



Recruitment Marketing Strategies: Leveraging Employer Branding to Attract and Engage Candidates

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Dissertation submitted in partial fulfilment of requirements for the
MSc in Management with Specialization in Strategy,
Entrepreneurship, and Impact, at the Universidade Católica
Portuguesa, 3 April 2024

Abstract

For businesses to survive the fierce competition for talent acquisition, Employer Branding and Recruitment Marketing are fundamental areas that companies need to develop to survive the “talent war”. This research examines Multipessoal perception as an employer alongside its competitor’s recruitment marketing strategies. Additionally, investigates the hierarchy of job offer attributes preferred by candidates and its relationship with preferable company values, demographic profiles, and recruitment marketing awareness. The best practices of a recruitment marketing strategy were also analysed to provide recommendations on how Multipessoal can employ a recruitment marketing strategy to attract candidates. To gather information for this dissertation, different approaches were utilised including secondary data, content analysis, benchmark analysis, literature review, and two surveys: one for candidates and another for human resources and employer branding managers. Some relevant findings occurred, including the preference for the hiring company, the job description and the job title when looking for a job offer. However, there was no significant relationship found between these preferences and any of the hypotheses: company values, demographic profiles, and recruitment marketing awareness. Regarding recruitment marketing strategies, key practices include website optimization, live chat utilisation, video content creation, candidate email campaigns, paid advertising, and employee testimonial incorporation. Concluding, while no relationship was shown, this study stresses the importance of certain job offer attributes and their features alongside effective recruitment marketing strategies in attracting and retaining talent.

A competição pela aquisição de talentos obriga as empresas a desenvolverem áreas como o *Employer Branding* e o Marketing de Recrutamento para sobreviverem. Esta dissertação analisa a percepção da Multipessoal como empregadora e as estratégias de marketing de recrutamento dos seus concorrentes. Ainda investiga a hierarquia dos componentes das ofertas de emprego preferidos pelos candidatos e a sua relação com os valores da empresa, perfis demográficos e conhecimento de marketing de recrutamento. As melhores práticas de uma estratégia de marketing de recrutamento também foram analisadas para fornecer recomendações à Multipessoal de como empregar uma estratégia de marketing de recrutamento para atrair candidatos. Para obtenção dos dados, foram utilizadas diferentes abordagens, incluindo dados secundários, análise de conteúdo, *benchmarking*, revisão

literária e dois inquéritos: um a candidatos e outro a gestores de recursos humanos e de *employer branding*. Foram obtidos resultados relevantes, incluindo a preferência pela empresa contratante, pela descrição e título da oportunidade quando se está perante uma oferta de emprego. No entanto, não foi encontrada nenhuma relação entre estas preferências e os valores da empresa, perfis demográficos e conhecimento de marketing de recrutamento. Relativamente às estratégias de marketing de recrutamento, as principais práticas incluem a otimização do *website*, a utilização do *live chat*, conteúdos em formato de vídeo, emails para candidatos, a publicidade paga e a incorporação de testemunhos de empregados. Concluindo, embora não tenha sido encontrada nenhuma relação, a importância de determinados atributos das ofertas de emprego, juntamente com estratégias de marketing de recrutamento, são imprescindíveis para atrair talentos.

Keywords: Recruitment Marketing, Employer Branding

Title: Recruitment Marketing Strategies: Leveraging Employer Branding to Attract and Engage Candidates

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1. Introduction

In the modern business environment, organisations around the world are engaged in fierce competition not only for customers but also for talent retention. According to the Manpower study, in 2023, 77% of companies reported having trouble finding qualified candidates, a 42-percentage point increase from 2013 (Manpower Group, 2023). Human capital has become a crucial asset for a company to innovate, adapt and succeed. It is by developing a positive Employer Brand that companies are able to attract qualified candidates for immediate job openings as well as develop long-lasting relationships with potential hires who might be suitable for roles within the organisation in the future (Universum, 2023). According to Universum's study, employer branding was ranked as the top priority by a startling 78% of respondents, an increase of 11 points from the previous two years (Universum, 2023). These respondents include large corporations, as well as small and medium-sized enterprises.

Multipessoal is a Portuguese human resources company that engages in staffing, outsourcing, recruitment and selection, digital consulting, and recruitment marketing. Their main goal is to provide the best daily work experience to the employees who work with them, to enhance the business of customers who delegate them the responsibility of finding the best professionals for their companies and to support candidates who have trusted them for a new job.

To better accomplish their goal and to set themselves apart from other companies in the human resources sector, in 2022, Multipessoal developed a fully digital solution for candidates and employees called Clan. Clan streamlines the entire recruitment process journey of a professional, from the moment they are candidates to becoming employees.

Multipessoal belonging to the business environment is included in one of the companies that have demonstrated difficulty attracting candidates to work with them and to their clients. Their biggest problems include not getting enough applications, failing to attract the best talent, having trouble finding the right candidate, spending too much time on the hiring process, not having a distinctive employer brand, and receiving resumes that don't match their expectations. Considering all these problems they think the best way to deal with all these challenges passes through developing a differentiating employer branding strategy aligned with a powerful recruitment marketing strategy.

In response to the challenge posed by Multipessoal, this dissertation aims to delve deeply into the recruitment marketing strategy. At its core, this research centres around the problem statement: How can recruitment marketing elevate Multipessoal's Employer Brand to attract and engage candidates?

To provide a deeper comprehension of the problem this dissertation thesis will additionally dive into the following research questions:

Research Question 1: How is Multipessoal's employer brand currently perceived by both potential employees and candidates?

Research Question 2: What are the employer branding and recruitment marketing strategies employed by competitors within the recruitment and selection industry?

Research Question 3: What aspects regarding job candidates influence candidates' decision-making processes?

Research Question 4: How can Multipessoal attract and retain more candidates by employing the essential elements of a successful recruitment marketing strategy?

The ultimate goal of this study is to offer a comprehensive insight into how potential workers and prospects perceive Multipessoal's employer brand. It additionally focuses on the recruitment marketing and employer branding tactics employed by rivals in the recruitment and selection industry. By analysing the factors influencing the choices made by job searchers, the study seeks to define the fundamental components of an effective recruitment marketing strategy. Offering useful advice and recommendations to enhance Multipessoal's employer brand and recruitment marketing campaigns is the aim, which should increase talent acquisition and retention. Through their contributions, the research seeks to benefit Multipessoal and other companies in the industry by advancing knowledge in the fields of employer branding and recruitment marketing.

2. Theoretical Discussion

2.1. Employer brand, and brand attractiveness

The concept of employer branding, which integrates the principles of marketing and human resources management, is covered by a wide range of interpretations among academics. Backhaus and Tikoo (2004), for instance, define employer branding as the intentional creation of a distinctive and recognisable workplace identity that highlights the appealing and unique aspects of an organisation. Furthermore, according to Lievens (2007), strategic communication focused on presenting to internal and external stakeholders what makes the company a desirable place to work is a component of employer branding. To complement this discussion, Edwards (2007) offers a more thorough definition of employer branding, defining it as the fusion of branding concepts with HR initiatives meant to draw in both current and potential workers. These innovative viewpoints are combined to create a three-part structure. Positioning the organisation as an appealing place to work for both present and potential workers is, first and foremost, the main goal of employer branding. To achieve this objective, second, branding strategies designed to foster positive organisational attitudes are employed. Last but not least, the brand narrative must stand out from the competition and accurately convey the organisation's unique value propositions. All things considered, employer branding may thus be seen as an intentional attempt to set an organisation apart from competitors in the market and attract the best candidates by offering a unique and attractive employment opportunity (Ghielen et al., 2020).

Academic research on employer branding has primarily concentrated on identifying the essential components that attract employees to an organisation, such as competitive salary, room for growth, and opportunities for career progression (Biswas & Suar, 2016; Lievens & Highhouse, 2003; Tumasjan et al., 2020). However, the complex individual preferences have been largely hidden by the overemphasis on employer brand elements that are widely favoured.

Bowen and Ostroff (2004) believe that the efficacy of an employer brand is dependent upon both the internal content and the strategic approaches employed in its marketing. Interestingly, empirical definitions of the components of an employer brand have changed over time. Ambler and Barrow (1996) characterise these components as a combination of functional, psychological, and financial benefits. In contrast, modern perspectives, as illustrated by Lievens et al. (2007), divide these attributes into two groups: instrumental (like financial benefits) and symbolic (such intangible attributes like organisational standing). This contrast draws attention

to the mutually beneficial relationship that exists between the functional and economic aspects, as represented by instrumental features, and the psychological aspects, as represented by symbolic components.

Employer attraction is affected by both instrumental and symbolic attributes, according to research on brand attractiveness (Lievens & Highhouse, 2003). As an illustration, a company's attractiveness is enhanced by visionary leadership and equity in award administration (Biswas & Suar, 2016). However, these components may be comprehended within the framework of the instrumental-symbolic paradigm, illustrating how they collaborate to determine an employer's attractiveness.

The person-environment fit hypothesis suggests that people are attracted to environments that are compatible with their inherent desires, values, and talents (Kristof-Brown & Guay, 2011). This alignment promotes outcomes that are beneficial by integrating personal goals in line with organisational needs. Moreover, existing research reveals the crucial importance of hiring practices, organisational characteristics, and value congruence as key indicators of organisational attraction (Cable & Judge, 1996; Uggerslev et al., 2012). Usefulness congruence and needs-supply fit, which are highlighted by Ghielen et al., (2020), further emphasise the potential utility of alignment between individual employer brand predilections and corporate branding.

The strategic processual aspects of employer branding deserve academic study in addition to content clarification. Based on the Human Resources Management (HRM) system strength theory, employer branding is more effective than only articulating content; it also emphasises the need for signalling techniques to reduce information asymmetry (Bowen & Ostroff, 2004; Spence, 1973). According to this notion, strong HRM systems provide organisational resonance, clarity, and congruent interpretations. Thus, a comprehensive strategy that balances procedural and content clarity increases employer appeal, reduces information expenses, and promotes favourable organisational-environmental alignments.

Over the long history of consumer research, personality traits have been used as useful categories to distinguish intangible aspects of brand images. Considering this historical course, the current incorporation of behavioural traits of people to clarify employer branding appears to be a natural progression of this conceptual framework (Keller and Lehmann, 2006). An increasing amount of research demonstrates how important brand personality is to enhancing employer brand attraction.

As a result, an employer brand's attractiveness is deeply connected with a complex network of personality traits associated with the brand that is contrasted with practical functional characteristics like opportunities for career growth and compensation packages (Lievens, 2007; Lievens and Highhouse, 2003). Combining client and employee personality characteristics with the employer brand environment creates a complex framework in which personality traits are combined in a way that makes it easier for people to recognise and associate with the employer brand quickly and effectively.

Research on the personality of employers reveals that the introduction of consumer branding models into the workplace highlights the explanatory variation concerning employer brand attractiveness (Lievens, 2007; Lievens and Highhouse, 2003).

Moreover, it is hypothesised that the development of strong employer branding models and corresponding organisational attraction will produce a measurable differentiation factor among recruiting organisations, giving those organisations a competitive advantage (Rynes and Barber, 1990; Hannon, 1996; Turban and Greening, 1996; Lievens and Highhouse, 2003; Backhaus and Tikoo, 2004; Thorsteinson et al., 2004). It is expected that this differentiating competitive position would play a key role in influencing the patterns of job applications. In this environment, the quality and detail of informative attributes in job advertisements stand out as significant factors impacting the opinions of potential candidates (Zusman and Landis, 2002). Thus, it is hypothesised that the deliberate integration of certain programming ideas for professional development would enhance organisational attractiveness, trigger positive attitudes, and cultivate favourable attitudes towards potential job opportunities.

