

***How companies can capture and retain
Generation Z talent:
The Influence of employer branding dimensions
on talent management***

Carolina Maria Roussado Batalha

Dissertation submitted as partial requirement for the conferral of

Master of Science in Business Administration

Advisor and Co-advisor

PhD Renato Lopes da Costa, Assistant Professor with Aggregation, ISCTE Business School,

PhD António Ângelo Machado Pereira, Invited Assistant Professor, ISCTE Business School

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Abstract

The labor market is constantly changing, not only because it has gone through a pandemic period that has given rise to different ways of working, but also because it now embraces a new generation with different perspectives, needs, and ambitions - Generation Z.

The traditional organizational model is no longer adequate to meet the expectations of this generation, and for companies to be able to compete in the current war for talent, they need to keep up with market trends. Unlike previous generations, who put salary and career advancement as a priority, this generation tends not to want to replicate this lifestyle.

Based on a quantitative approach through questionnaire data collection, the study investigates the characteristics of Generation Z, what these professionals look for in a job offer, and what motivates them to stay with an organization. In addition, it analyzes the influence of employer branding dimensions on talent attraction and retention, identifying the most valued dimensions in this process.

The results of this research provide a significant contribution for companies interested in attracting and retaining Generation Z talent. Understanding the specific preferences and needs of this generation, allows organizations to adapt their talent management strategies, becoming more attractive and competitive in the current labor market.

This study contributes to the existing literature, as there is still a knowledge gap in managing Generation Z talent.

Keywords: Generation Z; Talent Management; Talent Attraction; Talent Retention; Employer Branding; Employer Branding Dimensions.

JEL Classification System:

J24 - Human Capital; Skills; Occupational Choice; Labor Productivity

M10 – Business Administration: General

Resumo

O mercado de trabalho está em constante mudança, não só porque atravessou um período de pandemia que deu origem a diferentes formas de trabalho, mas também porque abrange agora uma nova geração com perspectivas, necessidades e ambições diferentes - a Geração Z.

O modelo organizacional tradicional já não é adequado para atender às expectativas dessa geração e, para que as empresas consigam competir na atual guerra de talento, precisam de acompanhar as tendências de evolução do mercado. Contrariamente às gerações anteriores, que colocam o salário e a ascensão de carreira como prioridade, esta geração tende a não querer replicar este estilo de vida.

Com base numa abordagem quantitativa feita através da recolha de dados por questionário, o estudo investiga as características da Geração Z, o que estes profissionais procuram numa proposta de emprego e o que os motiva a permanecer numa organização. Além disso, analisa a influência das dimensões do Employer Branding na atração e retenção de talentos, identificando as dimensões mais valorizadas nesse processo.

Os resultados desta pesquisa fornecem um contributo significativo para as empresas interessadas em atrair e reter talentos da Geração Z. Ao compreender as preferências e necessidades específicas dessa geração, permite às organizações adaptar as suas estratégias de gestão de talentos, tornando-se mais atrativas e competitivas no atual mercado de trabalho.

Este estudo contribui para a literatura existente, uma vez que ainda existe uma lacuna de conhecimento sobre como gerir o talento da Geração Z.

Palavras-chave: Geração Z; Gestão de Talento; Atração de Talento; Retenção de Talento; Employer Branding; Dimensões de Employer Branding.

Códigos de classificação JEL:

J24 - Capital Humano; Competências; Escolha Ocupacional; Produtividade do Trabalho

M10 - Administração de empresas: Geral

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1. Introduction

The traditional organizational model was shaped in the early 20th century, when organizations were designed to last "forever," as if they were perfect and needed no improvements or adjustments over time. But times have changed, the environment in which organizations live has become unstable and unpredictable, and the traditional model is no longer functional (Chiavenato, 2010).

The current business world is constantly changing, not only because it went through a pandemic period that gave rise to different forms and possibilities of work, but also because it now brings together generations with very different perspectives, needs, priorities and ambitions. While Baby Boomers (population born between 1946 and 1964) and Generation X (those born between 1965 and 1981) value, above all, ascension within a company, individuality and stability, Generation Y (or Millennial) and, above all, Generation Z (born in the late 1990s and 2010s) have radically transformed the labor market and opened the need for the adoption of a new human resources strategy in companies with regard to talent management (Bencsik & Machova, 2016).

The usual benefits offerings are no longer adjusted enough to attract and retain this latest generation entering the labor market. Born at the turn of the millennium, these young people have always been in touch with technologies - they are digital natives, with easy and quick access to information. They are more critical, curious, but also more impatient, dissatisfied, anxious, and with a lower degree of commitment. Taking this into account and given that this generation is beginning to enter the labor market, it seems natural to understand that changes must occur in the way employers must manage these new talents and, above all, adaptation to these new needs and priorities (Saltoratto et al., 2019).

According to Chiavenato (2010), organizations must learn and evolve with people, values and systems, which allow them to continuously change and improve their performance and maintain their competitiveness. For organizations to have a continuous learning process, it is necessary to discard old ways of thinking in order to adopt new research methods.

Thus, in order to respond to an increasingly competitive labor market, the focus of companies is on Employer Branding (EB). EB is a multidisciplinary area with the goal of developing an employability strategy based on the set of economic, functional, and psychological aspects that

the employer provides, to not only retain employees, but also attract potential candidates (Ambler & Barrow 1996; Styvén et al., 2022).

To this end, the present study aims to answer the following research questions:

1. What are the characteristics of Generation Z in the labor market?
2. What are the dimensions of employer branding most valued by Generation Z in attracting talent?
3. What are the dimensions of employer branding most valued by generation Z in retaining talent?

The relevance of this work lies in different aspects. There are still few studies on Generation Z, especially with regard to attracting and retaining talent from this generation, as they are just beginning to enter the job market. To win the current war for talent, companies cannot remain indifferent and hostage to a past that worked, but no longer fits current needs and demands. They have to listen to the market and adapt their offer to its needs. They have to understand that people are the organization's most important asset - companies are people. They have to be creative in how they approach today's workforce. In the end, the challenge comes down to change and differentiate yourself or be defeated by the competition, and this dissertation seeks to be an instruction manual for how to do it (Saltoratto et al., 2019).

2. Literature review

2.1. Talent Management: Attraction and Retention in Generation Z

Talent can be defined as the set of professional knowledge or specialized skills that an employee possesses, which are fundamental for the development and growth of the organization, and which positively impact its growth (Barney, 1991; Holland et al., 2007; Hu et al., 2020). In this sense, talent is understood as an essential aspect for competitive advantage and organizational sustainability, being through unique talent that organizations differentiate themselves and achieve competitive advantage (Aguinis et al., 2012; Bhattacharya et al., 2008; Holland et al., 2007; Hong, Pei-Li, & Yong, 2010, Saltoratto et al., 2019). To achieve this advantage, it is necessary to manage talent effectively. (Thunnissen et al., 2013).

