included: competitive salary, performance-based bonus allocation, job security, and the existence of a performance evaluation process.

Table 16 - Descriptives of dimension (factor) Motivation.

RM Factor 1	N	Mean	SD	SE	Coefficient of variation
Competitive salary	156	4.038	1.259	0.101	0.312
Performance based bonus	156	3.660	1.322	0.106	0.361
Contractual security	156	3.891	0.941	0.075	0.242
Performance appraisals	156	3.506	1.127	0.090	0.322

Looking first at the descriptive statistics (Table 16), apparently the most preferred Motivation dimension practice by participants is competitive salary, followed by job security and performance bonus, with performance evaluation appearing as the least important of the four.

Table 17 - Effect of preferences in dimension Motivation.

Cases	Sum of Squares	df	Mean Square	F	p	η^2
RM Factor 1	26.236 ^a	3 ^a	8.745 ^a	11.280 ^a	< .001 ^a	0.068
Residuals	360.514	465	0.775			

Note. Type III Sum of Squares

^a Mauchly's test of sphericity indicates that the assumption of sphericity is violated ($p < .05$).

Indeed, the test confirms that the mean ratings of these practices are not equal (p value<5%) (Table 17).

Table 18 - sphericity test of factor Motivation.

	Mauchly's W	Approx. X ²	df	p-value	Greenhouse-Geisser ε	Huynh-Feldt ε	Lower Bound ε
RM Factor 1	0.641	68.473	5	< .001	0.823	0.837	0.333

However, the sphericity test (Table 18) is rejected (p value<5%), indicating that the variance among all possible pairs of practices in this dimension might be equal in some cases. In this regard, post hoc tests were analyzed (Table 19):

Table 19 - Post Hoc Tests - HR practices of dimension Motivation.

		Mean Difference	SE	t	P _{holm}
Competitive salary	Performance based bonus	0.378	0.100	3.793	< .001
	Contractual security	0.147	0.100	1.479	0.247
	Performance appraisals	0.532	0.100	5.337	< .001
Performance based bonus	Contractual security	-0.231	0.100	-2.315	0.063
	Performance appraisals	0.154	0.100	1.543	0.247
Contractual security	Performance appraisals	0.385	0.100	3.858	< .001

Note. P-value adjusted for comparing a family of 6

Thus, it was found that there are statistically significant differences between competitive salary and performance bonus, and between competitive salary and performance appraisals. However, the differences between competitive salary and job security are not statistically significant. The same applies to performance bonus and performance appraisals. There is a difference in importance between performance bonus and job security only if we consider a significance level of 10%. Nevertheless, it can still be stated that the human resource practices in the Motivation dimension most important to participants are competitive salary and job security.

These results partly confirm the relative importance of remuneration factors, especially competitive salary, compared to other human resource practices aimed at attracting talent, consistent with the findings of Reynes et al., (2004), which show strong evidence that financial factors are powerful motivators. However, they do not confirm the same study's conclusion that the effect of this factor is greater when there is differentiation based on performance.

Additionally, job security appears as one of the practices to which greater importance is attributed, which aligns with the reference of Guest, David E. (1999), as a determinant factor in increasing commitment to the organization, which is considered crucial for increasing retention (Stahl et al., 2020; Kim et al., 2020).

Sustainability

In the "Sustainability" condition, three human resource practices were included: promoting employee participation in social and environmental volunteering activities, supporting employee health, including mental health, and providing flexibility in work, particularly through the availability of hybrid or remote work models.

Table 20 - Descriptives of dimension (factor) Sustainability.

RM Factor 1	N	Mean	SD	SE	Coefficient of variation
Volunteering	157	2.981	1.106	0.088	0.371
Health support	157	3.879	1.129	0.090	0.291
Flexibility - remote work	157	4.204	1.030	0.082	0.245

In analyzing the descriptives (Table 20), it is evident that the importance attributed to work flexibility (remote or hybrid) is clearly preferred by the participants, followed by company support for employee health, including mental health. Participation in social and environmental volunteering activities ranks as the least important of the three human resource practices.