2.2. Recruitment Marketing

The integration of marketing and human resource principles has become essential in the current digital era. Recruiters in the present talent acquisition landscape find themselves in a fiercely competitive scenario, competing for dominance in what is commonly known as the "talent war". Efficiently coordinating marketing and recruitment endeavours is crucial for achieving organisational success. Consequently, there has been a substantial shift in the approach to recruitment marketing. Currently, it is widely recognised as an essential approach that requires the establishment of a strong employer brand and a well-planned marketing campaign to attract highly skilled workers (Alashmawy & Yazdanifard, 2019).

The entire topic of recruitment marketing, as defined by Brandon Hall Group (2014), includes many techniques such as employer branding, job marketing, talent networks, social and mobile recruiting methods, and more. In this conceptual framework, the main goal goes beyond just identifying candidates. It includes improving the experience of applicants, strengthening the employer's brand value, and engaging, developing, and converting potential applicants (Kandoth & Shekhar, 2022).

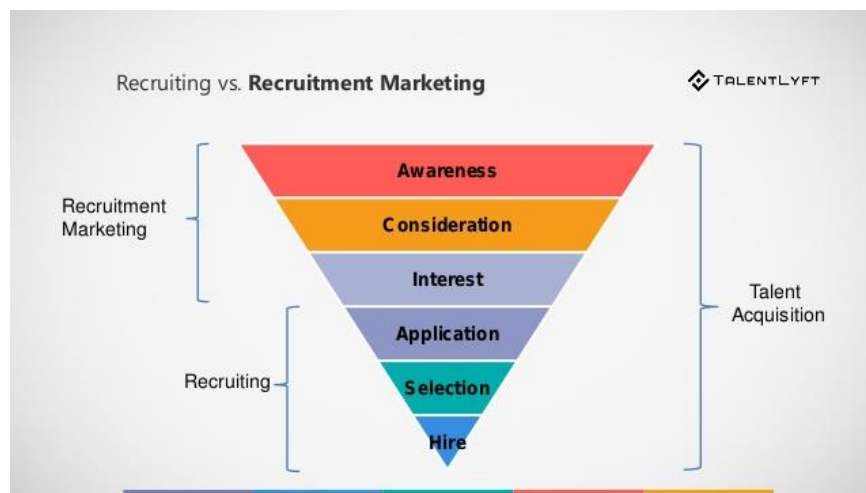


Figure 1: Recruitment Funnel

Source: Talent Lyft

The recruitment of marketing functions follows a structured process known as the recruiting funnel, which has six sequential steps. These processes begin with creating awareness and conclude with the onboarding of successful applicants. This is seen in Figure 1. Recruitment marketing, positioned at the beginning of this process, serves three primary purposes: enhancing business visibility, elucidating value propositions, and generating interest among potential applicants. Following the first experience, applicants go via standard recruitment channels, resulting in assessments and hiring judgements (Talent Lyft, n.d.).

The main theoretical principles of recruitment marketing highlight its importance in developing and maintaining connections with prospective candidates. Content has become an essential tool in recruitment marketing, requiring alignment with the organisation's values, culture, and mission (Alashmawy & Yazdanifard, 2019). Empirical data demonstrates that customised recruitment messages inspire more applicant engagement in contrast to generic communications. Hence, to attain optimal outcomes, the process of selecting strategic content involves the incorporation of extensive professional development knowledge, specific organisational characteristics, and potential candidate perspectives (Barber & Roehling, 1993; Rynes & Cable, 2003; Schneider, 1987; Ito & Brotheridge, 2005).

In addition, it is crucial to identify the target demographic and develop tailored messaging as essential components of recruitment marketing. To achieve effective audience segmentation, it is necessary to create candidate profiles that represent typical individuals. These profiles allow for the accurate distribution of material that is specifically tailored to the intended audience (Alashmawy & Yazdanifard, 2019).

Raising awareness is the primary focus of recruitment marketing in the digital era, achieved through the strategic utilisation of online platforms. This involves the implementation of targeted advertising techniques, meticulous distribution of information throughout an organisation's digital channels, and effective means for engaging with social media. These combined efforts aim to improve the business's visibility, decrease staff turnover, increase employee retention, and optimise recruitment expenditure metrics (Alashmawy & Yazdanifard, 2019).

Essentially, the current method of recruiting is strongly linked to core concepts of marketing, in addition to conventional recruitment criteria. The key to this change is in the intentional development of a strong employer brand, enabling firms to efficiently attract, involve, and integrate top talent pools (Alashmawy & Yazdanifard, 2019).

3. Methodology

This dissertation has, thus, developed a methodical and through-processed approach in order to direct the investigation and analysis in the pursuit of the study's goal. The methodological selection of this research is a critical element of the research process because it determines the way data is being collected, analysed and evaluated so that the project can be deemed valid. This research study adopts different techniques and instruments in accordance with the study's objective and its scope.

The assessment of the current perception of Multipessoal's employer brand among employees and future applicants was carried out with a full-fledged methodology containing content and secondary data analysis. At the very beginning, a content analysis was performed to find the main themes and opinions of Multipessoal as an employer expressed in the publicly available resources such as online reviews and posts on social media. This approach gave good outputs on the overall public perception of the company. Besides that, a secondary data analysis was employed which involved studying past research, surveys and statistics that are related to

Multipessoal's employer brand. The research applied mainly secondary data obtained from Multipessoal. Through this kind of thorough analysis, the employer brand of Multipessoal was able to be fully explored, allowing for a more profound and comprehensive understanding of where Multipessoal stood as an employer.

To test the second research question, detailed research about the recruitment marketing methods of competitors from the same industry segment was done. Competitor examination became the first step in a process that identified the strengths of others and evaluated them in the light of elements like visibility, reputation, and competitiveness. Following this, there was a benchmarking method applied which was designed to investigate the strong and weak aspects of Multipessoal's recruitment campaigns in comparison to its competitors. The research project which was devising consisted of conducting a thorough analysis of competitors' websites, job listings, social media platforms, and any other open information resources. By employing those varied research approaches, a best practice and implementable strategy was materialized that could be used by Multipessoal to make its performance in this area more efficient.

In order to come up with a detailed comprehension of which candidate factors affect their decision-making processes and their preferences in terms of different job offer attributes, such as their profiles, and their recruitment marketing awareness, a methodical approach has been used. This approach included the sharing of surveys for the purpose of collecting qualitative data that was applicable to a large audience of job applicants. The surveys were developed to cover questions about candidates' profiles, preferences, and their awareness regarding recruitment marketing trends. This survey was online and was distributed via social media, network, Survey Circle and word of mouth, resulting in 152 answers, but only 140 were relevant responses, due to age limits, missing values, outliers, and inconsistencies. In addition, a model was developed in order to look for trends and links in the values that candidates are looking for when starting the job search. The main objective of the research will be directed at the interactions between candidates' personal values, profiles, and the current existing recruitment and marketing concepts. The research tried to determine the current priorities of candidates concerning different job offer attributes relying on this approach of the methodology.

Accordingly, three hypotheses can be formulated, and these will be verified through the use of survey data.

Hypothesis 1: Candidates' preferences on companies' values significantly influence the rank order regarding job offer attributes.

Hypothesis 2: Candidates' profiles, such as age, gender, education, and experience level, significantly influence their preferences for a specific job offer attribute.

Hypothesis 3: Candidates' preferences for job offer attributes are significantly associated with their awareness of recruitment marketing.

In pursuit of identifying the fundamental components of an effective recruitment marketing strategy to attract more candidates, two approaches were applied: an intensive literature review and a survey. The literature review offered a solid basis regarding industry best practices and successful case studies in the employer branding and recruitment marketing fields. This review created a theoretical framework for recruitment marketing and highlighted the factors that define a successful strategy. Furthermore, a survey was carried out among human resources managers, recruitment specialists, and employer branding experts to gain valuable insights, pragmatic perspectives, and to verify the emphasis of employer branding and recruitment marketing as well as the current practices. This survey had an online format and was distributed via LinkedIn where many professionals working in the human resources area were contacted and 11 answers were obtained, all of them being valid. By using these two strategies, it became possible to identify the main pillars of a successful recruitment marketing plan and the best practices that can be applied to Multipessoal. To conclude, all this will lead to a tougher framework for a business to excel in the attraction of candidates and recruitment of workers.

4. Results

4.1. Perception of Multipessoal's employer brand by employees and candidates

One of the factors influencing employees' opinions and perceptions of a firm, as well as the employer brand and brand attractiveness, are the benefits offered. Currently, Multipessoal offers a considerable number of benefits to its employees. Besides the salary, the corporation provides laptops and smartphones to all of its employees. There are additional benefits for employees with children. For example, the child with the greatest grade often receives a laptop as a prize, and the ones with age under twelve receive a Christmas present. Every employee receives a day off on their birthday, a Monday off when it falls on a Sunday, and a basket filled with different food items for Christmas. The great majority of employees also receive health and life insurance. Employees indicate their preferred options for the yearly training plan, which the human resources department then analyses. Another benefit is the hybrid work

schedule, which allows employees to work remotely for up to three days a week. Additionally, corporate events like Christmas dinners and social responsibility initiatives are planned. Besides having access to free online psychological appointments -each employee is entitled to one per month - there are discounts offered on products and services such as pharmacies, restaurants, and gyms. Lastly, some employees receive a car and parking spot from the corporation.

Flexible Benefits	Flexible Benefits that Multipessoal Offers
Accident and health insurance	All the employees
Accommodation	Not offered
Basket filled with food items for Christmas	All the employees
Best Student Award (for employees' children)	All the employees with children
Carnival Day	All the employees
Corporate Car	Only some employees
Children's Birthday Afternoon Off	All the employees with children
Childcare Vouchers	Not offered
Christmas present (for employees' children)	All the employees with children under 12 years old
Compensation for Technology Expenses	Not offered
Corporate Events	All the employees
Day Off on Birthday	All the employees
Dining Room	All the employees
Discounts on products and services (gyms, restaurants, pharmacies)	All the employees
English Classes	All the employees
Free Car Parking	Not offered
Free Online Psychological Appointments	All the employees
Gym Memberships	Not offered
Health and Life Insurance	All the employees
Hybrid work schedule	All the employees
Laptop and Smartphone	All the employees
Meal Allowance	All the employees
Nomad Work	Not offered
Offer of Coffee and Filtered Water	All the employees
On-site Childcare	Not offered
Provision of Fruit, Snacks and Drinks	Not offered
Savings and Retirement Plans	Not offered
Training Plan	All the employees
Transportation Costs/ Travel Allowance	Not offered
Vouchers for Education and Training	Not offered

Table 1: Flexible Benefits

Source: Multipessoal

Based on the provided description of benefits and the accompanying table, Multipessoal offers a wide array of flexible benefits, which is a piece of positive evidence. This is further supported by the data below, which shows that nearly 75% of the surveyed employees are satisfied with the benefits provided.

