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Employer attraction factors in healthcare professionals: Contrasting Instrumental and Symbolic attributes

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MSc in Human Resources Management and Organizational Consulting

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Human Resources and Organizational Behavior Department

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Resumo

As dificuldades na atração de novos talentos e na retenção dos atuais colaboradores na área da saúde estava já documentada, mas agravou-se com a crise de saúde pública. As mudanças reportadas apontam no sentido de uma maior valorização da dimensão simbólica ainda que em detrimento da dimensão instrumental. A marca de empregador foi uma das respostas eficazes para lidar com o desafio identificado, mas não se identificou ainda em que medida, as mudanças decorrentes da crise intensa vivida no meio hospitalar, se terão traduzido numa maior importância relativa da dimensão simbólica face à instrumental.

Com base numa amostra composta por 177 profissionais de saúde, o presente estudo visa identificar os preditores da atratividade organizacional deste hospital dentre as dimensões da marca de empregador. Os resultados mostram que entre os preditores, quer os instrumentais quer os simbólicos detêm magnitude similar. Conclui-se que alguns elementos expectáveis e atribuídos ultimamente como causas emergentes não operam no caso deste hospital.

Palavras-chave: Atração, Marca de Empregador, Atratividade Organizacional, Proposta de valor, Dimensão Instrumental – Simbólica

Código JEL: J24 Capital Humano; M12 Gestão de Pessoas

Abstract

The difficulties in attracting new talents and retaining current employees in the healthcare organizations were already documented but worsened with the public health crisis. The reported change highlights a greater appreciation of the symbolic dimension, even at the expenses of the instrumental one. The employer branding was one of the effective responses to deal with the identified challenge, but we have not yet identified to what extent the changes resulting from the intense crisis experienced in the hospital environment have translated into a greater relative importance of the symbolic dimension compared to the instrumental one.

Based on a sample composed of 177 healthcare professionals, this study aims to identify the predictors of organizational attractiveness of this hospital among the dimensions of employer branding. The results show that among the predictors, both the instrumental and symbolic ones hold similar magnitude. It is concluded that some elements that would be expected to emerge, that have been lately taken as emerging causes of the shift do not operate in the case of this hospital.

Keywords: Attraction, Employer Branding, Organizational Attractiveness, Employee Value Proposition, Instrumental - Symbolic Dimension

JEL Code: J24 Human Capital; M12 Personnel Management

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Introduction

Talent management is one of the most critical and important issues in the management of organizations (Camara et al., 2016). Human capital is one of the most important assets of any organization, without which it is not possible to ensure the normal functioning, compromising the development and sustainability of the country (Ferreira et al., 2015). The current context, marked by high competitiveness that is reflected in a paradigm shift in the way individuals perceive their relationship with the organization, further accentuates the importance of adequate human capital management. In the past, the idea of a job for life persisted in society. However, in the context in which we live, due to technological evolution and globalization there is a paradigm shift that is reflected in the way individuals perceive their relationship with organizations. This means that, nowadays, there is a greater predisposition to change jobs.

Thus, attracting new talents and retaining the best employees is a challenge for any organization, regardless of the type of activity and sector in which it operates (Silva & Dias, 2022). Currently, organizations experience difficulties in attracting the ideal candidates to fill open positions, while at the same time there is an increase in the turnover rate (Tanwar & Prasad, 2016). It is crucial that organizations develop strategies to overcome the consequences associated with the shortage of talent, for which there is one of the strategies that organizations can use and that allows overcoming the problems related to the attraction of new talent and retention of current employees: employer branding (Tanwar & Prasad, 2016).

Thus, employer branding is a crucial strategic tool for promoting, both internally and externally, the factors that help organizations stand out from other competitors (Sengupta et al., 2015). Employer branding is associated with building an image in the minds of potential candidates that the organization, above all others, is a great place to work (Ewing et al., 2002).

Employer branding can be used both targeting the external domain, to attract new employees, as well as targeting the internal domain, to increase organizational commitment intended to retain current employees (Monteiro et al., 2020; Theurer et al., 2018). Despite employer branding performs an important role in attracting new talents, it is also a tool to raise awareness of the current and potential employees as to the advantages of working in a given organization (Monteiro et al., 2020; Wilden et al., 2010). Organizations also use employer branding as a means to make their value proposition known, i.e. the benefits given to current employees including their professional growth and development opportunities (Backhaus & Tikoo, 2004).

Organizational attractiveness is a crucial concept for building a strong employer brand (Berthon et al., 2005; Monteiro et al., 2020). Most studies related to organizational attractiveness and employer branding have had a greater focus on potential candidates rather than current employees (Jiang & Iles, 2011). Organizational attractiveness is reflected in the attitudes and opinions of potential candidates towards some organizations as being a good place for them to work in the near or distant future (Santiago, 2019). Instrumental and symbolic dimensions stand out among the reasons potential employees choose an organization (Lievens & Highhouse, 2003).

Employer branding seems to have gained even more importance in the wake of the coronavirus crisis as the so-called great resignation has been explained by toxic work culture and a revival of the symbolic dimensions (e.g. work-life balance, Linzer et al., 2022) over and above material considerations such as the instrumental dimensions comprehended in employer branding.

As currently, the coronavirus crisis seems to be overcome, one questions if indeed the symbolic dimension of employer branding outweighs the instrumental one. In line with this, this study is designed to evaluate the image healthcare professionals hold, within the metropolitan Lisbon area, about the Luz Hospital in Lisbon, as well as the motives that make them apply and accept a job offer in this organization. The variables entailed in this study are organizational familiarity (taken as a control variable), hospital attractiveness (taken as the dependent variable), and both instrumental and symbolic employer branding (taken as independent variables and comprehending several factors).

This thesis comprehends four chapters. After introducing the topic and problem research, the akin literature is reviewed to explore employer branding, employee value proposition, the components of employer branding, organizational attractiveness, instrumental and symbolic employer branding. After the conceptual model and respective hypotheses are showed, the method that underlined the empirical study is presented. The fourth chapter presents findings and the fifth discusses such results, leading to a conclusion. Here both the limitations and suggestions for future studies are made explicit.

2. Literature Review

2.1. Organizational attractiveness

According to Smith et al. (2001) organizational attractiveness refers to “an attitude or expressed general positive affect toward an organization, toward viewing the organizational as a desirable entity with which to initiate some relationship” (p. 221). Organizational attractiveness is thus visible in the intention of applicants to look for more information about the organization and to apply and participate in the selection process aiming to reach the interview phase (Barbaros, 2020). Directly linking organizational attractiveness with employer branding Jiang and Iles (2011) state attractiveness is the power that makes applicants focus on the organizational brand as an employer. In the same vein, Berthon et al. (2005) define it as a mirror of the expected benefits a potential employee has from being accepted to work for that organization. The same authors propose organizational attractiveness comprises five dimensions namely: interest value, social value, economic value, development value, and applied value.

The first dimension, interest value, concerns how strongly organizations can attract new employees, considering a work climate centered on workers’ physical and psychological wellbeing thus contributing to foster innovation and creativity in workers. The second dimension, social value, assesses the extent to which individuals are attracted to organizations with a flexible work climate and good team spirit. The third dimension, economic value, relates to the above-average salary, to the contractual tie, and to the opportunities for promotion and career advancement. The fourth dimension, development value, refers to the appreciation of employees reflected in the opportunities for career advancement. The fifth dimension, application value, refers to the opportunity that individuals have to put their learning into practice and share it with other colleagues.

Berthon et al. (2005) state the “Interest value”, and “social value” result from perfecting the psychological benefits, while “economic value” matches the economic benefits, and “development value” matches the perfecting of functional benefits mentioned by Ambler and Barrow (1996).

Chhabra and Sharma (2014) highlight the following factors determine organizational attractiveness: pay, career advancement, nature of tasks, corporate culture, professional

training, innovative HR policies and practices, social responsibility campaigns, job security, recognition of work done, good relationship with hierarchy, orientation towards well-being of the client, and feelings of belongingness, and integration in a team and the organization. Organizations are expected to show externally which factors make them better and distinct from others so to attract according to what each potential applicant values (Maheshwari et al., 2017). Among some distinguishing factors, Jain and Bhatt (2015) found that organizations are more attractive when individuals perceive they enable better work life balance and job security.