According to Chiavenato (2010), people management is the department responsible for building talent through a set of processes, guided by means of goals that includes planning, recruitment, management, bonus and compensation of a company's human resources, with the aim of creating an environment with participative and motivated employees who will contribute to the growth of a company.

However, the current business world is going through a time of intense change that has generated new ways of looking at work, not only because of a pandemic period due to Covid-19, which showed and gave rise to different forms and models of work, but also because we are facing new generations with very different motivations, perspectives, ambitions, and ways of claiming their values (Table. 1) (Amis & Aïssaoui, 2013; Bencsik et al., 2016).

Currently, there are four generations that coexist in the labor market with different values, views, and beliefs: the Baby Boomer (born between 1946-1964), Generation X (born between 1965-1979), Generation Y or the Millennials (born between 1980-1994) and, lastly, Generation Z (born between 1995-2010). (Csobanka, 2016; Feuling, 2020; McGuire et al., 2007; Meister & Willyerd, 2010; Zemke et al., 1999).

Table. 1 - Characterists of each Generation. Source: Bencsik & Machova, 2016

	Baby-Boomers	Generation X	Generation Y	Generation Z
Incentive / Motivation	Promotion opportunity, newpaths, fixed workplace	Status, materialism	Individual freedom of movement, opportunity to make decisions, competition, self- realization	Immediate remuneration, freedom, non-commitment
Performance evaluation	Fact based, correct, based on the past	Future-oriented, active participation, goal setting, career planning	Future-oriented, direct feedback, discussion, talent management	Own limits not recognised, self-confident, values and self-image is distorted
Training/ Learning	Traditional education system, experience, holistic	Flexible, shorter learning time, trainings, interactive, flexible, just in case	Rapid, individual, based on IT, alternative, just in time	Based on interest, informal learning
Conflicts	Avoids or deals with	Willing to compromise	Opposes	Provokes conflicts, but either does not follow through or reacts aggressively

In view of the emergence of new ways of doing and facing work and the conciliation, in a single labor market, of four generations with different needs, expectations and priorities, the

way professionals' talent is managed also needs to change. Thus, it is crucial to know and understand them, so that policies and practices of attraction, motivation, retention, and promotion can be developed adapted to them (Barbieri Lirio et al., 2020; Cazaleiro, 2011; De Abreu et al., 2016). The lack of this adaptation can translate into conflicts, hiring costs, training time and resources, and high turnover (De Abreu et al., 2016). According to a study by Guthridge and Komm (2008), organizations that invest in Talent Management show better financial results. A particularly significant correlation was also observed between high financial results and the use of talent assessment processes. On the other hand, organizations that scored lower on the various dimensions of the study regarding Talent Management are less likely to become high-performing organizations (Guthridge & Komm, 2008).

According to Gartner (2020), the arrival of Generation Z in the labor market is one of the trends that will bring the biggest long-term change in the relationships between organizations and their employees. As a consequence of the ever-changing environment, organizations are required to keep up with change (Amis & Aïssaoui, 2013), being flexible and able to generate change themselves (McKay et al., 2013).

Although the literature does not yet provide concrete indications on how to attract and retain talent from Generation Z, given the novelty of the subject, knowing the expectations and aspects valued by Generation Z can give indications to organizations about the changes that this generation will bring as professionals (Gartner, 2020). These data can thus be translated into possible indicators for attracting and retaining Generation Z workers, trying to enhance in the organization what they value most.

2.2. Generation Z

According to the pioneer in generational studies, Mannheim (1952), the concept of generation encompasses individuals of similar ages who are connected by sharing historical events - wars, political ideologies, social crises, economic changes, technological innovations - and experiences related to factors such as work, education, consumer behavior to family relationships (Melo et al., 2019; Mannheim 1970).

According to Elder (1998) the concept of generation, when related to life cycle theory, reveals that the choices each subject makes, although they are personal decisions, also depend on the opportunities and constraints of the context, culture, and social structure. Schroth H. (2019)

adds that each individual has distinct personality traits, contexts, and habits, but when placed in a particular category they exhibit common characteristics. Thus, individuals of the same generation are likely to possess common characteristics. Currently, one speaks of generational differences, from which one seeks to define chronologically when and how these, in their differences, behave and relate to each other (Elder, 1998).

Although there is no general agreement as to the exact beginning and end of each generation, according to McCrindle and Wolfinger (2009), there are currently four generations that coexist in the labor market: the Baby Boomer (born between 1946-1964), Generation X (born between 1965-1979), Generation Y or the Millennials (born between 1980-1994) and, lastly, Generation Z (born between 1995-2010).

Generation Z, the most recent generation to enter the labor market, is also known as the "Digital Generation", because they have always lived in contact with technology and therefore remain connected even when they leave home. The main characteristic of this generation is "zapping," that is, frequently switching between various digital technologies, which is why it has been designated "Generation Z" (Djafarova & Bowes, 2021).

This generation has experienced uncertain social, political, and economic conditions such as global terrorism, school violence, economic uncertainty. (Williams & Page, 2011). Bencsik et al. (2016) adds that with a global and diverse mindset, thanks to their all-digital reality, this generation has a broad mix of backgrounds that provides ideas and experiences that determine their perspective on issues. This generation is not afraid of constant change and are constantly looking for new challenges.

Thus, this generation has been characterized by several authors, as technological (Gartner, 2020c; Junger et al., 2018; Neto et al., 2015; Saltoratto et al., 2019), ultra focused (Elsey, 2019; Neto et al., 2015), global (Leal, 2018; Neto et al., 2015), active in social and environmental issues (Feuling, 2020; Gartner, 2020a), individualistic (Feuling, 2020; Neto et al, 2015), self-confident (Junger et al, 2018; Melo et al., 2019), with rapid learning ability, able to work simultaneously and productively on multiple tasks (Junger et al., 2018; Levickaite, 2010; Menezes et al., 2016; Saltoratto et al., 2019; Shatto & Erwin, 2016), restless and impatient (Menezes et al., 2016; Saltoratto et al., 2019), and challenge-oriented (Melo et al., 2019; Stahl, 2019).

Until the COVID-19 pandemic, Generation Z grew up in a relatively stable and peaceful environment with a robust economy compared to previous generations. However, this all changed when the COVID-19 pandemic erupted, putting Generation Z facing new challenges (Parker & Igielnik, 2020).