The employer brand may be analysed by analysing candidates' and workers' perceptions of the benefits based on secondary data given by Multipessoal. Each year, Multipessoal administers a survey to evaluate employee satisfaction concerning flexible benefits and general performance. The questionnaire was conducted in March and April of 2023, and Multipessoal subsequently shared the obtained data. A total of 153 individuals completed the questionnaire, and 114 of the participants (74.51%) expressed satisfaction with the flexible benefits offered by Multipessoal at that time. Just 6 of the 153 responders were older than 55, while 12 were under 25, 58 were between 26 and 35, 46 were between 36 and 45, and 31 were between 46 and 55.

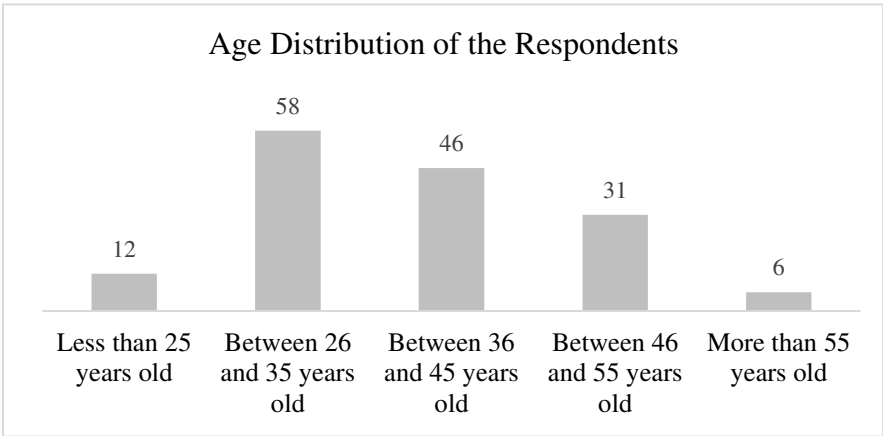


Figure 2: Age Distribution of the Respondents Source: Multipessoal

The age groups that express the most dissatisfaction among the 39 respondents who indicated they were not satisfied with the flexible benefits are 26–35 and 36–45 years old. Health insurance is the benefit that people value the greatest with more than 93% of the respondents choosing it. It is followed by the day off on a birthday, meal allowance, and the possibility of remote/hybrid work, having all these benefits more than 100 people choosing them. On the other hand, the respondents place lower importance on the Christmas presents for children, English lessons, and the top student award, respectively.

Regarding the benefits that respondents would like to have, the ones that achieve more votes are savings and retirement options (e.g., PPR, pension plan), help with transportation costs/travel allowance, and provision of fruit, snacks, and drinks. Certain statistics are worth highlighting, such as the fact that all those over 55 stated a wish to have retirement benefits and savings. Additionally, the benefits that received the most votes for people under 25 were the travel allowance and help with transportation expenses. Once again, the most popular benefit

for those between the ages of 26 and 35 was the help with transportation costs/ travel allowance, representing half of the total amount votes. The following age group, which is those between 36 and 45, clearly prefers the supply of fruit, snacks, and drinks; they also favour retirement and savings plans, and vouchers for training and education. Lastly, there is a definite preference for savings and retirement benefits among those between the ages of 46 and 55.

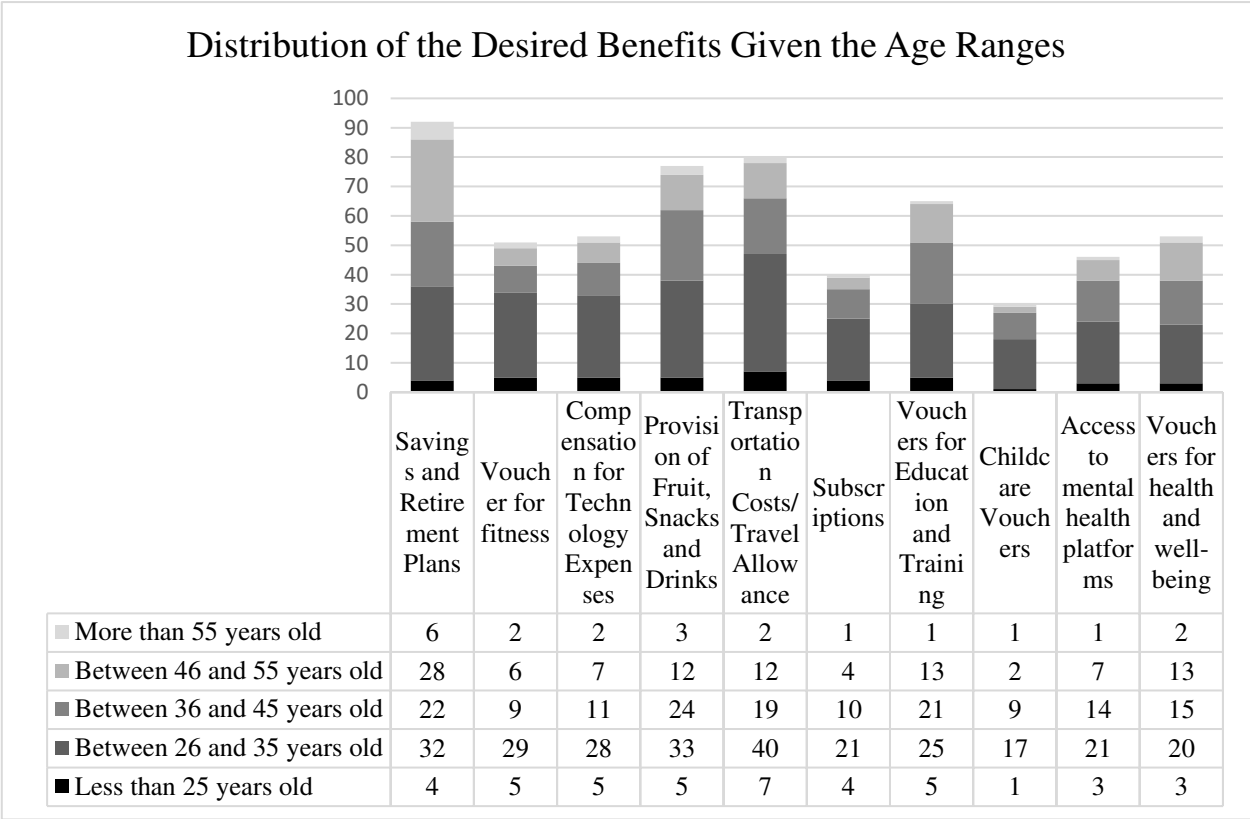


Figure 3: Distribution of the Desired Benefit Given the Age Ranges

Source: Multipessoal

Additional data from Multipessoal allows an in-depth analysis of how the employer brand is perceived. On a scale of 1 to 10, with 10 representing outstanding and 1 representing very bad, employees were asked how satisfied they were with Multipessoal as an employer. The final rating of around 7,72 shows that there is still space for progress while simultaneously representing a moderately high level of positive satisfaction. This indicates that in order to further increase satisfaction, there are some areas and features that might be improved.

Lastly, Glassdoor was utilized to analyse online reviews to complete the study of how candidates and employees perceive the employer brand. Glassdoor is one of the biggest employment and recruiting websites. In addition to job postings, the website has a database of evaluations of companies, salaries, interviews, and other information. Employees and former employees' feedback indicates that Multipessoal has a positive work environment. Although there are some negative aspects in the reviews concerning the workload and the salary compensation, that is considered to be low.

4.2. Competitors' employer brand and recruitment marketing strategies

The main purpose of this chapter is to understand the recruitment marketing strategies that strengthen the Employer Brand of Multipessoal's competitors. For that reason, a complete benchmark analysis was performed.

Multipessoal's main competitors are Manpower, Kelly Services, Egor and Adecco. These were chosen given the similarity of market share, product and service offerings, geographic presence, in this case, in Portugal, brand recognition, and distribution channels.

In addition, to evaluate the recruitment marketing strategies some metrics were used, such as the online presence and branding, social media engagement, employee testimonials, recruitment events and initiatives, and the use of technology in the hiring process. To gather information on those topics company websites, social media platforms, industry reports, and employee reviews were resorted to.

Starting with an examination of the companies' websites, various aspects including design, layout, navigation structure, content quality, and supplementary features were analysed. A commonality observed across all websites is the inclusion of a section, labelled 'Careers' or 'Candidates', where comprehensive details regarding job openings, benefits, and recruitment procedures are showcased. Additionally, each website features a dedicated blog section, offering articles and pertinent studies in the realm of human resources and employment.

Upon delving into Manpower's website, it proves to have an aesthetic design and layout, complemented by a clear and intuitive navigation structure. The content has been precisely adapted to the needs of the audience: candidates or companies and it is delivered in a way that directly addresses their expectations, either looking for a job or hiring the company for some recruitment service. Similarly, the website of Kelly Services has an appealing design and style

that easily aligns with its core values and a wide array of services. The content is easily accessible to various target audiences, with distinct sections tailored for candidates and organisations, each offering subsections suited to their specific requirements. Furthermore, the integration of a search engine mechanism enhances user navigation, allowing users to refine their preferences and easily locate suitable job opportunities. Egor's website consistently captivates visitors with its visually appealing layout and style, effectively conveying the company's ideas and objectives through its aesthetic appeal. A significant improvement is the integration of a search engine mechanism, facilitating navigation and enabling users to find opportunities that align with their interests. Moreover, the integration of a live chat feature is quite advantageous as it offers assistance for any questions that visitors may have, therefore enhancing the overall user experience. The website has been redesigned to have a clear and organised layout, with separate sections for individuals and corporations. It provides job possibilities and services that are tailored to the needs of each target audience. Adecco's website stands out for its great design, style, and cohesive narrative. Like its counterparts, this system is divided into sections that cater to both candidates and organisations, ensuring a tailored experience for each distinct group. Integrating a live chat feature enhances user-friendliness by offering a fast support when needed. Adecco develops trust convincingly by providing tangible data regarding their job, instilling confidence in their abilities. Furthermore, the inclusion of a search engine function in the job listings section allows job seekers to customise their search, resulting in a more precise match between the search results and their own preferences and requirements.

Websites	Multipessoal	Manpower	Kelly Services	Egor	Adecco
'Careers' and 'Candidates' section	No	Yes	Yes	Yes	Yes
Blog Section	Yes	Yes	Yes	Yes	Yes
Design and Layout	Appealing	Appealing	Appealing	Appealing	Appealing
Content	Only for companies. Candidates need to go to Clan. Might be confusing.	Accessible. Tailored for customers and companies.	Accessible. Tailored for customers and companies	Accessible. Tailored for customers and companies	Accessible. Tailored for customers and companies
Search Engine	Yes	No	Yes	Yes	Yes
Live Chat	Yes	No	No	Yes	Yes

Table 2: Websites Comparison

Source: Benchmark Analysis

When examining job postings on their respective websites, Manpower typically presents the job position in the title, followed by details such as location, schedule, responsibilities, requirements, and occasionally competencies and perks in the description. Kelly Services adopts a similar approach, featuring both the position and location in the title, with the description including sector information, job responsibilities, schedule, benefits, and desired candidate qualifications. Their job postings are generally comprehensive, often including instructions for application. Egor’s job listings usually include the title, location, and sector upfront, with additional details such as responsibilities, company overview, and candidate profile provided upon accessing the full posting. Benefits are infrequently mentioned in their listings. Adecco’s job titles typically include the position and location, with the description containing information on the sector, responsibilities, and requirements, Similar to Egor, benefits are only mentioned in select job postings.