Organizational attractiveness can be approached both from an external and an internal perspective (Slatten et al., 2019). From an external perspective, organizational attractiveness refers to the benefits the potential applicants expect to gain if they were to become employees, compared to alternative benefits somewhere else (Pingle & Sharma, 2013). From an internal perspective, it refers to benefits given by organization to current employees which favors their decision to remain in the organization (Pingle & Sharma, 2013).

When potential candidates perceive an organization as attractive, they first perform a comparative analysis between two or more organizations. For an organization to be considered truly attractive it must be better than all other alternatives and, as such, it must present a set of differentiating practices and policies (Slatten et al., 2019).

Santiago (2019) calls attention to the passive nature of organizational attractiveness because it does not imply the real behavior is based in one opinion about an organization. This passive character allows individuals to feel attracted to several organizations simultaneously, opting to develop their professional activity in the one that gives them the most advantageous package of benefits, or the one that best satisfies their current needs, as regards economic or professional matters.

Organizational attractiveness is closely related to the concept of employer branding, since the former is the goal and the latter a means to achieve it.

2.2. Employer Branding

Employer branding is a concept that originated from Marketing Management. Marketing at the product management level is one of the main strategies used by brands to attract new consumers (Tanwar & Prasad, 2016). The same is true in the field of Human Resource Management, that is, organizations use employer branding to attract potential candidates and retain current employees (Bharadwaj et al., 2021). Employer branding consists of a transposition and

application of the strategies used by brands in product promotion, to the field of Human Resource Management (Backhaus & Tikoo, 2004). Employer branding departs from the assumption that human capital adds value to the organization and that through investments in campaigns to promote the organization, active participation in social and professional networks and investment in training and professional development programs for current employees contributes to an increase in organizational performance, which leads to better financial performance (Backhaus & Tikoo, 2004).

Employer branding was first advocated by Ambler and Barrow in 1996 (Berthon et al., 2005). According to Ambler and Barrow (1996:187) employer branding is defined as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company”. The authors' main goal in defining the concept of employer branding was to expand the application of branding techniques used in promoting products and services to employees by highlighting the advantages associated with working for the organization (Kargas & Tsokos, 2020). According to this perspective, "employees" stand where traditional branding theory tends to place "consumers", while "organizations and value proposition" correspond to "brand". This theory defends the idea that each company should use a set of methodologies to show current and potential employees its value proposition, i.e., the advantages that differentiate it from other competitors (Kargas & Tsokos, 2020) which goes in line with Backhaus and Tikoo (2004) idea that employer branding relates to the unique employment offer and organizational climate.

A definition of employer branding in line with its strategic nature was provided by Sullivan (2004) that defines it as a long-term strategy intended to make employees and potential employees aware of the company. We highlight here the word “long term strategy”. This strategy can be changed, in order to stimulate the efforts of organizations in terms of policies used in recruitment, retention and productivity management. The use of the a fore mentioned strategy directly relates to increasing organizational reputation, generating the perception among current employees and potential candidates that the organization is a great place to work. The correct implementation of employer branding strategies by organizations contributes to an increase, both in numbers and in quality, in the rate of applications received, as well as a decrease in the turnover rate. However, for organizations to achieve the desired results through the implementation of employer branding strategies, they must take into consideration the following aspects: a culture of sharing and continuous improvement, the balance between management and productivity, achieving recognition, proactive employees, being talked about,

becoming a reference organization, increasing candidate awareness, and the application of metrics to evaluate the employer brand. The ultimate purpose, as stated by Turner (2017) is to foster a sentiment of enthusiasm in potential employees leading them to wanting to work for the organization.

Employer branding is not just an asset but also a process. Employer branding entails three stages (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2016). Firstly, organizations should build a value proposition that differentiates them based on their culture, technical and behavioral skills of current employees and the perceived quality of products or services they produce (Tanwar & Prasad, 2016). Secondly, this value proposition should be shared with the potential applicants as well as with the recruitment agencies (Backhaus & Tikoo, 2004). Lastly, internal communication efforts should be made to stress and consolidate a unique workforce drive by the organizational values (Backhaus & Tikoo, 2004). Not all generations have the same interests and so, the value proposition should adapt across time to these variations (Sengupta et al., 2015).

An alternative proposal from Berthon, et al. (2005) states organizations should follow five stages when designing a strong employer brand. Namely, they should gain an understanding of themselves to create a brand that mirrors that understanding and assess compliance with employer brand strategies. Then, they should guarantee that all HR practices are aligned with the employer brand promise. Once this is in place, measurement should occur to monitor its effectiveness. The adoption of these steps does not guarantee organizations will succeed in attracting the best candidates in highly competitive labor markets, but it may increase the likelihood of retaining highly qualified personnel and, in addition, attracting senior professionals (Kargas & Tsokos, 2020).

Employer branding can be seen from two perspectives: external marketing and internal marketing (Backhaus & Tikoo, 2004; Tanwar & Prasad, 2016). External marketing serves the purpose of showing potential employees the differentiating factors one organization has so that the best talent is attracted (Backhaus & Tikoo, 2004; Sengupta et al., 2015; Tanwar & Prasad, 2016). Brand promotion strategies foster a set of assumptions in potential candidates contributing to their identification with the organizational culture (Backhaus & Tikoo, 2004). In a complementary fashion, internal marketing aims to create uniqueness in the organization's HR, thus making it difficult for competitors to mimic (Backhaus & Tikoo, 2004; Sengupta et al., 2015). The exposure of employees to the organizational value proposition promotes better

fit between organizational culture and strategic goals, contributing to uniqueness (Backhaus & Tikoo, 2004).

Employer Branding is composed of three components that encompass employer brand value, employee loyalty and engagement with the organization, and talent attraction and retention (Biswas & Suar, 2016). Brand value concerns both current employees as well as potential employees because it expresses the knowledge current employees have about the organization as well as perceptions potential employees have about the organizations they would like to work for (Ambler & Barrow, 1996). Employee loyalty and involvement with the organization refers to the organizational commitment that individuals build with their current employer (Backhaus & Tikoo, 2004). Increasing the level of employee commitment and involvement with the organization's goals and projects translates into better individual and group performance, which in turn leads to increased profits for the organization (Biswas & Suar, 2016). Taking employees as customers and their work experience as the product made available for appreciation, employee satisfaction will reflect the strength of employer branding policies. Organizations that invest in employer branding strategies have more motivated employees who are willing to grow professionally (Biswas & Suar, 2016).

Overall, in spite of some conceptual divergences found in literature related to different theoretical approaches as well as the organizational and national contexts (Kargas & Tsokos, 2020), employer branding has been gaining ground in HRM as a key construct to explain and foster talent attraction and retainment.

2.3. Employee Value Proposition

As stated, the first step in building a strong employer brand lies in defining the employee value proposition (EVP) the organization intends to publicize in the job market (Monteiro et al., 2020).

EVP refers to the benefits individuals associate with belonging to a particular organization (Arasanmi & Krishna, 2019; Heger, 2007). From Turner's (2017) perspective, EVP is a proposition composed of tangible elements, such as rewards and monetary benefits, and intangible elements, such as organizational image, corporate and social responsibility activities, level of inclusion and diversity, work-life balance policies, and career advancement opportunities. EVP is described as "what an organization stands for, requires and offers as an employer" (Turner, 2017:229).

Sabir and Khan (2011) add that EVP refers to those attributes and benefits that are valued by potential or actual employees, exerting a motivational effect upon them. EVP highlights the positive unique features an organization has, comprehending a diversified set of financial and non-financial aspects (Arasanmi & Krishna, 2019). Santos et al. (2019) state EVP should comprise a statement about compensation and benefits, recruitment strategies, corporate and job brand, as well as information concerning the open job positions. This implies organizations must have a clearly defined recruitment strategy, that they implement it; that they guarantee the corporate brand is fully aligned with the corporate culture (so that inconsistencies are not undermining the credibility of the brand; and that they use internal and external feedback to improve the organizational image. According to the same authors, the ultimate goal is to set an employer brand that distinguishes the organization from all the competitors so that potential or current employees think it is a preferable option.

EVP is purposefully designed to increase the individuals' commitment towards the organization as well as to improve the overall quality of recruitment and selection actions while lowering the turnover intention inside (Monteiro et al., 2020).