The scale of this phenomenon leads to numerous questions being raised about its effect on the development of these young people and their future. Generation Z have shown that when compared to previous generations, even before the pandemic, they already had characteristics with higher rates of depression and anxiety, and a need for emotional support that comes to bring a great impact on what is the posture of this generation in the labor market (Schroth, 2019).

Managing the talent of this generation thus requires a more proactive posture from organizations that implies strategic processes capable of circumventing these adversities (Schroth H., 2019).

2.3. Generation Z behavior in the labor market

Unlike previous generations, who put salary and career advancement as the most important aspects, Generation Z tends not to want to replicate this lifestyle. This new attitude towards work is a challenge not only for companies that are not prepared to manage the priorities and goals of this generation, but also for the generation itself that does not see its needs matched. (Gaidhani et al., 2019)

According to a study conducted by the Consumoteca consulting group in 2018 mentioned in Neto (2022), 96% of members of this generation believe that doing what they love improves quality at work. The same group's research points out 37% of these young people want to have their own business, while only 3% would like to work in a startup. These results show that this generation is not adapted to a rigid hierarchy, contrary to the previous ones, but rather to more collaborative environments.

A defining characteristic of Generation Z is their tendency to change jobs more frequently than previous generations, without fear of change, and although they are committed to their work, they also express less interest in making sacrifices for a company. In addition to salary

demands, which remain equally important with this generation tending to demand pay that matches their qualifications, emotional pay is also demanded (Gaidhani et al., 2019).

This career behavior is forcing human resource managers to create new talent management strategies to be able to attract qualified professionals and prevent excessive mobility from affecting company performance (Harari, Sela, Bojmel, 2022).

According to data from the study "Global Workforce Of The Future 2022" conducted by Adecco, a Swiss Human Resources company, when managing a professional from generation Z, the employer must make a holistic proposal that covers several fronts. The new generations appreciate differentiated training that optimizes their performance - reskilling - or readjusts them to a new job - upskilling -, but also challenging projects, more flexible hours and availability to work in a hybrid regime - the latter being a highly appreciated element.

This generation grew up alongside technology - being called "digital natives" - and, as such, they don't know any offline reality. This means that this generation is in permanent contact and interaction, and tends to favor more active, less conventional jobs where they can have access to technological resources. In this sense, it is imperative that companies invest in digital transformation in order to retain generation Z (Djafarova & Bowes, 2021).

Despite the pandemic, one of the defining characteristics of this generation is that they possess unique skills that are beneficial in the workplace and can define the future professional world. Adecco (2021) emphasizes that Generation Z is able to take control of their own development and learn through exploration and self-discovery, making them a generation gifted in leadership and open to diversity.

On the other hand, this generation needs special support to develop skills such as resilience, being able to follow rules, being corporate, and listening to and reading consumer needs. In addition, it is also worth considering mentoring programs that help develop intergenerational support networks, as well as creating a safe environment that learns from failure rather than finalizing it.(Adecco, 2021)

2.4. Talent Attraction

If in recent decades professionals sought stability and security in their workplace, often aspiring to a job for life, today professionals do not want to commit to a single organization. They seek opportunities to develop their skills and challenges with which they feel stimulated and feel they can grow. To attract talent, organizations need to manage their reputation and position themselves as an attractive place to work. To do this, it is essential that companies identify their target professionals, know their characteristics, needs and priorities and, accordingly, know how to match them (Chiavenato, 2010; Yamamura, Birk, & Cossitt, 2010).

That said, for a talent attraction culture, the organization has to be seen as a good employer, both internally by its employees - ambassadors of the company - since they are the biggest spokespersons to the outside, and externally, by the labor market (Kargas & Tsokos, 2020). In the current competitive context, where skilled professionals have the opportunity to choose where they want to work, and where competence lies across borders, it is extremely necessary that the organization be seen as a good place to work. For this, it is understood the need to invest in human capital for the promotion of a positive image and reputation (Cardoso, 2016).

According to the "19th Metlife Employee Benefit Trends Study 2021," conducted by MetLife, a life insurance company, the traditional benefits offered by companies are no longer enough to attract young professionals. Factors such as mental health, social and ethical justice, and an inclusive environment are decisive to attract generation Z, the least professionally satisfied generation. According to this study, generation Z demands a work culture and environment that aligns with their personal values. Thus, to feel fulfilled, these young people have sought work environments that meet their priorities.

2.5. Talent Retention

When talking about talent management, another fundamental and sometimes the most challenging concept for organizations is talent retention. Retention means ensuring that talents within the organization stay as long as necessary for the organization to gain advantages from having them and that they perform their jobs to the best of their ability (Martins & Ohe, 2002). Rastogi et al. (2020) further add that retention is the ability to ensure that your employees are in tune with organizational goals (Idris, 2014).

Retention is functional when the organization retains an employee with significant value. However, it is dysfunctional when it retains a worker with little value, affecting the organization's performance (Renaud et al., 2015; Self & Self, 2014). When the company fails to retain a talented employee, it means that it also loses all the time and resources that have been invested in the professional, thus potentially generating losses. Human Resource Management has, therefore, the responsibility to implement and develop talent management tools to create working conditions with a favorable organizational environment to meet the needs of its talents so that they remain profitably in the company where they work (Tlaiss et al., 2017; Martins & Ohe, 2002).

Currently, talent retention in organizations has been a complex challenge. Professionals are aware of their competencies and their value in the labor market and, due to this, when they do not feel fulfilled and satisfied in the organization where they work, they seek to express their discontent (Schorth, 2019; Kuzior, Kettler, & Rab, 2022).

Given this scenario, the year 2022 was marked by Quiet Quitting, a trend that refers to the limited commitment of employees to the tasks assigned to them and the refusal to perform any task beyond their job description (Formica & Sfodera, 2022). According to Harter (2022) among the main factors of Quiet Quitting is the lack of: (a) feeling nurtured, (b) opportunities to learn and grow, and (c) connection to the purpose of the organization.

The term Quiet Quitting is not new, as it was coined by economist Mark Boldger in 2009, but it became popular in 2022, a year after The Great Resignation began (Formica & Sfodera, 2022). The Great Resignation - or Big Quite, as the phenomenon is also known, is a trend dubbed by Anthony Klotz, associate professor of management at TexasA&M University, originating in the United States of America and consisting of a large mass of professionals voluntarily leaving their jobs. While it is natural for some level of voluntary turnover to exist, The Great Resignation was marked by the departure of an unexpectedly large number of workers in a short period of time (Serenko, 2022; Cohen, 2021).