Job Postings	Multipessoal	Manpower	Kelly Services	Egor	Adecco
Job position	Present in title	Present in title	Present in title	Present in title	Present in title
Location	Present in title	Present in description	Present in title	Present in title	Present in title
Sector Information	Present in title	Not always present	Present in description	Present in title	Present in description
Schedule	Present in title	Present in description	Present in description	Not always present	Not always present
Company Overview	Not always present	Not always present	Not always present	Not always present	Not always present
Responsibilities	Present in description	Present in description	Present in description	Present in description	Present in description
Requirements/Qualifications	Present in description	Present in description	Present in description	Present in description	Present in description
Benefits	Most of the times present	Not always present	Only in some	Only in some	Only in some
Instructions for Applicants	Not always present	Not always present	Not always present	Infrequently present	Not always present

Table 3: Job Listings Comparison

Source: Benchmark Analysis

Across social media platforms including LinkedIn, Instagram, and Facebook all competitors maintain a presence. Starting with LinkedIn, ManpowerGroup boasts a follower base exceeding 1 million. Their content strategy encompasses a diverse range, including studies, statistics, workplace trends, recruitment insights, and news about the company, like prizes and office expansions. Typically, posts are attributed to individual employees, and additional statistics such as total number of employees and medium time of stay in the company are showcased.

Kelly Services also commands a follower count exceeding 1 million on LinkedIn. Their content predominantly comprises videos focusing on awards, job opportunities, and articles pertinent to human resources and employment. Notably, the recent announcement of their new online platform Kelly Arc, signals potential competition with Clan. Egor maintains a substantial following of over 128 thousand on LinkedIn. Their posts predominantly feature job opportunities, company events, articles in the area of human resources and employment, and employee testimonials. Finally, Adecco leads the pack with 7 million followers on LinkedIn, and its content strategy leans towards events updates, advertising, and job opportunities.

Regarding Instagram, Manpower owns a follower base exceeding 4500 with an extensive collection of over 800 posts. Their content strategy features two different styles: regular posts, and highlights. The highlights are organised into three categories – jobs slots, curiosities, and gaming – while posts encompass a variety of formats including job listings, workplace recommendations, memes, and employee spotlights. Posts garnering higher engagement typically revolve around prizes, memes, employee showcases, and tricks. Kelly Services counts with more than 15,7 thousand of followers, complemented by a repository of over 1800 posts. Their content strategy encompasses both regular posts and highlights, spanning categories such as jobs, partnerships, events, blogs, questionnaires, and more. Most posts are presented in reel style, featuring a diverse array of content including statistics, blog article promotions, messages encouraging others to apply, events, collaborations, rewards, and celebrations of significant days. Posts announcing rewards, events, recruiting periods, and interviews tend to generate increased interaction from followers. Egor maintains an Instagram following of almost 8000, and a portfolio of over 150 posts. Their content strategy encompasses a range of posts celebrating special occasions, employee presentations and testimonials, job opportunities, and advertisements, all presented in various formats. Lastly, Adecco rounds out the competition with a follower count exceeding 6500, accompanied by a catalogue of more than 300 pots. Their content mix includes weekly job listings and event announcements.

On Facebook, Manpower does not maintain a dedicated Portuguese account, but their general page account has more than 464 thousand followers. Their content encompasses articles, studies, and job opportunities. Kelly Services has amassed over 41 thousand followers on Facebook, Egor garnered over 50 thousand followers and Adecco over 44 thousand followers. The last three Facebook pages provide content identical to their Instagram page.

Social Media Platforms	Multipessoal	Manpower	Kelly Services	Egor	Adecco
LinkedIn Followers	+152 thousand	+1million	+1million	+128 thousand	+7million
LinkedIn Content Strategy	Recruitment Insights Articles Events Job Opportunities	Studies Statistics Workplace trends Recruitment insights News about the company	Awards Job opportunities Articles	Job opportunities Company events Articles Employee testimonials	Event updates Advertising Job opportunities
Additional details	-	Content associated with an employee	Most of the content is in video format	-	-
Instagram Followers	+4000	+4500	+15,7 thousand	Almost 8000	6500
Instagram Number of Posts	200	800	1800	150	300
Content Format	Posts	Highlights and Posts	Highlights and Posts	Posts	Posts
Instagram Content Strategy	Studies Events Celebration of significant days Awards Job opportunities	Job Listings Workplace recommendations Memes Employee Spotlights	Statistics Blog article promotions Job listings Events Collaborations Rewards Celebrations of significant days	Celebration of special occasions Employee presentation and testimonials Job opportunities Advertisements	Weekly job listings Event announcements
Facebook followers	+84 thousand	+464 thousand	+41 thousand	+50 thousand	+44 thousand
Facebook Content Strategy	Same as Instagram	Articles Job opportunities	Same as Instagram	Same as Instagram	Same as Instagram

Table 4: Social Media Platforms Comparison

Source: Benchmark Analysis

Finally, when evaluating companies on Glassdoor, a platform where current and former employees anonymously review various aspects of their workplace experiences, it offers valuable insights into people's perceptions of the companies, highlighting both strengths and areas for improvement. Manpower boasts an impressive overall rating of 4.1, with Diversity & Inclusion receiving the highest score and Compensation & Benefits garnering the lowest. A noteworthy 84% of individuals would recommend Manpower to a friend. Positive reviews highlight the friendly atmosphere and quality training, while criticism points towards issues with management and inadequate salaries. Kelly Services maintains a rating of 3.5 on Glassdoor with Senior Management receiving the lowest score and Diversity & Inclusion the highest. Sixty percent of respondents would recommend the company. Reviews praise the flexible schedules and supportive environment but express dissatisfaction with low pay, limited

benefits, and management shortcomings. Egor also holds a rating of 3.5 on Glassdoor, with Career Opportunities receiving the lowest score and Diversity & Inclusion ranking the highest. Sixty-three percent of respondents would recommend the company. Positive feedback highlights the friendly coworkers and pleasant atmosphere, while negative reviews cite low income, lacklustre benefits, and career stagnation. Adecco achieves an overall rating of 3.6, with Senior Management and Compensation and Benefits receiving the lowest scores and Diversity & Inclusion earning the highest. Sixty-six percent of individuals would recommend Adecco to a friend. Positive reviews emphasize the supportive culture and effective training, while criticism focuses on management issues and inadequate salaries and benefits.

A report from the "Prémio Cinco Estrelas 2023" was also examined in order to make the analysis more thorough. The reward analysis in this report is based on an assessment technique that measures how satisfied consumers within a certain consumer category are with the brand, products, and services. Several test methods, market analyses, and customer inquiries were carried out in order to generate this study. The research provides an analysis of the five major participants in the HR recruitment and selection industry, namely Adecco, Egor, Kelly Service, Manpower, Multipessoal, and Randstad.

Five measures were analysed based on the first section of the report: brand trust, innovation, price quality, intention to recommend, and satisfaction with experimentation, yet each indicator had a different weight in the global classification. Multipessoal had the highest final classification (7.66), having the top ranking in two of the five metrics. When it came to innovation and brand trust, Randstad led, while Kelly Services did best in terms of price-quality.

This study also examines the firms' notoriety, with the combined effect of induced and spontaneous notoriety making up the total notoriety. Egor leads the group in terms of spontaneous notoriety, followed by Randstad, Kelly Services, and Multipessoal; Manpower and Adecco come in last. Although when combining the induced and spontaneous, in terms of overall renown, Adecco is at the top, followed by Egor, Kelly Services, and Manpower, with Multipessoal and Randstad coming in last, respectively.

In the final analysis, it is feasible to obtain an overview of Multipessoal's performance by seeking this information. Regarding the website, it is noteworthy that they have used an advanced engine that enhances the user's browsing experience, such as the search engine and the live chat feature. It is important for Multipessoal to acknowledge that the website for applicants, Clan, lacks clarity. Therefore, measures should be taken to enhance its clarity.

Multipessoal is outperforming its competition on job ads by providing more comprehensive candidate information. The sole distinction of this social media platform from its rivals lies in the fact that its competitors utilise video material more extensively and frequently link workers to their postings.

4.3. Navigating candidates job decisions when applying for a job

As a part of a comprehensive survey, a total of 152 answers were initially collected, corresponding to primary data. Nonetheless, the dataset was meticulously examined to rectify missing values, inconsistencies, and outliers. Thus, the dataset was cleaned, leaving only 140 useful replies. These exclusions of data were done based on age criteria, which filtered out responses of individuals below 18 years and those 65 years and above, as they were thought to have gone out of consideration given the applied framework of this study.

Firstly, the distribution of the demographic factors among the 140 respondents displayed a fair distribution of men and women with 71 identifying as females while 69 were males. Age stratification revealed a heterogeneous distribution: there were 47 people out of the 18 to 24 age group, 26 members between the ages 25 to 34, 17 individuals between the ages of 35 to 44, 42 people in the 45 to 54 spectrum, and a small number of 8 respondents that were among the 55 to 64 age range.

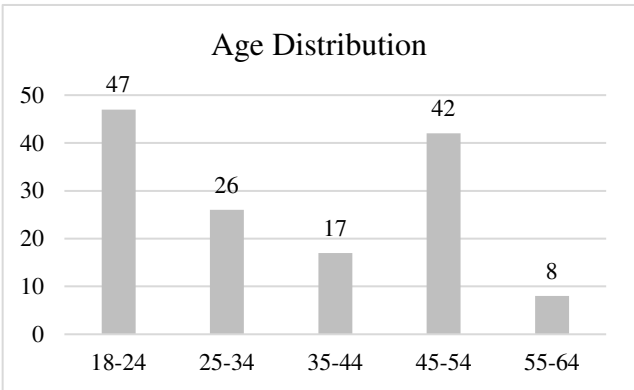


Figure 4: Age Distribution

Source: Survey Data

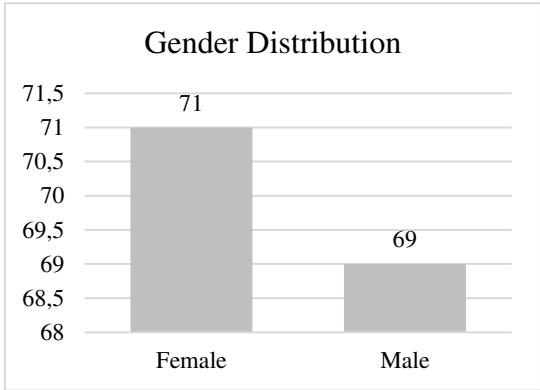


Figure 5: Gender Distribution

Source: Survey Data

When looking at nationality, 135 of the respondents were Portuguese, so that variable would not be helpful for the study purposes. Of all the respondents, the exhibited educational credentials presented a clear cohort having 81 individuals with master's degrees. The latter was followed by bachelor's degree holders (41 respondents), then people who completed secondary education (9 respondents), and finally those who currently hold doctoral degrees (8 respondents).

Industry affiliations portrayed a multifaceted distribution across diverse sectors: Education (8 respondents), Finance (26 respondents), Information Technology (9 respondents), Retail (18 respondents), Energy and Healthcare (18 and 20 respondents respectively), Manufacturing (7 respondents), Real Estate (6 respondents), Sales (12 respondents), and the 'Other' group (16 respondents) comprising of tourism and arts.