Albeit related, EVP differs from employer branding. While the former is a targeted message intended to attract and retain, the latter is a whole set of such activities being thus of a larger scope. Still, they are intimately connected (Santos et al., 2019) and one cannot conceive EVP without employer branding and vice-versa.

2.4. Employer branding components

Heikkilä et al. (2014) studied physicians' job application motivations. They identified five dimensions that were assumed to be predictors of physicians' decision to apply for a job opportunity. The first dimension relates to the fact that the institution presents itself as a good place to work, thus indicating that physicians want to work in an institution where they feel supported by their colleagues and superiors. The second dimension refers to the opportunities for career advancement. The third dimension refers to issues unrelated to work, and therefore related to personal life. This dimension comprises the importance of work-life balance. The fourth dimension is related to the image that physicians have about healthcare units they have worked for. This dimension refers to the importance of the employer branding and of creating a pleasant working experience, both for individuals and for the organization. Finally, the fifth dimension relates to compensation issues.

Janus and Brown (2014) also targeted physicians motivation to work for certain healthcare units dividing them into monetary and non-monetary incentives. Monetary incentives concern base salary plus variable pay. Non-monetary incentives comprise an organizational culture that fosters ideas exchange between colleagues from different departments, professional career growth, opportunities for professional training and education, such as those involving protocols established with universities; the reputation of the healthcare unit, a great interdepartmental coordination, and using IT to foster higher healthcare service quality.

Highlighting this dynamic within newer generations, namely Z generation, Pandita (2021) identified five predictors of organizational attraction, namely the flexible organizational climate and environment, diversity, promotion of social and corporate responsibility activities, team spirit, and remuneration. The flexible organizational climate and environment translates into the degree of autonomy that organizations grant their employees to manage their workday. Diversity refers not only to the diversity of tasks, but also to the possibility of working with individuals from other countries and cultures. Promotion of social and corporate responsibility activities refers to the organization's involvement with the local community. Team spirit relates to teamwork and the sharing of ideas and experiences between the various departments of the organization. Remuneration has an important weight in the decision of choosing the organization in which to work, however it is not the single priority for individuals belonging to generation Z. Finally, the results of the study also indicate that as individuals age, the type of job, the organizational climate, in particular, the type of colleagues and the leadership style will have a greater impact on the decision to work in a particular organization rather than another, relative to location.

A study on employer branding conducted by Randstad in 2022 identified many predictors of organizational attractiveness among which the following: compensation (salary) and benefits, work-life balance, a positive work climate, job security, opportunities to move in the career, professional training, social responsibility activities, a strong management, task diversity, product or service quality, and organizational image and reputation.

These predictors can be organized around the wider categories proposed by Lievens and Highhouse (2003) of instrumental and symbolic employer branding. While the instrumental factors are more closely related with measurable aspects that are seen as useful to advance on material conditions, the symbolic factors are more closely related with identity, meaning and a sense of purpose beyond material aspects.

2.5. Instrumental and Symbolic Attributes

As stated, employer branding originates from marketing which targets consumers' reaction to products or services instead of job candidates' reaction to job offers in a determined organization. In marketing, consumers have functional needs, symbolic needs and experiential needs (Park et al. 1986) and the same occurs in employer branding (Lievens et al., 2007).

Two empirical studies conducted by Lievens and Highhouse (2003) in the bank sector and Lievens et al. (2007) in the Belgian Army, showed that while found applicants were attracted in banks by career advancement opportunities, remuneration, innovation, competence and sincerity, candidates to the military life were attracted by teamwork, sporting activities, organisational structure, job security, enthusiasm and competence. Another study conducted by Van Hoyer (2008) in nursing homes in Belgium also found that job recommendations originated from inhouse nurses was predicted by their perceptions about teamwork, career progression, compensation, task diversity, caring climate, sincerity, innovation, competence, and prestige. So, both dimensions can be important. Therefore, the symbolic-instrumental model provides organisations, especially Human Resource Management professionals, with an important tool to audit their image as employers.

Instrumental attributes of a given product or service refer to how much its physical and tangible characteristics maximise benefits and reduce costs, while symbolic attributes refer to the subjective and intangible characteristics that make consumers attach meaning to its ownership. In the field of employer branding research, these two dimensions are mirrored in the applicants' perception about the job offers (Lievens et al., 2007). Instrumental attributes describe the organisation in concrete and factual terms, i.e. the particularities existing in the organisation that make it different from the competition being related to aspects inherent to the function and the way the organisation works, the flexibility of working hours, the remuneration package (fixed and variable component), the benefits granted by the organisation to the employees, the opportunities for career advancement and the contact with the public (Lievens & Highhouse, 2003; Van Hoyer, 2008).

Based on this we hypothesize that instrumental employer branding will foster organizational attractiveness such that:

H1a Being known as an employer that has competitive salary is positively associated with higher hospital attractiveness.

H1b Being known as an employer that favors career advancement is positively associated with higher hospital attractiveness.

H1c Being known as an employer that fosters task diversity is positively associated with higher hospital attractiveness.

H1d Being known as an employer that has a good work climate is positively associated with higher hospital attractiveness.

H1e Being known as an employer that fosters meaningful work is positively associated with higher hospital attractiveness.

H1f Being known as an employer that promotes work-life balance is positively associated with higher hospital attractiveness.

The symbolic attributes refer to the subjective and intangible characteristics inherent to each organisation that also make it different from the competition being related to important symbolic issues such as innovation, prestige, sincerity and competence attached to the brand, some of these are most valued by potential candidates and lead them to be attracted by organisations (Lievens & Highhouse, 2003; Van Hoye, 2008).

Thus, to the example of instrumental attributes, symbolic employer branding should also foster organizational attractiveness, namely:

H2a Being known as an employer that is sincere is positively associated with higher hospital attractiveness.

H2b Being known as a competent employer is positively associated with higher hospital attractiveness.

H2c Being known as an employer that fosters innovation is positively associated with higher hospital attractiveness.

H2d Being known as an employer that has prestige is positively associated with higher hospital attractiveness.

Overall, both dimensions are important as potential motivators for applying to a job offer as both satisfy complementary needs that may vary in importance (depending of each one's motivational profile activated in the moment) and contribute to an overall positive image of an

organisation, based on the testimonies of current or former employees, the type of services and products marketed, as well as the social information provided by the organisation (Slaughter et al., 2004). These dimensions have attracted the interest of many researchers in detailing drivers of organizational attractiveness. Most recently employer branding deserved a special issue in a well-respected outlet within HRM, the Human Resource Management journal (Yu et al., 2022).

2.6. Conceptual model

From the integration of hypotheses, the following conceptual model is derived (Figure 2.9.1).