However, although one might think that the phenomenon was born in the pandemic, enhanced by the new priorities that were emerging at this time of crisis, the reality is that it has already been taking hold over the last decade, and only intensified during COVID-19. (Cohen, 2021).

During the Great Resignation, the reasons for quitting were significantly distinct compared to those before the COVID-19 era. This is because the experience of working during the pandemic has had a profound impact on people's emotions, thoughts, and actions (Malmendier, 2021).

Many individuals found great satisfaction in working from home, avoiding long and tiring commutes, to such an extent that they were unwilling to return to mandatory in-person office attendance after reopening. For example, a recent survey of 1,000 US workers found that 39% would contemplate leaving their jobs if their organizations did not allow remote work post-pandemic (Melin and Egkolfopoulou, 2021). According to DeSmet et al., (2022) and Parker & Horowitz (2022) the main motivations that lead employees to quit their jobs or disengage, other than problems with low pay are (a) employer's failure to recognize performance, (b) toxic culture, and (c) professional fulfillment and meaningfulness of work. In both trends, The Great Resignation and Quiet Quitting, the sources of employee dissatisfaction revolve around three characteristics: needs, values, and purpose.

Managers who balance achieving results with considering the needs of their employees have the fewest quiet quitters. Additionally, a toxic culture and lack of opportunities for personal growth indicate a lack of alignment with the core values shared by most employees, particularly among Generation Z. It is unlikely for a professional whose values do not align with the organization's values to have a long-term relationship with the workplace (Formica & Sfodera, 2022; Zenger & Folkman, 2022).

Although studies are unanimous in their belief that there is a correlation between the pandemic and The Great Resignation and Quiet Quitting phenomena, there is no consensus that these paradigm shifts are the result of the restrictions imposed by COVID-19. Prior to the impact of this pandemic, worker dissatisfaction due to low wages, long and intense work shifts were reflected in high turnover and low engagement. COVID-19, therefore, acted as a catalyst for change, accelerating it, rather than its origin (Formica & Sfodera, 2022).

After the emergence of these trends' others emerged - such as job hopping - frequent and voluntary job change -, bare minimum Mondays - not performing tasks for which one does not receive financial compensation - or loud quitting - when an employee expresses quite overtly and openly that he or she is looking for new job opportunities. What all these trends have in

common is that they reflect a response to the fact that professionals' ambitions and priorities are not being met (Hassan, 2020; Delery et al., 2023; Richardson, 2023).

That said, it is essential that organizations are able to adapt to these movements in the human resource market in order to meet the new needs of attracting and retaining talent. The idea that retention should be based solely on compensation is no longer adequate, as the new generation of talent is looking for much more than a high salary when in an organization (Looney & Looney, 2005). Retaining and keeping talent requires the creation of good working conditions: a pleasant, receptive, healthy, and safe environment, attractive remuneration and social benefits that fit employees' needs. Thus, in order to respond to the competitive labor market, companies are focusing their efforts on their most valuable asset - the employees - through Employer Branding (EB) (Chiavenato, 2009).

2.6. Employer Branding

The term "employer branding" (EB) first appeared in 1996, mentioned by Ambler and Barrow, as a method that applies marketing techniques in the process of recruiting and managing employees. (Backhaus, 2016)

In their 1996 article, Ambler and Barrow defined employer branding as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, p.187). On the other hand, Backhaus, and Tikoo (2004) define employer branding as the effort an organization makes to communicate, internally and externally, its differentiating points as an employer. Ahmad et al., (2019) further state that this concept involves the sum of a company's efforts through a combination of physical, human, and organizational resources to achieve employer of choice status, not only internally, but also externally.

According to Mosley & Schmidt (2017), EB is communicated along with Employer Value Proposition (EVP), the set of measures that companies offer to gain competitive advantage to employees, both to attract professionals and to retain those already in the company. This happens because there is no point in the organization wanting to be something it is not or delivering a certain value that is not perceived (Backhaus & Tikoo, 2004).

Subsequently, the company's brand is communicated externally through a Marketing strategy to reach not only its external audience, but also to sustain the internal culture, also aiming to attract employees with the disclosure of practices, advantages and benefits that the company offers (Backhaus & Tikoo, 2004).

Lastly, the EB strategy is internalized to reinforce the Organizational Culture of the company with the assumption of talent retention and thus develop a team to achieve organizational goals (Backhaus & Tikoo, 2004). According to Gregorka et al. (2020), this phase is crucial to convey an organization's value proposition.

Companies that adopt continuous strategies in EB have a lower turnover rate since they manage, in addition to attracting talent, to retain it more efficiently by developing an appealing corporate image that employees do not see in other organizations and, therefore, the investment in human capital enriches the company's performance (Stobbeleir et al., 2018; Backhaus & Tikoo, 2004).

However, according to Veloso (2018), EB extends beyond the talent attraction and retention phase, and should accompany the entire process of managing professionals, following their life cycle in the company: from attraction, application, onboarding, retention, development until their departure.

In the attraction phase, the initial contact with the company is important for the formation of a perception of its activity as an employer. The application phase encompasses the experience of applying, selecting, and hiring. The onboarding phase refers to the integration of the professional and, therefore, it is essential that they identify with the company. The retention phase is essential to stimulate the professional's will to stay with the company. In turn, the development phase covers the employees' continuous learning. Finally, the exit/alumni phase is essential to obtain feedback that contributes to the improvement of the future retention strategy and the maintenance of contact with former employees, the main spokespersons of the company (Veloso, 2018). This EB follow-up at all stages of the professional's journey positions the company as an employer that seeks to meet the needs of potential candidates and employees (Backhaus, 2016; Veloso, 2018).

2.7. Employer Branding Dimensions

Since the concept of Employer Branding emerged in 1996 by Ambler and Barrow, the way its dimensions are structured have changed because they have limitations.

Ambler and Barrow (1996) identified the dimensions as economic, functional, and psychological, however, they did not develop one to measure EB. (Table. 2)

Table. 2 - Employer Branding Dimensions - Source: Ambler & Barrow (1996)

Employer Branding Dimensions	Employer Branding Dimensions
Economic	Monetary and material compensation
Functional	Career development activities
Psychologic	Sense of belonging, orientation, and purpose

Subsequently, Tanwar and Prasad (2017) and Nanjundeswaraswamy et al. (2022) also applied the dimensions proposed by Ambler & Barrow, but developed another valid scale to measure EB composed of compensation and benefits, career development opportunities, training and development, work environment, work-life balance, ethics and social responsibility, and organizational culture.