Through the exploration of the methods and sources used in the process of employment application, the survey indicated that 83 respondents mainly utilized professional social networking platforms such as LinkedIn and Twitter. Then, online job boards came to the forefront as the second most preferred method with 43 respondents adhering to it closely followed by corporate websites, which gained 40 adherents. The supplementary avenues which include networking events, recruitment agencies, and employee referrals were supported by 36, 23 and 22 participants respectively.

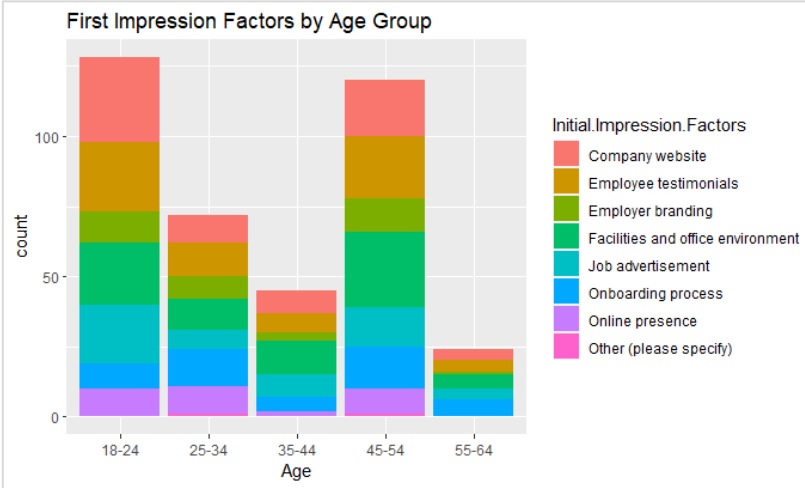


Figure 6: First Impression Factors by Age Group

Source: Survey Data

Regarding the factors that influence the job candidates' first impressions of companies during the application process, the website of the company, the office environment and the employee referrals are the most dominant ones (disclosed by over 70 respondents). Alternatively, employer branding and online presence received less attention. As we go deeper into the demographic aspects, the 18-24 group gives more importance to website and referrals whereas the 45-54 group focuses more on facilities and office environment. In terms of gender, women tend to trust the website and testimonials, while men prefer appreciating the physical facilities, office ambience and employer branding.

The following stage of this research involved a careful assessment to find out the perceived importance of various benefits given by an organisation, based on respondents' feedback. Through the evaluation of the mean value given to each benefit, it was clear that key components for example salary, professional development, insurance and allowances and flexible working conditions were a priority for the respondents. On the contrary, among the whole array of options, P2P initiatives and company events stood out as the least attractive to the participants. In the meantime, a thorough ANOVA review reveals complex connections between demographic features and the benefits, which can be explored. Even though the role of gender did not show a critical influence in domains such as salary distribution and transportation preferences at the 0.05 alpha level, gender did appear to have a significant correlation with the desire for flexible work modalities. In contrast, the age variable was a significant factor in delineating a strong correlation with fluctuation in salary as well as with participation in P2P activities and organisational events. Such insights indicate age as a critical determinant, most noticeable when it comes to interpersonal interactions within the work environment. These findings not only reveal the different components that shape organisational paradigms but also lay the groundwork for the development of potential interventions and further scholarly inquiries into this complex environment.

ANOVA (age, gender, and salary)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	6.90	1.7241	3.085	0.0182*
Gender	1	0.02	0.0201	0.036	0.8498
Residuals	134	74.88	0.5588		
ANOVA (age, gender, and flexible work options)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	6.99	1.749	1.416	0.232
Gender	1	22.08	22.080	17.881	4.33e-05***
Residuals	134	165.47	1.235		
ANOVA (age, gender, and transportation)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	3.9	0.9632	0.377	0.825
Gender	1	0.2	0.1623	0.064	0.801
Residuals	134	342.2	2.5534		
ANOVA (age, gender, and facilities)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	1.79	0.4471	0.393	0.813
Gender	1	0.33	0.3262	0.287	0.593
Residuals	134	152.42	1.1375		
ANOVA (age, gender, and insurance)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	7.05	1.762	1.162	0.331
Gender	1	3.64	3.635	2.396	0.124
Residuals	134	203.29	1.517		
ANOVA (age, gender, and professional development)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	9.36	2.340	2.209	0.0713
Gender	1	3.51	3.512	3.315	0.0709
Residuals	134	141.95	1.059		
ANOVA (age, gender, and P2P Initiatives)					
	Df	Sum Sq	Mean Sq	F value	Pr (>F)
Age	4	27.32	6.829	4.565	0.00173**
Gender	1	1.11	1.113	0.744	0.38982
Residuals	134	200.46	1.496		

Significance Codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Table 5: ANOVA analysis between demographics features and benefits.

Source: Survey Data

Lastly, the changes in the applicants' priorities during the job application process are also worth addressing. In particular, I will focus on how they choose among the job titles, job descriptions, recruiting companies, and involvement of recruitment agents. From the data collected, it is clear that the applicants see the company itself as a vital factor as they make decisions about job applications. The next on the list are then the job description and the title which become two dominant factors whereas the role of the recruitment agent is perceived as not so important. This research will be detailed in such a way as to provide a deeper understanding of the criteria by carefully scrutinizing each factor, and pointing out the key features that candidates look out for during their search for job opportunities.

At the highest peak of an organisation, there is no doubt that a company's reputation is the fundamental value that keeps it going and is closely followed by its industry alignment and the mission and values that form the foundation of the organisation. However, aspects such as company awareness and corporate social responsibility, are still relevant but less important, and lie on the periphery of the attention of stakeholders. Transitioning to job titles, the respondents made it clear that the functionality and the indication of precisely what the job entails, without the unnecessary creativity, were the key factors to the job titles. The middle tier of factors is the level of involvement and seniority that provides for a unique balance of importance and understanding. At the heart of job descriptions, there comes a choice between emphasizing the importance of responsibilities, benefits, and requirements. On the contrary, attributes such as contact information and application instructions get categorized as lower-order priorities. Finally, the recruitment agents view reliability and reputation as the focal features while the oversized networks and all-around awareness occupy the peripheral place in the evaluating criteria.

In the realm of ordinal logistic regression, as shown using the provided result function in R, the intricate relationships between the different categorical predictors and the different aspects of the job offers, referred to as "Rank", are demonstrated. This regression was used in this situation since we have an ordinal dependent variable (rank order) and want to see how independent variables affect the likelihood of being in the higher or lower categories of that variable. The coefficients of the variables age, gender, educational level, occupation, and industry are explored separately. This reveals the insidious influence that each one of them has on the ordinal outcome. One thing worth noting is although statistical significance is found for those variables, the degree of practical significance needs to be handled with care considering the very small magnitude of the parameters for the age groups and gender differences. Intercepts, which play a role of a key factor, highlight the complexity of these relationships. Besides, the model's fit as indicated by a residual deviance of 1552.65 and an AIC of 1566.65 provides context, but it comes into its own when it is compared with other modelling paradigms. Industries like finance and healthcare tend to have lower to mid-range ranks in the order of industry ranking, whereas industries like IT, manufacturing, and retail tend to have higher ranks in the order of industry ranking. In other words, the understanding that ordinal logistic regression is a statistical model is undeniable, but pragmatic implication requires a cautious interpretation always remembering the bigger picture, the organisational and the context milieu.

Coefficients:			
	Value	Std. Error	t value
Age25-34	4.366e-15	0.2596	1.681e-14
Age35-44	2.424e-15	0.2813	8.618e-15
Age45-54	1.751e-14	0.2227	7.862e-14
Age55-64	-3.618e-15	0.3711	-9.749e-15
GenderMale	1.895e-14	0.1639	1.157e-13
Level.of.EducationDoctoral Degree	7.971e-15	0.3732	2.136e-14
Level.of.EducationMaster's Degree	7.897e-15	0.1940	4.070e-14
Level.of.EducationOther (please specify)	4.211e-16	0.9208	4.573e-16
Level.of.EducationSecondary Education	2.982e-15	0.3433	8.685e-15

Intercepts:			
	Value	Std. Error	t value
1 2	-1.0986	0.1782	-6.1667
2 3	0.0000	0.1713	0.0000
3 4	1.0986	0.1782	6.1667

Residual Deviance: 1552.65
AIC: 1576.65

Table 6: Coefficients, Intercepts, Residual Deviance and AIC of Ordinal Logistic Regression
Source: Survey Data

Coefficients:			
	Value	Std. Error	t value
Age25-34	4.715e-16	0.2532	1.862e-15
Age35-44	2.519e-15	0.2802	8.991e-15
Age45-54	3.627e-14	0.2030	1.787e-13
Age55-64	-3.816e-14	0.3637	-1.049e-13
GenderMale	-7.275e-15	0.1694	-4.294e-14
IndustryEnergy	6.055e-15	0.4249	1.425e-14
IndustryFinance	9.486e-15	0.3768	2.517e-14
IndustryHealthcare	5.249e-15	0.3903	1.345e-14
IndustryInformation Technology (IT)	-1.453e-14	0.4560	-3.186e-14
IndustryManufacturing	3.163e-15	0.4831	6.547e-15
IndustryOther (please specify)	-2.048e-14	0.4033	-5.077e-14
IndustryReal State	-1.693e-15	0.4850	-3.491e-15
IndustryRetail	1.717e-14	0.3972	4.322e-14
IndustrySales	2.150e-14	0.4291	5.011e-14

Intercepts:			
	Value	Std. Error	t value
1 2	-1.0986	0.3745	-2.9333
2 3	0.0000	0.3713	0.0000

Table 7: Coefficients, Intercepts, Residual Deviance and AIC of Ordinal Logistic Regression
Source: Survey Data

AIC: 1586.65

When investigating the values that matter for people in the business community, factors such as work-life balance, professional development, integrity, and teamwork, appear to be the most relevant ones. On the other hand, diversity, and inclusion, as well as adaptability and innovation, are the least supported by the majority of the respondents. Unearthing such predilections across age groups offers amazing insights. For those aged 18-24, the leading values are work-life balance, respect, and professional growth. By contrast, the people in the age category 45-54 emphasize respect, integrity, and teamwork. The 35-44 and 55-64 age groups reveal similar values, prioritizing work-life balance. Similarly, the 25-34 age group combines the great importance of work-life balance and career advancement.

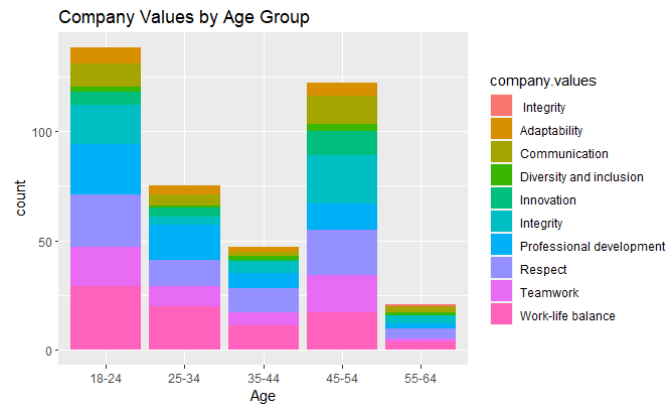


Figure 7: Distribution of Company Values by Age Group

Source: Survey Data

Regression models can be used to investigate the effects of these values on different aspects of a job which uncover interesting patterns. While the intercepts in all models are statistically significant, they serve as a starting point for features like job title, description, company, or recruitment agent. However, a more detailed analysis reveals a lack of significant correlation between these values and the job offer attributes mentioned earlier. More precisely, the p-values fluctuate between 0.315 for the recruiting agent and a significant 0.906 for the corporation, which weakens the idea of a strong correlation. Furthermore, the R-squared values for these models are very low, indicating a limited capacity to explain the variation in the dependent variables. Essentially, these discoveries highlight the limited influence of values in predicting or explaining differences across job titles, descriptions, firms, or recruiting agencies, using the dataset that is now available.