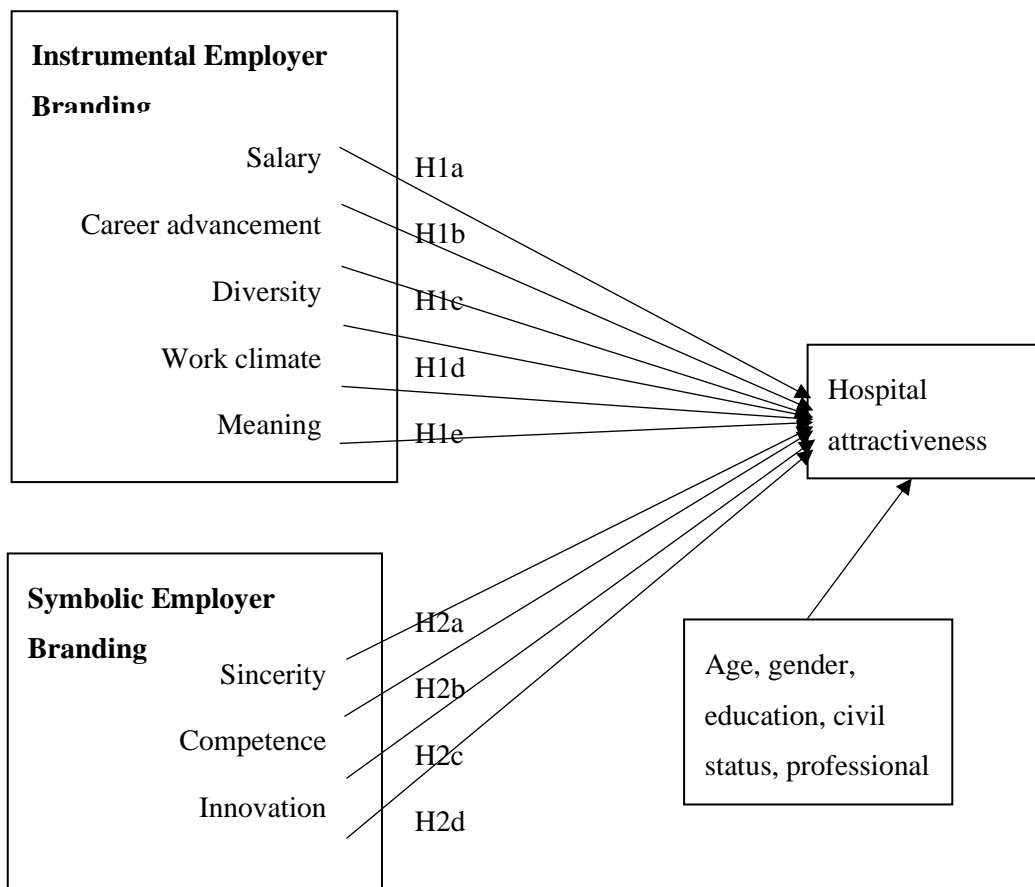


Figure 2.9.1 – Conceptual model

H1a Being known as an employer that has competitive salary is positively associated with higher hospital attractiveness.

H1b Being known as an employer that favors career advancement is positively associated with higher hospital attractiveness.

H1c Being known as an employer that fosters task diversity is positively associated with higher hospital attractiveness.

H1d Being known as an employer that has a good work climate is positively associated with higher hospital attractiveness.

H1e Being known as an employer that fosters meaningful work is positively associated with higher hospital attractiveness.

H1f Being known as an employer that promotes work-life balance is positively associated with higher hospital attractiveness.

H2a Being known as an employer that is sincere is positively associated with higher hospital attractiveness.

H2b Being known as a competent employer is positively associated with higher hospital attractiveness.

H2c Being known as an employer that fosters innovation is positively associated with higher hospital attractiveness.

H2d Being known as an employer that has prestige is positively associated with higher hospital attractiveness.

3. Method

3.1. Data analysis strategy

Data analysis starts by testing how sound were the measures used in the study. Sound measures are those that are valid and reliable, meaning that they are measuring what we intent to measure and when they do it, they do it consistently. Construct validity was tested via factorial analysis, namely confirmatory factor analysis. These analyses indicate the degree of fit between the proposed factorial structure and the real one from the data collected. According to Hair et al. (2019) any given model will be considered to have a good fit when a set of fit indices attain some thresholds. Namely, these authors recommend the following indices and thresholds: χ^2 will have significant values (and therefore it is of lesser consequence), Comparative Fit Index (CFI) as well as Tucker-Lewis Index (TLI) should achieve .93, the Root Mean Square Error of Approximation (RMSEA) should fall below .08, and the Standardized Root Mean Square Residual (SRMR) should fall below .09.

Reliability is measured with the composite reliability (Bacon et al., 1995) which should attain .70 to indicate enough internal consistency in the scale. Exploratory factor analysis is used to conduct a Harman single-factor test which indicates whether common method bias might have occurred. Technically this test shows such problem when a first factor encompasses items from more than a single construct and accounts for 50% or more of the total variance accounted by the factorial solution before rotation.

Hypotheses testing is conducted with hierarchical OLS regression analysis. Albeit a structural equations modelling (SEM) might be preferable, due to the sample size to number of estimates ratio, it is advisable to avoid such SEM approach. The hierarchical option derives from the need to test for important control variables in the first step and only then enter the conceptual model variables as possible predictors of organizational attractiveness (the dependent variable).

3.2. Sample and procedure

The sample comprises 177 individuals, that reported to be healthcare professionals, ranging from a varied set of training backgrounds. Among these the most represented group exerts nursing functions (28.3%), followed by physiotherapists (18.6%), and clinical psychologists (18.1%) and speech therapist (10.7%). As expected, the majority holds a university degree (51.4%), and master's degree (44.6%) and PhD (1.7%). The majority is female (78.6%), with mean age 3.07 (sd=1.71; ranging from 22 to 65 years old) is equivalent to the 31-35 years-old interval, with mean professional tenure 3.13 (sd=1.12; ranging from less than 1 year up to 20 years or more) equivalent to the 4-10 years. The most frequent civil status is single (52.3%) followed by married (43.2%). 29.5% is the single income source in the household.

Data collection procedure started with asking authorization to the ethics commission of the hospital to conduct the study because we intended to explicitly identify the hospital as the target named in the questionnaire. After receiving ethical clearance, we designed the questionnaire in Qualtrics software and diffused the link via social networks and snow-ball via healthcare professionals, asking to resend in their professional networks. The data collection covered April to August 2022.

3.3. Measures

Organizational attractiveness was measured with Lievens et al. (2005) three-item scale ("1. This organization seems like a good place to work", "2. I would recommend this organization as an employer to others", and "3. I would like to work for this organization"). The CFA showed just-identification (which is expectable in a three-item construct according to Hair et al., 2019) and as recommended, we checked the significance of each observed variable loading. All items loaded significantly ($p < .001$) and the minimum standardized loading is .750. The factor has good reliability ($CR = .843$) as well as good convergent validity ($AVE = .642$).

Instrumental Employer Branding was measured with Carpentier et al. (2017) scale based on Lievens (2007) comprehending 16 items distributed by six dimensions: **a) Pay** (3 items, "1. Within the organization, wages are generally high 2. This organization offers interesting benefits (=extra-legal advantages such as company car, cellphone,...) besides the wage 3. Within this organization one can make a good living"), **b) Advancement** (2 items, ". This organization offers possibilities to advance 2. The organization offers opportunities for promotion"), **c) Task diversity** (3 items, "1. The organization offers a wide variety of tasks",

“2. The organizations offers an interesting range of jobs”, “3. The organization offers challenging work”), **d) Atmosphere** (2 items, “In this organization, there is a good atmosphere among colleagues”, “2. Within this organization there is a pleasant work environment”), **e) Meaningfulness** (3 items, “1. Working for this organization gives people the opportunity to help others”, “2. The organization offers the opportunity to make yourself useful to others”, “3. I feel that my work in this organization would matter”), and **f) work-life balance** (3 items, “This organization allows to optimally combine work with other domains of life such as family and hobbies2. The organization acknowledges the importance of other areas of life (family,...) of the employee.3. The organization allows flexibility of work according to the needs of other areas of life (family, hobby,...)”). The CFA showed good fit indices ($X^2(90)=152.5$ $p<.001$; Normed $X^2=1.695$; CFI=.957; TLI=.943; RMSEA=.063 CI90 [.045; .080] PClose=.109; SRMR=.054). All the factors have good reliability (the lowest being Task Diversity with .736) as well as convergent validity (all factors above the .500 threshold to the exception of Task Diversity that reached .483) and there were no issues pertaining the discriminant validity (there was not a single case where HTMT reached .85 as the measured ranged between .31 and .77).

