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Attracting and retaining employees as a Small Enterprise: Case study about ManWinWin company

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June, 2021



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Human Resources Management and Organizational Consulting

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Acknowledgments

This study was only possible due to the availability and interest of several persons.

First, I would like to thank my supervisor Prof. Patrícia Costa, who contributed to her knowledge, scientific input, and availability to support me and make this thesis possible. Secondly, thanks to the CEO of ManWinWin, who provided me with all information needed and the availability during the thesis process.

I would also like to thank my parents, boyfriend and friends who supported me when I needed it.

Resumo

A durabilidade e o sucesso das empresas dependem da qualidade da sua força de trabalho e dependem do desafio de atrair e recrutar talentos numa era de mudança empresarial e de tecnologia. Os novos colaboradores (especialmente os *millenials*) dão maior relevância a temas como o equilíbrio entre a vida profissional e familiar, oportunidades de carreira, formação, *workshops* e *coaching*, e ter um salário competitivo (PWC, 2011).

O âmbito deste estudo de caso é ver como a ManWinWin, uma pequena empresa está a atrair e a reter os seus empregados mesmo só podendo pagar abaixo da média. Este estudo de caso foi baseado na metodologia Yin (2003), pelo que utilizámos quatro fontes de informação: entrevistas, documentos, questionário e observação direta convergindo de forma triangular, relativamente a quatro tópicos principais: *Employer branding*, cultura, motivação e benefícios. A amostra foi toda a empresa empregada na altura (treze empregados e quatro gestores).

Os empregados foram entrevistados e depois foi preenchido um questionário. Os resultados qualitativos foram analisados de acordo com a análise do modelo de King (2012) através de categorias e subcategorias e os resultados quantitativos foram analisados através de estatísticas descritivas utilizando o SPSS. As principais conclusões são que os gestores sentem que os funcionários da ManWinWin estão mais motivados do que os próprios revelaram. No entanto, o estudo concluiu que a sua intenção de sair da empresa é muito baixa. O que pode sugerir que os benefícios utilizados para motivar os trabalhadores possam estar a ser eficazes. No entanto, há margem para melhorias, e a última secção deste estudo centra-se no que a ManWinWin pode fazer para melhorar os aspetos positivos das nossas conclusões e enfrentar os negativos.

Palavras-chave: Gestão de Recursos Humanos, Teoria da conceção de empregos, Envolvimento no Trabalho, Remuneração, Pequena Empresa

Classificação JEL: M52, O15

Abstract

The durability and success of businesses depend on the quality of their workforce and rely on the challenge to attract and recruit talent in a business change and technology-driven era. New joiners (millennials especially) give more relevance to work-life balance, career opportunities, learning through training, workshops, coaching, and a competitive salary (PWC, 2011).

The scope of the case study is to see how ManWinWin, a small Portuguese enterprise that only can pay below average, is attracting and retaining its employees. This case study was based on Yin (2003) methodology. Therefore, we used four sources of information: interviews, documents, questionnaires, and direct observation converging in a triangulation way. They converged in four main topics: employer branding, culture, motivation and benefits. Our sample was the entire company employed at the time (thirteen employees and four managers).

The researcher interviewed the employees, then a quantitative questionnaire was asked to be filled, which adds quantitative information. Qualitative outcomes were analysed according to the template analysis of King (2012) through categories and subcategories, and quantitative results were analysed by descriptive statistics using SPSS. The main findings are that managers feel that ManWinWin employees are much more motivated than they revealed in the answers. However, the study concluded that their intention to leave was very low, proposing that the benefits used for motivating employees may be effective. Nonetheless, there is room for improvement. The last section of this study focuses on what can ManWinWin do to enhance the positive aspects of our findings and tackle the negative ones.

Keywords: Human Resources Management, Job design Theory, Work Engagement, Compensation, Small Enterprise

JEL Classification: M52, O15

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List of Abbreviations

CEO - Chief Executive Officer

CVF - Competing Values Framework

e.g. - for example

etc. - et cetera

EVP- Employee Value Proposition

HR- Human Resources

SE - Small Enterprise

STD - Self-determination theory

WLB - work-life balance

1.Introduction

Companies are challenged every day to attract and retain their employees. Looking for Small Enterprises (SE), that are defined as “enterprises that employ fewer than 50 persons and whose annual turnover or annual balance sheet total does not exceed EUR 10 million” (Commission, 2016, p.11), they feel more difficulties competing in salaries, so they need to focus on different approaches and strategies when looking for new talent.

One way to catch potential workers' attention is to focus on employer branding: showing all their company strengths and attracting people who align with them.

A survey conducted by the American Institute of Certified Public Accountants suggested that 80% of participants would choose a job with benefits even if a similar job offered 30% more salary but no benefits (Ciccarelli, 2019), which can suggest that employees are no longer taking financial benefits as the main priority in their lives when looking for new opportunities.

In order to understand this real-life phenomenon in-depth, we have decided to study a Portuguese company, ManWinWin, which is a SE that, from the CEO perspective, have employees who are highly motivated by them non-money benefits. Therefore, the case study will focus on what ManWinWin is doing right and aim to understand how, if so, employees tend to consider other benefits (namely the ones the company holds as necessary for their employer branding) more important than an attractive one salary package.

ManWinWin considers itself proof that SE can compete with large enterprise even without offering a better salary package. They make themselves known for the way they treat their employees, focusing on their work-life balance. Their motto is “family first”, so all employees have the flexibility to manage their schedules and lives. When entering their website, in the application section, they mention the gain of being a ManWinWiner: one of the benefits is working in a company that takes care of their employees (e.g. "We offer life beyond work, we do not value work after 18:00, and the family is always first" (ManWinWin, 2021)).

ManWinWin also takes care of their employee´s career development by offering training courses and fomenting this type of activities: "Our company invests a lot in training courses for employees (courses that are useful for the employee and the company, of course)" (ManWinWin, 2021).

Therefore, this case study will focus on a company that focuses on employer branding centred on intangible rewards (intangible forms of compensation such as well-being, achievement, variety, challenge, autonomy, responsibility, personal and professional growth (O'Driscoll & Randall, 1999)), specifically on work-life balance and personal/professional development.

As a case study, our broad goal is to gain a deeper factual context and background knowledge of the relationship between the following topics: work engagement, job characteristics, non-monetary benefits and employer branding. How ManWinWin is attracting and retaining employees by being a SE and paying below average is our main question.

2.Literature Review

2.1 Employer branding

The organisation's survival and success depend on the quality of products/services but also remain at their workforce's quality. Companies are challenged every day to attract and recruit talent in this era of business change and technology-driven strategies. According to Barney (1991), the characteristics of a firm's resources can contribute to sustainable competitive advantage, and the possession of resources that are rare, valuable, irreplaceable and challenging to imitate allows firms to move ahead of their competitors.

Companies commonly put their branding strategies efforts on improving the product and corporate brands, but branding can also be used in Human Resource Management (HRM). The concept of branding application to HRM has been called employer branding. Firms are applying it to attract, recruit and assure that current employees are engaged in its culture and strategy. However, there are differences between employer, product or corporate brand: the employer branding is related to employment and directed to internal and external audiences (employees and customers) and the product and corporate mainly directed to an external audience, customers (Backhaus & Tikoo, 2004).

One way to attract the most talented and retain employees is through employer branding strategies (Figurska & Matuska, 2013). Organisations must systematically build the employer brand since their image affects consumer's perception of its products and their attractiveness as

an employer. Employer attractiveness is described as the anticipated benefits of a potential employee in working for a specific organisation (Berthon, Ewing, Li Lian, 2005).

The term employer branding was firstly introduced by Simon Barrow (1996). He defined it as being "the package of functional (developmental or useful activities), economic (material or monetary rewards) and psychological (direction and purpose) benefits provided by employment and identified with the employing company" (Tim & Simon, 1996, p.3). The prominent role of the employer brand is to provide a coherent framework for management to simplify, focus priorities, increasing productivity and improve recruitment, retention, and commitment.

There is not only one definition for employer branding, and some authors proposed that employer branding is: "the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors" (Backhaus & Tikoo, 2004 p.502) or the bilateral agreement between an organization and its people: the reason why they elect to join and the reasons why they choose to stay (Rosethorn, 2009). To define and manage this employer brand, the organisations need to have a unique and differentiating business promise and deliver the promise throughout the employee lifecycle (Rosethorn, 2009).

Departing from all definitions, employer branding has been understood as the benefits provided by an employer, making them preferable to their competitors. These benefits aim at setting a distinctive personality and identity of the company as an employer. The benefits derived from the company's values, systems, and policies or, expressing it differently, contains the attitudes as well the behaviours of the working environment (Bellou et al., 2015). Employer branding will involve the totality of tangible and intangible reward features that a particular organisation offers its employees (Edwards, 2009).

In the context of recruitment, job seekers have limited information about the organization so, potential applicants "will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee-related attributes and the relative importance they place on those attributes" (Backhaus & Tikoo, 2004 p.505). They are looking for the company's Employee Value Proposition (EVP) which is the set of associations and offerings provided by an organisation in return for an employee's skills, capabilities, and experiences. The value proposition should "identify the unique people policies, processes and programs that

demonstrate the organisation's commitment to (e.g. employee growth, management development, ongoing employee recognition and community service)" (Browne, 2012, p.29)

Furthermore, although identifying the strengths is important, companies need also focus on how and what they communicate it. Lloyd (2002) defined employer branding as "the sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work" (cited in Berthon et al., 2005).

Apart from good communication, it is crucial to see the effectiveness of the employer brand strategy. A study conducted by Srivastava and Bhatnagar (2010) proposed a scale to measure employer brand strength, and eight possible dimensions arose in order to evaluate employer branding. The dimensions are caring, enabling, career growth, credible and fair, flexible and ethical, product and service brand image, positive employer image and global exposure.

The first one (caring) is related to how an organisation cares about the welfare of its employees (e.g. "the organisation is known to provide food and drop facility at no extra cost to its employees working till late hours" (Srivastava & Bhatnagar, 2010, p.31); the second (enabling) refers to the extent to the organisation helps an employee work towards the best of its abilities (e.g. "Its management is open to ideas given by its employees" (Srivastava & Bhatnagar, 2010, p.31)). The third (career growth) to how much the organisation helps the worker to develop their career (e.g. "Joining this organisation would be a beneficial move for my career"(Srivastava & Bhatnagar, 2010, p.31)); the fourth (credible and fair) is about the credibility of the organisation and the way it is fair in appraisals and rewarding its employees (e.g. "this organisation is known for its credibility" (Srivastava & Bhatnagar, 2010, p.31)). Additionally, the fifth factor (flexible and ethical) is how organisations provide flexibility to their employees in performing their jobs ethically (e.g. "I have never heard a case of unethical practice by this organisation"(Srivastava & Bhatnagar, 2010, p.31). Additionally, the sixth dimension (product and service brand image) refers to the quality of products and services sent by the company (e.g. "the products and services of this organisation are regularly advertised on television/newspapers" (Srivastava & Bhatnagar, 2010, p.31)). The seventh dimension (positive employer branding image) refers to the employee's perception of the company's working environment positive reputation (e.g. "I have heard that it is a good company to work for"(Srivastava & Bhatnagar, 2010, p.31)). Lastly, it is the eighth (global exposure) that remains the question if the organisation is globally known or not (e.g., "this organisation offers positions in foreign assignments"(Srivastava & Bhatnagar, 2010, p.31).

Companies can adjust their employer branding with this scale, certifying that every dimension is present in their strategy. Having a higher employer branding may enhance the motivation of the employees, as the study of Sonal Jain (2013) suggested.

Furthermore, Sutherland et al. (2002) argued that the best applicants would choose the best company among a few after comparing them with corporate culture and practices.

In conclusion, for the candidates/employees to know and feel that what has been exposed through employer branding is consistent and congruent, the culture must be reflected in these strategies. In addition, effective employer branding strategies help companies attract and retain candidates/ future employees, so it's essential to have a well-defined culture.

2.2 Culture

Edgar Schein, (1984) defined culture as “a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1984, p.3)

According to the importance within the organisation, he stated that culture is divided into three levels (artifacts, exposed values, and underlying assumptions) (*see appendix A*). The first one, artifacts, is related to what we see, what a newcomer would notice, visible signs as dress code, mode of speaking, job titles used and workplace. The second one, with what the organization says about the way that they work and such a: employee values and behaviours, vision, strategy, and company philosophy. Finally, the third level, underlying beliefs, reflects how the organization works inside (invisible and pre-conscious) and can include how they deal with failure or success (Schein, 1984). Employer branding should reflect the three levels of culture.

Organizational culture influences work attitudes (e.g., job satisfaction, organizational commitment), service quality, and staff turnover (Glisson & James, 2002). Work attitudes also mediate the effects of climate on employee performance and motivation (Parker, Baltes, Young, Huff, Altmann, Lacost and Roberts, 2003).

One framework to evaluate an organisation's culture is the Competing Values Framework (CVF) developed by Quinn & Rohrbaugh (1983), which classifies organizations according to two dimensions: Flexibility vs Control; Internal Focus and vs External Focus.

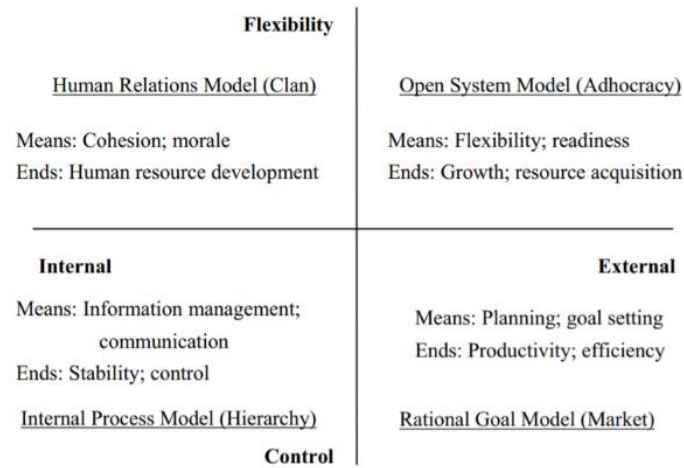


FIGURE 1 COMPETING VALUES FRAMEWORK (CVF) SOURCE: (QUINN & ROHRBAUGH, 1983)

From *Figure 1* as it can be seen, four profiles exist: clan, adhocracy, hierarchy, and market. In the first quadrant, we have the clan culture, which describes a very friendly workplace where people share a lot of themselves. The leaders are considered mentors. The organization emphasizes long-term people development and attaches great importance to cohesion and morale. Secondly, the adhocracy culture is defined as being a dynamic place where people take risks. The leaders are considered innovators, and innovation is the key for the organization. Here, a focus on the product or service is significant. In the third quadrant, we have the hierarchy culture, a culture defined by being a very formalised and structured place to work. Formal rules and policies hold the organisation together. Lastly, we have a market culture that is related to goal-oriented and competitive employees. Reputation and success are common concerns, and the long-term focus is on achieving measurable goals and targets.

In order to attract and retain employees, ManWinWin needs to know how the organization culture is characterized (in what quadrant they are inserted) and how to broadcast this culture into an employer branding strategy.

After some conversations with the CEO, we've come to the conclusion that the company's culture was expected to be placed in the first quadrant, which is flexible and with an internal focus on their employees since their motto is "family first", and the flexibility for the employees to manage their schedules as they prefer.

2.3 Benefits

For enhancing the performance, productivity or motivation of an employee, benefits and incentives can be used as an effective tool. For this, some HR practices can be implemented for organisations to motivate their workforce.

Reward management system plays a central role in human resource management to improve organisation performance. These are processes and structures that reward employees' behaviour in a firm, including payment practices, promotion, procedures, benefits, bonuses, non-financial rewards, and work design (Lawler, 1990). Rewards can be defined as "the remuneration that an employee receives in return for the work and services he/she had performed in the organisation" (Goodale et al., 1997, p198).

Managers use rewards to show employees that their behaviours are being perceived, and when they are positive, they shall be appraised (Bartol & Srivastava (2002). If companies are strategic in how they reward employees, they will be able to stimulate desirable values and behaviours such as knowledge sharing, employee creativity, quality performance, increase in customer satisfaction levels (Eisenberger et al. (1998) and influence workforce commitment (Williamson et al., 2009).

Regarding rewards, there are two types of rewards: intrinsic and extrinsic rewards. Both rewards are part of organisational compensations and refer to employees' financial and non-financial benefits (Newman & Sheikh, 2012). They are intended to motivate performance and maintain membership (Mottaz, 1988) and loyalty to their organisation (Qaiser Danish et al., 2015).

Intrinsic rewards have been suggested by being those that exist in the job itself (Frederick Herzberg, 1987) and intangible forms of compensation (Morgan et al., 2013). Some examples of intrinsic rewards are achievement, variety, challenge, autonomy, responsibility, personal/professional growth (O'Driscoll & Randall, 1999). Clarity of role (Teas et al., 1979), autonomy (Hackman & Oldham, 1976), feedback (Hackman & Oldham, 1976), participation in decision-making (Teas, 1983), training and skills variety (Malhotra et al., 2007), the opportunity to have input into the definition of one's job tasks, the meaningfulness of job tasks, and co-worker support (Morgan et al., 2013) are also evidence of intrinsic benefits. Rusbult and

Farrell (1983) also proposed that emotions of lust, eagerness, commitment, and self-sufficiency are intrinsic rewards as well.

Employees motivated by intrinsic rewards within the organisation perform well according to their job description and get motivated positively for their welfare (Qaiser Danish et al., 2015).

In contrast, extrinsic rewards are essentially external to the job itself (Frederick Herzberg, 1987) and consist of tangible benefits, including pay, promotion opportunities (Malhotra et al., 2007) and career development (Morgan et al., 2013). Fringe benefits, job security, private office space, the social climate (Herzberg (1987), working conditions (Rust et al., 1996) and the satisfaction with extra benefits are included in the extrinsic rewards.

A study conducted by Hinkin & Schriesheim (2004) concluded that there is a positive relationship between the rewards provided by the management of a company, the worker's job satisfaction, and the effectiveness of the work produced.

Employees cope when their organisation appreciates their work, rewards them, respects them, and considers them an indispensable part of the organisation. Besides, it is crucial to recognise that an unfavourable salary for a worker's performance might result in undermotivation levels and lower job satisfaction (Qaiser Danish et al., 2015).

This study aims to comprehend which types of benefits exist in the company, how they are communicated to the employees and know how the workers understand the benefits, how they affect their work, and whether they had an impact when they chose to work there and when they decided to leave the company. All the above variables (Employer branding, culture), including benefits, can influence and help understand employee's motivation when we are talking about attracting and retaining employees at ManWinWin. For that, it is crucial to understand what types of motivation drives ManWinWin employees.

2.4 Motivation

One of the biggest challenges of the companies is to motivate their employees. Therefore, when companies see ways to motivate workers, they need to know the drivers for their motivation. Some employees stay motivated to work because of the rewards they receive (such as being

paid, promoted or appraised) and others, in the opposite, due to seeking, finding and doing work that meets your needs (for example, achieving their goals).