Table 21 - Effect of preferences in dimension Sustainability.

Cases	Sum of Squares	df	Mean Square	F	p	η^2
RM Factor 1	126.000	2	63.000	83.761	< .001	0.349
Residuals	234.667	312	0.752			

Note. Type III Sum of Squares

Table 22 - sphericity test of factor Sustainability.

	Mauchly's W	Approx. X ²	df	p-value	Greenhouse-Geisser ϵ	Huynh-Feldt ϵ	Lower Bound ϵ
RM Factor 1	0.984	2.452	2	0.293	0.985	0.997	0.500

This is further confirmed by the conducted tests (Table 21). Firstly, the p-value is less than 5%, and additionally, upon conducting the sphericity test (Table 22), the hypothesis that the means between all pairs of practices are equal is clearly rejected (p-value > 5%). Therefore, we can assert that the preferences indicated by the descriptives are clear and statistically significant. These results confirm that the existence of flexibility (FWA - Flexible Work Arrangements) is one of the factors that helps attract employees (Tessema et al., 2022), and although there are some risks involved (Bhat et al., 2023), it tends to provide a better balance between personal and professional life, which is also one of the factors that workers perceive as important in choosing a potential employer (Jain and Bhatt, 2015). Furthermore, concern for employee health is advocated as being part of the package of offerings encompassing an EVP (Employer Value Proposition) aimed at attracting employees (Rzemieniak and Wawer, 2021), an aspect that became more apparent after the Covid-19 pandemic, particularly concerning employees' mental health (Adikaram et al., 2021). It has also been demonstrated that the effect of human resource practices on turnover rate is moderated by employees' perception of the support provided by the organization. One indicator of this support is concern for the physical and mental health of workers (Lu, Jintao et al., 2023).

Discussion

Study Objectives

The majority of academic studies in this area have focused on the effects of human resource practices on business performance, primarily measuring workers' preferences in their work context and correlating the level of satisfaction with business outcomes. This study, on the other hand, assumes this correlation as established, as demonstrated in the literature review, and seeks to explain, on one hand, the conclusions reached by academics regarding the mechanisms that lead satisfaction with human resource practices to better organizational performance. On the other hand, it aims to evaluate the preference for human resource practices independently of workers' feelings towards their current employer and thus understand how organizations can attract and retain people, enabling companies to focus on human resource practices most valued by workers.

Specifically, the objectives of this study are, firstly, to understand the preferences of advertising agency workers in Portugal regarding human resource practices. Not only the preferred type of practices (dimensions of the AMOS framework), but also, specifically within each dimension, which practices are most relevant to the workers. Secondly, to determine if there are differences in these preferences based on gender, age, and department of the participants. Lastly, considering the assessed preference, to understand to what extent the current employer meets these preferences.

Main Findings

The obtained results lack statistical robustness. On one hand, the random method of having each person evaluate a different job proposal, with six types of proposals in total (one for each dimension of the AMOS framework and two additional ones – one encompassing all dimensions and another with none), resulted in each possibility having a practical sample size of approximately 25 to 30 participants. On the other hand, the best method for obtaining results would have been to include an initial question to ascertain the participant's predisposition to change jobs, ensuring that, when in the right mindset to evaluate a proposal, they did so in a more assertive and attentive manner rather than from an academic standpoint.

However, this would further reduce the number of participants, compromising the reliability of the results.

Furthermore, there was a general low interest in the job proposals, even those that received more positive evaluations. In this study, participants evaluated only a job description and a set of benefits and contextual conditions provided by the company. There are many factors in the recruitment process that can influence attractiveness and that were not captured in the survey, such as informal conversations with company managers. During these occasions, candidates typically receive information about the company culture, key people they will work with, reputational aspects of the organization, and it is also a time when empathy is built between the parties. Perhaps due to this, and having only a written description to evaluate, the results were not very positive. This circumstance is particularly observed in the creative department, where participants generally rated job offers poorly.