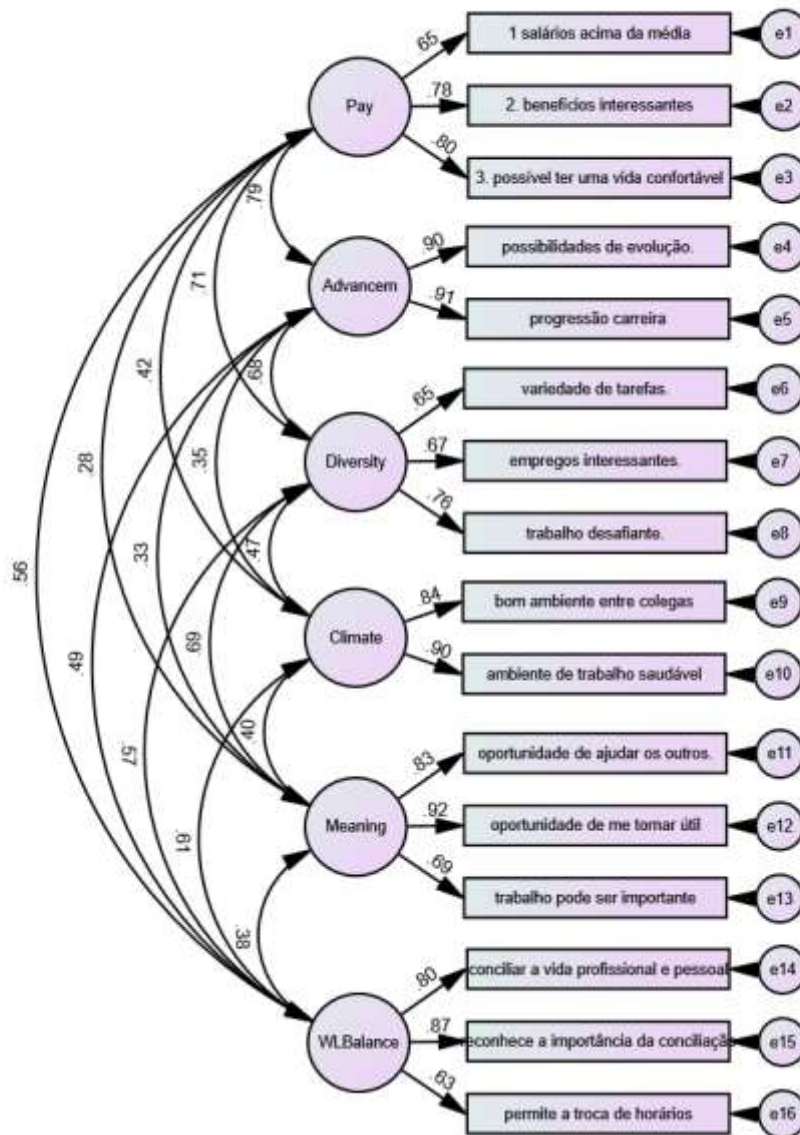


Figure 3.3.1 – CFA Instrumental Employer Branding

Symbolic Employer Branding was measured with Van Hoyer (2008) scale, already adapted to the healthcare institutions, where we replaced the “nursing home” with “hospital”. It comprises 12 items distributed by the four dimensions proposed by Aaker (1997). The dimensions are: **a) Sincerity** (3 items, “I perceive the hospital as honest”, “I perceive the hospital as sincere”, and “I perceive the hospital as down-to-earth”), **b) Innovativeness** (3 items, “I perceive the hospital as trendy”, “I perceive the hospital as up to date”, and “I perceive the hospital as contemporary”), **c) Competence** (3 items, “I perceive the hospital as corporate”, “I perceive the hospital as successful”, “I perceive the hospital as a leader”), and **d) Prestige** (3 items, “I perceive the hospital as well respected”, “I perceive the hospital as having high

status”, “I perceive the hospital as highly regarded”). A CFA of this factor structure showed mediocre fit indices ($X^2(48)=112.1$ $p<.001$; Normed $X^2=2.336$; CFI=.953; TLI=.936; RMSEA=.087 CI90 [.066; .108] PClose=.003; SRMR=.069) and an issue of lack of discriminant validity between innovativeness and competence was found, HTMT=.96). We thus redesigned the factor structure to fuse these two latent constructs and used Lagrange Multipliers to identify issues pertaining to the composing items. By removing 1 item from innovativeness and two from competence, we reached a valid factor solution that shows good fit indices ($X^2(23)=46.2$ $p=.003$; Normed $X^2=2.011$; CFI=.977; TLI=.964; RMSEA=.076 CI90 [.043; .107] PClose=.088; SRMR=.069). The new factor, innovativeness-competence comprehends three items (“I perceive the hospital as up to date”, “I perceive the hospital as contemporary”, and “I perceive the hospital as successful”). The three factors have both good reliability and convergent validity: Sincerity (CR=.855, AVE=.667), Innovativeness-Competence (CR=.823, AVE=.612), Prestige (CR=.905, AVE=.761). The solution has now acceptable discriminant validity as indicated by HTMT that never surpasses the .85 threshold (with values ranging from .57 to .79).

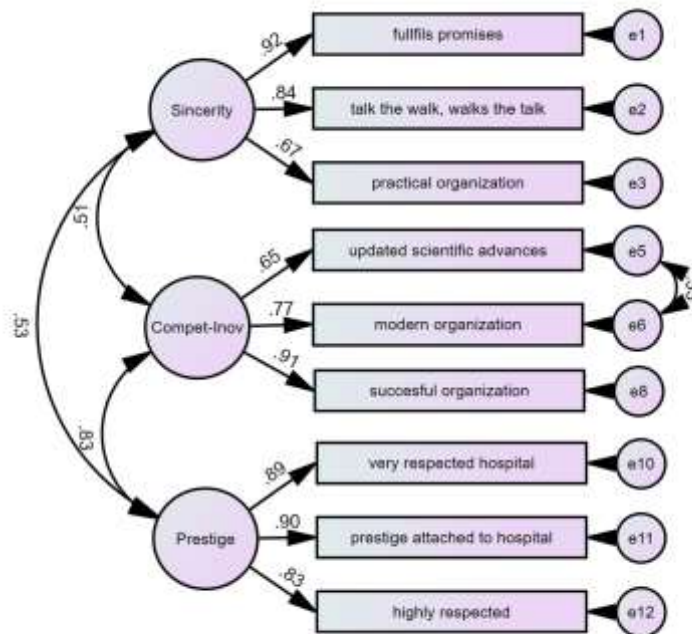


Figure 3.3.2 – CFA Symbolic Employer Branding

This reviewed factor structure implies the fusion of H2b and H2c which will become H2b. From this point onwards, H2d will now be named H2c.

Organizational familiarity was used as a control variable following Brooks et al. (2003), and measured with Lievens et al. (2005) three-item scale (“1. I have already heard about this organization, “2. I know what this organization stands for”, “3. I know what this organization has to offer as an employer”). A CFA showed an issue of just-identification and the analysis of the factor loading significance clearly indicate the first item should be excluded. By removing this item, the resulting solution is acceptable with both convergence validity (AVE=.538) and reliability ($r_{sb}=.700$).

Sociodemographic variables comprehended age (1=up to 25 years-old; 2=26-30, 3=31-35, 4=36-40; 5=41-45; 6=46-50; 7=51-55; 8=56-60; 9=61-65; 10=66 or older), marital status (1=married, 2=divorced, 3=single, 4=widow), gender (1=Feminine, 2=Masculine), household complementary income (1=Yes, 2=No), professional tenure (1=up to 1 year, 2=1-3; 3=4-10; 4=11-20; 5=over 20 years), personal contact in the organization (1=Yes, 2=No), Education (1=Pre-Bologna Degree, 2=Post-Bologna degree, 3=Post-grad; 4=Master; 5=PhD).

The overall conceptual model has been subjected to a CFA which shows good fit indices ($X^2(349)=558.2$ $p<.001$; Normed $X^2=1.600$; CFI=.933; TLI=.917; RMSEA=.058 CI90 [.049; .067] PClose=.066; SRMR=.0627) meeting all Hair et al. (2019) thresholds.

3.4. Common method bias

Due to having collected data from the same source without time lag, the chance of having bias due to common method (Podsakoff et al., 2003) is high. We have conducted a single factor test which showed poor fit indices ($X^2(401)=1889.1$, $p<.001$; Normed $X^2=4.711$; CFI=.525; TLI=.485; RMSEA=.145 CI90 [.139; .152] PClose=.000; SRMR=.1157) thus suggesting common method bias was not a problem in our model. The traditional Harman factor test conducted with an exploratory factor analysis showed a first factor that accounts of 34.2% variance (before rotation) while the model accounts for 70.6%, thus not meeting the first criterion of achieving 50% of the total variance explained (which would be 35.3%). Likewise, the first factor is comprised only of employer branding items, which rules out the common method because, otherwise, it would include at least one item from organizational attractiveness, or organizational familiarity.

4. Results

Employer brand dimensions fall in the 3.08 to 3.83 range thus indicating participants perceive moderate to high levels of presence of these dimensions. The lowest rated was Work-Life Balance ($m=3.08$, $sd=.50$) which could be intrinsic to healthcare professions (as suggested by the low dispersion of answers) due to the organization of work schedules as hospitals run 24/7. The second lowest, pay and salary, is closely followed by working climate slightly above the scale midpoint. The highest rated dimensions pertain to the symbolic employer branding, with competence-innovation ($m=3.83$, $sd=.58$) and prestige ($m=3.74$, $sd=.67$) leading the top positions. The third highest rated belongs to the instrumental employer branding but it is truly closer to the symbolic due to its nature, meaningful work ($m=3.66$, $sd=.65$). Familiarity is also close to the midpoint of the scale but slightly below it ($m=2.94$, $sd=.99$) which indicates most participants have a substantial knowledge about the hospital but some (apx 9% state they have no knowledge at all, and 6% state they know is very well). Descriptive and bivariate statistics are shown in Table 4.1.