Over the years, different approaches have been considered concerning the topic of motivation. Herzberg (1959) introduced his two-factor theory of satisfaction and motivation and stated that motivation is divided into intrinsic and extrinsic motivators. The theory proposes that the primary determinants of employee satisfaction are intrinsic factors of the job (i.e., recognition, achievement, responsibility/autonomy, advancement, personal growth in competence). These factors are believed to be effective in motivating employees to superior effort and performance. In opposite, extrinsic is what is given to or for people to motivate them, examples include company policies, supervisory practices, pay plans and working conditions. The Herzberg theory specifies that changes that deal only with extrinsic factors should not lead to increases in employee motivation.(Herzberg et al., 1959)

Some theories try to explain the main factors that influence intrinsic motivation (which is related to the job itself). Hackman & Oldham (1975) proposed the job design model and presented five main job characteristics: task variety, task identity, task significance, job autonomy, and feedback to foster autonomous motivation. According to this theory, employees should: be able to work in different tasks with different skills and talent requirements (task variety); have the possibility to have a continuous workflow of tasks being able to see the final product of their work (task identity); have tasks that have an impact on the organisation (task significance); have the autonomy to make their own decisions (autonomy) and finally receive direct and clear feedback about their effectiveness (feedback) (Hackman & Oldham, 1975).

Ten years later, Deci and Ryan (1985) suggested that employee's performance and well-being are affected by the type of motivation they have for their job activities (Self-determination theory, STD). According to this theory, there are three universal psychological needs: competence or effectance, relatedness or belongingness and autonomy or self-determination essential for employee's psychological health, well-being, and effective performance. Competence or effectance is "related to the need to produce desired outcomes and to experience mastery" (Wang et al., 2019, p.1) (e.g. "I can decide which projects I work on in the company"), relatedness related to "the need to feel connected to others" (Wang et al., 2019, p.1) (e.g. I feel that my team supports me) and lastly the autonomy that is "the need to feel ownership of one's behaviour" (Wang et al., 2019, p.1) (e.g., "I think I am pretty good doing my job").

The pioneer's work of Hackman & Oldham (1975) emphasised that autonomy and task denominated as essential aspects of jobs that promote high performance. In contrast, SDT views them as supports for the autonomy that needs to be provided by managers orientations and behaviours. SDT considers feedback to support competence and task significance to support autonomy and relatedness needs (Deci et al., 1985).

Autonomous motivation is a central SDT variable for predicting workplace outcomes. It is comprised of employees' reports of both intrinsic motivation and well-internalised extrinsic motivation. The theory assumes that when people can identify with the value and importance of their work, they will show enhanced work motivation qualities. Foss et al. (2009) found that intrinsic (i.e., autonomous) motivation was positively predictive of knowledge sharing (i.e., performance), whereas external (i.e., controlled) regulation was negatively predictive of giving knowledge and unrelated to receiving it. Studies of reward's effects on intrinsic motivation for an activity revealed that tangible rewards undermined intrinsic motivation for the activity. In contrast, positive feedback (referred to by some verbal rewards) enhanced intrinsic motivation (Deci, 1971).

Additionally, one way to evidence that workers are motivated is to notice that they are work engaged. Schaufeli et al. (2006) introduced the concept of work engagement, and they argued that being work engaged means having a "positive, affective-motivational state of fulfilment that is characterised by vigour, dedication, and absorption" (Schaufeli et al., 2006 p.702). Vigour refers to high energy and mental resilience levels while working, dedication to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, and challenge. Finally, absorption is characterised by being fully concentrated and happily immersed in work, such that time flies (Wilmar B. Schaufeli et al., 2006).

Results showed that engaged employees are highly self-efficacious (employee's cognitive appraisal of whether he or she can complete a given task); they believe they can meet the demands faced in a broad array of contexts and are willing to go the extra mile (Bakker et al., 2004). Engaged workers are active agents, believe in themselves, generate their own positive feedback, have values that match with the organisation, sometimes feel tired, but satisfied and are also engaged outside work (Schaufeli, 2011).

Considering there is a positive relationship between intrinsic motivation and engaged employees with self-efficacy (Annoni, 2000) these two factors seem to be important when

explaining employee retention and relevant for our case study. From the previous section on employer branding, it can be suggested that all the employer branding dimensions indicated by Srivastava & Bhatnagar (2010) go beyond extrinsic motivators and can be interpreted as intrinsic motivators. For example, we have the dimension caring, which is related to how the company cares about employee's welfare; therefore, organisations can motivate their employees by giving them benefits such as caring and career growth that will motivate them intrinsically.

A study made by Qaiser Danish et al. (2015) found a significant relationship between intrinsic/extrinsic motivation, intrinsic rewards, and employee performance. So, this line of evidence could be helpful in the case study.

3. Case-study context

The case study came through personal contact in July 2020. In an informal conversation, the CEO explained that ManWinWin is not competitive when compensation is concerned. They pay salaries under the average, which occurs because their profit is not enough to reward their employees financially. The low wages can be explained by being an SE. However, their mission remains to provide a welfare environment for all employees.

During the first contact, the CEO told us that ManWinWin is an interesting company because they have high employee motivation levels and work efficiently even though they pay below average. They approached us to confirm this and understand what they are doing well to attract new employees and retain the oldest ones. From the company perspective, this attraction and retention focus on employee rewards (such as work-life balance) and not by giving them standard extrinsic rewards (as a bonus, promotions and extra compensation).

The last two years were difficult for the majority of companies due to the COVID-19 situation since led to health and economic constraints. During a crisis, organizations have to find a balance between managing talent through rewards and managing costs (Towers, 2009). Therefore, a frequent measure adopted for companies during these periods of crisis is the cancellation of premiums, bonus payments, and pay raises until the crisis effects disappear (Prouska et al., 2016). So, career planning and an adjustment of employees and company measures are key to success (Vardarlier, 2016).

From the literature, it is known that an effective employer branding can allow companies to expose and bring to job seekers their current employee's engagement levels, shareholder value, level of loyalty among employees, and the company culture and consequently attracting new joiners and increasing the oldest employee's engagement and motivation levels (Sathya & Dr R.Indradevi, 2012).

Therefore, the study was developed to understand how existing motivational practices and cultural issues of ManWinWin company can be translated into an employer branding strategy. That strategy focuses on meeting current employees' needs through what they have to offer, always ensuring good motivation levels to retain employees and attract potential ones.

4. Organisation characterisation

This section will focus on the Navaltik company: the product they sell, their service, their structure, and lastly, their workforce.

ManWinWin (Navaltik management, Lda) is a Portuguese software company founded in 1981. Their experience spans 40 years of work, with thousands of users of their software present in more than 100 countries (around 400 clients worldwide). Their distribution of sales is approximately 36% international and 64% national. Its mission is to provide a sustainable experience to its customers by providing reliable and innovative software and services.

In terms of industry, they operate in the consulting sector, more specially in the engineering/maintenance management sector. In 2017 was recognized as one of the top-performing products in the computerized maintenance management system (CMMS) market, and over the last five years, ManWinWin has been growing (on average) 10,50% per year.

Their product remains the same since the beginning: it is software to manage daily maintenance operations. It can be used for any equipment and devices, such as on an industrial scale as machines in factories or applied fleets of any type, parts or buildings, all of which also need to manage their equipment. ManWinWin is characterised as a "user-friendly software with low investment and smart configuration" (ManWinWin, 2021).

ManWinWin clients reported an average of 25% cost-reduction after implementation, and 58% of the users said that their CMMS is a critical tool for compliance, helping them with ISO, FDA, IFS and OHSAS audit.

In attachment to the product, they offer software implementation, training for users, and audit service. In the first phase, their consultant has as main objectives to identify and inventory organisation assets, characterise the main maintenance plans and constitute a history of interventions to obtain KPI (Key Performance Indicators). Then, the training enables the User to explore the ManWinWin program properly, to develop and expand the initial information entered. Lastly, the audit service, where the objective is to carry out a diagnosis, identifies strengths and weaknesses and develops a framework of recommendations to improve the maintenance management system, optimise existing procedures, or create new ones.

They also have a procedure manual to serve as an operating guide for any organisations technical department. ManWinWin is known for its professional involvement in its implementations and personalised service, creating tools for making them available every time the clients have questions. Searching on their website, the clients also can find an FAQs space with the most frequent questions and several free online video tutorials, making them more independent when using ManWinWin software.

Regarding their organisation structure, the company is divided into five departments: development, administration, client and projects, commercial and the WinWin Academy (see Figure 2). It is a familiar company with 20 employees and a fresh generation of employees since most of them have worked for less than three years.

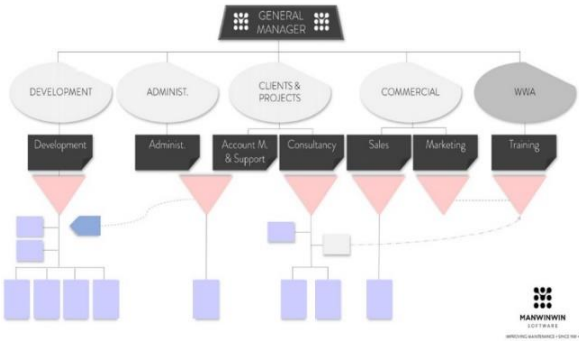


FIGURE 2 MANWINWIN ORGANIZATIONAL CHART

As we can see from the chart, ManWinWin has a vertical organizational chart. Employees are grouped according to the function they provide and distributed by the degree of

responsibility/ importance, from top to bottom. The higher the responsibility and autonomy inherent to the position, the higher it is positioned in the organization chart (being the most autonomous function the general manager) and the lowest the last line). Even though they have this organizational chart, its culture is to have autonomous and responsible employees. Since the previous year to 2021, they have changed this distribution and promoted employees to leadership roles.

When we started doing the interviews, they have a horizontal organizational chart with each partner being the manager of each department and each employee report to their manager. They were divided into four departments: Sales, Information technology, Consultancy and Administration (*see appendix B*). They did not have a general manager and intermediate leadership, creating some communication problems, as we will see in the result analysis.

ManWinWin tries to focus on innovation, so in 2021 they launched their WinWin Academy (Manwinwin, 2021) in partnership with Lusófona University (Lusofona, 2021); the academy aim is to develop sales and maintenance knowledge. Furthermore, to use the potential of their employees, some of the trainers in the academy will be the employees of commercial and clients & projects department.

Additionally, one of their projections for the following years is creating a research and development (R&D) team to enter into IoT and machine learning topics, to create a better customer experience in the software.

5. Methodology

This research is a qualitative case study, which allows the researcher to explore individual organizations using various data sources, ensuring that the issue is not explored through a singular perspective but rather through a variety of standpoints that will enable multiple facets of the phenomenon to be revealed and understood (Baxter & Jack, 2015). This qualitative case study aims at understanding what ManWinWin are doing right to attract and retain their employees and whether their employer branding strategy is aligned with this purpose.

This case study was conducted using the method of Robert K. Yin (Yin, 2003). Yin proposes six sources of evidence regarding data collection, including data from documentation,

archival records, interviews, direct observation, participant observation and physical artifacts. For this case study, four sources were chosen: documentation, interviews and direct observation, qualitative approaches, and a quantitative questionnaire.

One of the main requirements of this case study methodology was that the data must converge in a triangulation way, meaning collecting data from different sources and seeing if the findings converge.

The *Table 1* below displays the different types of data sources used for this study and points out a set of features, such as respective strengths, weaknesses, topic covered, objective, the number of participants and their respective job position, the duration, and where it was conducted.

Source	Strengths	Weaknesses	Topic covered	Objective	#Participants	Participants position	Duration	Place
Interview	Direct focus on the subject; Provide insights into the causes of events.	Poorly worded questions can lead to distortions and inaccuracies. Respondents can reply according to what the interviewer intends.	Employer branding; Culture; motivation; intentions to leave; benefits, leadership.	Collect information regarding the topics covered.	17 employees	Subordinates and partners	438 minutes (7 hours)	Online (Zoom and Microsoft teams)
Questionnaire	Comparability and consistency in the questions asked.	There is no possibility to generate new aspects, questions and ideas.	Work engagement; job design model, intention to leave and employer branding;	Try to quantify and analyse the topics covered.	All company	Subordinates and partners	Not applicable	Online (qualtrics platform)
Documents	Stable, since it can be reviewed repeatedly; Accurate in that it references, designations and details; it covers several events and periods.	There may be distortions caused by the author of the document; Some documents are not available.	Company history and context; recruitment process; performance evaluation process; benefits, feedback process, recruitment ads.	Complement the info collected by the interviews and questionnaires.	All company	Not applicable	98 pages	Online (digital paper format)
Direct Observation	Covers events in real time; Covers context of event	Is a selective instrument (unless broad coverage), event may proceed differently because it is being observed	Company day event	Analyse the communication within the company: informal communication and formal meetings.	All company	Subordinates and partners	720 min (12h)	Online (Zoom) and Presential (Onyria Quinta da Marinha, em Cascais)

Table 1 Data collection source

5.1 Interviews

As mentioned previously, according to Yin (2003), interviews are the most reliable source of information since the researcher can add open questions and the respondents can give more inputs related to the topic that is being discussed.

For this study, two types of scripts were used for the interviews, one for the thirteen subordinates and the other for the four partners, and all the scripts were written both in Portuguese and English (*see Appendix C*), due to the different nationalities of the company's employees. Most of the interviews were scheduled in advance via email and conducted in Portuguese or English, depending on the preferred language of the interviewee. Every interview was recorded (with prior communication of a confidentiality agreement for each interviewee) and transcribed (76 pages in total) for further data analysis. From the recorded sessions, the most significant data was selected and analysed afterwards.

The interview was semi-structured, allowing new open questions to be included, directing the conversation depending on answered questions.

The main covered topics were related to employer branding, culture, motivation and benefits. For employer branding questions were asked in order to assess the image that ManWinWin passes as an employer (e.g. Questions related to the recruitment process and the impression caused by the interviewers when talking about the company). Regarding culture questions related to the organizational environment and its communication process were made (e.g. Questions related to how they define their culture). For motivation, information about their intrinsic motivators to go to work every day were asked (e.g. What make you feel motivated at work). Lastly, the topic of benefits merged information about the monetary and non-monetary rewards that ManWinWin offers and how the employees recognize them (e.g. What type of benefits (monetary and non-monetary the company offer you).

For managers, questions related to leadership and strategy were also added to the script in order to get more information regarding the topics analysed, specially regarding culture and motivation (e.g. What is your leadership style?).

5.2 Questionnaire

For additional information, a quantitative method (survey) was also conducted to collect measurable details on work engagement, job design characteristics, intention to leave, and employer branding. The whole questionnaire can be found in the appendixes (*appendix D*). The Cronbach alpha reliability value was calculated for each variable, which presented a measure of the scale's internal consistency. A trustful reliability alpha should be $\geq 0,7$ (Tavakol & Dennick, 2011).

5.2.1 Work engagement

For the first variable (work engagement) the reduced short 9- item version UWES (Utrecht work engagement scale) scale was used with a 7-point Likert Scale, ranging from 0 (Never) to 6 (Always (every day)). This scale measured the subdimensions vigour, absorption and dedication. Some of the vigour items were: “*At my work, I feel bursting with energy*” and “*At my job, I feel strong and vigorous*”; for absorption: “*I feel happy when I am working intensely*” and “*I am immersed in my work*” and for dedication, “*My job inspires me*” and “*I am proud on the work that I do*”. For these three subdimensions we have created a new composite variable for the accuracy of results, called *engagement*, which has a Cronbach’s alpha of 0,97.

5.2.2 Job Design

The second variable (job design) was analysed through the job design model and was measured by The Work Design Questionnaire (WDQ) by Morgeson & Humphrey (2006). The WDQ includes three major work characteristics: motivational, social, and contextual. However, only the motivational and social category will be relevant for this study. The items were measured with a five-point rating scale from 1 (Strongly disagree) to 5 (*Strongly agree*).

The motivational work characteristics include task and knowledge characteristics as autonomy, task significance and task identity. The social characteristics include interdependence and the feedback received from others.

Regarding task characteristics, the dimensions used were: work scheduling autonomy (e.g. “*The job allows me to make my own decisions about how to schedule my work*”), decision-making autonomy (e.g. “*The job allows me to make decisions about what methods I use to complete my work*”). These two variables were computed into a new one, *autonomy*, and this instrument has a Cronbach’s alpha of 0,90, showing high reliability.

Still related to task characteristics, the variables task significance (e.g. “*The results of my work are likely to affect the lives of other people significantly*”) and task identity (“*The job involves completing a piece of work that has an obvious beginning and end*”) were also included in the questionnaire. For these variables, two composite variables were created, *task significance* with a Cronbach’s alpha of 0,46 (which is a very low alpha and for that, is not a good instrument to evaluate task significance reliably and for that will not be taking into account in our analysis) and *task identity* with a Cronbach’s alpha of 0.71.

Regarding knowledge characteristics, the two variables were taken into consideration: initiated interdependence (e.g. “*The job requires me to accomplish my job before others complete their job*”) and received interdependence (e.g. “*The job activities are greatly affected by the work of other people*”). A composite variable called *interdependency* was created. This instrument has a Cronbach alpha of 0,86, which suggests being a good instrument to assess interdependency. We additionally studied feedback from others (e.g. “*I receive a great deal of information from my manager and co-workers about my job performance*”). This instrument has a Cronbach alpha of 0,76.

5.2.3 Intention to Leave

For the intention to leave, we used the 3-item scale of Bozeman and Perrewé (2001) using a 5-Likert scale, being 1= *strongly disagree* to 5= *strongly agree*. Some of the questions are: (“*If I could, I would leave this company today*”, “*Lately, I felt like to quit the job*”). For this instrument, *intention to leave*, the alpha Cronbach’s was 0.98.

5.2.4 Employer Branding

For the final topic, employer branding, we used the 20-item scale of Srivastava et al. (2017). These items were measured with a 5- Likert scale, being 1= *strongly disagree* and 5= *strongly agree*. These 20 items are divided into three main groups: Four questions related to ManWinWin reputation (e.g. “*People in the society hold a favorable impression of this organization as an employer*”, “*This organization is known for healthy competitive work environment*”), seven about the company perceived culture (e.g. “*This organization commits time and resources in managing employee relations*”, “*This organization is known to demonstrate caring by showing a genuine interest in people’s personal lives*”) and in the end eight about the HR systems and processes (“*This organization provides a learning opportunity to work on different projects*”, “*In this organization, all permanent positions are posted internally to existing employees before external hiring begins*”). For each dimension, a Cronbach’s alpha was calculated: for the first the alpha corresponds to 0,53 and this makes sense because the questions measured different topics. Some of the items focus on work environments while others concentrate on reputation (in terms of social responsibility and profits). Therefore, did not exclude this dimension from further analyses. For the remaining dimensions (the culture perceived and the HR systems and processes), the alpha is 0,84 for culture perceived and 0,84 for HR systems and processes, which mean that the subscales are reliable.

5.2.5 Demographic questions

Finally, demographic questions were also made, regarding the gender, age, education level and seniority in ManWinWin in order to have the profile of the company for further analysis.

In conclusion, our quantitative variables to studied were engagement, autonomy, task significance, task identity, interdependency, feedback, intention to leave and employer branding.