In informal conversations with agency managers and creative department heads, the possibility was raised that participants in this department might have a general disinterest in traditional human resource practices. Conversely, what might motivate them more are aspects related to creative leadership, such as awards won at advertising festivals and the creative reputation of the agency, which would allow them to learn and evolve with the best and also be associated with a company with a great creative reputation. This explanation is compatible with the idea that good human resource practices, commitment to the company, and performance may result from the interaction among all these elements with leadership style and company culture (Wright et al., 2005).

Despite the fragility of the results, we proceeded from the tendency for employees of advertising agencies in Portugal to prioritize human resource practices in the Motivation and Sustainability dimensions and sought to understand the importance of human resource practices in each dimension. In this instance, having asked the 157 participants, the results obtained were statistically significant.

The practices considered most important were in the Motivation dimension: competitive salary and contractual security, and in the Sustainability dimension: flexibility in providing hybrid or remote work and the employer's support for employee health. These results are not affected by gender or age of the participants, with preferences being more or less homogeneous within these groups. The apparent preference for the Motivation dimension partly confirms what we

inferred and is in line with the fact that no better motivator for attracting people has been found than the financial factor (Rynes et al., 2004). The preference for contractual security would have warranted a question about the participants' current contractual situation to verify if they have precarious employment or if even though relatively secure, this is an important factor in itself.

Another interesting conclusion is the detail in the preferences of the Sustainability dimension. The practices chosen for evaluation, according to the literature review, favored the internal social dimension of workers and the external social and environmental dimension of the community. The results are clear, with participants placing considerable importance on personal issues, particularly regarding work flexibility, but very little importance on the community. And no differences are found between Generation Z and older workers. On one hand, concerning flexibility in work, the pandemic has generalized this type of work organization, which is no longer constrained by usual time and space boundaries and has accentuated the need and desire for self-management of time and workspace (Minbaeva, 2021). The same applies to the evident cost savings, particularly in commuting. This perception is widespread and not limited to younger workers. Less natural is the relatively low importance given to the community and the little willingness to participate in social and environmental volunteering actions.

Future Research

Despite the increasing difficulty in retaining professionals, there is a lack of studies evaluating preferences for human resource practices in Portugal based on the AMO framework, one of the most tested by researchers. Therefore, despite the fact that the obtained results were not statistically significant, we found, based on the literature review, an appropriate and current methodology to test these preferences.

Every attempt was made to address the concerns of researchers identified in the literature review and to avoid common biases. Firstly, it was deemed important for workers to evaluate human resource practices themselves. In recent years, the number of studies in which employees are the evaluators of human resource practices has increased (Beijer et al., 2019). The advantages pointed out by these authors are several. There are many evaluators and not just one, the HR manager, or company leader. Different perceptions about the adopted practices

are only captured if various sensitivities, related to age, gender, and type of function, are heard in the evaluation. Additionally, practical implementation may have a different effect than intended, so capturing employees' perceptions is essential to assess whether it aligns with those of HR practitioners (Beijer et al., 2019).

On the other hand, the evaluation of human resource practices by employees is a critical factor that determines performance outcomes by satisfying their job-related needs and expectations (Stirpe et al., 2022). Furthermore, the reasons that workers attribute to the existence of human resource practices impact attitudes and behaviors, particularly their commitment and satisfaction, which in turn affect company performance. If their perception of the existence of good human resource practices is based on the organization's concern for employee quality and well-being, the effect on commitment and satisfaction is strongly positive. In other words, it is not the human resource practices themselves that affect employee performance, but rather how they perceive them (Nishii et al., 2008; Boon et al., 2011). According to the Social Exchange Theory (SET) referred to by Van Beurden et al. (2021), the contribution of human resource practices to the organization depends on how employees perceive them. It is the concept of reciprocity inherent in SET that underlies the view that when human resource practices demonstrate concern for employees, they are compelled to reciprocate with attitudes and behaviors consistent with achieving the company's objectives (Van Beurden et al., 2021). Similarly, the benefits and opportunities brought by good human resource practices induce employees to feel that their needs are met, and in return, they respond with initiative, loyalty, and enthusiasm towards the employer (Boon et al., 2011). Therefore, it is clear that the evaluation of human resource practices should be done by employees.