The sociodemographic variables have almost no association with the variables in the conceptual model with the only exception found between Instrumental Employer Brand – Meaning and Civil status ($r=.198$, $p<.01$) mainly due to single participants valuing more this dimension than married participants. Familiarity is positively associated with almost all dimensions of employer branding (ranging from $r=.155$, $p<.05$ to $r=.326$, $p<.01$) as well as with organizational attractiveness ($r=.252$, $p<.01$). The strongest correlations are observed between organizational attractiveness and both instrumental employer branding dimensions ($r=.410$, $p<.01$ to $r=.513$, $p<.01$) and symbolic employer branding dimensions ($r=.378$, $p<.01$ to $r=.535$, $p<.01$).

Table 4.1 – Descriptive and bivariate statistics

	Min-Max	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Gender	1-2	1.21	.41	1														
2. Age	1-9	3.07	1.71	-.064	1													
3. Civil status	1-4	2.10	.98	-.030	-.495**	1												
4. Work tenure	1-5	3.13	1.12	-.048	.818**	-.570**	1											
5. Familiarity	1-5	2.94	.99	.153**	-.094	.060	-.097	1										
6. Education	1-5	3.08	.97	.041	.027	-.127	.132	-.106	1									
7. IEB_F1 Pay	1-5	3.14	.62	-.024	-.028	.044	-.121	.147	.028	1								
8. IEB_F2 Advancement	1-5	3.24	.66	-.022	-.019	.027	-.052	.253**	-.074	.641**	1							
9. IEB_F3 Diversity	1-5	3.40	.54	-.022	-.096	.087	-.107	.326**	.010	.526**	.567**	1						
10. IEB_F4 Climate	1-5	3.15	.50	-.019	.050	.002	-.055	.218**	.084	.318**	.306**	.359**	1					
11. IEB_F5 Meaning	1.33-5	3.66	.65	-.053	-.145	.198**	-.148	.155*	-.020	.254**	.325**	.544**	.370**	1				
12. IEB_F6 WLB	1-4.33	3.08	.50	.128	-.072	.002	-.076	.225**	.059	.434**	.408**	.435**	.505**	.318**	1			
13. SEB_F1 Sincerity	1-5	3.29	.58	-.082	.014	.030	-.019	.241**	-.014	.307**	.420**	.501**	.300**	.459**	.465**	1		
14. SEB_F2 Comp-Inov	2.33-5	3.83	.58	.020	-.119	-.035	-.065	.320**	-.028	.309**	.382**	.356**	.115	.270**	.198**	.489**	1	
15. SEB_F3 Prestige	2-5	3.74	.67	.011	-.142	.008	-.126	.203**	-.070	.358**	.350**	.335**	.180*	.368**	.222**	.525**	.694**	1
16. Organ. Attractiveness	1-5	3.48	.76	-.085	.016	.028	-.052	.252**	-.138	.513**	.501**	.451**	.458**	.410**	.450**	.535**	.400**	.378**

* $p < .05$, ** $p < .01$

Hypotheses testing

Table 4.2 shows the hierarchical OLS statistics where instrumental and symbolic employer brand dimensions were regressed on organizational attractiveness.

In the first block we have included the control variables “familiarity”, “civil status”, “gender”, “education”, “age” and “professional tenure”. In the second block we have included the nine employer branding dimensions. Due to the significant correlations between these variables, as observable in the bivariate table, we report multicollinearity magnitude via VIF (variance inflation factor).

After controlling for the sociodemographic variables as well as familiarity (which has a significant coefficient only in the first step but disperses its variance throughout the predictors when they are inputted in the equation), findings show a suitable application of this data analysis technique (as indicated by Durbin-Watson test) with a model that has a considerable explanative power (accounting for 50.7% of organizational attractiveness variance) and without indication of multicollinearity (all VIFs below 5).

Amongst the possible employer branding predictors, salary is an important employer branding dimension ($\beta=.29, p<.001$) together with working climate ($\beta=.21, p<.01$) both from instrumental employer branding, and complemented with sincerity ($\beta=.28, p<.001$). These three findings render support to hypotheses H1a, H1d and H2a. All the remaining predictors are non-significant, meaning that H1b ($\beta=.11, p=.150$), H1c ($\beta=-.13, p=.115$), H1e ($\beta=.12, p=.077$), H1f ($\beta=.06, p=.378$), H2b ($\beta=.12, p=.168$), and H2c ($\beta=-.04, p=.608$) found no empirical support in this study.

Table 4.2 – OLS coefficients for organizational attractiveness

	Model 1			Model 2			Hypotheses
	Organizational attractiveness			Organizational attractiveness			
	Beta	t statistic, p-value	VIF	Beta	t statistic, p-value	VIF	
Control variables							
Professional tenure	-.209	t=-1.528, p=.128	3.417	.028	t=-1.115, p=.790	3.823	
Education	-.069	t=-0.899, p=.370	1.075	-.162**	t=.266, p=.006	1.148	
Civil status	-.025	t=-0.277, p=.782	1.497	-.030	t=-2.796, p=.657	1.604	
Age	.208	t=1.605, p=.110	3.064	-.021	t=-.445, p=.842	3.638	
Gender	-.114	t=-1.513, p=.132	1.033	-.052	t=-.200, p=.361	1.100	
Familiarity	.281***	t=3.702, p<.001	1.055	.040	t=-.917, p=.521	1.351	
Employer branding							
IEBF1 – Salary				.296***	t=3.780, p<.001	2.106	H1a Sup.
IEBF2–Advancem.				.113	t=1.446, p=.150	2.092	H1b n.s.
IEBF3 – Diversity				-.135	t=-1.585, p=.115	2.491	H1c n.s.
IEBF4 – Climate				.210**	t=3.003, p<.01	1.670	H1d Sup.
IEBF5 – Meaning				.128	t=1.783, p=.077	1.755	H1e n.s.
IEBF6 – WLBalance				.065	t=.883, p=.378	1.857	H1f n.s.
SEBF1 – Sincerity				.289***	t=3.661, p<.001	2.133	H2a Sup.
SEBF2 – CompetInov				.120	t=1.384, p=.168	2.564	H2b n.s.
SEBF3 – Prestige				-.043	t=-.514, p=.608	2.449	H2c n.s.
R²adj =0.077				R²adj =0.507			
				ΔR² =0.441 F(9, 154)=16.778, p<.001			
				Durbin-Watson=2.09			

*p<.05; **p<.01; ***p<.001

5. Discussion and Conclusion

This study was driven by testing to which extent instrumental and symbolic attributes of employer branding were operating in explaining the professionals' decision to apply to a healthcare organization in Lisbon: Hospital da Luz Lisboa. This exploration is interesting in the sense that in the aftermath of the covid19 crisis, healthcare professionals have been mostly labelled as changing their priorities towards more symbolic and less instrumental needs. Thus, we expected both dimensions – and respective components – to operate but currently to find symbolic attributes to clearly play a stronger role in this process. To achieve our research objective, we have deployed two employer branding subscales to assess the instrumental attributes and symbolic attributes capacity to predict the overall perception of the organizations' attractiveness.

Being known as an employer that has a competitive salary is positively associated with higher hospital attractiveness. This received support as H1a was corroborated. This allow us to state that there is a positive relationship between salary and organisational attractiveness in the case of this hospital. This is in line with the research conducted by Berthon et al. (2005) and findings from Chhabra and Sharma (2014) in monetary issues played an important role.

Conversely, the perspective of career advancement was not found to be a significant predictor of organizational attractiveness as H1b was not supported. So, potential employees of the organization do not perceive career progression as an important factor to decide whether it is an attractive or not attractive place to work for. This goes counter some previous findings (e.g. Heikkilä et al., 2014; Janus & Brown, 2014) but it may be explained by career opportunities being linked to compensation which would make this item a relatively less important one in the regression model due to its correlation with the previous one (which is an interpretation supported by the significant correlation found between these ($r=.64, p<.01$)).