The *compensation and benefits* dimension includes the monetary incentives - salary or bonus - and non-monetary incentives - additional vacation, health insurance, life insurance, flexibility, among other benefits - that the organization offers (Nanjundeswaraswamy et al., 2022). As mentioned earlier, although salary is a significant factor for Generation Z, compensation through other benefits is equally important for attracting and retaining talent from this generation. (Gaidhani et al., 2019).

The *career development opportunities* dimension encompasses initiatives provided by an organization related to career advancement and ease in intra-organizational or inter-organizational movement (Nanjundeswaraswamy et al., 2022). Career development, according to Tanwar and Prasad (2017) refers to an ongoing process, directly associated with the goals and objectives set by employees and usually involves training and developing the

necessary skills in order to progress to higher positions in the organization. This dimension, in addition to being important for professionals in a selection phase, where they should be directly asked about what their career and long-term goals are, in the retention phase, the organization should be able to match the career development that the professional wants. Otherwise, the alternative is to apply to another company (Veloso, 2018).

Included in the *training and development* dimension are educational activities within a company designed to acquire skills, clarify concepts, improve attitudes, or increase qualifications needed to perform the job (Nanjundeswaraswamy et al., 2022). There are various training and development practices such as in-house training, mentoring, paying for external training, among others, and this training is associated with the acquisition of one-off technical skills for a specific purpose (Tanwar & Prasad, 2017). Currently, professionals are prioritizing this dimension and, therefore, make it a relevant factor in attracting and retaining talent (Rastogi et al., 2020)

By *work environment* dimension is meant an environment that for employees is perceived as calm, relaxed and functional, and where teamwork and mutual support prevail (Tanwar & Prasad, 2017). This dimension can be encouraged by companies through investment in facilities, application of flexible schedules, internal activities, autonomy, among other parameters (Verčič, 2021).

The dimension concerning *work-life balance* refers to the possibility that the company gives the employee to manage his or her professional and personal sphere in a way that the demands of both coexist without constraints or interference (Tanwar & Prasad, 2016). This dimension, increasingly highlighted in the essential parameters for attracting and retaining talent, is reflected in the employer's ability to offer workplace flexibility, compromised work week, or schedule flexibility (Sidorcuka & Chesnovicka, 2017).

The dimension of *ethics and social responsibility* correlates with the principles that regulate the behavior of the organization facing its responsibility beyond the legal scope, referring to business decisions taken based on ethical values that incorporate legal dimensions, respect for people, communities and the environment. This dimension encompasses the organization's commitment, proactive and coherent, at the ethical and social level.(Filho, 2020)

Finally, *organizational culture* corresponds to the shared values, behavioral norms, and expectations that control how employees act to achieve the organization's proposed goals

(Stobbeleir et al., 2018). According to Bilhim (2001), organizational culture can be analyzed through the visible and tangible aspects, the values it upholds and, finally, through the adjacent basic assumptions, that is, the reasons why the members of the organization behave in a certain way.

Since EB has repercussions on the entire experience of employees and, therefore, also on their attraction and retention, one can understand the importance for employers to know the dimensions that encompass this practice and know how to correspond. In this way, companies should outline strategies for attraction, in order to attract talent from professionals, and retention, in order to avoid the departure of employees (Backhaus & Tikoo, 2004).

3. Methodology

3.1. Data collection method

Academic research must base its conclusions on theoretical propositions about a given sample, which can only be achieved by using data "from a sample of individuals to make some inference about the general population" (Kelley et al. 2003: 261). With regard to the methodology used in this dissertation, within the options of qualitative, quantitative or combined research approaches, a quantitative analysis was used in order to support or deny hypothetical conclusions based on academically focused hypotheses (Williams, 2007).

The most recurrent method in business research is questionnaires, considered the most efficient and feasible option in terms of cost reduction, data processing and level of error (Vilelas, 2009), since they extract a lot of information on pertinent issues.

Given the existence of time and resource constraints, a non-probabilistic sample was used, and the questionnaire was distributed through its publication and publicity in social networks and through dissemination among professionals of the generation under analysis - whether they are currently employed. The questionnaires were built and answered in the Google Forms platform. The questionnaire was made available in Portuguese since the aim of the research was to be based on the Portuguese experience. The questionnaire is anonymous and can be found in Annex I (English version) and Annex II (Portuguese version).

Of the 121 participants who took part in the questionnaire, only 102 answered all the questions in the questionnaire and therefore only these were considered valid for further analysis.

3.2. Sample Design

The sample consists of 102 participants, of which 73 (71.6%) are female and 29 (28.4%) are male. Regarding the age of the respondents in the study, the 102 participants belong to Generation Z with ages ranging from 19 to 28 years old and the average age is 23 years old.

As far as academic qualifications are concerned, 11 (10.8%) have a high school education, 64 (62.7%) have a bachelor's degree, a graduate degree or equivalent, and 27 (26.5%) have a master's degree or equivalent.

Finally, regarding the occupation of the respondents, it is found that 24 (23.5%) are students, the majority, that is, 73 (71.5%) respondents are workers and 5 (4.9%) are unemployed.

Table 3 - Socio-demographic characterization of the sample (Source: The author: 2023)

(N=102)			
		N	%
Gender	Female	73	71,6%
	Male	29	28,4%
Age	19	2	2,0%
	20	1	1,0%
	21	11	10,8%
	22	30	29,4%
	23	17	16,7%
	24	15	14,7%
	25	10	9,8%
	26	6	5,9%
	27	8	7,8%
	28	2	2,0%
Academic Qualifications	High School	11	10,8%
	Bachelor's degree	64	62,7%
	Master's degree	27	26,5%
Professional Situation	Student	24	23,5%
	Worker	71	71,6%
	Unemployed	5	4,9%

3.3. Measurement Instruments

The questionnaire was constructed with five different groups: one group dedicated to collecting sociodemographic data, one group with questions dedicated to employed respondents, one group with questions assessing organizational parameters, one group with questions concerning talent attraction, and a last group with questions concerning talent retention. In its totality, the questionnaire has 45 questions.

The questionnaire began with sociodemographic questions that sought not only to filter valid responses for study purposes, through the question about the age of the respondents who, for analysis, could be as young as 28, but principally to understand what their characteristics are.

As the last point of this first group, the respondents were asked about their employment status. Those whose answer is "employed" or "student worker", continue the survey to the next section - employed respondents group - , which seeks to understand data such as sector of activity, how long they have been in their current job, permanence expectancy, and also to understand if this is their first work experience, in order to prove or disprove assumptions stated by authors mentioned in the Literature Review.