In addition to the study participants, other possible biases were considered. Firstly, it was chosen to evaluate a set of job characteristics (salary, type of work, and other benefits) (Rynes et al., 2004), prioritizing the evaluation of a human resource system over an individual evaluation of each practice (Lepak et al., 2006). The "policy-capturing" technique (Rynes et al., 2004) was used, which allows for the evaluation of a set of job characteristics rather than an evaluation of each practice. A job proposal containing different characteristics corresponding to the four dimensions of the AMOS framework was presented.

Furthermore, when all participants were directly asked about the importance of each human resource practice, an attempt was made to avoid a type of response based on the judgment of

what is socially acceptable, and a projective technique was used by asking not what each person considers to be most important, but rather what the participants believe their colleagues consider to be most relevant (Jurensen, 1978), as cited by Rynes et al. (2004).

Finally, a new dimension reflecting recent concerns about the organization's purpose was added to the original framework, and a methodology was found to include the human resource practices to be tested in each of the dimensions, through the analysis of numerous studies done previously and reinforced by the taxonomy proposed by Posthuma et al. (2013).

Despite considering that an appropriate model was found to test preferences for human resource practices, if resources are available, the use of Conjoint Analysis is also suggested. Its objective would be to verify the choices made by participants regarding a set of practices described as a set of attributes (the dimensions of the AMOS framework), which would have different levels (high, medium, and low). Participants would be presented with pairs of attributes with different levels, and they would choose the one they preferred most (Rao, Vithala R., 2014). Conjoint Analysis, instead of evaluating the attributes individually, makes a comparative study between a set of attributes with different levels, attempting to simulate a real situation where people have to choose between alternatives based on their preferences for the attributes. This allows researchers to calculate the relative importance of the attributes as well as analyze the trade-offs between the different levels of attributes (Acharya, A., 2022). The major challenge lies in choosing the bundles of attributes to inquire about. The simplest approach would be to present a "full factorial" design that contains all possible combinations of attributes and levels. However, for a case of four attributes with three levels each, which is the case of applying this method to the present study, there would be 81 possible combinations. This number would be overwhelming from a cognitive standpoint for study participants, reducing its effectiveness (Huertas-García et al., 2016). An alternative would be to use fractional factorial methods, which reduce the number of alternatives each participant has to choose, including a pre-test to determine the optimal number of alternatives to present, which was not possible in this study.

It is proposed that future studies may include questions that improve sample quality, particularly if participants are considering changing jobs, thereby contributing to understanding the evaluation of human resource practices by someone who wants and will have to make a decision based on job offers. Also, as mentioned, and considering the importance given to

contractual security, it would be worth including a question about the participants' current employment situation.

Limitations

This study was limited to a relatively small sector of activity, with fewer than a hundred companies, all of them small-sized. The methodology used to evaluate the dimensions of the AMOS framework would have required a larger sample so that each proposal could be evaluated by significantly more than about 25 people.

As mentioned, other initial questions could have been asked to select participants and thus obtain advertising agency employees with a propensity to change jobs, thereby evaluating proposals similarly to a realistic decision-making process. This aspect was not taken into account to avoid further limiting the sample. A study not restricted to a sector of activity could pose these questions without this disadvantage.

Another limitation concerns the choice of human resource practices included in each dimension. Although the selection process followed a reasonably thorough screening based on numerous previous studies and was also influenced by a tested taxonomy, the truth is that other human resource practices could have been chosen in each dimension, which could have led to different results.

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Appendix I

Job description based on information gathered from an advertising agency, with the necessary adaptations to be used in this study.