Interestingly, being known as an employer that fosters task diversity was also not a predictor of the hospital's attractiveness which failed to support H1c. Although task diversity tends to be valued by any professional employee, it is doubtful that hospitals of the same sort vary a lot about the task diversity, job diversity and challenging, as

organizations are now matured and tend to converge about the sort of jobs offered, and challenges previewed in these jobs. So, this might not be truly a brand differentiator.

A good working climate, however, seems to play an important role in increasing the attractiveness of the hospital as H1d was supported. Although the means for this dimension has a moderate magnitude, it seems to be a strong leverage (being the third highest coefficient in the regression). This is in line with the research conducted by Berthon et al. (2005) and by Heikkilä et al. (2014), who argue for the importance of a good working environment between colleagues and managers as a critical feature to attract the best. Although not entirely made explicit, alongside with an hedonic evaluation of the work climate, organizations have been putting emphasis on healthy work environments through the implementation of practices that help individuals manage the stress inherent to the performance of their daily tasks. This seems to match potential applicants' expectations.

The fact that fostering a meaningful work was not found to be significantly associated with organizational attractiveness (not supporting H1e) may have the same explanation of the one given to H1c. Healthcare is by definition a professional activity full of meaning because its mission is to provide well-being to people in need. Thus, working in this hospital as well as in any other will not change the meaningfulness of the professional itself. Hence this dimension may not play a real role in this sort of mission-driven professions and this is the reason we trust explains its lack of association to hospital attractiveness. However, it is possible that hospitals can lean on the importance of this dimension to differentiate themselves from other hospitals. Still, we think this effect has either not occurred or has not yet been fully explored.

Lastly, work-life balance was not found to predict hospital attractiveness (not supporting H1f) may not truly be a surprise as the means reported is close to the scale's midpoint. This may be explained by an overall perception that in healthcare business, the ongoing and continuous care needs of patients is not compatible with an ideal work-life balance. We are not stating that we agree with this but just proposing participants may judge reality like this. Still, our data is not helpful to answer whether this idea has empirical grounds or not. It is still a surprising finding because, after covid19, we would all expect people to struggle more to regain some work-life balance. This was highlighted much before this crisis by Jain and Bhatt (2015) or Maheshwari et al. (2017). Much more

research goes in the same vein. However, in its current form in this study, we would need to develop more detailed questions to ascertain why this has happened.

Overall, considering the above-mentioned findings, we can conclude that the main reasons that leads healthcare professionals to feel it is worthwhile applying to the Hospital da Luz Lisboa are related to pay and a good working climate. These two are perfectly within the reach of HRM policies although some of the others are a bit outside HRM reach because they may be more intrinsic to the nature of the professional duties.

As regards symbolic attributes, measured in this study based on the Van Hoye scale (2008), adapted to health institutions (where "nursing home" was replaced by "hospital") findings from the regression analyses gave support to the H2a where being known as an employer that is sincere positively associates with hospital attractiveness. So, perceived sincerity is a determining factor of the attractiveness of Hospital da Luz Lisboa. This finding is in line with Lievens and Highhouse (2003) and Van Hoye (2008) who state that sincerity is one of the most valued symbolic attributes.

Conversely, being known as a competent and innovative employer (both competence and innovation were fused into the same factor) is not associated with hospital attractiveness, which did not support H2b. This is not in line with reported findings but, once again, it may just happen that the maturity in healthcare business in Portugal has already reached the phase where strong professional education, good and competent healthcare management, and strong public institutions and policies all converge to raise the level of competency to create a general idea healthcare professional and hospitals are globally all very good from the point of view of competence and innovation. In support of this interpretation, we can highlight the relatively high average found for this dimension (mean=3.83, sd=.58).

Lastly, prestige was also not found to be significantly associated with organizational attractiveness. Although the means found for this dimension is already distinctive (mean=3.74, sd=.67) it may have not achieved a distance from the average in the market to emerge as a salient factor in the mind of the participants. The fact that this organization has received credit from well-known and internationally demanding accreditation in healthcare may not suffice to gain a distinctiveness because other competitors have also gained such distinction. So, Lisbon might be distinctive as a healthcare hub but the hospitals operating in this city may not be so differentiated as regards prestige.

Overall, among the symbolic attributes, only sincerity seems to be operating as a distinguishing factor that leads to higher attractiveness in the organization.

As mentioned above, and according to other research in the field of employer branding, in the past, individuals were attracted to organisations based on factors related to salary, the performance contract, i.e. professional stability, and opportunities for career progression. Nowadays, and due to the volatility of the labour market, the most preponderant factors in attracting new talent are different. The main reasons that lead individuals to change organisations are related to the challenge associated with the job, the flexibility and autonomy in the daily or weekly management of the workflow, the balance between professional and personal life, the organisational structure, the recognition for the work developed, the opportunities for career progression, the learning opportunities, and the status of the organisation (Cardoso, 2016)

As a conclusion, we can state our findings offer stronger support to instrumental attributes when compared to symbolic ones, which goes counter to our initial expectations.

These findings and interpretation must be judged at the light of the study's limitations. First, we highlight the sample size. We also highlight the fact that data collection was carried out in a single moment, meaning that there was no second moment of data collection that would allow a comparison in time of the opinions collected. Finally, we highlight the fact that the present research is not longitudinal and, therefore, it is not possible to assess to what extent the participants' opinions will materialise in the future.

Future research may draw upon these limitations to conduct a similar study with a larger sample. Secondly, we suggest conducting a study for each professional group related to the health area, i.e. physicians, nurses, health technicians and medical assistants. Thirdly, we propose to carry out a study to analyse to what extent the image that current employees have is in line with the image projected in the market. Likewise, we propose to carry out comparative studies between other hospital units belonging to the private and public sectors. Finally, although we have controlled from important sociodemographic variables (i.e. gender, age, education, marital status), professional variables (work tenure, and familiarity with the organization) future research may want to add perceptions about occupational dimensions related to the employer branding attributes such as occupational

average well-being, occupational prestige and other counterparts that could tentatively be called occupational branding.

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Appendices

Appendix A – Model Summary

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.331 ^a	.109	.077	.74203	.109	3.338	6	163	.004	
2	.742 ^b	.550	.507	.54246	.441	16.778	9	154	.000	2.090

a. Predictors: (Constant), Fam, O seu estado civil:, Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:, Por último, quais as suas habilitações académicas?, A sua idade:, Está a trabalhar há... (anos)?

b. Predictors: (Constant), Fam, O seu estado civil:, Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:, Por último, quais as suas habilitações académicas?, A sua idade:, Está a trabalhar há... (anos)?, SEB_F3, IEB_F6, IEB_F5, IEB_F2, IEB_F4, IEB_F1, SEB_F1, IEB_F3, SEB_F2

c. Dependent Variable: OAtt

Appendix B – Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.027	6	1.838	3.338	.004 ^b
	Residual	89.750	163	.551		
	Total	100.777	169			
2	Regression	55.461	15	3.697	12.565	.000 ^c
	Residual	45.317	154	.294		
	Total	100.777	169			

a. Dependent Variable: OAtt

b. Predictors: (Constant), Fam, O seu estado civil:, Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:, Por último, quais as suas habilitações académicas?, A sua idade:, Está a trabalhar há... (anos)?

c. Predictors: (Constant), Fam, O seu estado civil:, Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:, Por último, quais as suas habilitações académicas?, A sua idade:, Está a trabalhar há... (anos)?, SEB_F3, IEB_F6, IEB_F5, IEB_F2, IEB_F4, IEB_F1, SEB_F1, IEB_F3, SEB_F2