The average score for recruitment marketing awareness is 4.35. While observing the association of recruitment marketing awareness with various facets of the job offer, we find that the correlation is very low as the correlation values are almost equal to zero. Furthermore, the regression models do not provide significant evidence to support the relationship between these two variables.

Residuals:

Min	1Q	Median	3Q	Max
-1.3967	-1.2844	-0.2843	0.6932	1.7156

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	2.41919	0.27895	8.672	1.04e-14 ***
`recruitment marketing awareness`	-0.02247	0.06124	-0.367	0.714

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9795 on 138 degrees of freedom
Multiple R-squared: 0.000975, Adjusted R-squared: -0.006264
F-statistic: 0.1347 on 1 and 138 DF, p-value: 0.7142

Table 8: Regression Model Between Job Title and Recruitment Marketing Awareness
Source: Survey Data

Residuals:

Min	1Q	Median	3Q	Max
-1.28611	-0.77091	-0.06918	0.82236	1.82236

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	1.63533	0.22532	7.258	2.59e-11 ***
`recruitment marketing awareness`	0.10846	0.04946	2.193	0.03 *

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.7912 on 138 degrees of freedom
Multiple R-squared: 0.03367, Adjusted R-squared: 0.02667
F-statistic: 4.808 on 1 and 138 DF, p-value: 0.03

Table 9: Regression Model Between Job Description and Recruitment Marketing Awareness
Source: Survey Data

Residuals:

Min	1Q	Median	3Q	Max
-0.96033	-0.77389	0.03967	0.28825	2.28825

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	2.08462	0.24981	8.345	6.61e-14 ***
`recruitment marketing awareness`	-0.06215	0.05484	-1.133	0.259

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.8772 on 138 degrees of freedom
Multiple R-squared: 0.00922, Adjusted R-squared: 0.00204
F-statistic: 1.284 on 1 and 138 DF, p-value: 0.2591

Table 10: Regression Model Between Company and Recruitment Marketing Awareness
Source: Survey Data

Residuals:

Min	1Q	Median	3Q	Max
-2.7416	0.2047	0.2345	0.2584	0.3060

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	3.86086	0.18398	20.98	<2e-16 ***
`recruitment marketing awareness`	-0.02384	0.04039	-0.59	0.556

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.646 on 138 degrees of freedom
Multiple R-squared: 0.002519, Adjusted R-squared: -0.004709
F-statistic: 0.3485 on 1 and 138 DF, p-value: 0.556

Table 11: Regression Model Between Recruitment Agent and Recruitment Marketing Awareness
Source: Survey Data

4.4. Recruitment marketing strategies

As for the recruitment marketing strategies themselves, there are certain ones that have been shown to be effective in drawing in more and the correct kind of candidates. Numerous papers and reports recommend these strategies. Considering that for most job seekers, a company's website serves as an initial impression, the first strategy is career site optimization, which consists of making the website more user-friendly for those who visit the career page. This page should be visually appealing, advertise open opportunities, and highlight the benefits. In addition, departmental blogging, staff introductions, testimonials, and search engine optimization may all be part of the career website optimization process. The candidate email campaigns are also one way among many. Moreover, the company can proceed by sending informative emails concerning topics they are interested in, the company's works, new vacancies, and emerging trends. This will be of great aid in keeping job seekers engaged once their information is obtained. It would be smart to start by identifying the fields of work that the targeted workers would be interested in and what makes the business stand out from any competitors. Automated emails need humanization, but it must be so. The company's reputation is the last but not the least part of it as while looking for a job, job seekers would definitely like to get information about how the present employees feel about their jobs, and the reviews supply them with such information. After all, that is why it is highly important to keep track of employer reviews and to respond promptly on the review platforms. Active and passive candidates mostly get their information through social media. Hence, an organisation can use this chance to let applicants know what it is like working in the company. In this regard, social media becomes another promotional tool to effortlessly project the brand. Social media allows for connection with these potential supporters, but display advertisement is another technique that helps to target their messages to unaware audiences who may not be informed about the company. However, these objectives cover a wide range of factors, including the individual's location, interests, level of schooling and current position at work. Furthermore, the job ad needs to be very specific to the prospect persona, appealing in the design, and containing all necessary information. Job boards are yet another way of propagating the brand. Through such free postings, companies provide a possibility of an increased noticeability of their ads by the potential candidates.

The engagement of the job candidates is a critical part of a recruitment marketing strategy. The most productive activities to be involved in are chatting and making videos. It is also possible that applicants may be unsure about how to contact the firm, locate appropriate jobs, and so

forth, so this is another way to stay in touch with them. Live chat is a good way that people can easily get their questions answered. The video feature offers a deeper level of connection with potential employees. Videos can be a means to illustrate the company culture, teach the viewers what the organisation does, as well as present employees' feedback so that candidates can get a feeling of what it is like to work in the company.

On top of that, to find out the ways on how to strengthen the hiring process, we need to use and interpret human resources analytics. The measures used are for instance, applicant-to-hire ratio, visitor-to-applicant ratio, time-to-hire, quality-of-hire, and number of applicants, and more.

As part of the further observations effort, both Employer Brand managers and Human Resource managers took part in a questionnaire exercise where 11 respondents contributed to the insights attainment. Mostly, recruitment marketing was described as building candidate relationships through adapted communication. Most of the respondents ranked employer branding as either highly or moderately significant in securing and holding employees. The recruitment marketing tactics that yielded the best results were social media advertisement, employee referrals, and content marketing. Participants highlighted an advantageous side of technology that they used: CRM systems and data analytic instruments for their recruitment campaigns. Crucial indicators of the effectiveness of the campaign, the applicant quality, cost-per-hire, and candidate retention rates were taken. The strategy that connected employer branding with recruitment marketing activities primarily relied on consistent messaging, including employee career testimonials and targeted advertising campaigns. Future-focused views duly highlighted the high priority of giving a better employee experience and working on diversity, equity, and inclusion efforts at the same time. Finally, it is important to mention that the narrative highlights the necessity of organisations to tailor their employer branding activities to the achievement of mission and values by applying innovations in technology for a better candidate experience.

5. Conclusion

This study aimed to help Multipessoal develop its recruitment marketing strategy in order to attract and engage more candidates. Several methodologies were incorporated to investigate multiple aspects. First, the position and perception of Multipessoal as an employer were studied and then the same was done for its competitors. Additionally, the study aimed to determine the aspects that candidates prioritise in a job offer and by what these preferences are influenced.

Finally, the best practices of recruitment marketing strategies were analysed to make recommendations to Multipessoal.

Based on the present findings, we can show that the majority of the employees are satisfied with the flexible benefits that Multipessoal offers. Some of their favourite benefits are health insurance, meal allowances, remote work options, and birthday leave. For these findings, secondary data provided by Multipessoal was taken into consideration. Additionally, most of the employees expressed their desire to add some benefits like saving and retirement options, travel allowances, and provision of fruits, snacks and drinks to the benefits list. Externally, Multipessoal is seen as fostering a positive work environment, although characterised by a demanding workload and inadequate monetary compensation.

When competitors were analysed, through their websites, social media platforms, industry reports and employee reviews, a good perception of the market and the practices was collected. It was clear that all the competitors had well-designed websites, although some lacked search engine mechanisms and live chat support, which are some recognised practices in recruitment marketing to improve the candidates' experience. On social media, most of the content was similar between all the companies and was focused on articles and market studies, job opportunities, company events, and employee testimonials. Positive reviews of employees in this industry have in common with the friendly atmosphere of these companies and negative issues with benefits and salary compensation, which is in line with what happens in Multipessoal.

Contrary to what was hypothesised, the candidates' rank order regarding their preferences for job offer attributes is not influenced by either candidates' profiles or their awareness regarding recruitment marketing. Also, their values do not influence this rank order either. These findings suggest that the factors which influence the candidates' preference for job offer features may be influenced by variables that are not included in this study. Consequently, future research studies should also look to alternative factors and variables that underlie people's decision-making in job search. This would enable a greater depth of knowledge about the job selection process and would create valuable data for recruitment strategies.

Although some relevant conclusions were taken from this survey, such as the fact that when looking for a job offer, candidates give more attention to the company, job descriptions and titles compared to the recruitment agent associated. When diving into each one, some specific attributes are more valuable and essential to be present. For companies, attributes such as

reputation, industry, mission, and values are considered the most important and for job titles, clarity, the inclusion of function and department are considered vital. Sections covering responsibilities, salary and benefits, and the required qualifications are the most preferred attributes of job descriptions and recruitment agents need to be trustful and with good reputation. Additionally, through this survey information regarding the values that are most prized in companies, methods and sources for employment search, and factors influencing initial perceptions of a company during the application process was collected. Starting with the values that are more prized in companies, work-life balance, professional development, integrity, and teamwork are at the top. Social media platforms, online job boards, and company websites are the primary avenues that candidates explore when seeking job opportunities. The key elements identified as the ones which influence candidates' perceptions of prospective employers are the company website, office environment and employee testimonials.

Regarding the practices of a recruitment marketing strategy, several of them were identified, such as website optimization, candidate email campaigns, company reputation management, monitoring and responding to employer reviews, social media platforms, targeted advertisement campaigns, job boards, live chat, recruitment analytics, content in video format. Although based on the findings of the survey which was conducted with the HR manager and employer brand managers, the practices that they found the most effective and yielded the best results and that used the most were social media advertisement, employee referrals, and content marketing. Furthermore, in this survey, the importance of employer branding and recruitment marketing in talent acquisition and retention efforts was highlighted and proved.

Considering the main finding of this dissertation, there are some recommendations for Multipessoal to revisit some of its recruitment marketing tools to ensure success in attracting and retaining high-skilled candidates. Therefore, the career site should be optimized first. This includes both creating a visually appealing and easily navigable interface, as well as in-depth explanations about the advantages offered with each job opening. Moreover, the use of employee testimonials and their introductions are the main factors which can contribute to a better image of the company in the eyes of potential applicants. Adoption of the candidate email campaigns, online advertising targeting, and online employment offers are effective techniques used to broaden the outreach and encourage a more diverse group of candidates. For instance, engaging in all the platform reviews where the potential clients are might take the company to the next level by boosting the firm's reputation and building trust. In the case of recruitment, the job titles and descriptions have the biggest effect on the candidates because they determine

the interests of a candidate. It is necessary to guarantee that job titles reflect the role and the department exactly while giving a detailed description of the tasks, requirements, and benefits required is the main purpose in order to attract potential candidates. With these adjustments in place, Multipessoal can enhance its employer recruitment marketing campaign and be perceived as an attractive employer, and this will in turn attract and retain a talented and diverse pool of candidates.

Limitations are an important consideration when talking about the findings of this dissertation thesis. Firstly, the sample size was limited and failed to represent the broader population, which could mean a selection bias. Despite the fact that the survey was widely dispersed among different groups, most of the respondents were Portuguese and from my social circle, increasing the possibility of a selection bias.