5.3 Document analysis

The documentation used for this study encompassed a repository of the company's history since 1981, when the company was founded, alongside files about the foundations of the company's culture and their focus on continuous learning and improvement over the years. We also gathered information about their strategic objectives (divided into product, product development, company development, market, business management and employees). This documentation helped the understanding of the company's culture.

Additionally, reference terms that employees receive when entering the company were also considered and analysed, which were relevant to understanding how their Employer Branding (EB) is being done and how they exposed their culture. Their recruitment ads (job offers) and site were also considered and were a good way to see their EB and understand how their communication strategy is defined for general purposes and also for their benefits (monetary and non-monetary).

The performance evaluation process, containing documents about their self-evaluation and supervisor evaluation in behaviour and professional topics (e.g. "Knowledge adapted to the function", "Office posture and with co-workers") was also a source of information that helped addressing ManWinWin's culture and employees motivation.

Finally, two additional past reports that emerged in conversation during the interviews related to SWOT analysis (strengths, weaknesses, opportunities, and threats) of ManWinWin were reported by employees in 2018 and 2019. In the table below you can find an overview of the sources and number of reports or documents used.

Source	#papers	#pages
Company history and processes: Philosophy document	1	20
Recruitment Ads	3	18
Reference terms	2	12
Performance evaluation process	2	6
SWOT reports	2	37
Site	1	5

Table 2 Documents analysed during the study

Besides being a crucial source of information and evidence, the above mentioned documentation was also used for verification of the information provided by the other sources described in this study.

5.4 Direct observations

Direct observations of meetings or activities helped collecting additional information about the topic, since it revealed conditions, problems or patterns many participants may be unaware of or unable to describe adequately.

Regarding direct observations, two meetings were observed. This source covered events in real-time and was very important to understand the organizational dynamic and how the organisation interacts with each other (colleagues vs colleagues and subordinates vs managers).

The first meeting (online meeting due to covid-19 situation) was on their company celebration Day on the 22nd of January 2021. The agenda was to announce their financial results, marketing plan, and strategy for the next four years. Changes regarding the organizational chart were also announced. The information shared in this meeting was considered confidential, and therefore the data could not be exposed. During the meeting, the researcher took some notes and reflections regarding how they communicate, how they give new information, and how employees reacted to the news, allowing him to observe aspects of their culture.

In addition to this online ManWinWin Day, on the 7th of May 2021, a presential celebration took place at the Onyria Quinta da Marinha, with all the company's participance. This event was an informal meeting with lunch and some presentations regarding two main topics: the product and the people/employees.

Topics as employer branding already emerged as the CEO presented a presentation that now is used to do during the recruitment process. (*Appendix E*).

5.5 Data handling and analysis

The above mentioned data was recorded on a "logbook" (*diário de bordo*) (see *appendix F*) where key notes were taken regarding conversations, exchange of information (e-mails,

presentations,) and the researcher’s perceptions of reactions when participating in some meetings and events (direct observations). The researcher wrote down some important details and conversations during the process, such as the first contact when the study was suggested, during some meetings that the researcher participated in (company Day Navaltik day 22nd of January online and 7th of May presential).

After the data collection, according to Yin (2003), the data could be analysed in different ways, one of them by making a matrix of categories and placing the evidence within such categories.

Concerning data analysis, we conducted a template analysis (King, 2012). This method included doing a coding template that summarised themes identified by the researcher as necessary in a data set and organised them in a meaningful and helpful manner. The analysis started with some prior codes and subcodes that can deliver a more detailed analysis (see appendix E), which identify themes strongly expected to be relevant to the study. However, they can be modified or dispensed if they do not prove applicable or appropriate to the actual data examined (*What Is Template Analysis? - the University of Huddersfield, n.d.*).

In the first step of building the template analysis, we developed a category dictionary regarding the four main topics, categories, and subcategories studied in the sources. First, we created a priori categories for the four main topics: employer branding, culture, motivation and benefits/rewards (*see Figure 3*).

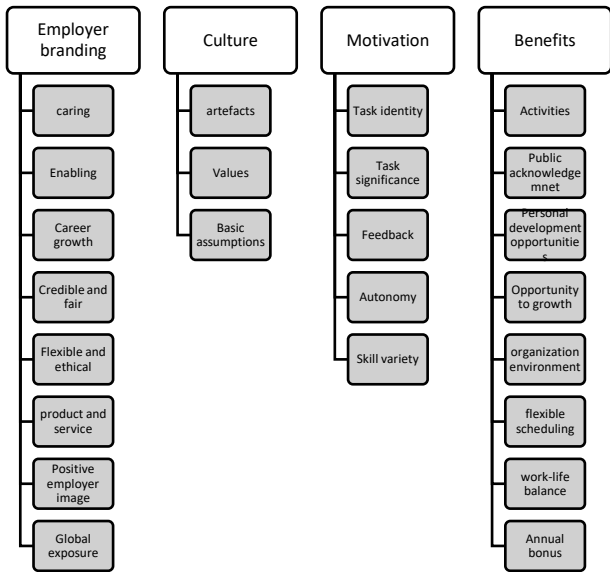


FIGURE 3 . TOPICS AND CATEGORIES OF TEMPLATE ANALYSIS

For the first topic, employer branding, the study of Srivastava & Bhatnagar (2010) was considered when exploring the categories. Categories such as caring, enabling, career growth, credible and fair, flexible and ethical, product and service, positive employer branding and global exposure were created. For the second topic, culture, three categories or levels proposed by Edgar Schein were included a priori: visible artifacts, values and basic assumptions. Furthermore, in the motivation topic, some extrinsic and intrinsic categories of job design theory were used: task identity, task significance, feedback, autonomy, and skill variety.

Closing the a priori topic of the template analysis, we have the benefits that can influence the motivation and the intention to leave employees. Based on Armstrong (1988), the categories used were related to the activities, public recognition/acknowledgement, employee personal development and opportunity to growth, organization environment, flexibility of schedule, bonus, and WLB. We used a mixed approach for the data analysis, where these a priori categories were completed by a posteriori one, which emerged from the data.

Interviews and documents were analysed using this a priori template, which was modified during data analysis to include subcategories that emerged from the data. The same template was used to frame information collected during observation moments.

This research study aimed at understanding what ManWinWin is doing to attract and retain employees being a SE and paying below average, and how those practices are reflected in their employer branding.

6.Results

In this section, the research findings based on the semi-structured interviews, questionnaires, ManWinWin's documentation and direct observations will be analysed.

All interview quotes are identified by Ex or Mx where E it's the employee and x the number (from 1 to 13) and M is the manager and x the number (from 1 to 4) (see appendix A see the organization chart used).

All used documentation is identified by the name of the document.

6.1 Participants and general results

The qualitative data collection took approximately 438 minutes (an average of 25 min per interview). All interviews were done through the Zoom and Microsoft teams' platform due to the Covid-19 situation that did not allow the researcher to set presential meetings.

All the company's employees (including leadership) participated in the interviews. A total of seventeen participants enrolled in the interviews, four being of female gender and thirteen of male gender. The mean tenure for the employees is approximately 4 years (standard deviation of 4.25), and managers' seniority is up to 10.

The seventeen interviews followed a wide range of questions. The answers were categorized into the a priori categories (*Figure 3*) and a posteriori subcategories that arose during the analysis (see *Figure 6*, *Figure 7*, *Figure 8* and *Figure 9* in the following sections). According to the figures, the grey coloured categories correspond to the categories from the literature and in orange are the subcategories that emerged during the interviews. Due to the proximity of the topics, for each main topic, the categories presented in the results were those found in the answers to the questions about that same topic, and not elsewhere in the interviews.

To handle the quantitative data, the program SPSS version 26 was used. Reliability analyses were essential to ensure the confidence of the variables when studying the respective topic.

The questionnaire was directed to ManWinWin staff. Twenty detailed questionnaires were distributed, obtaining sixteen valid answers with the following respective demographic results (*Table 3*):

Category	Subcategory	#	%
Gender	Male	11	68.8%
	Female	3	18.8%
	Prefer not to say	2	12.5%
Age	20-30	7	43.8%
	30-40	3	18.8%

	40-50	3	18.8%
	50-60	0	0%
	More than 60	2	12.5%
	Prefer not to say	1	6.3%
Education level	High School	0	0%
	Secondary	1	6.3%
	Degree	7	43.8%
	Master's degree	2	12.5%
	Postgraduate	1	6.3%
	Doctorate	0	0%
	Other	3	18.8%
	Prefer not to say	2	12.5%
Seniority	Less than 1 year	2	12.5%
	1-5	7	43.8%
	5-10	1	6.3%
	10 or more	3	18.8%
	Prefer not to say	3	18.8%

Table 3 Overview of questionnaire participants results

As shown in *Table 3*, most participants are male (68.8%) and with age comprised between 20-30 (43.8%), which is the millennial generation. From the literature, it is known that millennials have as top priority enjoying their work or making a difference in society and care less about the money and more about fulfilment (White, 2015), so that is an interesting sample for our study. Also related to the demographic questions, most participants (68.9%) have a seniority up to 1 year.

Looking at *Table 4*, we can see the descriptive statistics of mean and standard deviation (SD) and the reliability test of Cronbach α for the study variables followed by figure 4 and Figure 5 with the dispersion of results in all the variable.

Variables	Mean	SD	Cronbach α	Likert- scale
1.Engagement	5.2	1.26	.97	1-7
2.Autonomy	4.2	.60	.90	1-5

4.Task identity	2.7	.78	.71	1-5
5.Task significance	3,0	.65	.46	1-5
6.Interdependency	2.9	.57	.86	1-5
7.Feedback	3.4	.84	.76	1-5
8.Intention to leave	2.7	.43	.98	1-5
9.EB reputation	3.2	.37	.53	1-5
10.EB culture	3.6	.68	.84	1-5
11.EB processes	3.6	.68	.84	1-5

Table 4 Means, standard deviation and reliability of the variables

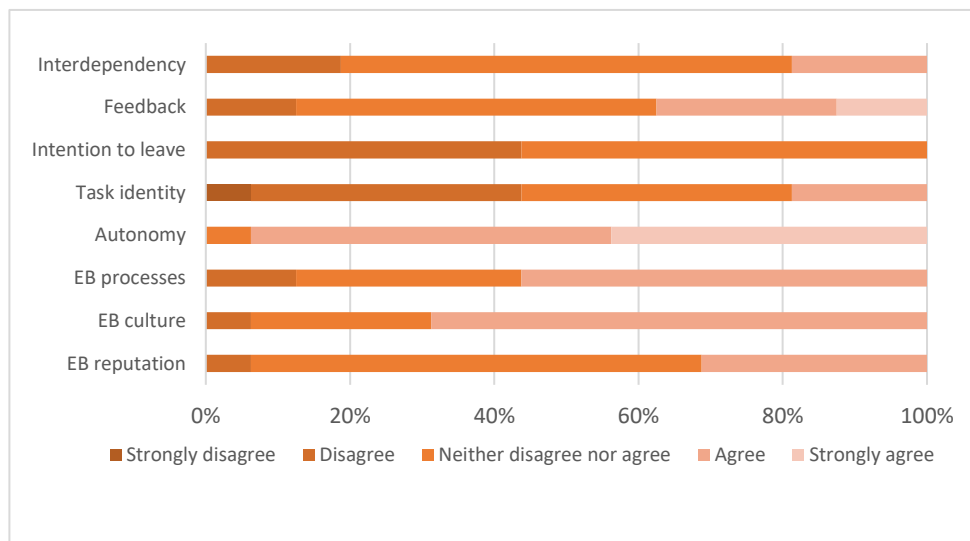


FIGURE 4 DISPERSION OF RESULT BY VARIABLE

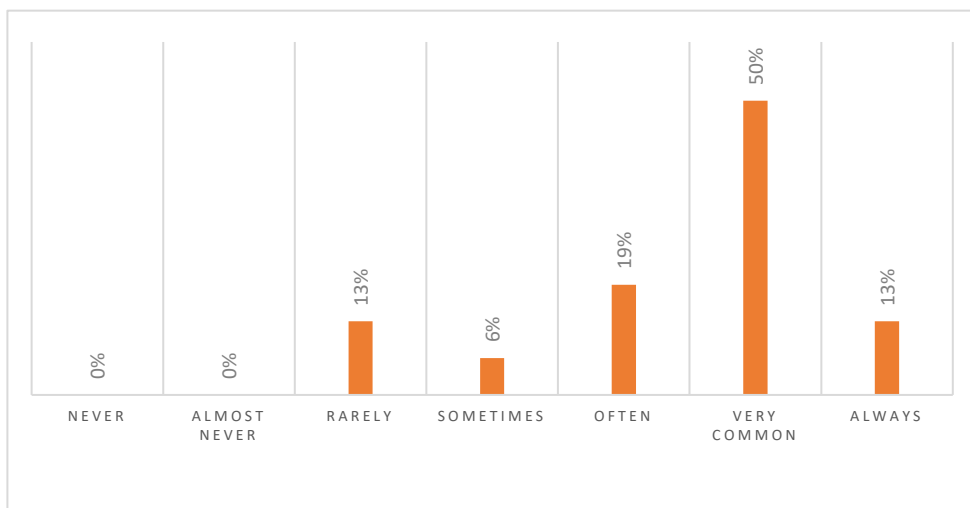


FIGURE 5 ENGAGEMENT RESULTS

The engagement variable is in one different graph since it is measured with different scale (7 Likert-scale points). Looking at *Figure 4* and *Figure 5*, it can be seen that, for most of the

variables (excluding *autonomy* and *feedback*), there are some extreme “*Strongly disagree*” and “*Strongly agree*” responses. However, most of the answers were concentrated between the “*Disagree*” and “*Agree*”. Zooming in on each variable, it can be seen that the variable with the most dispersed answers is the *feedback*, followed by *task identity* and *engagement*. This will help us to understand what the main topics are to be further discussed in section 7.

In the next sections, we will present the findings regarding the four different sources organized by topic.

6.2 Employer branding & company culture

From the interviews, participants described what caught their attention in their recruitment process and the most emphasize ManWinWin informal environment (e.g. “*For now, one very important thing is that they are informal here, not tied to protocols, not ceremonial*” E6) and the leader-employee proximity (e.g. “*I liked very much the way X talked (...) if I need something I have my manager there immediately*” E2). This seems to be aligned with their results when we asked them to characterize their culture since 5 out of 14 employees described ManWinWin with a familiar culture (e.g. “*Structure, familiar, dynamic and with the idea of improvement*” E3, “*Family culture (...)that we look like a group of friends*” E5) with good hospitality and accessible communication among all (e.g. “*I feel that I can always make suggestion and questions, we can always make improvements*” E6).

Besides familiar, features as humble, organized, flexible (primarily related to WLB of employees) (e.g. “*to have time to be with my family and to be doing what I like*” E1) and the company dimension (e.g. “*I got the feeling that the company was big, not in terms of people, but in terms of market positioning*” E11) were also mentioned when we requested them to describe their first impression of the company.

When analysing the company documents (Philosophy documents), aspects related to the communication process were also cited. The company believes that the focus should be on the best communication practices: making employees understand themselves and ensuring they are understood. ManWinWin also believes that the lack of verbal communication deteriorates team spirit, so they try to create a relationship in the employee’s life: promoting team meetings and activities. By observing their company meeting day in May, it was evidenced that the

communication within the company flows well since before starting the meeting the environment seems to be very friendly and informal, joking around with each other (e.g. After lunch they all took a group photo and joked with each other about the fact that one of the employees is funnier at company lunches).

The focus of the meeting presentation was on ManWinWin product and people and the main purpose was to “*Explain the rationale behind decisions, explain the decisions made, and justify those decisions*” (M2). During this, managers allowed employees to be an active voice so they could share what they thought was wrong and give ideas for improvement. It was also highlighted the focus on the client needs, by explaining the ranking program, which was a program where any suggestion (for improvement of an old feature or the creation of a new feature) made by any client would go to the ranking and after three client votes, ManWinWin would start discussing how to implement these changes.

Looking for what partners (and recruiters at the same time) emphasized when we asked them to describe what type of message they want to pass to employees during the first contact in interviews or during the time in the company (all employee life cycle), some refer the people-orientation (e.g. *"it's a very different interview, very different indeed, it's a conversation where I ask some questions and say some practical jokes and put the guys at ease because I want to see how comfortable they are from a personal point of view"*M3) which is aligned with employees perspective. Others also refer to the potential of learning and growing (e.g. *"Who want to learn a lot and know that they will be joining a company where knowledge and know-how is the basis of everything we do"* M4) and the transparency in the salary package (e.g. *"introduce the company and give away all the expectations"*M1) as a critical message when contacting to potential or actual employees. However, subordinates do not refer to these topics in the interviews.

The topic of what employees feel about their professional development in the company seems to be non-consensual. One individual argued that *"I don't have an answer, I don't feel like I'm growing. I've done one training or another, but I think in my department there is little to no growth"* (E11). However, others felt that they had everything if they need (e.g. *"I have the doors open for anything I need, be it training, technical books, courses..."* E9, *"On a professional level the company has always told me to propose courses and trainings..."* E13).

31% of the participants said that the first impressions of the company, prior to starting working there, did not match the reality once they started their activity (e.g. *"In the beginning,*

yes, but that image was diluted over time (...) regarding the organization, I started to feel that each activity is not well defined" E5, "Not quite, firstly I don't know why but I was expected a company a little bit bigger, actually in size" E13).

Having the site as an additional source of information, we can see what is the company's mission, which is "to provide a sustainable experience to its customers by delivering reliable and innovative software and services" as well as prevail their core values: "people, knowledge, innovation, ethics, client care and sustainability" (ManWinWin, 2021).

Comparing the previous values stated on their website and looking for the interview and questionnaire results, we can consider that, although innovation is shown as a key value, only one employee classifies ManWinWin as an innovative place where innovation is part of their culture. Participant E8 stated that the company is always looking for improvements in terms of product and service year after year (e.g. "An ambitious company that always wants better results than last year, that always wants to do new things." E8). However, the people/ employee focus value was often mentioned by employees (e.g. "I feel at home, an open communication environment, anything I need I have complete freedom to talk to everyone" E2) and by three of four managers ("A place where you will definitely enjoy working, enjoy being, feel respected" M3).

The client care value (e.g. "It is an honest company focused on the customer and on responding to customer problems" E12, "The customer is our source of revenue so he always has super special and dedicated attention" M1) and the knowledge/ learning (e.g. "Culture of knowing, of doing" M17 "good ideas yes, but above all concretize, that is, good ideas good, structure and do" E17) also appeared in interviews as part of ManWinWin culture. This was aligned with their statements in their Philosophy document that highlights the importance of "look for the best for the client. The small customer is as important as the big one" and provides a quality service (comprised by having the ISO9001 certification).

To sum up, the subcategories that arose in the results are presented in the template analysis (Figure 6 and Figure 7). For employer branding, the variable caring is the one that stands out, which is related to how the organization cares about the welfare of its employees, followed by flexible and ethical. Concerning culture, the evidences of subcategories such as informal, familiar related to basic assumptions category and easy communication related to artefacts category suggest that ManWinWin's employees classify themselves as a mix of adhocracy culture and clan since company strategy has an external focus on the client and an internal focus

on the employee. In terms of the way of working, the team workers have flexibility, which can be comprised in the questionnaire results in the *autonomy* variable, having a mean of 4.2 (which is “Agree”).