Appendix B – Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.450	.436		7.909	.000		
Está a trabalhar há... (anos)?	-.145	.095	-.209	-1.528	.128	.293	3.417
Por último, quais as suas habilitações académicas?	-.055	.061	-.069	-.899	.370	.930	1.075
O seu estado civil:	-.020	.071	-.025	-.277	.782	.668	1.497
A sua idade:	.095	.059	.208	1.605	.110	.326	3.064
Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:	-.212	.140	-.114	-1.513	.132	.968	1.033
Fam	.220	.059	.281	3.702	.000	.948	1.055
2 (Constant)	-.554	.497		-1.115	.267		
Está a trabalhar há... (anos)?	.020	.073	.028	.266	.790	.262	3.823
Por último, quais as suas habilitações académicas?	-.130	.046	-.162	-2.796	.006	.871	1.148
O seu estado civil:	-.024	.053	-.030	-.445	.657	.623	1.604
A sua idade:	-.009	.047	-.021	-.200	.842	.275	3.638
Apenas para efeitos de descrição agregada da amostra, por favor indique, o seu sexo:	-.097	.106	-.052	-.917	.361	.909	1.100
Fam	.032	.049	.040	.643	.521	.740	1.351
IEB_F1	.365	.097	.296	3.780	.000	.475	2.106
IEB_F2	.132	.091	.113	1.446	.150	.478	2.092
IEB_F3	-.188	.119	-.135	-1.585	.115	.401	2.491
IEB_F4	.319	.106	.210	3.003	.003	.599	1.670
IEB_F5	.149	.083	.128	1.783	.077	.570	1.755
IEB_F6	.099	.112	.065	.883	.378	.539	1.857
SEB_F1	.382	.104	.289	3.661	.000	.469	2.133
SEB_F2	.156	.113	.120	1.384	.168	.390	2.564
SEB_F3	-.050	.097	-.043	-.514	.608	.408	2.449

a. Dependent Variable: OAtt

Attachments

Attachment A - Survey

Instruções de Preenchimento

O meu nome é Daniela Silva, estou a realizar o Mestrado em Gestão de Recursos Humanos e Consultadoria Organizacional no ISCTE, e venho convidar ao preenchimento de um breve questionário sobre a vivência profissional em ambiente hospitalar.

Este questionário demora cerca de 6 minutos e a sua participação é inteiramente voluntária. Não há respostas certas, nem erradas pelo que quanto mais honestas as respostas mais verdadeiras serão as conclusões deste estudo. A recolha de dados não inclui qualquer elemento que permita a sua identificação nominal, pelo que é inteiramente anónima. Os dados serão tratados de forma agregada e serão exclusivamente de acesso meu, protegidos por palavra-passe, sendo eliminados assim que a dissertação estiver defendida. Se houver alguma dúvida, queira por favor contactar-me para o email (daniela_sousa_silva@iscte-iul.pt) ou do meu orientador Prof. Nelson Ramalho (nelson.ramalho@iscte-iul.pt).

Agradeço antecipadamente a sua preciosa participação.

Daniela Sousa Silva

Dados Sociodemográficos

Sexo: Feminino; Masculino

Idade: até 25 anos; 26-30; 31-35; 36-40; 41-45; 46- 50; 51-55; 56-60; 61-65; 66 ou mais

Estado Civil: casado / união de facto; divorciado; solteiro; viúvo

No seu agregado familiar para além de si há mais alguma fonte de rendimento (salário ou rendimentos permanentes)? Sim / Não

Experiência Profissional: < 1 ano; 1ano-3 anos; 4 anos – 10 anos; 11 anos – 20 anos; > 20 anos

Qual a sua profissão atual?

Conhece alguém que trabalhe no Hospital da Luz Lisboa: Sim; Não

Por último, quais as suas habilitações Académicas: Bacharelato; Licenciatura; Pós-Graduação; Mestrado; Doutoramento

É um profissional de saúde sujeito a inscrição numa ordem profissional? Se sim, indique que tipo de profissional de saúde é? Se negativo, assinale a opção "Outro profissional de saúde".

Enfermeiro/a

Farmacêutico/a

Médico/a

Médico/a dentista

Nutricionista / Dietista

Psicólogo/a clínica

Outro profissional de saúde

Familiaridade

Indique em que medida concorda ou discorda com as seguintes frases assinalando na escala desde "Discordo fortemente" a "Concordo fortemente".

- 1- Discordo fortemente; 2- Discordo; 3- Não concordo, nem discordo; 4- Concordo; 5-Concordo fortemente

Já ouvi falar do Hospital da Luz Lisboa.

① ② ③ ④ ⑤

Conheço os valores que esta organização defende.

① ② ③ ④ ⑤

Sei o que esta organização tem para oferecer enquanto empregador.

① ② ③ ④ ⑤

Atratividade

Considere o Hospital da Luz Lisboa enquanto potencial empregador. Utilize a escala para expressar o seu grau de acordo / desacordo de "Discordo fortemente" a "Concordo fortemente".

- 1- Discordo fortemente; 2- Discordo; 3 – Não concordo, nem discordo; 4- Concordo; 5- Concordo fortemente

Esta organização parece-me ser um bom local para trabalhar.

① ② ③ ④ ⑤

Recomendaria esta organização enquanto empregador a outros.

① ② ③ ④ ⑤

Gostaria de trabalhar nesta organização.

- ①
- ②
- ③
- ④
- ⑤

Employer Branding –Dimensão Instrumental

Independentemente da sua experiência há sempre uma imagem associada aos hospitais. Considere a imagem que tem do Hospital da Luz Lisboa e indique em que medida, os seguintes itens descrevem essa imagem. Utilize a escala para expressar o seu grau de acordo / desacordo de "Discordo fortemente" a "Concordo fortemente".

1- Discordo fortemente; 2- Discordo; 3 – Não Concordo, Nem Discordo; 4- Concordo; 5- Concordo fortemente

Nesta organização, os salários estão acima da média do mercado. (1) (2) (3) (4) (5)

Esta organização oferece benefícios interessantes, para além do salário. (1) (2) (3) (4) (5)

Nesta organização é possível ter uma vida confortável. (1) (2) (3) (4) (5)

Esta organização oferece possibilidades de evolução. (1) (2) (3) (4) (5)

Esta organização oferece oportunidades de progressão na carreira profissional. (1) (2) (3) (4) (5)

Esta organização oferece uma grande variedade de tarefas. (1) (2) (3) (4) (5)

Esta organização oferece um conjunto de empregos interessantes. (1) (2) (3) (4) (5)

Esta organização oferece um trabalho desafiante. (1) (2) (3) (4) (5)

Nesta organização, existe um bom ambiente entre colegas. (1) (2) (3) (4) (5)

Nesta organização, existe um ambiente de trabalho saudável. (1) (2) (3) (4) (5)

Trabalhar nesta organização dá-me a oportunidade de ajudar os outros. (1) (2) (3) (4) (5)

Esta organização oferece a oportunidade de me tornar útil para os outros. (1) (2) (3) (4) (5)

Sinto que o meu trabalho nesta organização pode ser importante. (1) (2) (3) (4) (5)

Esta organização permite conciliar a vida profissional e pessoal. (1) (2) (3) (4) (5)

Esta organização reconhece a importância da conciliação entre a vida profissional e pessoal. (1) (2) (3) (4) (5)

Esta organização permite a troca de horários, de acordo com as minhas necessidades pessoais. (1) (2) (3) (4) (5)

Employer Branding – Dimensão Simbólica

Pense no Hospital da Luz Lisboa e indique em que medida as seguintes afirmações o caracterizam bem. Recorde-se que o questionário é anónimo e que os dados são tratados de forma agregada apenas. Utilize a escala para expressar o seu grau de acordo / desacordo de "Discordo fortemente" a "Concordo fortemente".

1- Discordo fortemente; 2- Discordo; 3 – Não Concordo, Nem Discordo; 4- Concordo; 5- Concordo fortemente

Considero que o hospital cumpre o que promete.	① ② ③ ④ ⑤
Considero que o hospital faz o que diz e diz o que faz.	① ② ③ ④ ⑤
Considero o hospital como uma organização prática.	① ② ③ ④ ⑤
Considero que este hospital “está na moda”.	① ② ③ ④ ⑤
Considero que o hospital se mantém ao corrente dos avanços científicos.	① ② ③ ④ ⑤
Considero o hospital uma organização moderna.	① ② ③ ④ ⑤
Considero o hospital uma organização profissional.	① ② ③ ④ ⑤
Considero o hospital uma organização de sucesso.	① ② ③ ④ ⑤
Considero o hospital um líder de mercado no que toca à prestação de cuidados de saúde.	① ② ③ ④ ⑤
Considero que o hospital é muito respeitado.	① ② ③ ④ ⑤
Considero que existe um enorme prestígio associado ao hospital	① ② ③ ④ ⑤
Considero o hospital como altamente respeitado	① ② ③ ④ ⑤

Obrigada pela sua participação!