The remaining groups were aimed at all respondents, not only employees, and were built based on the Employer Branding Dimensions pointed out by the authors mentioned in the Literature Review. For each of the last three groups, "evaluation of organizational parameters", "attracting talent", and "retaining talent", benefits were pointed out referring to dimensions of employer branding to understand the attitude toward each of them (Table 4).

Table 4 - Employer Branding Dimensions and Benefits (Source: The author, 2023)

<u>Employer Branding Dimension</u>	<u>Benefits</u>	<u>Author</u>
Compensation and benefits	Salary, bonus, additional vacation, health insurance, life insurance, and flexibility.	Ambler and Barrow (1996); Berthon et al. (2005); Tanwar and Prasad (2017); Gaidhani et al. (2019); Nanjundeswaraswamy et al. (2022); DeSmet et al., (2022); Parker & Horowitz (2022).
Career development opportunities	Career progression and easy intra-organizational or inter-organizational movement.	Ambler and Barrow (1996); Berthon et al. (2005); Chiavenato (2010); Tanwar and Prasad (2017); Veloso (2018); Nanjundeswaraswamy et al. (2022); Harter (2022).
Training and development	Internal training, mentoring, and payment for external training.	Ambler and Barrow (1996); Berthon et al. (2005); Chiavenato

		(2010); Tanwar and Prasad (2017); Rastogi et al. (2020); Nanjundeswaraswamy et al. (2022); Adecco (2022)
Work environment	Office set-up conditions, flexible working hours, internal activities, and autonomy.	Ambler and Barrow (1996); Berthon et al. (2005); Tanwar and Prasad (2017); Verčič (2021); Nanjundeswaraswamy et al. (2022); Adecco (2022).
Work-life balance	Workplace flexibility, hourly flexibility, and compressed work week.	Ambler and Barrow (1996); Berthon et al. (2005); Tanwar and Prasad (2017); Sidorcuka & Chesnovicka (2017); Nanjundeswaraswamy et al. (2022); Harter (2022).
Ethics and social responsibility	Social and environmental aid activities.	Ambler and Barrow (1996); Berthon et al. (2005); Dabirian et al. (2017); Nanjundeswaraswamy et al. (2022); Tanwar and Prasad (2017); Filho (2020); Feuling (2020); Gartner (2020)
Organizational culture	Employee relations	Bilhim (2001); Cardoso (2026); Stobbeleir et al. (2018); Nanjundeswaraswamy et al. (2022); Harter (2022); DeSmet et al., (2022); Parker & Horowitz (2022).

The statements presented in the questionnaire were evaluated using a Likert scale with odd numbers to measure attitude. The Likert concept emerged as a response to the need to measure attitude in a scientifically accepted and validated way" (Joshi, Kale, Chandel, & Pal, 2015). An attitude is defined as a preferred way of behaving or reacting to a specific circumstance.

To measure the variables under analysis, in the company parameter evaluation group, a 7-point Likert scale was used to assess the level of importance given to several benefits offered by companies, which could range from 1 (not very important) to 7 (very important).

To measure the variables under analysis in the talent attraction and talent retention groups, we used the standard format of a Likert scale, which consists of a series of statements to which the respondent must indicate a degree of agreement or disagreement (Albaum, 1997). Therefore, we established a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

4. Results presentation and discussion

4.1 What are the characteristics of generation Z in the labor market?

The results obtained in this section of the work sought to answer the initial research question of this work - What are the characteristics of generation Z in the labor market? – which, according to the studied authors, are based on the following: (1) tendency to change jobs more frequently than previous generations; (2) in addition to salary requirements, an emotional salary is also required; (3) values differentiated training that optimize its performance; (4) schedule flexibility; (5) hybrid work regime; (6) in need of follow-up; (7) demanding a work culture and environment aligned with their values; (8) need for work-life balance (Bencsik & Machova, 2016; Gaidhani et al., 2019; Djafarova & Bowes, 2021; Metfife, 2021; Adecco, 2022)

Having said that, and after having elaborated a questionnaire question dedicated to assessing not only the sociodemographic characteristics of generation Z - professional situation and, in the case of employees, how long they have been in the workplace where they are currently and expectation of permanence - as well as the most valued parameters in a company based on the dimensions of Employer Branding identified in the literature review (see table 4 in the methodology chapter), the first step applied with regard to the descriptive analysis was related to the preparation of face graphics to sociodemographic data.

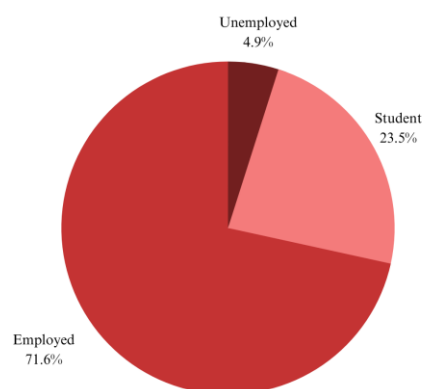


Figure 1 - Distribution of respondents by professional status (Source: The author, 2023)

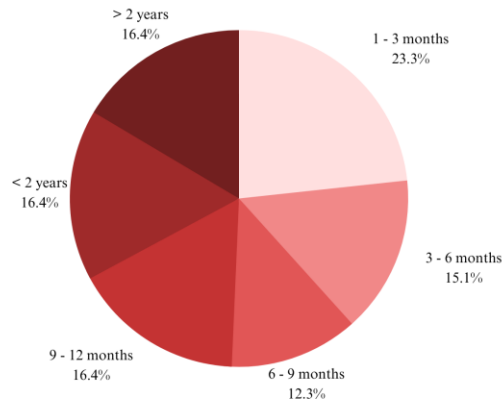


Figure 2 - Distribution of respondents by duration in the company (Source: The author, 2023)

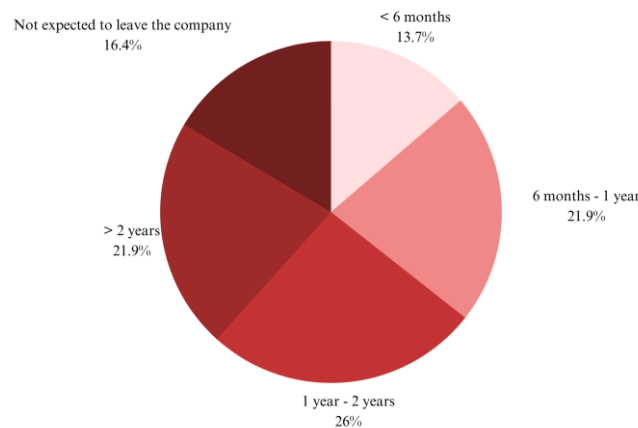


Figure 3 - Distribution of respondents by expectation of staying with the company (Source: The author, 2023)

As pointed out by Saltoratto et al., (2019) when referring that generation Z is entering the labor market, the results of the questionnaire indicate that 76.5% of respondents have already integrated the labor market, with 71.6% employed and 4.9% unemployed.