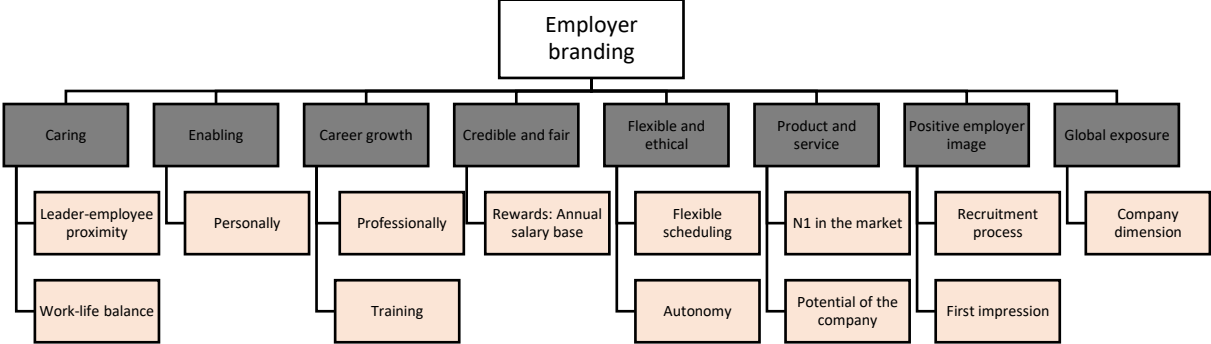


FIGURE 6 SUBCATEGORIES OF EMPLOYER BRANDING

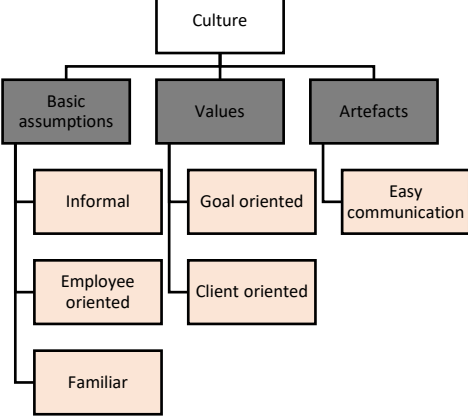


FIGURE 7 SUBCATEGORIES OF CULTURE

6.3 Motivation

What concerns interviews, when employee motivation was analysed, questions related to what makes them work and be motivated were done to all employees and leaders. Regarding employee’s results, we have concluded that the most mentioned internal motivator was the tasks they have, since 6 of 13 subordinates described their tasks as the reason for being motivated at work (e.g., “So far, continuing to work on what I like and what I do. For liking, still, the functions that I have” E11, “It has to do with the tasks that I have”E5). However, when analysing the workflow of these tasks, they stated that “we all strongly embrace the culture of

helping each other, which means, however, that sometimes we run over each other, making things confusing." (E4), which seems to be aligned with the questionnaire results, since it also revealed that employees do not feel that they have their tasks well-defined (the mean of the *task identity* variable was 2.7 (*"Disagree"*)).

Additionally, employees did not point out autonomy as a motivator; however, the questionnaire exposed that they *"Agree"* (mean of 4.2) with the questions asked related to *autonomy* variable. They were describing themselves with autonomy in their decisions, methods and schedule.

Furthermore, being recognized and adding value to the company were the motivators most frequently referred by employees after tasks (e.g. *"My motivation is a mix according to my characteristics I like to be validated externally"* E4, *"It's adding value to the company"* E10). This is related to the *task significance* variable measured and analysed in the questionnaire, which examined the impact of the tasks on the organisation. For this variable, the mean was 3 (*"Neutral"*) which seems to contradict interview results. However, this variable has a Cronbach alpha of .46 which means that it should not be used for the study.

When asking managers to describe how they celebrate the success of their employees, 2 of 4 refer that it's not a company tradition (e.g. *"We don't celebrate (...) Whether you produce more or less, pats on the back are not always given, although, this is compensated with WinWin Friday, that's the same for everyone"* M1), and this was revealed in the questionnaire results regarding *feedback* variable, which has a mean of 3.4 (*"Neutral"*). This result suggests that employees do not feel that neither managers nor colleagues give them accurate feedback regarding their job. In opposite, in the ManWinWin documents, they stated that performance appraisal aims to *"Gives the evaluated employee airtime and the opportunity to express wishes and obstacles to their fulfilment. It allows him to receive suggestions and teachings from someone who knows what is expected of him, knows his activity and is more experienced."* (Philosophy document). This can indicate that employees feel the necessity to have other moments to receive feedback than only in their performance appraisal moment.

In what leaders are concerned, they cited employee satisfaction (*"Happy people and happy customers, and great software"* M3) and professional achievement/fulfilment as their motivators (e.g. *"The fact that the company fulfilled me professionally. Giving me all this training, giving me all this personal development"* M4, *"It's us also wanting to launch a new product with global potential, that's a huge challenge for the coming years and to be able to replicate what we've*

done well for the middle management that will be created so that the company will continue even if one day we're not so present here" M2). In contrast, from the questionnaire, the *engagement* variable that includes vigour, absorption and dedication have the mean of 5.2, which corresponds to *Often- once a week*, suggesting that employees are not too much engaged and motivated as the company (ManWinWin) may consider.

In conclusion, looking at *Figure 8*, we can see an overview of the subcategories that emerged during the analysis. The added value and job functions were the motivators that appeared the most, followed by the projects in the *autonomy* category. Finally, the job functions related *task identity* and the learning concerning *skill variety* category were notified to be improved in the future.

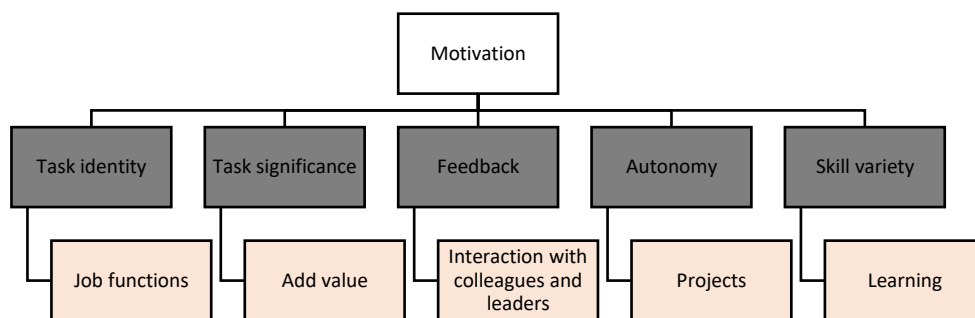


FIGURE 8 SUBCATEGORIES OF MOTIVATION

6.4 Benefits

In what concerns to the benefits category, considering the template analysis (*Figure 9*), the subcategory that was more stated in the interviews was the free Friday afternoon (what they called Winwin Friday). Their flexibility of arranging working hours (e.g. *"Time, then flexibility, the company has the motto family first"* E1, *"We have schedule flexibility"* E6) was already mentioned. Those two benefits were in line with what managers say *"Winwin Friday afternoon"* (M4) and *"We give freedom and it is implied that any to do from a family point of view, that the person can do it"* (M3). Both are classified as intangible benefits.

Benefits such as Friday off and flexibility of schedule were also presented in the job offers posted on their website and in employment platforms such as *sapo empregos* and *net empregos*

(e.g. *“WinWin Fridays: on Fridays, employees are given the option of doing an intensive/reduced schedule: come in at 8 am and leave at 1:30 pm, they have the afternoon of Friday FREE”* (Manwinwin, 2021), *“ We offer life beyond work (any employee rarely stays working at the company after 6:30 pm”* job offer). Furthermore, it is essential to know how those benefits impact the people to perform. When during the interviews, we asked about how the benefits mentioned impact their job and most answers have converged to the feeling of being motivated (e.g. *“I get more motivated, it increases my motivation to work”* E2, *“I become more motivated and engaged”* E3) and less stressed (*“It's a matter of personal satisfaction and me not being stressed about work”* E7).

Looking for *Figure 9*, one leader also refers the training as a benefit (e.g. *“A lot of paid training”* M4), which is aligned with the job advertisement (e.g. *“Our company invests a lot in training courses for employees (courses that are useful for the employee and the company)”*).

Benefits such the success, the public acknowledgement of employees, the professional and personal opportunities that ManWinWin gives to employees to grow are also included (*see Figure 9*). Concerning personal development, the DISC training and the contact with colleagues were also mentioned (e.g. *“We had the DISC training that helps you get to know people and talk to them and know how to deal because we have a lot of different personalities”* E8). Although there is not a consensus in terms of whether the company celebrates or not employees success (e.g. *“But there are little things that make me think I'm just one more, for not being recognized”* E7), others feel that the company celebrates when someone achieves something (e.g. *“When you do your job and have the positive result, you have it well done”* E10).

Concerning tangible benefits, only two employees refer to the annual bonus (which is the yearly profit divided by all the employees at the end of the fiscal year). However, when we look at the job advertisement/offer and the term of reference, they refer to this annual bonus as an incentive and benefit *“There is also an Annual Premium that depends directly on the RESULTS the company shows”* (job offer). Furthermore, related to professional opportunities to growth, 7 of 13 employees said that the company is open to training and paying for external training if needed (e.g. *“If I want to do some training, I send them the information and they pay”* E2).

During the Covid, by attending the ManWinWin meeting day through the Zoom platform, was noticed their concern about the home work conditions of their employees to perform with the same quality as in the office. For that, a voucher of 200 euros was distributed to team members to buy what they need to create a good work environment in their homes.

In conclusion, although there is not a clearly defined awareness of the benefits offered by the company, since one employee referred that *"There is not a set of rewards"* (E13), ManWinWin tries to include this in the company documents and job offers to certify that employees are aware. When looking for the ManWinWin documents, we see that they want to practice a healthy and stimulating remuneration standard of progress and personal evolution, as well as act fairly, with relative equity among employees. In the Philosophy document, they also mentioned the performance appraisal process, stating that the process gives the evaluated employee airtime and the opportunity to express wishes and obstacles to their fulfilment and achievement. In addition, it allows him to receive suggestions and teachings from someone who knows what is expected of him, knows his activity and is more experienced.

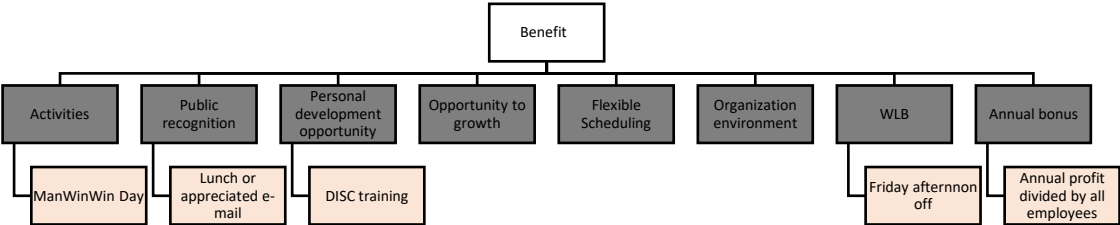


FIGURE 9 SUBCATEGORIES OF BENEFIT

6.5 Present results and previous SWOT analysis

In this section, the results from the two reports related to the SWOT analysis documents from 2018 and 2019 and the 2020 interviews/questionnaire results (already discussed in the previous section) will be displayed and analysed. A table of comparison over the years was made in order to see whether there are similarities and differences related to what employees value and consider important to improve in the company.

Starting with *Table 5*, it can be seen the results regarding what employees valued the most in ManWinWin. As the table suggests, if the topic was mentioned in the year, an x will appear in the respective year. By analysing year 2018, the most issues are related to the communication within the company and with the leader: employees mentioned the freedom they have to suggest, the trust in the company, and the good relationship with the leader. This, combined

with the flexibility to change their career in the company, can be a catalyst to the good work environment that they felt in the past.

Moving to year 2019, communication was already a prevalent topic. However, during this year three main topics were highlighted: Work-life balance, the human side of the company and cohesiveness, all related to how ManWinWin treats their employees. This matched one of their strategies mentioned in their work philosophy document, the objective of having “Happy and motivated employees”.

Finalizing with the year 2020, the good relationship between employers and leaders remained since 2018, and employees felt that they could communicate easily with their superior, which helped creating a good work environment. The new positive variable that emerged in the interviews was mutual help, suggesting that the company has been trying to reinforce the team's spirit over the years. Employees feel that they can communicate easily with their superior, which can help improving the company’s working environment even more.

Topic	2018	2019	2020
Freedom to suggest	X		
A good relationship with the leader	X	X	X
Good work environment	X	X	X
Trust in the company	X	X	
Work-life balance (WLB)		X	X
The human side of the company		X	
Career flexibility	X		X
Mutual help			X
Cohesiveness		X	X

Table 5 Employee results in evolution regarding what they valued in the company

Looking now to the results concerning what employees think the company should improve, in *Table 6*, we can see from 2018 that the major improvements should be made regarding the salary (employees feel that they receive poorly) and organization processes and strategy. From the interviews, when we asked what ManWinWin should improve, we understood that having a clear vision of where the company is and what are the next steps is crucial for them (e.g. "Where are we working towards, because basic and operational concepts we already have

them, I wanted something like, we've been here for 30 years and we're going to be here for another 10 because we're going to do this and this and this" E4). The hierarchy structure and how tasks are not well defined was also cited (e.g. "I would change the organization (in certain points, in general, it is structured and organized, but in particular it is not, e.g., the work rules and instructions, because people are kind of "swimming" E3). These topics endure since 2018.

In 2018, the innovation and the technology used was an issue to solve, although in 2019 and 2020, nobody referred this as an improvement. The last four topics: planning, functions, rules and formalization of flexibility, arose from 2019 to 2020. However, the first three topics are related to the definition of the tasks and hierarchy. Once the rules are defined and the company and employees know the strategy, the planning, functions and rules issue will be solved.

Topic	2018	2019	2020
Increase salaries	X	X	X
Improve organization processes and strategy	X	X	X
Improve communication regarding tasks and deadlines	X	X	X
Increase technology innovation	X		
Structure the hierarchy	X	X	
Improve planning		X	X
Define functions			X
Re-define rules for employee recognition			X

Table 6 Employee results in evolution regarding what can be improved in the company

Summarizing, employees are looking for the benefits given by the company and year after year, the core values (being the focus on the employee, work-life balance, and familiar culture) talked during the interview results have been taking more importance than in 2018, which is a good sign that ManWinWin is behaving the right way. However, crucial improvements remain the same over the years (the salary increment, organization processes and strategy and the communication of tasks and deadlines), which means that ManWinWin should enhance their strengths and try to combat their weaknesses for future improvements.

Closing the chapter with a broad overview of results, *Figure 10* below can suggest what are the main topics stated by subordinates and leaders in the interview respectively:



In general the workers had a good impression of the first contact with ManWinWin, highlighting the fact that, when interviewing, they focused on the candidate himself and not the professional experience. For workers, among the most frequent reasons they are motivated at work is that they enjoy their jobs. Next is the fact that they are learning and adding value to the company.



The image that leaders feel they convey matches what employees say: that the company values people, that there is no big hierarchical barrier. In general, the leaders' perspective is that "The company fulfills me personally" E17, "What has always moved and motivated me has always been to make suggestions" E14.

FIGURE 10 OVERALL RESULTS: FOR EMPLOYEES AND MANAGERS

7. Discussion of results

This chapter intends to describe and interpret the relevant findings of the study. The discussion focuses on what was already described in the literature section and identified through the qualitative and quantitative methods (interviews, questionnaires, documentation, and direct observation).

7.1 Convergence of the sources

In *Figure 11* below we can see the four main categories and the sources that converge in regard to information.

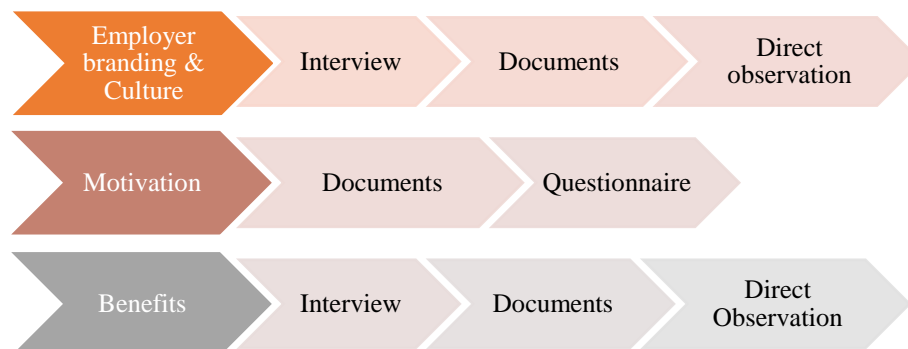


FIGURE 11 THE SOURCES FOR EACH CATEGORY THAT CONVERGE IN THE SAME INFORMATION

Based on the above figure, we can see that in what Employer branding & Culture is concerned, the interview, documents and direct observation reflects the same aspects: a place where employees can easily communicate with each other and with their superiors in a familiar

context. The results also show that a focus on the employee well-being and on the client's needs is one of the company strategies. However, in what questionnaire is concerned, the lower means of the variables (*EB perceive culture* with mean of 3.6, *EB Systems & Processes* with mean of 3.6 and lastly the *EB reputation* with a mean of 3.2) do not reflect the existence of a strong employer branding perception (3.4 of mean which is "Neutral").

Concerning motivation, comparing the interview with documents and questionnaire the only variable that we can reach is the *feedback* variable which has the mean of 3.4 ("Neutral") in the questionnaire which seems to converge in the document's arguments. In the performance appraisal document, the company reinforces the performance appraisal to give and receive feedback. However, in the interviews, they only refer to the communication workflow not the feedback process.

Lastly, regarding benefits, although in the questionnaire there are no questions related to this topic. When considering interview and documents (such as the philosophy document and job offers) they converge into the same information: ManWinWin focus on employee well-being, having policies of flexibility, work-life balance, and the annual bonus. When the researcher attended the meetings, it was also mentioned the yearly bonus values and it was delivered a 200 euros voucher for office material to increase the work environment in each home (due to the Covid-19 situation).

Although it is difficult to see if the four sources of evidence converge, due to the lack of documents and direct observations in some topics such as motivation, the questionnaire seems to be the source that appears to diverge the most from the other ones.

7.2 Attracting Employees

Going deep into the question of attracting employees, managers seem to be doing a good job as no one refers negative aspects in their recruitment process: employees feel that their process was fast and focused on their experiences and their values as a human and not a technical interview where knowledge was tested. Moreover, the informal, familiar and leader-employee proximity culture was detected and perceived as good since the first contact. However, 31% of employees stated that this first impression does not match the reality, namely in terms of organization ("e.g" *regarding the organization, I started to feel that each activity is not well*

defined" E5), company size (e.g. "Not quite, firstly I don't know why but I was expected a company a little bit bigger, actually in size" E13) and career opportunities (e.g. "the career progression" E11).