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Appendix

1. Script of the Survey to Answer Research Question 3:

Dear Participant,

Thank you in advance for your time and participation in this survey.

My name is Filipa Cerveira, and I am researching the topics of employer branding and recruitment marketing for my Masters' Dissertation at Católica Lisbon School of Business and Economics.

This study will take around 5 minutes to complete and was designed to gather your sincere opinion on the topic. All the answers are confidential and will strictly be used for research conclusions.

Thank you for your time and willingness to participate in this survey. If you have any questions or comments, please feel free to contact me by email: s-fcervera@ucp.pt

Gender

Male

Female

Non-binary

Prefer not to say

Age

<18

18-24

25-34

35-44

45-54

55-64

>65

Nationality

Portuguese

Non-Portuguese

What is your highest level of education completed?

- Primary Education
- Secondary Education
- Bachelor's Degree
- Master's Degree
- Doctoral Degree
- Other (please specify)

What is your current employment status?

- Employed Full-Time
- Employed Part-Time
- Unemployed
- Retired
- Student
- Other (please specify)

How would you describe your current career level?

- Entry-level
- Mid-level
- Senior-level
- Executive

In which industry do you currently work or have the most experience?

- Information Technology (IT)
- Healthcare
- Education
- Sales
- Real State
- Energy
- Finance
- Manufacturing
- Retail
- Other (please specify)

Where did you typically look for job opportunities?

- Online job board
- Company career website
- Employee referral
- Recruitment agent
- Social media (LinkedIn, Twitter, etc.)
- Networking events
- Other (please specify)

Order these features of the job offers in the order that best appeals to you when you are looking for a job.

- Job title
- Job description
- Recruitment agent
- Company

Order these characteristics and components of the job title according to how important they are to you.

- Clarity
- Level of responsibility
- Department/function
- Creativity
- Seniority level

Order these aspects of the job description according to how important they are to you.

Responsibilities
Qualifications and Requirements
Location
Work Schedule
Salary and benefits
Company description
Opportunities for growth
Application instructions
Contact information

Order these aspects of the company according to how important they are to you.

Company reputation
Industry
Company awareness
Mission and values
Corporate Social Responsibility

Order these aspects of the recruitment agent according to how important they are to you.

Reputation
Awareness
Trust
Support
Network

Which of the following items influence the most your initial impression of a company during the recruitment process? (select up to 3)

Company website

Online presence

Job advertisement

Facilities and office environment

Employee testimonials

Onboarding process

Employer branding

Other (please specify)

Which values are the most important to you in a company? (Select up to 3)

Innovation

Respect

Communication

Adaptability

Teamwork

Integrity

Work-life balance

Professional development

Diversity and inclusion

Other (please specify)

On a scale from 1 to 7, please rate the following benefits according to your preference. (1= not important at all; 7= extremely important)

1 2 3 4 5 6 7

Salary

Flexible work options

Transportation

Facilities

Insurances and allowances (health, life, meal)

Professional development (training, mentoring, etc.)

Peer-to-peer initiatives and company events

On a scale from 1 to 7, how would you rate your awareness of recruitment marketing strategies used by companies? (1= not aware at all; 7= extremely aware)

1 2 3 4 5 6 7

Recruitment marketing awareness

On a scale from 1 to 7, how much do employer branding and online presence influence your perception of a company? (1= not influenced at all; 7= extremely influenced)

1 2 3 4 5 6 7

Influence

2. Plots and Tables from the Analysis of the Survey from Research Question 3:

- Frequency Table Gender

Gender	
Female	Male
71	69

- Frequency Table Age

Age				
18-24	25-34	35-44	45-54	55-64
47	26	17	42	8

- Distribution of Gender by Age Ranges

	18-24	25-34	35-44	45-54	55-64
Female	81	15	26	74	6
Male	47	57	19	46	18

- Frequency Table of Nationality

Nationality	
Non-Portuguese	Portuguese
5	135

- Frequency Table of Level of Education

Level of Education	
Bachelor's Degree	Doctoral Degree
41	8
Master's Degree	Other (please specify)
81	1
Secondary Education	
9	

- Frequency Table of Employment Status

Employment Status				
Employed Full-Time	Other (please specify)	Retired	Student	Unemployed
98	3	1	36	2

- Frequency Table of Career Level

Career level			
Entry-level	Executive	Mid-level	Senior-level
51	15	35	39

- Frequency Table of Industry

Industry		
Education	Energy	
8	18	
Finance	Healthcare	
26	20	
Information Technology (IT)	Manufacturing	
9	7	
Other (please specify)	Real State	
16	6	
Retail	Sales	
18	12	

- Frequency Table of Job Opportunity Source

Networking events	Social media (LinkedIn)	Company career website	Employee referral	Networking events
1	1	40	22	36
Online job board	Other (please specify)	Recruitment agent	Social media (LinkedIn)	
43	12	23	82	

- Frequency Table of First Impression Factors

Company website	Employee testimonials	Employer branding	Facilities and office environment
72	70	35	77
Job advertisement	Onboarding process	Online presence	other (please specify)
54	48	31	2

- First Impression Factors Given the Gender

	Company website	Employee testimonials	Employer branding
Female	45	41	12
Male	27	29	23
	Facilities and office environment	Job advertisement	
Female		39	31
Male		38	23
	Onboarding process	Online presence	Other (please specify)
Female	21	13	0
Male	27	18	2

- Frequency Table of Company Values

Integrity	Adaptability	Communication
1	19	34
Diversity and inclusion	Innovation	Integrity
9	22	53
Professional development	Respect	Teamwork
60	73	51
work-life balance		
81		

- Company Values Distribution given the Gender

	Integrity	Adaptability	Communication	Diversity and inclusion	Innovation	Integrity
Female	0	8	20	5	8	28
Male	1	11	14	4	14	25
	Professional development	Respect	Teamwork	Work-life balance		
Female		22	44	30	42	
Male		38	29	21	39	

- Benefits

ParticipantID	benefits_salary	benefits_flex.work.options
Min. : 1.00	Min. :3.000	Min. :2.000
1st Qu.: 35.75	1st Qu.:6.000	1st Qu.:5.000
Median : 70.50	Median :7.000	Median :6.000
Mean : 70.50	Mean :6.407	Mean :5.557
3rd Qu.:105.25	3rd Qu.:7.000	3rd Qu.:6.250
Max. :140.00	Max. :7.000	Max. :7.000
benefits_transportation	benefits_facilities	
Min. :1.000	Min. :2.000	
1st Qu.:4.000	1st Qu.:5.000	
Median :5.000	Median :5.000	
Mean :4.686	Mean :5.179	
3rd Qu.:6.000	3rd Qu.:6.000	
Max. :7.000	Max. :7.000	
benefits_insurances.allowances	benefits_professional.development	
Min. :1.000	Min. :2.000	
1st Qu.:5.000	1st Qu.:5.000	
Median :6.000	Median :6.000	
Mean :5.586	Mean :5.964	
3rd Qu.:6.000	3rd Qu.:7.000	
Max. :7.000	Max. :7.000	
benefits_P2P.initiatives.and.company.events		
Min. :1.000		
1st Qu.:4.000		
Median :5.000		
Mean :4.671		
3rd Qu.:6.000		
Max. :7.000		

- ANOVA (gender and salary)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	0.44	0.4363	0.74	0.391
Residuals	138	81.36	0.5895		

- ANOVA (age and salary)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	6.9	1.7241	3.108	0.0175 *
Residuals	135	74.9	0.5548		

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

- ANOVA (gender and flexible work options)

	Df	Sum Sq	Mean Sq	F Value	Pr(>F)
Gender	1	13.14	13.140	9.996	0.00193 **
Residuals	138	181.40	1.315		

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

- ANOVA (age and flexible work options)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	6.99	1.748	1.259	0.289
Residuals	135	187.55	1.389		

- ANOVA (age and transportation)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	3.9	0.9632	0.38	0.823
Residuals	135	342.3	2.5357		

- ANOVA (gender and transportation)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	0.0	0.0134	0.005	0.942
Residuals	138	346.2	2.5084		

- ANOVA (gender and facilities)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	0.53	0.5337	0.478	0.49
Residuals	138	154.00	1.1160		

- ANOVA (age and facilities)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	1.79	0.4471	0.395	0.812
Residuals	135	152.75	1.1315		

- ANOVA (gender and insurance)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	0.84	0.8377	0.542	0.463
Residuals	138	213.13	1.5444		

- ANOVA (age and insurance)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	7.05	1.762	1.15	0.336
Residuals	135	206.92	1.533		

- ANOVA (gender and professional development)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	2.6	2.599	2.356	0.127
Residuals	138	152.2	1.103		

- ANOVA (age and professional development)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	9.36	2.340	2.172	0.0755
Residuals	135	145.46	1.077		

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

- ANOVA (gender and P2P initiatives)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Gender	1	0.0	0.0031	0.002	0.966
Residuals	138	228.9	1.6586		

- ANOVA (age and P2P initiatives)

	Df	Sum Sq	Mean Sq	F value	Pr(>F)
Age	4	27.32	6.829	4.574	0.0017 **
Residuals	135	201.57	1.493		

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

- Regression Models (rank order ~ demographic variables)

Coefficients:

	Value	Std. Error	t value
Age25-34	4.724e-15	0.2186	2.161e-14
Age35-44	-8.983e-15	0.2531	-3.549e-14
Age45-54	2.291e-14	0.1899	1.206e-13
Age55-64	-1.568e-15	0.3421	-4.582e-15

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1443	-7.6119
2 3	0.0000	0.1358	0.0000
3 4	1.0986	0.1443	7.6119

Residual Deviance: 1552.65
AIC: 1566.65

Coefficients:

	Value	Std. Error	t value
GenderMale	7.352e-15	0.1512	4.863e-14

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1228	-8.9472
2 3	0.0000	0.1127	0.0000
3 4	1.0986	0.1228	8.9472

Residual Deviance: 1552.65
AIC: 1560.65

Coefficients:

	Value	Std. Error	t value
Career.levelExecutive	3.421e-14	0.2627	
Career.levelMid-level	7.112e-14	0.1963	
Career.levelSenior-level	-1.384e-14	0.1903	
			t value
Career.levelExecutive	1.302e-13		
Career.levelMid-level	3.622e-13		
Career.levelSenior-level	-7.275e-14		

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1396	-7.8682
2 3	0.0000	0.1308	0.0000
3 4	1.0986	0.1396	7.8682

Residual Deviance: 1552.65
AIC: 1564.65

Coefficients:

	Value
Level.of.EducationDoctoral Degree	-2.804e-14
Level.of.EducationMaster's Degree	1.423e-14
Level.of.EducationOther (please specify)	1.133e-15
Level.of.EducationSecondary Education	-1.421e-14
	Std. Error
Level.of.EducationDoctoral Degree	0.3457
Level.of.EducationMaster's Degree	0.1714
Level.of.EducationOther (please specify)	0.9053
Level.of.EducationSecondary Education	0.3292
	t value
Level.of.EducationDoctoral Degree	-8.110e-14
Level.of.EducationMaster's Degree	8.299e-14
Level.of.EducationOther (please specify)	1.252e-15
Level.of.EducationSecondary Education	-4.317e-14

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1527	-7.1939
2 3	0.0000	0.1447	0.0000
3 4	1.0986	0.1527	7.1939