With regard to how long the employed respondents have been performing their current job, 23.3% have been at work for less than three months and only 16.4% have been at work for more than two years. Although this result can be justified by the recent entry into the labor market, when asked about their expectation of staying in the current workplace, only 21.9% of respondents expect to stay more than two years, meeting the idea pointed out in the review of literature that this generation tends to change jobs more frequently. In addition, for 61.6% of employed respondents, this is not their first work experience, which reinforces the idea of labor mobility.

Then, regarding the quantitative analysis, a descriptive statistics table was prepared that included the minimum, maximum, mean, median, mode and standard deviation values of each of the questions studied, as shown in table 5. This test, as well as those performed for the entire analysis, were performed using the IBM SPSS 26 program.

Table 5 - Relationship between the evaluation given to the parameters of a company according to the employer branding dimensions and the questions in the questionnaire (Source: The author, 2023)

Independent Variable	Employer Branding Dimension	Questionnaire question (answer from 1 to 7)
Evaluation of a company's parameters	Compensation and benefits	Salary
		Bonus
		Health insurance
	Career development opportunities	Career advancement opportunities
	Training and development	Regular training to acquire knowledge
	Work environment	Job monitoring
		Professional recognition
		Participation in decision making
		Professional achievement
		Team spirit
		Quality work facilities
		Autonomy
		Empathy for employees
	Work-life balance	Flexible working hours

		Remote working
	Compensation and benefits	
		Sabbatical vacations
	Ethics and social responsibility	Transparency in the company's actions
		Environmental impact
		Social and corporate responsibility
	Organizational culture	Company reputation

	Salary	Bonus	Health insurance	Career advancement opportunities	Training	Job monitoring	Recognition	Participating in decision making	Professional achievement	Team spirit	Work facilities	Autonomy	Empathy	Flexibility	Remote working	Sabbatical/vacations	Transparency	Environmental impact	CSR	Reputation
N	Válido	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102
	Omisso	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Média	6,11	4,85	5,24	6,10	5,29	5,00	5,88	5,05	5,96	5,57	5,49	5,59	5,77	5,86	5,11	4,19	5,00	4,25	4,61	4,89
Mediana	7,00	5,00	6,00	7,00	6,00	5,00	6,00	6,00	6,50	6,00	6,00	6,00	6,00	7,00	6,00	4,00	6,00	5,00	5,00	5,00
Modo	7	5	7	7	6	6	7	6	7	7	6	6	7	7	7	6	7	5 ^a	6	6
Erro Desvio	1,385	1,731	1,684	1,570	1,663	1,635	1,612	1,673	1,528	1,832	1,597	1,537	1,541	1,724	2,143	2,081	1,940	2,007	1,971	1,659
Mínimo	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Máximo	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

Figure 4 - Descriptive statistics with minimum, maximum, mean, median, mode and standard deviation values (Source: The author, 2023)

It is possible to observe that 15 of the 20 evaluation parameters of a company studied in this research question had averages above 5 values (equivalent or superior to the “important” answer) and, for this very reason, were considered as the most important factors for the generation Z in an organization.

As for the benefits most valued by professionals of this generation, the survey results showed a different conclusion from the one presented in the literature review. After analyzing figure 4, it is possible to confirm that, as defended by the studied authors, the most important parameters for Generation Z, in a company, identified by the 102 respondents, are the salary, which continues to be relevantly highlighted, opportunity to career progression, professional fulfillment, professional recognition and, finally, hourly flexibility. As less valued parameters, the survey results point to sabbaticals and environmental impact.

Then, to understand whether the importance given to each parameter varied according to the gender of the respondents, through the comparison of means, a parametric test was developed, the Independent-Samples T-test (Figure 5). Since the sample is greater than 30, it is assumed that the asymptotic distribution is normal, and the test was applied without formal verification of the assumption of normality.

		Teste de Levene para igualdade de variâncias		teste-t para Igualdade de Médias							95% Intervalo de Confiança da Diferença	
		Z	Sig.	t	df	Sig. (2 extremidades)	Diferença média	Erro padrão de diferença	Inferior	Superior		
Salary	Variâncias iguais assumidas	,198	,658	,336	100	,738	,103	,305	-,503	,708		
	Variâncias iguais não assumidas			,327	48,872	,745	,103	,313	-,527	,732		
Bonus	Variâncias iguais assumidas	,209	,649	,853	100	,396	,325	,381	-,431	1,080		
	Variâncias iguais não assumidas			,851	51,253	,399	,325	,381	-,441	1,090		
Healthinsurance	Variâncias iguais assumidas	,144	,705	,497	100	,621	,184	,371	-,552	,920		
	Variâncias iguais não assumidas			,503	52,890	,617	,184	,366	-,551	,919		
Careeradvancementopportunities	Variâncias iguais assumidas	,161	,689	,815	100	,417	,282	,345	-,403	,966		
	Variâncias iguais não assumidas			,760	44,900	,451	,282	,371	-,465	1,028		
Training	Variâncias iguais assumidas	1,322	,253	1,397	100	,166	,507	,363	-,213	1,228		
	Variâncias iguais não assumidas			1,293	44,386	,203	,507	,392	-,283	1,298		
Jobmonitoring	Variâncias iguais assumidas	,049	,825	2,772	100	,007	,964	,348	,274	1,653		
	Variâncias iguais não assumidas			2,847	54,503	,006	,964	,338	,285	1,642		
Recognition	Variâncias iguais assumidas	,681	,411	1,731	100	,087	,607	,350	-,089	1,302		
	Variâncias iguais não assumidas			1,718	50,712	,092	,607	,353	-,103	1,316		
Participationindecisionmaking	Variâncias iguais assumidas	,135	,715	,973	100	,333	,358	,367	-,371	1,086		
	Variâncias iguais não assumidas			,937	47,699	,354	,358	,382	-,410	1,125		
Professionalachievement	Variâncias iguais assumidas	2,790	,098	1,424	100	,158	,475	,334	-,187	1,137		
	Variâncias iguais não assumidas			1,350	46,340	,184	,475	,352	-,233	1,184		
Teamspirit	Variâncias iguais assumidas	6,228	,014	1,629	100	,106	,650	,399	-,141	1,441		
	Variâncias iguais não assumidas			1,442	41,165	,157	,650	,451	-,260	1,560		
WorkFacilities	Variâncias iguais assumidas	7,939	,006	1,271	100	,207	,444	,349	-,249	1,137		
	Variâncias iguais não assumidas			1,080	38,657	,287	,444	,411	-,388	1,276		
Autonomy	Variâncias iguais assumidas	,796	,374	,578	100	,565	,196	,339	-,476	,867		
	Variâncias iguais não assumidas			,556	47,783	,581	,196	,351	-,511	,902		
Empathy	Variâncias iguais assumidas	2,288	,134	2,870	100	,005	,938	,327	,289	1,586		
	Variâncias iguais não assumidas			2,618	43,282	,012	,938	,358	,216	1,660		
Flexibility	Variâncias iguais assumidas	1,225	,271	,765	100	,446	,290	,379	-,462	1,042		
	Variâncias iguais não assumidas			,717	45,416	,477	,290	,404	-,524	1,104		
Remoteworking	Variâncias iguais assumidas	2,031	,157	1,773	100	,079	,825	,465	-,098	1,749		
	Variâncias iguais não assumidas			1,632	43,981	,110	,825	,506	-,194	1,844		
SabbaticalVacations	Variâncias iguais assumidas	2,733	,101	1,529	100	,129	,694	,454	-,206	1,594		
	Variâncias iguais não assumidas			1,436	45,551	,158	,694	,483	-,279	1,667		
Transparency	Variâncias iguais assumidas	4,153	,044	2,070	100	,041	,867	,419	,036	1,699		
	Variâncias iguais não assumidas			1,894	43,497	,065	,867	,458	-,056	1,791		
Environmentalimpact	Variâncias iguais assumidas	1,436	,234	2,126	100	,036	,921	,433	,061	1,780		
	Variâncias iguais não assumidas			2,017	46,415	,050	,921	,457	,002	1,839		
CSR	Variâncias iguais assumidas	5,853	,017	2,469	100	,015	1,042	,422	,205	1,879		
	Variâncias iguais não assumidas			2,223	42,335	,032	1,042	,469	,096	1,988		
Reputation	Variâncias iguais assumidas	,493	,484	1,858	100	,066	,668	,360	-,045	1,382		
	Variâncias iguais não assumidas			1,802	48,421	,078	,668	,371	-,077	1,414		