Job Description CLIENT SERVICE DEPARTMENT – Condition 1 (AMOS)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Ensure excellent service to the brands within the agency's portfolio.
- Manage the workflow between the agency and the client.
- Responsible for receiving marketing requests, organizing them within defined timelines, passing them internally to the teams that will develop them, and delivering them by the agreed-upon date, monitoring their progress throughout the process.
- Ensure full coordination with the Strategy Department and the Creative Department to respond distinctly to each challenge posed by the brand to the agency.

OFFER

- Guaranteeing the recruitment of a competent team that acts as a driver of development for the group;
- Training opportunities to enhance areas for improvement;
- Competitive salary;
- Performance bonus;
- Permanent contract;
- Performance appraisals;
- Information sharing model about company activities;
- Autonomy;
- Participation in working groups where involvement in important business decisions is required;
- Provision of workdays for participation in social and environmental volunteering activities;
- Mental health support program and health insurance;
- Flexibility. Remote/hybrid work.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description

CLIENT SERVICE DEPARTMENT – Condition 2 (N)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Ensure excellent service to the brands within the agency's portfolio.
- Manage the workflow between the agency and the client.
- Responsible for receiving marketing requests, organizing them within defined timelines, passing them internally to the teams that will develop them, and delivering them by the agreed-upon date, monitoring their progress throughout the process.
- Ensure full coordination with the Strategy Department and the Creative Department to respond distinctly to each challenge posed by the brand to the agency.

OFFER

- We offer a package in line with industry standards, particularly in terms of salary and contracts. We periodically review our policies and practices to meet the needs of our employees, especially regarding teamwork, internal communication, and job appreciation.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description

CLIENT SERVICE DEPARTMENT – Condition 3 (A)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Ensure excellent service to the brands within the agency's portfolio.
- Manage the workflow between the agency and the client.
- Responsible for receiving marketing requests, organizing them within defined timelines, passing them internally to the teams that will develop them, and delivering them by the agreed-upon date, monitoring their progress throughout the process.
- Ensure full coordination with the Strategy Department and the Creative Department to respond distinctly to each challenge posed by the brand to the agency.

OFFER

- Guaranteeing the recruitment of a competent team that acts as a driver of development for the group;
- Training opportunities to enhance areas for improvement.

Not interesting at all

Extremely interesting

1	2	3	4	5	6	7	8	9	10

Job Description

CLIENT SERVICE DEPARTMENT – Condition 4 (M)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Ensure excellent service to the brands within the agency's portfolio.
- Manage the workflow between the agency and the client.
- Responsible for receiving marketing requests, organizing them within defined timelines, passing them internally to the teams that will develop them, and delivering them by the agreed-upon date, monitoring their progress throughout the process.
- Ensure full coordination with the Strategy Department and the Creative Department to respond distinctly to each challenge posed by the brand to the agency.

OFFER

- Competitive salary;
- Performance bonus;
- Permanent contract;
- Performance appraisals.

Not interesting at all Extremely interesting

1	2	3	4	5	6	7	8	9	10

Job Description

CLIENT SERVICE DEPARTMENT – Condition 5 (O)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Ensure excellent service to the brands within the agency's portfolio.
- Manage the workflow between the agency and the client.
- Responsible for receiving marketing requests, organizing them within defined timelines, passing them internally to the teams that will develop them, and delivering them by the agreed-upon date, monitoring their progress throughout the process.
- Ensure full coordination with the Strategy Department and the Creative Department to respond distinctly to each challenge posed by the brand to the agency.

OFFER

- Information sharing model about company activities;
- Autonomy;
- Participation in working groups where involvement in important business decisions is required.

Not interesting at all

Extremely interesting

1	2	3	4	5	6	7	8	9	10

Job Description

CLIENT SERVICE DEPARTMENT – Condition 6 (S)

Responsible for liaising between the agency and its clients. Manages the workflow, requests, and delivery dates between internal teams and the Marketing teams of a specific client group.