In terms of culture, according to the Quinn model, we found some evidence for three types of culture (cf. Figure 1). However, ManWinWin can be mostly classified as Clan, which means that it focuses on the internal (employees) by giving them the flexibility to work autonomously. Although employees feel that they have a good relationship with their leaders and mentioned the accessible communication among all, they also refer that sometimes this communication is not efficient enough and need more rules and work structure (e.g. "Communication should flow better (...) there is a lack of tools and only one leader because when things are segmented, information is missing" E1, "Much lack of communication in the company, communication is not thought out or structured, we just happen to know things" E7, "More organized (...) it's very much based on your decision. There should be a person who directs, who says do it this way, this is the best way" E8).

Hence, trying to have a more controlled culture could be a good start to increase the motivation and engagement of employees. In Figure 12 below, you can find some evidence of each type of culture in what regards the four sources of evidence:

Clan

- "Family culture (...)that we look like a group of friends" (E5)
- "I feel that I can always make suggestion and questions, we can always make improvements" (E6)
- "For now, one very important thing is that they are informal here, not tied to protocols, not ceremonial" (E6)
- "If we need to take an afternoon off and not have to take vacation days or justifications" (E8)
- "Happy and motivated employees" (Philosophy documents)
- "We offer Life beyond work (it is rare for any employee to stay on after 6:30 pm)" (Job offer)
- "We offer a path within the company: the most important thing for our company is that the candidate is always given a position that is

Adhocracy

- "An ambitious company that always wants better results than last year, that always wants to do new things" (E8)
- "The customer is our source of revenue, so he always has super special and dedicated attention" (M1)
- The product has to develop to meet the customer's needs of the customers (that we have to detect and
- systematize) in line with the best and most modern
- practices of the art (which we have to keep up to date up to date)" (Philosophy document)

<p>challenging, exciting, and that allows him/her to develop personally and professionally” (Job offer)</p> <ul style="list-style-type: none"> ➤ WinWin Fridays: on Fridays, employees are given the option to do an intensive / reduced schedule: come in at 8am and leave at 1:30pm, they have the afternoon of Friday FREE” (Job offer) ➤ The evidence of the <i>autonomy</i> variable with mean 4.2 (“Agree”) in the questionnaire. 	
<p>Hierarchy</p> <ul style="list-style-type: none"> ➤ “Consolidation of good administrative practices: annual plan budget; management control; commercial practice (national and international); fiscal optimization; internal training; quality legal rigor. High robustness in administrative and financial management” (Philosophy document) 	<p>Market</p> <ul style="list-style-type: none"> ➤ <i>“It is an honest company focused on the customer and on responding to customer problems” E12</i> ➤ “We seek the best for the customer. Fully assumed: the one that best meets YOUR needs” (Philosophy document)

FIGURE 12 QUOTES FOR EACH CULTURE TYPE

Offering a competitive benefits package also can significantly improve the company success in attracting candidates. Being a SE, ManWinWin might not be able to offer the same types of benefits as large businesses, as well as the same level of wages. From the literature, while this might represent one disadvantage that small businesses face, it also provides opportunities for small business owners. By utilizing nonmonetary motivators, “small business owners can offer employees things that large companies are not in a position to offer” (Howard, 2015 p.27).

From the findings, the employees recognized the advantage and appreciate having the flexibility to arrange their schedules and have the Friday afternoon off by increasing their motivation to work, less stress, more committed and recognized that this type of benefits create a good employer image (e.g. *“For me, it is a plus. If I were considering leaving the company, I would evaluate whether or not the other company has this added value.” E6*).

From the literature, employer branding has been understood as the benefits provided by an employer making them more preferable than other companies. Srivastava and Bhatnagar (2010) suggested eight dimensions to measure employer brand: caring, enabling, career growth, credible and fair, flexible and ethical, product and service brand, positive employer image and global exposure. From the results, we can see that the most answers fall upon the dimension of

caring and flexible and ethical, which is related to how ManWinWin cares about the welfare of its employees and gives them the flexibility to perform their job ethically. Employees recognize that the company provides the flexibility to arrange their schedule and have a good work-life balance. The familiar culture also leverages this dimension, since there is a proximity of leader-employee which makes them feel that they are closer to each other (*"We are friends to each other, we work hard and we all realize that the company is not the most important thing to us"* M4). They also have a lot of autonomy in their schedules, decisions, and working method since their questionnaire results have a mean of 4.2 (*"Agree"*).

This employer branding dimension is reasonably related to the Clan culture of Quinn & Rohrbaugh (1983), where is described as a very friendly place to work where people share a lot of themselves. The leaders are considered mentors. Nonetheless, employees feel the necessity to have a more controlled and defined workflow and roles, which is reflected in *feedback* and *task identity* variables having a lower mean of 3.4 and 2.7 respectively.

From the literature, the process of building an employer brand persists in identifying exactly which are the organization's attributes (regarding compensation, culture, career offers, brand, training and development), in communicating in the most efficient channels (corporate websites, job fairs and visits or through social media). The knowledge about the organization value proposals will result in the development of employer brand image in the minds of the potential workers. A positive employer image will make the corporate an attractive employer (Chhabra & Sharma, 2014).

By viewing how they communicate with their potential candidates and employees, we know that they do some presentations in some universities, academies (one of the examples is E2 that was recruited in one of code academy) and partnership with *Instituto do Emprego e Formação Profissional* (IEFP) as they have trainees that spend nine months learning with them the software. The perspective of these employees was that when the general manager presented the company, a feeling of proximity and trust arose.

When we look at their website: they show their mission (*"To provide a sustainable experience to its customers by delivering reliable and innovative software and services"*), vision (*"We believe that maintenance, as in the relationship between people, is the key to a long and better life"*) as well as their values (*"people, knowledge, innovation, ethics, client care and sustainability"*) which seems to be a good strategy, when compared to their competitor SAP,

that won the Employer Brand Management Award in 2019, and use these type of strategy to communicate to potential candidates.

However, ManWinWin fails to expose their Career growth and the Credible and fair dimension. The first one, related to the way that the company helps their employees in developing their abilities since there is not a consensus, one employee argued that he does not feel growing professionally (E11), and others stated that they have the doors open for anything and can propose courses to do (E9). The second one is related to the way that ManWinWin reward and appraise its employees. As we have already seen previously, results showed that employees feel that they are not well paid and that managers do not celebrate employee's success. When we look to organizational culture classification of Schein (1988) that could be divided into three different levels (artifacts, exposed values and underlying assumptions), with what underlying beliefs are the reflection of the way the organization works on the inside (for example the way they deal with failure or success) regards, seems to be necessary to look at these assumptions and adjust them to their employee-focus culture, in a form of reward (in a monetary or non-monetary way) employees because of their successes.

In addition to employer branding, we have the dimension of positive employer image, which concerns the employees knowing the company by being an excellent place to work. From the results regarding the interview, this topic does not appear much, however, one employee classified the company as a "*very cool place, I work in a company where people trust me and my work, I am satisfied*" (E2). The variable intention to leave in the questionnaire can also suggest that employees feel that ManWinWin is a good place to work since the mean was 2.7 ("*Disagree*").

7.3 Retaining employees

In what retaining is concerned, Sandhya & Pradeep Kumar (2011) refer that retention is necessary to reduce the turnover costs or the cost incurred by a company to recruit and train and prevent talent and knowledge loss. Moreover, since ManWinWin company service focuses on the relationship between customers and employees, when an employee goes, some customers relationships could be affected.

Hence, this reinforces the theory that it is of high importance to monitor the motivation and satisfaction of employees. Looking for motivation variables: *engagement, autonomy, task identity, interdependency and feedback*, we have seen in questionnaire results that the means for these variables were relatively low: engagement with mean 5.2 (“*once a week*”), task identity with 2.7 (“*Disagree*”), interdependency with 2.9 (“*Disagree*”) and feedback with 3.4 (“*Neutral*”). However, their intention to leave is also low, with a mean of 2,7 (“*Disagree*”), suggesting that although people want to stay, there are aspects of motivation that can and should be worked on, especially those with low averages.

We can see the motivation and benefits as a key factor in retaining employees. Regarding motivation there are two types of motivation: intrinsic, that is self-generated factors as autonomy, develop skills and abilities; and extrinsic, that is more related to rewards, praise and promotion. From the results, ManWinWin employees seem to be more motivated intrinsically, since the most answers go to be motivated because of their tasks, add value to the company, contribute, learning and develop themselves. This is aligned to ManWinWin benefits packages provided, intrinsic benefits that are intangible forms of compensation (as autonomy, responsibility, commitment, and co-worker support).

A way to measure motivation is to look for engagement because engaged people are highly self-efficacious. Results show that employees seem to be less engaged than those managers thought, having a mean of 5.2 (“*Once a week*”). This could be related to the low scores on the measured job characteristics, which is an area for improvement.

The results were delivered to the company (more specifically to the CEO) in a presentation format, where we explained in detail, the results related to each variable (*see appendix G*). In the presentation on the 14th of November, the first reaction of the CEO was being surprised by the negative results. However, at the same time as the employee suggestions to improve endure since 2018 (that was people are concern about the organization communication, organization strategy, the definition of each employee role) he reported that some changes will be made in order to decrease that negative results such as the change in the organization chart (a new director and some career increases). This news was presented on 22nd January on the ManWinWin day (online meeting).

In the next section, we will focus on the strategies on the more negatively stated questions during the results that managers can tackle. Those strategies need to follow ethical lines, which means not coming up with strategies for underpaying, taking value out of work, or being

exploitative. Should be strategies aligned with the EB strategy, it is clear from the moment people enter the company what they can expect and improve areas that can improve people's satisfaction in and with work.

8. Practical implications

When managers are looking for strategies to attract and retain employees, they should begin by understanding what employees find attractive and not about their organization. Then, as in the previous section, the actions will be divided into two areas: efforts to attract and actions to retain employees.

Regarding the attraction, it's important to focus on the Employer branding dimensions (see definition in *Appendix E*) such as the career growth, credible and fair because these were the ones that employees referred as being something to change or something that they don't feel that is reflected in the company employer branding and culture and enhance caring strategies.

The first dimension is career growth, related to how much the organisation helps workers develop their careers (Srivastava & Bhatnagar, 2010). From results there is not a consensus in terms of what ManWinWin does in terms of professional and personal development, so it passes the idea that the company needs to clarify what are the main offers in career development. The results show that they do not have a plan for training and development for each employee. Things work the other way around, the employees auto-identify their professional and personal needs and propose training/workshops to their supervisors.

From the documentation, in the terms of reference that they give to trainees, there is a section of the objectives and training specification for the nine months of the program (partnership with IEFPP) which is very good in the year of adaptation, for them to feel integrated and to measure the progression of their skills, abilities and knowledge. In addition, training is crucial because decrease errors, and improve customer satisfaction (Chaichi, 2012).

ManWinWin should implement comprehensive training programs to ensure that their employees have the skills, knowledge and experience they need to complete work efficiently, not only in the first periods of the employee life cycle (when they enter the company) but during all the cycle (until they leave the company). So, we suggest that ManWinWin assesses

employees' training needs (e.g., creating a questionnaire and distributing it to each employee subordinates and superiors). If they have a lack of expertise in one specific skill (could be interpersonal skill as communication or teamwork for example or technical skill) Manwin should direct them to some courses to develop these skills in order to improve organizational efficiency and tackle the misunderstanding of what type of career development ManWinWin has for its employees and help to promote innovation and creativity. In the end, is essential to evaluate the training outcome and compare it with its goals. This dimension is important to attract employees and retain them in the company (Pont, 2003).

Another solution could be encouraging experienced employees to coach and mentor less-skilled employees. Or make them able to expose their knowledge through presentations or seminars (in universities or academies).

Moving to the dimension credible and fair (relates to how the company rewards and appraises its employees (Srivastava & Bhatnagar, 2010)). Considering the attraction of employees, the benefits offered are significant and should also reflect the company culture. From the results, we saw that employees are not satisfied with their salary packages and don't feel that the company rewards them accordingly to their performance. So, it looks like ManWinWin fails when focusing only on work-life balance and flexibility and company annual bonus to attract employees.

Regarding a study made by Hegarty (2018) in tech companies (ManWinWin can be included in this type of companies), employees value these benefits (non-monetary and monetary) when looking for a company to work: wellness programs (such as food programs as free meals, healthy snacks or grocery delivery services), health benefits, retirement benefits, well-defined career path, family planning benefits, flexible vacation, paid-time-off or the birthday day off that will at the same time enhance the caring EB dimension.

In order to reflect the culture of employee focus, a good start is to include wellness programs in the benefits package such as offering food options in the office (fruit and snacks), partnership or discounts in medical screenings (e.g general health and fitness), workshops to learn about work with stress or with pressure, a space to relax/focus/distract, extra days of vacancies. Work from home and flexible working hours policies are also part of that program but ManWinWin already has them. In what concerns to monetary benefits, a good reward could be given an annual amount to spend on the material to office/ training courses or well-being programs.

Additionally to the wellness program, a way to include employees in the decision-making that helps to increase motivation is creating the ranking program that the company have for the clients, for employee suggestions: every time an employee wants to change something, the request goes to the ranking program and everyone can vote if they agree or disagree with that suggestion if the suggestion has more than 3 votes, the managers start thinking about that.

Furthermore, as the client focus is also part of their culture, in order to create stronger relationships with customers, a monetary investment can be done (e.g., weekend packages in one of the client's hotels/partners), these could be a pay for performance reward with little investment because it would be in a partnership with their clients. This would change slightly the fact that ManWinWin does not have variable pay policies.

These types of benefits can help the company to attract but also to retain employees. A study conducted by Jyothi. J (2016) concluded that for employees between 30-40 years of non-monetary incentives such as recognition, a good work environment has high motivational power compared with employees aged between 20-30 years. Employees with age between 20-30 years value more for example cash incentives and job security. Regarding (Jyothi. J, 2016) this occurs because, for the first group (30-40 years), the social and self-actualization needs overlap their safety needs, and for the second group (20-30) this does not happen.

Lastly, when looking for questionnaire results, the *engagement* variable had a relatively low mean (5.2, which stands for "*Once a week*"). Since engagement can be used to measure motivation, it's necessary to tackle this. Leaders play an important role in that topic since the ones that are confident and have higher levels of self-efficacy, such as transformational leaders, will foster engagement in their employees more effectively than those with lower self-efficacy (Bakker & Demerouti, 2008). Additionally, a leader who promotes autonomy, provides non-controlling positive feedback and acknowledges other perspectives maintains higher-quality relationships with their followers and fosters self-determination (Deci et al., 1989).

Regarding interview results from managers, when we asked about leadership, there are two distinct groups of answers: those managers who prefer to delegate and tell their subordinates what tasks they have to do autonomously (e.g. "*I am a delegator, I try to delegate and motivate (motivate in that people are autonomous and recognize things well done, and give autonomy*" M3); and those who care more about motivating employees and helping them with their job and beyond the job (e.g. "*There are things I like which are to listen to people and get to know them*

beyond the professional side, the personal side (...) I create expectations in people so they can believe that it is possible to go further, including within the company" M1).

Additionally to the previous results, one manager stated that *"in terms of leadership we all share the direction of the company and then within each department, we are autonomous in leading"* (M2), so one good start should be sharing the leadership of the departments, trying to harmonize the professional behaviours and the motivation of all company.

Carter (2012) stated that managers (a person who oversees planning, organizing, controlling, budgeting, staffing and problem-solving) can transform themselves into leaders (more people-oriented directed towards the employees' empowerment), resorting to some actions as asking for feedback, giving liberty to people, playing with people's strengths, focusing on people's growth, and delivering responsibility. Some examples of transformational leadership actions could be, related to feedback, a creation of a weekly meeting (1:1), promoting conversations throughout the week. This meeting should be a leader-employee moment where the main focus is to see what difficulties and successes have been achieved this week, and to plan for the following week. It should be an informal conversation, but it should cover all of these topics.

Once per month we also suggest a ManWinWin global meeting, in which everyone has a voice to talk about a specific topic/projects in the pipeline and a knowledge share time regarding a topic that they had learned. This could be a good start to increase the communication flow between departments and certify that everyone is on the same page regarding company strategy, projects, and goals.

Bellow, in *Table 7* we can find an overview of the activities suggested.

Topic	Activity suggested
Career Growth	Clarify career offers Assesses employees training needs Suggest courses Senior employees as mentors
Credible and fair (that also include caring EB)	Food options in the office Medical discounts Stress workshops Space to relax/focus/distract

	Extra days off work/ holidays
	Birthday day off
	Annual amount to spend in material/training or wellbeing
Enabling	Ranking program for employees as they have for customers
Client and employee focus	Weekend packages in one of the clients/partners hotels
Engagement	Weekly meeting (1:1)
	Monthly ManWinWin meeting
	Knowledge share time

TABLE 7 SUMMARY OF SUGGESTED ACTIVITIES

Following, some of the limitations of this case study are discussed. Future research developments will also be discussed in order to get more insights for future improvement in what concerns methods and the possibly new uncovered research questions.

9. Limitations & Future research

This section gives an overview of case study limitations and some highlights for possible future research. The most significant limitation of this study is the small number of employees (17 employees) that do not allow us to do statistical analysis, which would help identify trends and predicting behaviours. In addition, the low Cronbach alpha of task significance (.46) was also the fragility of the study since it was not a good instrument to evaluate task significance reliably. For this reason, task significance was not be taken into account in our analysis.

The fact that they are a family business was also a limitation due to the lack of organization, where documentation was not duly organized and up to date; the data used to regard ManWinWin philosophy (mission, values, performance appraisal, culture, strategy and reward management) was from 2015, which is quite outdated. Finally, the policy of confidentiality in terms of profit and documents was also problematic.

Due to the Covid-19 situation, some constraints occurred. Since the interviews were conducted via online platforms, which is even less time-consuming, it is harder to assess body language and nonverbal behaviours, since some employees do not have their cameras on and no direct interaction took place. This topic was already a problem in the observation, since 90%

of employees were with their cameras turned off in the first presentation that I attended, making the observations unreliable. Another limitation is that spontaneous answers sometimes fail to show up from a candidate when they know they might be being recorded. This was also a limitation in the direct observation when the meeting was online.

Finally, since this is a case study, we had the challenge of having two types of languages (English and Portuguese), and the translations could lead to a loss of information which can be a risk in terms of reliability. More time to follow company meetings, events and changes after results and suggestions were also needed and be part of the constraints. An effective monitoring of the implementation of the recommendations would be better for potential changes and achievements.

For future research and analysis, it will be interesting to compare ManWinWin with other companies (with the same size or bigger and from the same sector) to gain more competition and create a more considerable consistency of case study results. Furthermore, regarding the questionnaire, having just one questionnaire with all questions on the same scale (not having one variable with 7-point Likert Scale and others with a 5-point Likert scale) would also be an improvement for the future. It would help in the comparison and analysis of variables.

Additionally, collecting feedback from candidates (from those who have or have not joined the company) about the recruitment process and regarding what captured their attention or was less attractive during the process would also be an improvement for the future. Finally, including some questions regarding benefits (monetary and non-monetary) in the questionnaire could also improve future research since it is a sensitive topic and some employees do not feel comfortable talking about this during the interview due to non anonymity.

Despite the limitations, the case study revealed interesting findings that will be exposed in the next section.

10. Conclusion

Companies are challenged to be more competitive, create value for the market and grow. However, being a SE seems complicated when paying below the average, so this case study aimed at understanding what ManWinWin is doing to attract and retain employees.