Residual Deviance: 1552.65
AIC: 1566.65

Coefficients:

	Value
IndustryEnergy	3.757e-15
IndustryFinance	-7.848e-14
IndustryHealthcare	-8.912e-14
IndustryInformation Technology (IT)	1.941e-14
IndustryManufacturing	5.473e-14
IndustryOther (please specify)	1.903e-14
IndustryReal State	-8.167e-15
IndustryRetail	9.319e-14
IndustrySales	-2.343e-14
	Std. Error
IndustryEnergy	0.3801
IndustryFinance	0.3616
IndustryHealthcare	0.3742
IndustryInformation Technology (IT)	0.4346
IndustryManufacturing	0.4629
IndustryOther (please specify)	0.3873
IndustryReal State	0.4830
IndustryRetail	0.3801
IndustrySales	0.4082
	t value
IndustryEnergy	9.884e-15
IndustryFinance	-2.170e-13
IndustryHealthcare	-2.382e-13
IndustryInformation Technology (IT)	4.465e-14
IndustryManufacturing	1.182e-13
IndustryOther (please specify)	4.914e-14
IndustryReal State	-1.691e-14
IndustryRetail	2.452e-13
IndustrySales	-5.740e-14

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.3222	-3.4098
2 3	0.0000	0.3185	0.0000
3 4	1.0986	0.3222	3.4098

Residual Deviance: 1552.65
AIC: 1576.65

Coefficients:

	Value	Std. Error	t value
Age25-34	4.818e-15	0.2290	2.104e-14
Age35-44	4.904e-15	0.2532	1.937e-14
Age45-54	5.638e-15	0.1900	2.968e-14
Age55-64	-5.878e-15	0.3471	-1.693e-14
GenderMale	1.424e-14	0.1610	8.850e-14

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1569	-7.0002
2 3	0.0000	0.1492	0.0000
3 4	1.0986	0.1569	7.0002

Residual Deviance: 1552.65
AIC: 1568.65

Coefficients:

	Value	Std. Error	t value
Age25-34	4.366e-15	0.2596	1.681e-14
Age35-44	2.424e-15	0.2813	8.618e-15
Age45-54	1.751e-14	0.2227	7.862e-14
Age55-64	-3.618e-15	0.3711	-9.749e-15
GenderMale	1.895e-14	0.1639	1.157e-13
Level.of.EducationDoctoral Degree	7.971e-15	0.3732	2.136e-14
Level.of.EducationMaster's Degree	7.897e-15	0.1940	4.070e-14
Level.of.EducationOther (please specify)	4.211e-16	0.9208	4.573e-16
Level.of.EducationSecondary Education	2.982e-15	0.3433	8.685e-15

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.1782	-6.1667
2 3	0.0000	0.1713	0.0000
3 4	1.0986	0.1782	6.1667

Residual Deviance: 1552.65
AIC: 1576.65

Coefficients:

	Value	Std. Error	t value
Age25-34	4.715e-16	0.2532	1.862e-15
Age35-44	2.519e-15	0.2802	8.991e-15
Age45-54	3.627e-14	0.2030	1.787e-13
Age55-64	-3.816e-14	0.3637	-1.049e-13
GenderMale	-7.275e-15	0.1694	-4.294e-14
IndustryEnergy	6.055e-15	0.4249	1.425e-14
IndustryFinance	9.486e-15	0.3768	2.517e-14
IndustryHealthcare	5.249e-15	0.3903	1.345e-14
IndustryInformation Technology (IT)	-1.453e-14	0.4560	-3.186e-14
IndustryManufacturing	3.163e-15	0.4831	6.547e-15
IndustryOther (please specify)	-2.048e-14	0.4033	-5.077e-14
IndustryReal State	-1.693e-15	0.4850	-3.491e-15
IndustryRetail	1.717e-14	0.3972	4.322e-14
IndustrySales	2.150e-14	0.4291	5.011e-14

Intercepts:

	Value	Std. Error	t value
1 2	-1.0986	0.3745	-2.9333
2 3	0.0000	0.3713	0.0000
3 4	1.0986	0.3745	2.9333

Residual Deviance: 1552.65
AIC: 1586.65

- Legend regarding values

Integrity	Adaptability
9	8
Communication	Diversity and inclusion
7	6
Innovation	Professional development
5	4
Respect	Teamwork
3	2
work-life balance	
1	

- Distribution of values (1-9) over the rank position (1-4) of the Job title

	1	2	3	4
1	16	20	37	8
2	19	10	18	4
3	12	22	28	11
4	14	19	23	4
5	9	4	7	2
6	1	2	6	0
7	8	8	13	5
8	8	4	6	1
9	17	10	19	7

- Distribution of values (1-9) over the rank position (1-4) of the Job description

	1	2	3	4
1	26	31	24	0
2	10	23	18	0
3	21	24	27	1
4	16	15	28	1
5	5	11	5	1
6	3	4	2	0
7	9	14	11	0
8	6	8	5	0
9	13	19	21	0

- Distribution of values (1-9) over the rank position (1-4) of the Company

	1	2	3	4
1	36	27	14	4
2	19	17	15	0
3	37	22	11	3
4	30	21	6	3
5	8	5	7	2
6	5	3	0	1
7	17	11	6	0
8	5	7	7	0
9	23	20	9	1

- Distribution of values (1-9) over the rank position (1-4) of the Recruitment agent

	1	2	3	4
1	3	3	6	69
2	3	1	0	47
3	3	5	7	58
4	0	5	3	52
5	0	2	3	17
6	0	0	1	8
7	0	1	4	29
8	0	0	1	18
9	0	4	4	45

- Correlation between the job offer attributes and recruitment marketing awareness

```

> corr_jobtitle <- cor(data.awarepref$`recruitment marketing awareness`, data.awarepref$job.feature_job.title)
> print(corr_jobtitle)
[1] -0.03122545
> corr_jobdescription <- cor(data.awarepref$`recruitment marketing awareness`, data.awarepref$job.feature_job.description)
> print(corr_jobdescription)
[1] 0.1834927
> corr_company <- cor(data.awarepref$`recruitment marketing awareness`, data.awarepref$job.feature_company)
> print(corr_company)
[1] -0.09602071
> corr_recagent <- cor(data.awarepref$`recruitment marketing awareness`, data.awarepref$job.feature_recruitment.agent)
> print(corr_recagent)
[1] -0.05018662
~

```

- Regression Models

```
> summary(model_job_title)

Call:
lm(formula = job.feature_job.title ~ `recruitment marketing awareness`,
    data = data.awarepref)

Residuals:
    Min       1Q   Median       3Q      Max
-1.3967 -1.2844 -0.2843  0.6932  1.7156

Coefficients:
                Estimate Std. Error t value Pr(>|t|)
(Intercept)         2.41919    0.27895   8.672 1.04e-14 ***
`recruitment marketing awareness` -0.02247    0.06124  -0.367   0.714
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9795 on 138 degrees of freedom
Multiple R-squared:  0.000975, Adjusted R-squared:  -0.006264
F-statistic: 0.1347 on 1 and 138 DF,  p-value: 0.7142
```

```
> summary(model_job_description)

Call:
lm(formula = job.feature_job.description ~ `recruitment marketing awareness`,
    data = data.awarepref)

Residuals:
    Min       1Q   Median       3Q      Max
-1.28611 -0.77091 -0.06918  0.82236  1.82236

Coefficients:
                Estimate Std. Error t value Pr(>|t|)
(Intercept)         1.63533    0.22532   7.258 2.59e-11 ***
`recruitment marketing awareness`  0.10846    0.04946   2.193   0.03 *
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.7912 on 138 degrees of freedom
Multiple R-squared:  0.03367, Adjusted R-squared:  0.02667
F-statistic: 4.808 on 1 and 138 DF,  p-value: 0.03
```

```
> summary(model_company)

Call:
lm(formula = job.feature_company ~ `recruitment marketing awareness`,
    data = data.awarepref)

Residuals:
    Min       1Q   Median       3Q      Max
-0.96033 -0.77389  0.03967  0.28825  2.28825

Coefficients:
                Estimate Std. Error t value Pr(>|t|)
(Intercept)         2.08462    0.24981   8.345 6.61e-14 ***
`recruitment marketing awareness` -0.06215    0.05484  -1.133   0.259
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.8772 on 138 degrees of freedom
Multiple R-squared:  0.00922, Adjusted R-squared:  0.00204
F-statistic: 1.284 on 1 and 138 DF,  p-value: 0.2591
```

```
> summary(model_rec_agent)

Call:
lm(formula = job.feature_recruitment.agent ~ `recruitment marketing awareness`,
    data = data.awarepref)

Residuals:
    Min       1Q   Median       3Q      Max
-2.7416  0.2047  0.2345  0.2584  0.3060

Coefficients:
                Estimate Std. Error t value Pr(>|t|)
(Intercept)         3.86086    0.18398  20.98 <2e-16 ***
`recruitment marketing awareness` -0.02384    0.04039  -0.59   0.556
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.646 on 138 degrees of freedom
Multiple R-squared:  0.002519, Adjusted R-squared:  -0.004709
F-statistic: 0.3485 on 1 and 138 DF,  p-value: 0.556
```

3. Script survey for research question 4

Dear Participant,

Thank you in advance for your time and participation in this survey.

My name is Filipa Cerveira, and I am researching the topics of employer branding and recruitment marketing for my Masters' Dissertation at Católica Lisbon School of Business and Economics.

This survey will take less than 5 minutes to complete and was designed to gather your sincere opinion on the topic. All the answers are confidential and will be strictly be used for research conclusions.

Thank you for your time and willingness to participate in this survey. If you have any questions or comments, please feel free to contact me by email: s-fcerveria@ucp.pt

Are you currently working in the human resources area?

Yes

No

How would you define recruitment marketing?

Attracting potential candidates through advertising and branding efforts

Showcasing company culture and values to attract potential candidates

Creating targeted advertising campaigns to reach specific candidate demographics

Engaging with candidates through social media and digital platforms

Building relationships with candidates through personalized communication

Other

What role does employer branding play in attracting and retaining top talent?

Significant Role

Moderate Role

Minimal Role

Unsure

Which recruitment marketing strategies have you found most effective? (select all that apply)

Social Media Advertising

Employee Referrals

Content Marketing (blogs, videos, webinars)

Virtual Events

Website Optimization

Candidate Email Campaign

Paid Advertising

Employer Branding Initiatives

Other

How do you measure the success of your recruitment marketing efforts? (select all that apply)

Quality to Applicants

Time-to-hire

Candidate-retention rates

Cost-per-hire

Candidate engagement metrics (click-through rates, open rates)

Diversity metrics (gender, ethnicity)

Employee referral metrics

Other

What emerging trends do you foresee in recruitment marketing and employer branding for the next 5-10 years?

- Remote work and flexible work options
- Artificial intelligence and automation in recruitment processes
- Blockchain technology for secure candidate data management
- Diversity, equity, and inclusion initiatives
- Employee experience and well-being
- Other

Based on your experience what recommendations would you provide to organizations aiming to build a strong employer brand and effective recruitment marketing strategy?

- Focus on authenticity and transparency
- Leverage technology and data analytics
- Engage with candidates through personalized communication
- Invest in employee development and retention initiatives
- Enhance candidate experience throughout the recruitment process
- Conduct regular employer brand audits
- Other

4. Plots and tables from the analysis of the survey for research question 4