MAIN RESPONSABILITIES

- Garantir um serviço de excelência às marcas pelas quais é responsável no portfólio da agência.
- Gerir o fluxo de trabalho entre agência e cliente.
- Responsável por receber os pedidos do lado do marketing, organizá-los dentro de cronogramas definidos, passá-los internamente às equipas que os irão desenvolver e entregar na data prevista, acompanhando a sua evolução durante o processo.
- Garantir uma coordenação total com a Direcção de Estratégia e a Direcção Criativa de forma a responder com distinção a cada desafio que a marca coloca à agência.

OFFER

- Provision of workdays for participation in social and environmental volunteering activities;
- Mental health support program and health insurance;
- Flexibility. Remote/hybrid work.

Not interesting at all

Extremely interesting

1	2	3	4	5	6	7	8	9	10

Job Description
CREATIVE DEPARTMENT – Condition 1 (AMOS)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- Guaranteeing the recruitment of a competent team that acts as a driver of development for the group;
- Training opportunities to enhance areas for improvement;
- Competitive salary;
- Performance bonus;
- Permanent contract;
- Performance appraisals;
- Information sharing model about company activities;
- Autonomy;
- Participation in working groups where involvement in important business decisions is required;
- Provision of workdays for participation in social and environmental volunteering activities;
- Mental health support program and health insurance;
- Flexibility. Remote/hybrid work.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description
CREATIVE DEPARTMENT – Condition 2 (N)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- We offer a package in line with industry standards, particularly in terms of salary and contracts. We periodically review our policies and practices to meet the needs of our employees, especially regarding teamwork, internal communication, and job appreciation.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description

CREATIVE DEPARTMENT – Condition 3 (A)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- Guaranteeing the recruitment of a competent team that acts as a driver of development for the group;
- Training opportunities to enhance areas for improvement.

Not interesting at all

Extremely interesting

1	2	3	4	5	6	7	8	9	10

Job Description
CREATIVE DEPARTMENT – Condition 4 (M)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- Competitive salary;
- Performance bonus;
- Permanent contract;
- Performance appraisals.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description
CREATIVE DEPARTMENT – Condition 5 (O)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- Information sharing model about company activities;
- Autonomy;
- Participation in working groups where involvement in important business decisions is required.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Job Description
CREATIVE DEPARTMENT – Condition 6 (S)

Think and execute the text (copy) and the visual expression of communication pieces (art director). Conceptualize the image of each piece in which each of the brands expresses itself. They must implement a criterion of originality and differentiation of the executions of text and image, of reasoning, and sales arguments.

MAIN RESPONSABILITIES

- Ability to conceptualize and implement the message in communication pieces across any media platform or format.
- Ability to articulate the creative rationale behind each campaign.
- Responsible for fluent, concise, articulate, and informed writing (Copy).
- Conceptual thinking, executional excellence, originality, and relevance of creative work.
- Ability to generate impactful, distinctive, and inspiring visual languages for each of their clients.

OFFER

- Provision of workdays for participation in social and environmental volunteering activities;
- Mental health support program and health insurance;
- Flexibility. Remote/hybrid work.

Not interesting at all					Extremely interesting				
1	2	3	4	5	6	7	8	9	10

Appendix II

In general, to what extent do you consider people in your organization find it important?

Ability

A1. Training to enhance specific competencies

A2. Recruiting a competent team that acts as a driver of development

Motivation

M1. Competitive salary

M2. Performance based payments

M3. Contractual security

M4. Performance appraisals

Opportunity

O1. Decision-making decentralization/employee participation

O2. Autonomy

O3. Formal information sharing program

Sustainability

S1. Participation in social and environmental volunteering activities

S2. Health support program (insurance, mental health)

S3. Flexibility - hybrid and/or remote work

1	2	3	4	5
Not important at all				Extremely important

Appendix III

To what extent do you feel your current employer provides you with the set of human resource practices that are your preference?

1	2	3	4	5
Nothing	to some extent	reasonably	Quite a bit	Completely