We use the case study method of Yin (2003) that stated the necessity of having multiple sources of evidence triangulated to a single fact in order to address eventual validity issues. Our sources of evidence were interviews, questionnaire, documents and direct observation and the participants all seventeen employees.

From the results we can concluded that although employees refer as improvements the increase of salaries, organization processes, strategy and rules, employees average intention to leave in the questionnaire is 2.7 (which stands to “*Disagree*”), which suggests that independently of these weaknesses, employees want to stay in the company and seem to value the non-monetary benefits offered by ManWinWin, in particular the work-life balance, the flexibility provided to arrange their schedule and autonomy (variable with 4.2 (“*Agree*”) as mean in the questionnaire).

When looking for the documents that contained old feedback regarding the weaknesses and strengths for the past 3 years, we can see a pattern in the themes in which workers suggest improvements, which could be a sign that even though managers are trying to meet the expectations, employees do not feel this. The culture is a clan culture: focus on people, teamwork and cooperation. However, employees feel the need to have more control in their tasks, more rules and procedures. Therefore, as suggested previously, some initiatives to promote the organizational culture and allow the company to be more organized regarding task assignment and delegating more functions (trying to be placed them in quadrant 1 of Quinn) will help the company in the journey of becoming a company where employees know exactly what their functions are.

Measures such as providing flexibility, paid training, annual bonus, friday afternoon off and putting these benefits visible in their company documents, website, and job offer are good strategies that ManWinWin is foing to create awareness and increase employer branding. ManWinWin employees are in majority motivated because of their task significance (related to how important the task is to the organization) and because of the feeling of adding value to the organization. However, managers stated that it is not a company habit to celebrate their employee’s successes, which can suggest being an issue to intervene.

Concluding, even with the effort from the manager side, it is important to tackle the usual weaknesses because this can influence employer branding negatively. Some strategies were suggested in the previous section, such as a wellness program, training assessments, weekly meetings, and client partnerships in order to increase employee engagement, motivation and

self-efficacy. These suggestions are not meant to counteract the company culture and their employer branding, but it is expected that ManWinWin takes them into consideration for the future when looking for ways to retain and attract employees always reinforcing their employee focus strategy and client relationship.

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Appendixes

Appendix A: Three levels of organization culture

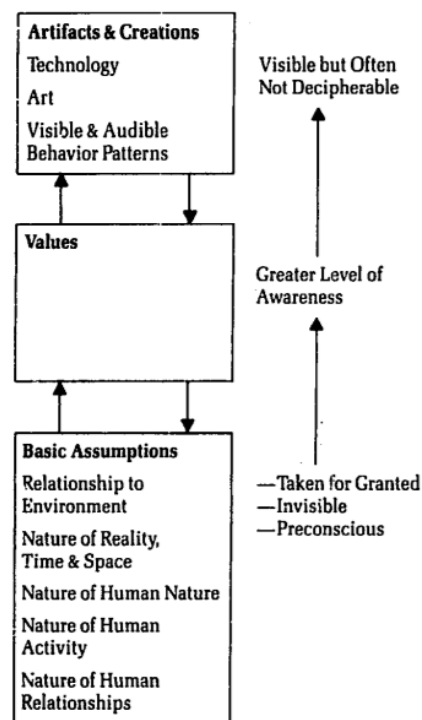
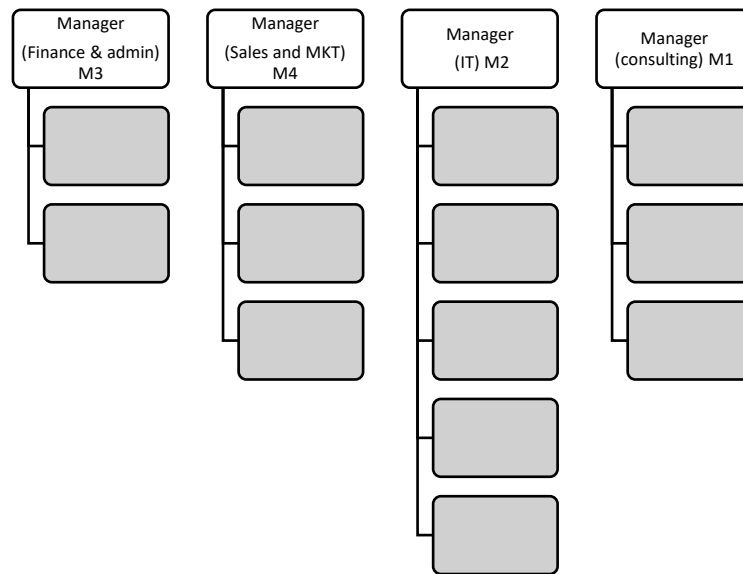


IMAGE 1 THREE LEVELS OF ORGANIZATIONAL CULTURE
SOURCE: COMING TO A NEW AWARENESS OF ORGANIZATIONAL CULTURE EDGAR SCHEIN (1984)

Appendix B: Old organizational chart



Appendix C: Interview script

Employees Script

Hello XX, (Olá)

Thank you very much for your time. **(Muito obrigada pelo tempo que estás a dispende)**

I am Leonor a student of the 2nd year of the master in Human Resources Management and Organizational Consulting and my master thesis will be a case study about ManWinWin. **(Sou a Leonor, estudante do 2ano de mestrado de HRMOC e o tópico da tese será um estudo de caso sobre a ManWinWin)**

All the data will be treated with confidentiality and anonymously. **(Toda a informação será tratada de forma anónima e em confidência).**

There are no right answers and all the answers will help a lot in my research. **(Quero realçar que não há respostas certas e que toda a informação irá ajudar muito)**

I will divide this interview in 2 parts. The first part will be about you and your recruitment process and the second part will be about your perspective about the ManWinWin company and the rewards they offer. **(Vou dividir esta entrevista em 2 partes, uma sobre ti e sobre o**

teu processo de recrutamento, e outra sobre a vossa perspetiva da ManWinWin e sobre os benefícios que eles oferecem)

There are any questions or doubts regarding this project? **(Tens alguma questão sobre este projeto?)**

First of all, I will ask you for your permission to record this interview, for my thesis project at ISCTE University in Lisbon. **(queria apenas pedir a tua permissão para gravar esta conversa)**

1 part:

1-Could you please introduce yourself? (Background, and your role in ManWinWin) (Pode por favor apresentar-se)

2-For how long do you work in ManWinWin? (Há quanto tempo trabalhas na MWW)

3-Throughout these years do you change your position inside the company? (Ao longo destes anos , mudaste de posto dentro da empresa)

4-Do you remember your recruitment process? How was it? (Lembraste como foi o teu processo de recrutamento? Como foi?)

4.1- What caught your attention? (o que captou a tua atenção?)

5-What was your 1st impression about ManWinWin during the selection interview? (qual foi a tua primeira impressão da MWW durante a entrevista?)

6- In three words define me this impression. (em 3 palavras define-me esta impressão)

7-What are the reasons why you decided to start working in ManWinWin? (quais foram as razões para que decidisses trabalhar na MWW)

2 Part:

1-When you entered the company the first impression matched the reality?

Why or why not? **(quando entraste na empresa essa impressão foi compatível com a realidade, porquê? Porque não?)**

Give me please an example that has reinforced or contradicted this idea **(dá-me um exemplo disso)**

2-How do you define the culture of the company? (Como defines a cultura da empresa?)

2.1- If you had to describe MWW to a friend who didn't know the company, what would you say? (se pudesses descrever a MWW a um amigo que não conhece a empresa, o que dirias?)

3- How was the culture changed through the years? (Como é que a cultura tem mudado ao longo dos anos?)

4-What does being part of this team make you feel? (o que sentes por fazer parte desta equipa?)

5-What makes you be motivated/engaged in your work/role? (O que faz sentir motivada, comprometido com o teu trabalho/posto)

6-How does the company help you to develop yourself? Professionally?personally? (Como é q a empresa te ajuda a desenvolver a ti próprio? pessoalmente e profissionalmente)

7-What could make you leave MWW? (O que te faria ir embora da MWW)

8-What type of rewards do you receive here? (que tipo de benefícios recebes?)

9-Which rewards do you value most and why? (quais são os benefícios que valorizas mais?)

10-How do these rewards impact how you work? (como é que esses benefícios impactam o teu trabalho?)

11-How do these rewards impact how you feel about MWW? (Como é que estes benefícios impactam o que sentes sobre a MWW?)

12-Can you participate in the selection of these rewards? (Participas na seleção dos benefícios?)

If yes: What are the implications of this participation for you? (**Quais são as implicações para ti de participares?**)

If no: Would you like to participate? Do you think that this could increase your commitment to ManWinWin? (**gostarias de participar? Isso aumentaria o teu compromisso com a MWW?**)

13- If you could change 3 aspects in MWW: What would they be? (**se pudesses mudar 3 aspetos na MWW, quais seriam?**)

Now we are reaching the end of the second part. (**estamos agora a chegar ao fim da segunda parte**).

Do you want to add something? (**gostaria de adicionar algo?**)
Any curiosity regarding your relationship and ManWinWin? (**alguma curiosidade sobre a sua relação com a MWW?**)

Thank you very much,

Leonor Meirelles

Manager's script

Hello XX, (**Olá**)

Thank you very much for your time. (**Muito obrigada pelo tempo que estás a dispende**r)

I am Leonor a student of the 2nd year of the master in Human Resources Management and Organizational Consulting and my master thesis will be a case study about ManWinWin. (**Sou a Leonor, estudante do 2ano de mestrado de HRMOC e o tópico da tese será um estudo de caso sobre a ManWinWin**)

All the data will be treated with confidentiality and anonymously. (**Toda a informação será tratada de forma anónima e em confidência**).

There are no right answers and all the answers will help a lot in my research. **(Quero realçar que não há respostas certas e que toda a informação irá ajudar muito)**

I will divide this interview in 2 parts. The first part will be about you and your recruitment process and the second part will be about your perspective about the ManWinWin company and the rewards system. **(Vou dividir esta entrevista em 2 partes, uma sobre ti e sobre o teu processo de recrutamento, e outra sobre a vossa perspetiva da ManWinWin e sobre a política de benefícios)**

There are any questions or doubts regarding this project? **(Tens alguma questão sobre este projeto?)**

First of all, I will ask you for your permission to record this interview, for my thesis project at ISCTE University in Lisbon. **(queria apenas pedir a tua permissão para gravar esta conversa)**

1 Part:

1- Could you please introduce yourself? (Background, and your role in ManWinWin)
(Pode por favor apresentar-se)

2- For how long do you work in ManWinWin? **(Há quanto tempo trabalhas na MWW)**

3- Throughout these years do you change your role inside the company? **(Ao longo destes anos , mudaste de posto dentro da empresa)**

4- How do you see the role of leadership in MWW? **(Como é que vê os papéis das lideranças na MWW)**

5- What is your leadership style? (more motivational or directing) **(Como é o teu estilo de liderança?)**

2 Part:

1-How do you define the culture of the company?**(Como defines a cultura da empresa?)**

1.1- Give one example that explains this culture. (dá-me um exemplo que explique a cultura)

1.2- If you had to describe MWW to a friend who didn't know the company, what would you say? (se pudesses descrever a MWW a um amigo que não conhece a empresa, o que dirias?)

2-How was the culture changed through the years? (Como é que a cultura tem mudado ao longo dos anos?)

3-How is this culture aligned with your corporate strategy? (como é que a cultura está alinhada com a estratégia corporativa?)

4-How does the organizational structure enhance this culture? (como é que a estrutura da empresa realça esta cultura?)

5-What do you think a candidate thinks about MWW before being selected? Why? (O que acha que um candidato pensa sobre a MWW antes de ser selecionado?) (Porquê?)

6-In the recruitment process what is the message that you think you pass to the candidates? How is it done? (no processo de recrutamento, qual a mensagem que pensas que passas ao candidato?)

7-What does being part of this team make you feel? (o que sentes por fazer parte desta equipa?)

8-What makes you be motivated/engaged in your work/role? (O que faz sentir motivada, comprometido com o teu trabalho/posto)

9- How does the company/ you celebrate the success of the employees? (Como é que a empresa celebra o sucesso dos empregados?)

10- Does the company have a reward budget? (a empresa tem um budget para os rewards?)

11-What type of benefits do you offer? (que tipos de benefícios vocês oferecem?)

12-Who makes the decision of choosing the benefits? (Quem toma a decisão e escolhe esses benefícios?)

13- How do you feel your employees feel about these benefits? Why? (O que é que os empregados sentem em relação a esses benefícios? Porquê?)

14- If you could change 3 aspects in MWW: What would they be? (se pudesses mudar 3 aspetos na MWW, quais seriam?)

Now we are reaching the end of the second part. **(estamos agora a chegar ao fim da segunda parte)**

Do you want to add something? (gostaria de adicionar algo?)

Any curiosity regarding ManWinWin? **(alguma curiosidade sobre a MWW?)**

Thank you very much,

Leonor Meirelles

Appendix D: Questionnaire

Welcome dear participant,

Thanks in advance for your participation in this questionnaire. This survey is part of my master thesis on Human resources management and organizational consulting held at ISCTE Business School and your participation is extremely important for its success. I would like to emphasize that participation is voluntary and that we are looking for sincere answers with no right or wrong answers. All responses will be analyzed confidentially and anonymously, making it impossible to identify who responded. In case of any doubt or question I leave my email here: mllms@iscte-iul.pt in order to be able to make any clarification. By clicking to start the questionnaire you are authorizing your participation. Thank you!

Q1 Firstly, I would like you to think about your relationship with your job and indicate the degree of agreement of each affirmation:

	Never (1)	Almost Never (A few times a year or less) (2)	Rarely (Once a month or less) (3)	Sometimes (A few times a month) (4)	Often (Once a week) (5)	Very Common (A few times a week) (6)	Always (every day) (7)
At my work, I feel bursting with energy (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I feel strong and vigorous (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I get up in the morning, I feel like going to work (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy when I am working intensely (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get carried away when I'm working (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my job (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job inspires me (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud on the work that I do (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Having in mind the way you work, indicate your degree of agreement with the following statements:

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Stongly agree (5)
The job allows me to make decisions about what methods I use to complete my work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job gives me considerable opportunity for independence and freedom in how I do the work (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job allows me to decide on my own how to go about doing my work (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.The job allows me to make my own decisions about how to schedule my work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job allows me to decide on the order in which things are done on the job (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job allows me to plan how I do my work (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job gives me a chance to use my personal initiative or judgment in carrying out the work (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job allows me to make many decisions on my own (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job provides me with significant autonomy in making decisions (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Regarding your day-to-day tasks, I would like you to indicate the degree of agreement for these statements:

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
The results of my work are likely to affect the lives of other people (1) significantly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job has a large impact on people outside the organization (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work performed on the job has a significant impact on people outside the organization (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job involves completing a piece of work that has an obvious beginning and end (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job is arranged so that I can do an entire piece of work from beginning to end (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job provides me the chance to completely finish the pieces of work I begin (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Additionally, taking into account the relationship between your work and your colleague's work, indicate for each statement your degree of agreement.

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
The job requires me to accomplish my job before others complete their job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other jobs depend directly on my job (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unless my job gets done, other jobs cannot be completed (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job activities are greatly affected by the work of other people (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job depends on the work of many different people for its completion (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job cannot be done unless others do their work (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5

Furthermore, I would like you to think about the feedback you received from both your superiors and colleagues, indicating for each statement the respective degree of agreement.

	Stongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Stongly agree (5)
I receive a great deal of information from my manager and co-workers about my job performance (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other people in the organization, such as managers and co-workers, provide information about the effectiveness (e.g., quality and quantity) of my job performance (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive feedback on my performance from other people in my organization (such as my manager or co-workers) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6

Finally, I would like you to think about your commitment to the company, also indicating for each statement your degree of agreement.

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
If I could, I would leave this company today (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lately, I felt like I want to quit the job (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Right now, I would like to stay in this organization as long as possible (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Please indicate your degree of agreement with the following statements:

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Stongly agree (5)
Manwinwin is known for healthy competitive work environment (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin possesses a favorable reputation for it´s community and environmental responsibility (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in the society hold a favorable impression of Manwinwin as an employer (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin has a poor reputation for lacking financial soundness (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 I would like you to indicate the degree of agreement for these statements:

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Manwinwin provides a sabbatical policy where people are given paid leave for a few months to pursue an activity of their choice (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin commits time and resources in managing employee relations (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin is known for providing autonomy to its employees to take decisions (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin seriously promotes fun at work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin is known to demonstrate caring by showing a genuine interest in people's personal lives (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin management genuinely seeks and responds to employees' suggestions and ideas (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin has a policy to provide a half day leave to celebrate occasions like birthdays and anniversaries (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Finally, indicate for each statement your degree of agreement:

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Joining Manwinwin would be a beneficial move for an individual's career (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin provides a learning opportunity to work on different projects (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin communicates a clear advancement path for its employees (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin values individual contribution of its employees and rewards them accordingly (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin has a structured leadership development training programme for its employees (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin offers positions in foreign assignments (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin does not provides the opportunity to work with people from different countries (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In Manwinwin, all permanent positions are posted internally to existing employees before external hiring begins (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manwinwin follows the policy of promotion from within (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To conclude please answer some demographic questions:

Q10 Gender:

- Male (1)
 - Female (2)
 - Other (3)
 - Prefer not to say (4)
-

Q11 Age:

- 20 - 30 (1)
 - 30 - 40 (2)
 - 40 - 50 (3)
 - 50 - 60 (4)
 - 60 or more (5)
 - Prefer not to say (6)
-

Q12 What is your education level?

- High school (1)
 - Secondary (2)
 - Degree (3)
 - Master degree (4)
 - Post graduate (5)
 - Prefer not to say (6)
-

Q13 For how long do you work at Manwinwin?

- Less than 1 year (1)
- 1-5 (2)
- 5-10 (3)
- 10 or more (4)
- Prefer not to say (5)

Appendix E: “Diário de Bordo”

First contact

The study came about through a personal contact. One of the company partners approached me to check my availability to study the company to obtain responses for his answers.

The CEO stated that: they are not a competitive firm when compensation is discussed. They pay salaries under the average and their profit is not enough to reward their employees financially. However, their mission remains to proportionate a welfare environment for all employees and focusing on non-monetary benefits (such as work-life balance)

First Meeting

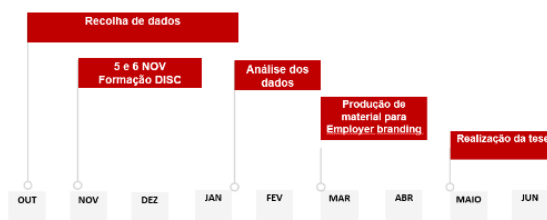
October

On this day was the first meeting between Rodrigo, prof Patricia and me. In this meeting I talked about the theoretical part of the topic: work engagement (vigour, absorption and dedication), intrinsic motivation (through autonomy, responsibilities, competency development and career growth) and employer branding. In this presentation, I defined all the concepts to know and be aware of the evidence that I want to study.

I also presented the calendarization of the master thesis. On 5 and 6th November will be the DISC workshop where everyone will discuss their profile and some group activities.

4. Calendarização

iscte



1. Enquadramento teórico do tema
2. Primeiros passos para a recolha de dados
3. Objetivo do *case study*
4. Calendarização

Data and documents collection

The data collection was made through e-mail, where documents related to performance appraisal, Manwinwin philosophy, Terms of Reference (TOR), the trainees training document and some details regarding onboarding and performance appraisal were delivered. Since they are confidential we will not be exposed in this section.

Related to Onboarding CEO explain that every time someone enters the company they have the tradition to lunch together in a Chinese restaurant close to the office.

Related to the performance appraisal we send an e-mail to see the Key Performance Index of each department: “No, not everyone in the company. It is one of the changes that are underway. Consultants have KPIs, the 3 people in my 2 departments do too. These are departments where quantifiable KPIs are easier to find. In Development and the Admin/Finance Department, it is more difficult to find quantifiable and measurable KPIs ... but it is ongoing, not already for January, maybe not even in February. But in March I would like to have at least 1 KPI for each person” CEO

For Marketing: KPIs directly related to Marketing (specifically associated with the so-called raising/generation of Leads, ie raising potential customers). They are:

- number of visits to the website
- # of ManWinWin Express downloads (the free version of our software)
- # of ManWinWin Express Installations
- No. of Free Registration Requests for the definitive license of Mww Express
- conversion rate (we haven't decided whether this will enter or not yet)

Consulting: they have Billing Day Objectives divided into Project Days, S&AT Pre-contracted Days and Monitoring Days), see the first table below. And they also have, let's call it, the Administrative Management of Projects (Days carried out and Reports made) that you must always have up to date, it's the table you see below.

Management at BD Management:

	Projecto [9.1.1]	S&AT [9.1.3]	Acomp. [9.1.9]	Total	Objectivo	Cumprimento
	0,0	4,0	0,0	4,0	24,0	16,67%
	2,0	2,0	0,0	4,0	72,0	5,56%
	3,0	2,0	0,0	5,0	72,0	6,94%
	0,0	0,0	0,0	0,0	24,0	0,00%
	0,0	0,0	0,0	0,0	45,0	0,00%
	2,1	2,5	0,0	4,6	72,0	6,42%

OTs	AV	HC	HF	JM	Total	Cr�terios:
OTs P. Em atraso	0	79	41	18	138	P. Em atraso: At � � data de hoje Grau Urg�ncia "Cliente"
OTs Em Curso	0	26	17	32	75	Em Curso: Gr au Urg�ncia "Cliente"
OTs Terminadas	0	1	1	0	2	Terminadas: Gr au Urg�ncia "Cliente"
OTs Encerradas	1	1	9	9	20	Encerradas: Gr au Urg�ncia "Cliente" Datas: JAN-DEZ 2021
OTs N�o Realizadas	0	1 ¹⁵¹	0	0	1	N�o Realizadas: Gr au Urg�ncia "Cliente" Datas: JAN-DEZ 2021

Sales: they have Sales numbers that are also evaluated monthly, they are 3 KPI: Number of commercial meetings made, total value in proposals made, total value in sales driven.

Numbers ACUM. (31JAN2021)

	Target acum.	Real acum.	%
CC Meetings	12	12	100.0%
CC Quotes €€	257,438 €	247,795 €	96.3%
BZ Meetings	10	6	60.0%
BZ Quotes €€	30,893 €	26,013 €	84.2%
NTK New Business Sales €€	23,333 €	23,301 €	99.9%
Partners Sales €€	16,667 €	12,637 €	75.8%

Direct observations

Manwinwin day: 22nd January: Online meeting

We started the meeting some employees didn't say good morning, others did. There are 3 new people in the company: 2 from consulting and 1 from development.

Everyone gets along well, making jokes. The meeting is about announcements: overview because the details will be given directly to the people involved (not here).

Before it starts: he said that it will be a Q&A session at the end, but that it will happen at the end of: And please turn off your phone

And if anyone during the next few days has not paid attention, they will put 1 euro in a fund (Just kidding).

The agenda was: results, marketing plan, strategy for the next 4 years.

ANNOUNCEMENTS 1 to 7

E7 is now scrum master (development department), i.e. the person responsible for managing the back office. The tasks assigned for each sprint: SWISS MADE: accumulates the role of administration and account management and support.

This makes 3 departments coordinated by women

MKT: E1 sales: E10

There will be a new project within ManWinWin

- E5: coordinated consulting department

JM coordinates all international projects and clients and reports to HC

- ManWinWin general manager: goal is to be close to the teams; short term and long term commercial goals. Speaker and training. Internal communication and connecting the dots.

Identity: START WITH THE WHY

- ManWinWin will have a complete and structured procedures manual

- New procedure within the IT department: "E6 came to us with the problem and suggested solutions. CEO appreciated E6, saying he learned a lot.

- Benefits: Each will get 200euros p to invest in Home office appliances: chair, screen (...)

Winnovation: R&D team that will emerge in the future, investing and following the evolution of fusion technologies.

TECHNOLOGIES: IoT (Internet of Things), augmented reality (AR), point cloud, artificial intelligence (AI), machine learning

They already have partnerships for IoT and point cloud. And they want to put this on the website in September.

THINGO:

App for personal use to organize and manage aspects of LIFE. The idea and genesis were born with the concept of equipment maintenance exclusively, bringing the maintenance that is so good and easy to our lives. EVERYTHING we have.

WHAT'S NEW? The history, and costing and can talk with other people, can share.

Project:

2021: development: API, android & IOS app, and website AND SOFT LAUNCH: go live, 1000 controlled users, and see everyting in a real environment.

Improve MWW web. Support: MWW 6

2022: develop MWW 7, which will be cross-platform, desktop, web, android and API

2023: launch MWW 7

202...: migrate customers to MWW 7

2nd part

WinWin academy: where are we (people want to move forward and erase 2020 from their minds), what do we want, and what will we launch.

Professional training related to maintenance management, qualifying or requalifying professionals. Partnership with Lusophone and FE.

YOU WILL HAVE hard and soft skills training (DISC included) with certificates.
www.manwin-academy

Trainers: people from the company

- Final work: Apply maintenance in an authentic and FINAL context, open doors for customers to have someone inside the company, develop a maintenance plan in a real scenario.

3 products: MWW, course, thingo

Show some information about the developments of thingo and azure, which is good, transparency for everyone.

METHOD: the company will be able to grow in a way that at some point it will have a general manager for each product, and administration, marketing, sales, and will have a career progression! CAREER PROGRESSION!

The annual bonus has been announced and will be delivered by April 2021

Manwinwin day: 7th May: presential

In this meeting, the purpose was to explain the rationale for and explain previous decisions and to justify those decisions. There were 2 lectures, one about the product and another about the company.

The first was the manager responsible for development speaking, saying that "we are an Audi, not a Ferrari" and that there is no harm in being an Audi but we have to know where we are and what the market segment is. He tried to help employees talk to customers when they are trying to have a Ferrari product and don't have the systems capability, human resources, or need it.

They gave some examples of suggestions given by customers seeing if everyone agreed it should be implemented or not, each person put their finger in the air when they thought they agreed. The manager explained why it was going into development or not.

In the second presentation it was more about the company, the CEO tried to answer 2 questions: Why are we special? Where is our value?

It was a reflection of who they are and their DNA. The presentation is described below and presented to candidates today as well. From the recruitment process, he has seen that people want to go and work there.

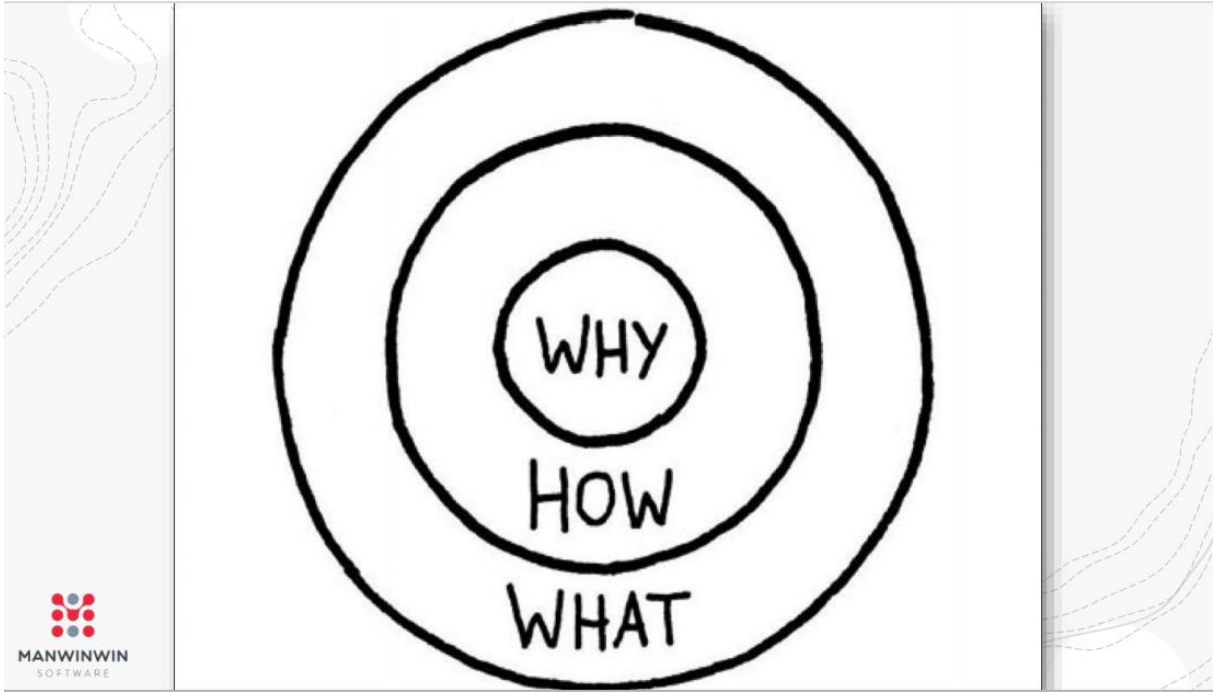
You're going to work but you're going to have a life that has been talked about the most there.

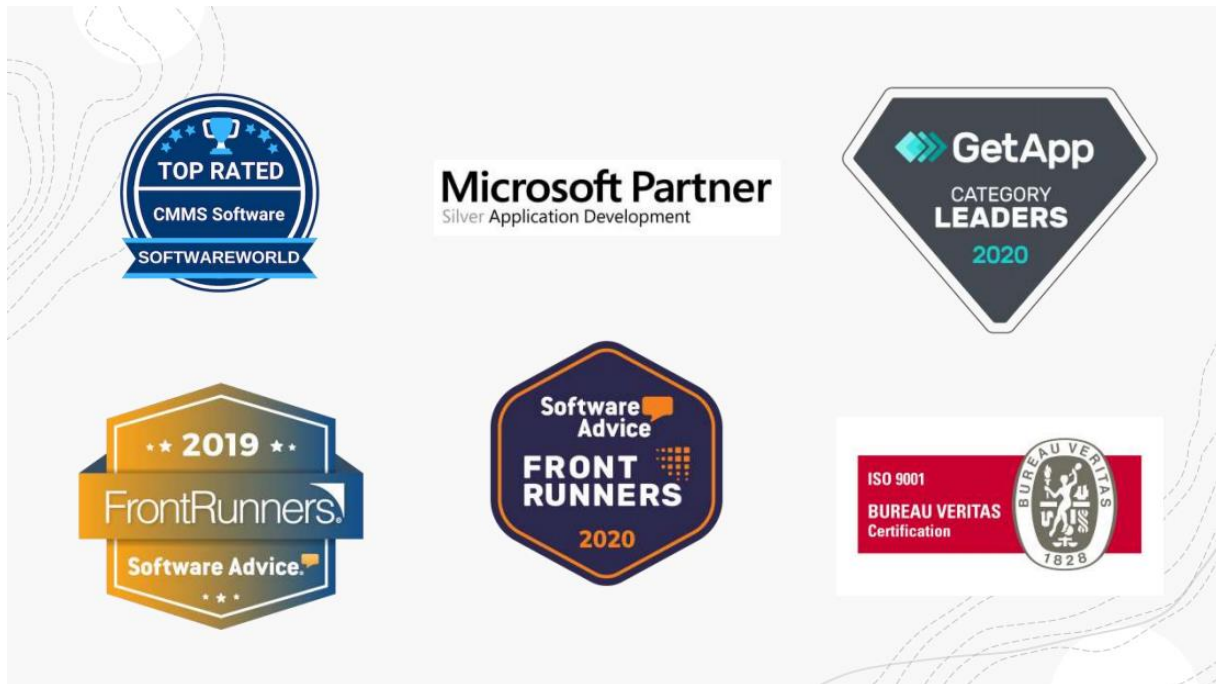
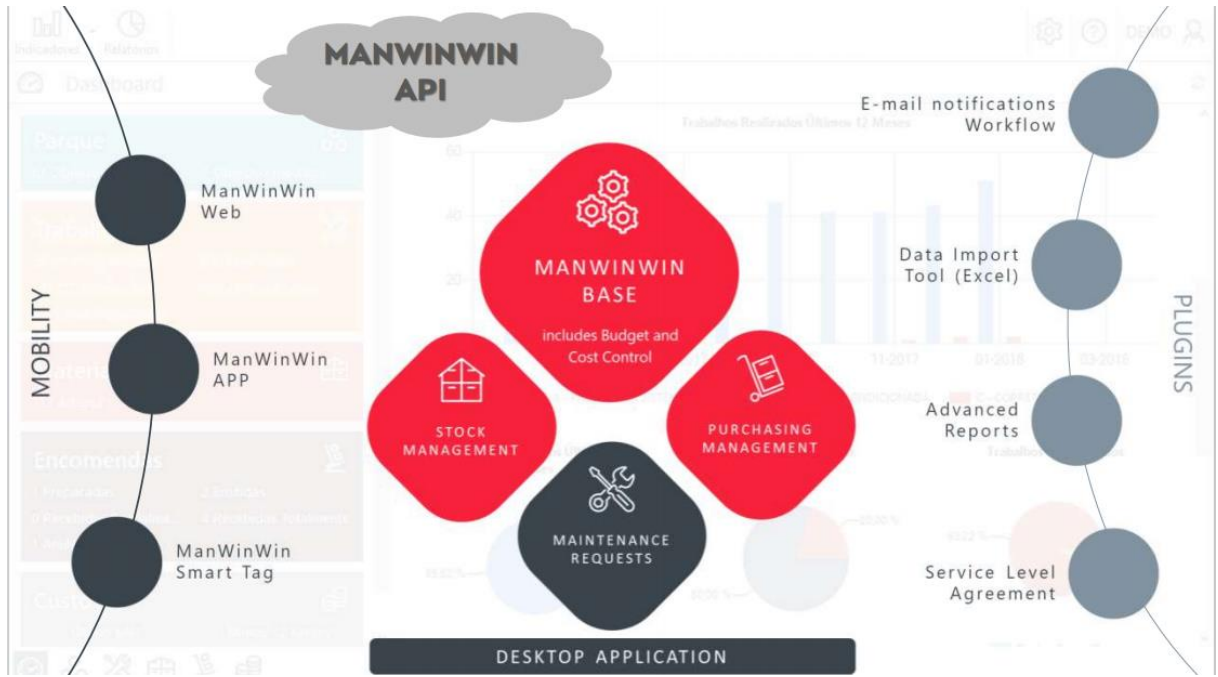
In this presentation, he highlighted the benefits offered: monetary (bonus), training, and emotional pay (work-life balance and flexibility).

The 4 pillars of the company were also presented: the knowledge, the good ideas, the well-defined priorities and the transformation ("we transform who comes here, in the measure that people learn and do not leave the same" CEO) and this all brings energy, enthusiasm and confidence and without this, the company does not move forward according to the CEO.

Presentation of the company: Recruitment presentation







ManWinWin around the World

Thousands of users in more than 50 business sectors



CULTURA

“Entendemos a cultura como uma sedimentação da história.”

Eng. Saraiva Cabral







AVALIAÇÃO DE DESEMPENHO

“A avaliação do pessoal encaixa mais no domínio da cooperação do que no do controlo.

É saudável que o colaborador goste de ser avaliado, sinta isso como um contributo útil para o seu desenvolvimento profissional e bem estar.”

Eng. Saraiva Cabral

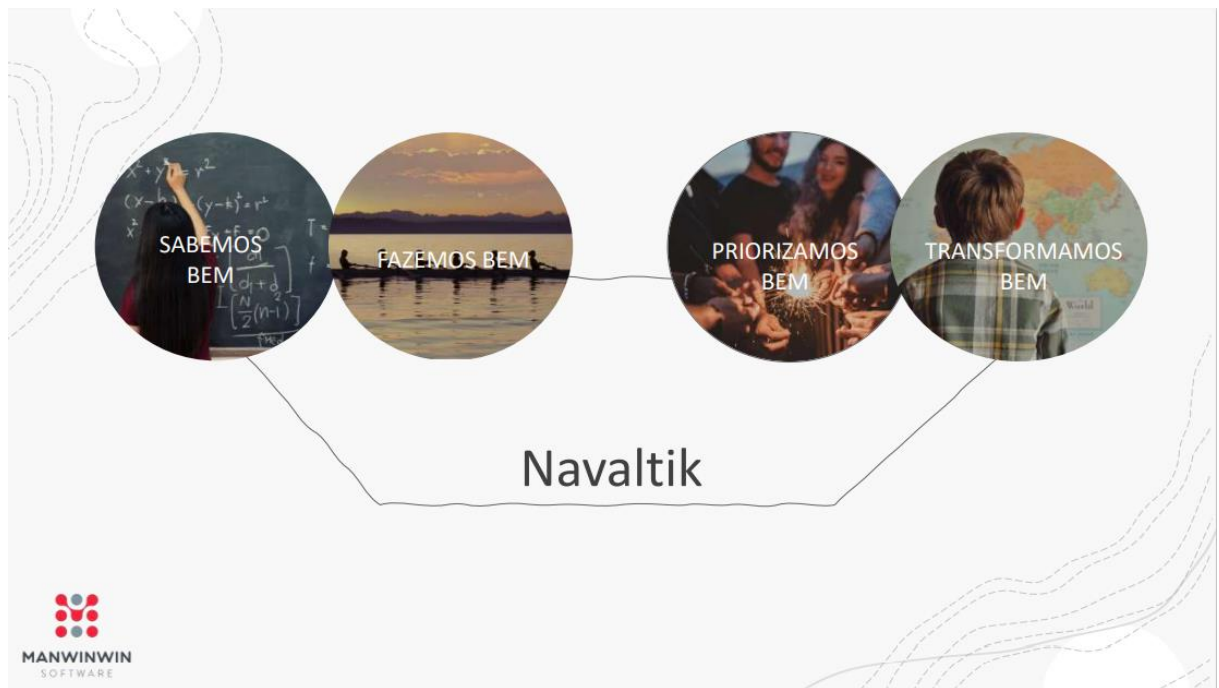


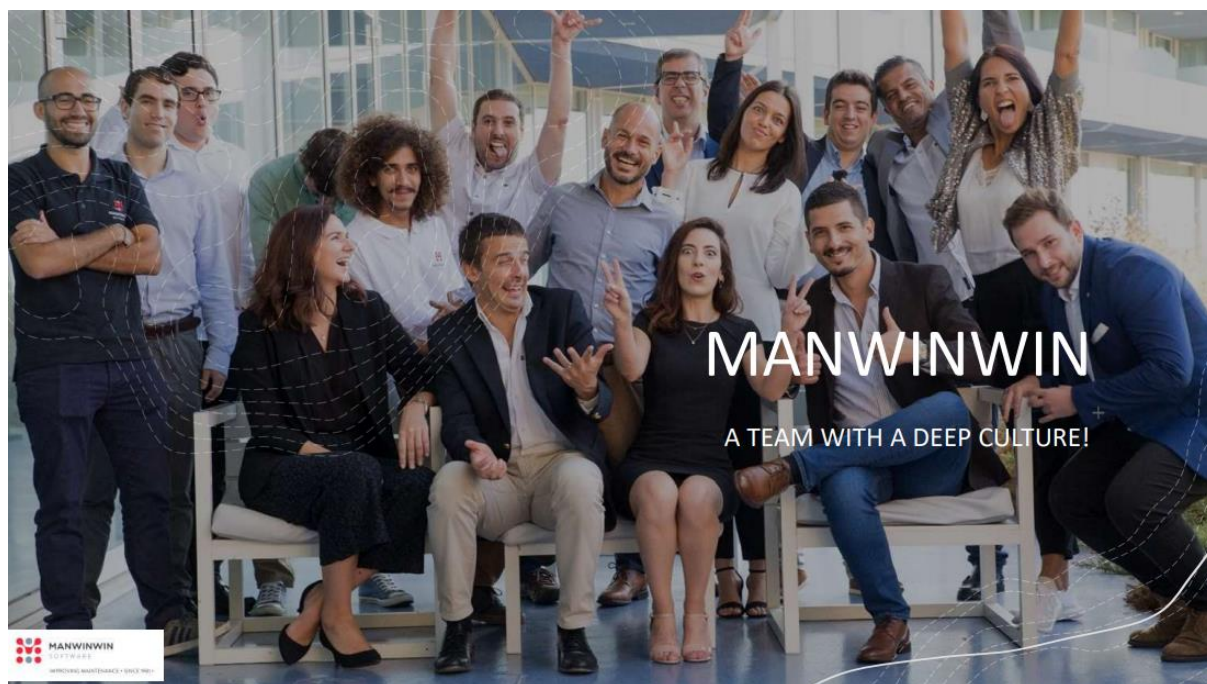
REMUNERAÇÕES E MOTIVAÇÃO

Na ManWinWin todos os salários contam.
O Financeiro. O da Formação.
E da Emoção.









Appendix F: Dictionary of categories

Topic	Category	Definition	Subcategory	Example	Author
Culture	Artefacts	Visible and feelable structures and processes. Observed behaviour	Office layout	"The office is ugly and old" E1	Edgar Schein
		Refers to the technology used in the job	Technology	"We were and are leaders in Portugal doing what we do, we are in more than 100 countries with our software" M2	
		Refers to the way they treat each other	Modes of speaking /Easy communication / informal	"The positive thing I would say is the atmosphere that is in the company, that we seem like a group of friends" E5	
			Traditions	No evidence	
	Values	A plan of action designed to achieve a long-term or overall aim	Strategy	"We want to keep the key people here, we want to provide immaculate customer service (and we do), it's not immaculate, but it's very good customer service to keep them, that's our/my war" M3	

		What a company expects or hopes to accomplish	Goals	"An ambitious company that always wants better results than last year, that always wants to do new things" E8		
		Client-oriented		"Customer focus: we look for the best for the customer. The smallest customer is as important as the big one" (Philosophy document)		
	Basic Assumptions		Relationship to environment			No evidence
			Nature of time and space			No evidence
			Employee - oriented			"We humanize technology, people always come first - your people and our people. We have been providing confidence, technical credibility, and practical ideas since 1981. The technology that makes your maintenance processes easier and faster" (Site)
			Familiar			"Family culture (...)that we look like a group of friends" E5
			Nature of human nature (work, family and leisure)			"I have time to be with my family and be doing what I enjoy" E1
Mission		"To provide a sustainable experience to its customers by delivering reliable and innovative software and services" (Site)				
Motivation	Task identity	The ability to perform a task from beginning to end with a visible outcome (Hackman et al 1975). Task identity is viewed as helping employees to grow and develop and as such meet up with the demands of their job.	Job functions	"We all strongly embrace the culture of helping each other, which means, however, that sometimes we run over each other making things confusing" E4	Job design Model	

	Task significance	This involves the importance of the task. It involves both internal significance (i.e. how important the task is to the organization) and external significance (i.e. how proud employees are to tell their relatives, friends, and neighbours what they do and where they work)	Being recognized for the job	"It's adding value to the company" E10 "The fact that I feel my work is recognized" E5	
	Feedback	This refers to objective information about progress and performance that can come from the job itself, from supervisors or any other information system	Interaction with colleagues and leaders	"If I need something I have my manager there" E2 Performance appraisal: "It gives the evaluated employee airtime and the opportunity to express wishes and obstacles to their fulfilment achievement." (Philosophy document)	
	Autonomy	This refers to job independence. How much freedom and control employees have to perform their job	Projects	"I try to delegate and motivate (motivate where people are autonomous and recognize things well done, and give autonomy). I think people have to have autonomy" M3	
	Skill variety	This refers to the extent to which the job requires the employee to draw from several different skills and abilities as well as upon a range of knowledge	Learning	"For me, it's the part of always learning new things, since there are not many of us we have to do a little bit of everything and so always be learning to help" E8 "We offer lots of training and lots of learning" (Job offer)	
Benefits	Activities	Refers to the activities done in groups such as dinner out, lunch or celebrations	ManWinWin day	"the day at navaltik/ManWinWin, where they present a strategy" "We are a company that likes to socialize, we like to have lunch, we all get along relatively well" E7	
	Public acknowledgment/recognition	Refers if the company reward their employees publicly	Lunch or appreciated e-mail	"The fact that I feel my work is recognized (which in this case I don't), even though they say it is" E5	

	Employee personal development	If the organization helps the employees to develop themselves personally	DISC training	"On a personal level, you end up dealing with many different kinds of people. Customers, colleagues, and that develops communication. We had DISC training that helps you get to know people and talk to them and know how to deal because we have a lot of different personalities" E8	A handbook of Human Resource Management Practice - Michael Armstrong
	Opportunity to growth	If the company have career opportunities	No subcategory emerged	"We offer a path within the company: the most important thing for our company is that the candidate always has a challenging and exciting job that allows him/her to develop personally and professionally" (Job offer)	
	Organization environment	If the company have an informal environment	No subcategory emerged	"I feel at home, an open communication environment, anything I need I have complete freedom to talk to everyone" E2	
	Flexible scheduling	Refers if I can manage my enter and ended schedule	No subcategory emerged	"Flexibility gives us the ability to play a little bit, I feel more at ease" E12 "You have a schedule from 9 to 18, but if for example, you have something to do in a week at 9 a.m. every day, you get in at 10:30" E10	
	Bonus	Refers to the bonus received by employees	Annual profit divided by all employees	"A bonus that is divided by everyone according to the company's result, last year (2018) we went to Cape Verde" E8 "There is also an Annual Bonus that depends directly on the company's RESULTS" (Job offer)	
	WLB	If I have a work-life balance: If I have leisure time	Friday afternoon off	"We have the flexibility of schedule which helps me a lot because I have a small daughter" E7 "WinWin Fridays: on Fridays, employees are given the option to do an intensive / reduced schedule: come in at 8am and leave at 1:30pm, they have the afternoon of Friday FREE" (site)	
Employer Branding	Caring	How an organization cares about the welfare of its employees	Leader-employee proximity	"if I need something I have my manager there right away" E2	

			Work-life balance	"He also talked about if we needed something or needed to go for example to the doctor in the morning it would be okay just to work in the afternoon that they were understanding to that extent" E8 "We offer Life beyond work (it is rare for any employee to stay on after 6:30 pm)" (Job offer)	Srivastava & Bhatnagar (2010)
	Enabling	Extent the organisation helps an employee to work towards the best of its abilities	Personally	"On a personal level, you end up dealing with many different kinds of people. Clients, colleagues, and that develops communication."	
	Career growth	How much the organization helps the worker to develop their career	Professionally	"Our company invests a lot in training courses for employees (courses that are useful for the employee and for the company, of course)" (site)	
			Training	"Anything I need they give me. I had training of their software, and they gave me tools to work with." E2 "I don't have an answer, I don't feel like I'm growing. I've done one training or another but I think in my department there is little to no growth." E11	
	Credible and fair	The credibility of the organisation and the way it is fair in appraisals and rewarding its employees	Rewards: Annual salary Base (ABS)	"We earn very poorly" E7	
	Flexible and ethical	The way that organizations provide flexibility to their employees in performing their jobs ethically	Autonomy	"I try to delegate and motivate (motivate where people are autonomous and recognize things well done, and give autonomy). I think people have to have autonomy "I try to delegate and motivate (motivate in which people are autonomous and recognize things well done, and give autonomy). I think people have to have autonomy" M3	
			Flexible Scheduling	"If we need to take an afternoon off and not have to take vacation days or justifications" E8	
	Product and service	The quality of products and services sent	Potential of growing	"We offer a path within the company. The most important thing is that the candidate is always given a challenging, exciting role that allows him/her to develop personally and professionally." (site)	
N1 in the market			"There is room for improvement but within this sector, we are really among the best" E1		

	Positive employer image	If employees know the company as being a good place to work	First impression	<i>"There was thus nothing that particularly caught my attention" E4; "The professionalism" E6</i>
			Interviews in recruitment Process	<i>"I work in a very cool place, I work in a company where people trust me and my work, I am satisfied" E2</i>
	Global exposure	If the organization is known globally or not	Company dimension	<i>"The company is small and the reach is large (worldwide)" E12</i>

Appendix G: Descriptive analysis of each variable

Estadística Descritiva

	N	Mínimo	Máximo	Média	Erro Desvio
engagement	16	2,67	7,00	5,2986	1,26212
Intentiontoleave	16	2,00	3,33	2,6250	,36260
feedback	16	2,00	5,00	3,4375	,86683
interdependency	16	1,67	3,83	2,8646	,59073
autonomy	16	3,33	5,00	4,2569	,55142
taskIdentity	16	1,00	4,00	2,7083	,78764
taskSignificance	16	2,33	4,00	3,0208	,64943
N válido (de lista)	16				

Estadística Descritiva

	N	Mínimo	Máximo	Média	Erro Desvio
EB Reputation	16	2,25	3,75	3,1563	,39660
EB Culture	16	1,86	4,43	3,5893	,67989

EB HR processes	16	2,00	4,44	3,54 86	,67826
N válido (de lista)	16				

Source: SPSS Statistics

Appendix H: Deliverables of results to Manwinwin

*Resultados 1ª
fase de recolha
de dados*

*Entrevistas aos
trabalhadores e líderes*

MANWINWIN
SOFTWARE

MANWINWIN
SOFTWARE

IMPROVING MAINTENANCE • SINCE 1981 •

Índice

iscte

- 1 Resultados dos trabalhadores**
 - 1.1. Processo de Recrutamento
 - 1.2. 1ª Impressão da empresa
 - 1.3. A cultura
 - 1.4. Motivação
 - 1.5. Desenvolvimento pessoal e profissional
 - 1.6. Razões de saída
 - 1.7. Benefícios
- 2. A evolução das necessidades dos colaboradores**
- 3. A evolução das valorizações dos colaboradores**
- 4. Próximos passos: O questionário**

1.1. Processo de recrutamento

O que captou a tua atenção?

Em geral os trabalhadores tiveram uma boa impressão das entrevistas que tiveram, realçando a rapidez da resposta aos envios de currículos e o à vontade e o tipo de perguntas feitas: o facto de se focar no candidato em si e não a experiência profissional: "Explorava mais o que eu era do que o que eu fiz".

Perspetiva do líder:
A imagem que eles sentem que passam faz match com o que os empregados dizem. "que a empresa valoriza as pessoas", " que não há grande barreira hierárquica"



"atraiu-me a estabilidade"

"ter tempo para estar com a minha família e estar a fazer o que gosto"

"uma empresa muito bem consolidada no país" "flexibilidade da carreira"

"Falou também que se precisássemos de alguma coisa ou de ir por exemplo ao médico de manhã não haveria problema só trabalhar à tarde que eles eram compreensivos a esse ponto"

"Uma empresa pequena e familiar onde eu posso crescer e ter mais acesso a tudo, se eu preciso de alguma coisa tenho logo o meu manager lá"

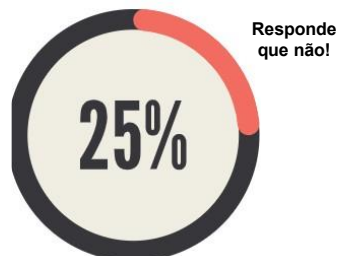
"Não deu a impressão de ser uma empresa com grandes recursos, mas como tinha muitos clientes e era uma empresa bastante antiga"

1

1.2. A 1ª impressão da empresa

Organizada
Dinamismo
Acolhedora
Familiar
Honestidade
Humildade
Estruturada
Sólida
Liberdade
Oportunidade de crescimento
Goal-oriented
Profissionalismo
Simpatia
Mundial

Fez match com a realidade?



2

1.3. A Cultura

Perspetiva do líder:
 “ninguém mente, somos autênticos e transparentes”, “também faz parte da nossa cultura fazer com que as pessoas se sintam estimuladas a evoluir”, “temos todos a noção que a empresa não é a coisa mais importante para nós.”, “cultura do saber e fazer”.

A cultura foi descrita como uma cultura familiar de bom acolhimento e de comunicação acessível entre todos: "Sinto que posso fazer sempre sugestão e perguntas, podemos sempre fazer melhorias", Sinto-me em casa, um ambiente de comunicação aberta, qualquer coisa que eu precise tenho total liberdade de falar com toda a gente".

No entanto, um dos pontos negativos comentados foi o facto da empresa ainda ter potencial para crescer e poder ser mais organizada, pois a cultura familiar pode incorrer no erro de não haverem regras bem definidas: "tem que haver imposição e umas luzes que te guiem para o caminho certo".

3

1.4. Motivação

DO WHAT
YOU LOVE

Perspetiva do líder:
 Em geral, a perspetiva dos líderes é que "A empresa realiza-me pessoalmente", "Aquilo que sempre me moveu e motivou sempre foi dar sugestões"

O que me faz ir trabalhar e estar motivada?

Para os trabalhadores, das razões mais frequentes de estarem motivados no trabalho é gostarem das suas tarefas. A seguir, o facto de estarem a aprender e a adicionarem valor à empresa.

O que eu sinto por estar na empresa?

"Para já um certo orgulho porque somos todos inteligentes aqui e eu também estou a ser reconhecido"
 "Um grande orgulho, e reconhecer que as pessoas confiam em mim"
 "O balanço é bastante positivo e é muito gratificante quando realmente vês que contribuis para a empresa"
 "Sempre gostei muito de trabalhar na empresa, sinto que sempre ajudei ao crescimento desta, tenho pena que alguns pontos não sejam alvos de melhoria"

4

5. Desenvolvimento pessoal e profissional

PESSOALMENTE

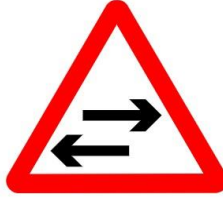
Formações de DISC “que ajuda a conhecer as pessoas e a falar com elas e a saber lidar, porque nós temos muitas personalidades diferentes” mas que “Não teve frutos”.

“É preciso mais formações como a DISC porque sinto que não senti qualquer tipo de diferença na comunicação da empresa” “através do contacto com os meus colegas e como a minha função exige, e com os clientes”

MAS não é consensual

“Pessoal não sei, mas profissional porque me motiva a acompanhar novas tecnologias e ajuda a explorar novas tecnologias”

“Não tenho uma resposta, não me sinto a crescer. Fiz uma formação ou outra mas creio que no meu departamento o crescimento é pouco ou nulo”



PROFISSIONAL

Empresa que aposta em formações

“A empresa aposta muito nas formações, já tive várias formações oferecidas pela empresa, e que de facto são muito úteis”

“A nível profissional a empresa sempre me disse para eu propor cursos e formações, e é falha minha eu não propor tanto”

É CONSENSUAL

5

6. Razões de saída

Para as razões de saída, foram mencionadas razões como o incumprimento salarial, o de terem uma proposta salarial maior (“uma boa oportunidade em termos financeiros”, “mudaria se calhar se houvesse uma melhor condição salarial ou benefícios”), o de não confiarem no trabalho, e o de não admirarem o líder (“não ter um líder que admire”).



6

7. Benefícios

O que existe?

- "Sexta-feira tarde livre"
- "Flexibilidade de horário"

O que valorizam mais?

AMBOS

"Temos flexibilidade de horário que a mim me ajuda imenso porque tenho uma filha pequena"

"Eu saber que se preciso de tirar um dia porque me sinto mal ou para ir a uma consulta que o posso fazer"

1-Impacta no trabalho? 2 -E na forma como vês a empresa?

1-"Torna-me mais eficiente, porque posso gerir o meu trabalho da forma como quero"

"Sinto-me mais a vontade, mais descansado"

2-"É mais um aspeto positivo na cultura da empresa que eu valorizo", "É o único benefício (a sexta-feira) que eu sinto que é bom nesta empresa"

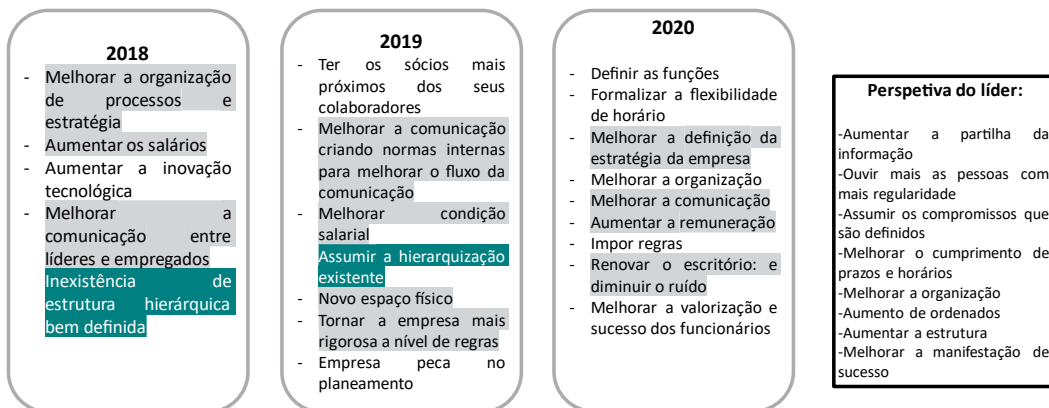
Perspetiva do líder:

Em geral, a perspetiva dos líderes está alinhada com os funcionários:

"temos a sexta-feira e podemos marcar férias e faltar quando quisermos".

7

8. A evolução das necessidades dos colaboradores



*a verde estão as necessidades não visíveis em 2020, e a cinzento aquelas ainda visíveis.

8

9. A evolução das Valorizações dos colaboradores