Figure 5 - Comparison of means for evaluation given to the parameters of a company between female and male respondents (Source: The author, 2023)

Through the analysis of Figure 5, it is possible to observe that there were differences in the means of the variable “Job Monitoring”, “Empathy for employees”, “Transparency in the Company's Actions” and “Environmental Impact” since Sig. < 0.05. This means that in the collected sample, the gender of the respondents had an influence on the evaluation given the importance of the parameters of an organization. When comparing the mean scores that individuals of each gender, female and male, gave to each of the parameters, it was possible to observe that the averages of importance classification were higher in the female gender, identified as gender “0” in figure 6, that allows to visualize this phenomenon.

	Gender	N	Média	Erro Desvio	Erro padrão da média
Jobmonitoring	0	73	5,27	1,610	,188
	1	29	4,31	1,514	,281
Empathy	0	73	6,04	1,389	,163
	1	29	5,10	1,718	,319
Transparency	0	73	5,25	1,786	,209
	1	29	4,38	2,194	,407
Environmentalimpact	0	73	4,51	1,901	,223
	1	29	3,59	2,147	,399

Figure 6 - Comparison of means for evaluation given to the parameters of a company between female and male respondents (Source: The author, 2023)

ANOVA tests were also developed to understand whether the importance given to each parameter suffered discrepancies depending on the categorization classes of the sample “District of Residence” and “Level of Education”, but the results showed that the discrepancy was not significant since Sig. > 0.05 in most parameters.

Although the benefits highlighted as priorities by the authors, such as the opportunity for career advancement, professional achievement, professional recognition, and flexible working hours, were also highlighted as important, the reality is that the salary level not only continues to play an active role in the professionals' priorities, as pointed out in the literature review, but also remains the most valued benefit. Although the literature review also points to the importance given to ethics and social responsibility, the reality is that the survey results do not correspond to this reality, with the benefits related to the employer branding dimension of Ethics and Social Responsibility being the least valued. (Gaidhani et al., 2019; Djafarova & Bowes, 2021; Metfife, 2021; Adecco, 2022).

4.2. What are the dimensions of employer branding most valued by Generation Z in attracting talent?

The results obtained in this section of the work sought to answer the initial research question of this work - What are the dimensions of employer branding most valued by generation Z in attracting talent?

According to the "19th Metlife Employee Benefit Trends Study 2021", conducted by MetLife, factors such as mental health, social justice, ethics, and an inclusive environment are decisive in attracting Generation Z. According to this study, Gen Z requires a work culture and environment that aligns with your personal values. Thus, in order to feel fulfilled, these young people have sought work environments that meet their priorities.

Having said that, and after having prepared a section in the questionnaire dedicated to assessing the agreement with different statements regarding the benefits of attracting talent, each of the benefits representing the dimensions of employer branding, the first step applied with regard to the analysis The descriptive approach was related to the elaboration of a descriptive statistics table that included the values of the mean, mode and standard deviation of each of the studied questions, as shown in figure 7.

		A_salary	A_careeradvancement	A_training	A_teamwork	A_remote	A_CSR	A_culture
N	Válido	102	102	102	102	102	102	102
	Omisso	0	0	0	0	0	0	0
Média		6,17	6,30	5,79	5,16	4,87	4,55	5,02
Modo		7	7	7	5	7	5	6
Erro Desvio		1,054	,920	1,189	1,553	1,795	1,639	1,371

Figure 7 - Descriptive statistics with mean, mode and standard deviation values (Source: The author, 2023)

After analyzing figure 7, it is possible to observe that the average was higher for the statements “The proposed salary scale is decisive in my decision of which company to work for” and “When I apply for a company, I value the possibility of career progression”. This means that the most valued benefits in the talent attraction process, by the 102 respondents, are the salary scale and the possibility of career progression, corresponding to the Employer Branding Compensation Dimensions and Benefits and Career Progression Opportunities, respectively, contrary to the benefits highlighted by the authors analyzed in the literature

review that point out as more relevant in attracting talent benefits of the dimensions of Ethics and Social Responsibility and Organizational Culture. (Metlife, 2019)

Then, the study of analytical statistics began, through the application of Independent-Samples T-tests and ANOVA, in order to analyze whether there are discrepancies between means of each statement regarding the attraction of talent, and each categorization class of the sample, i.e. gender, district of residence, professional status and, for employees, how long they have been working in the company in question, expected length of stay and whether it is their first professional experience.

Through the analysis of figure 8, which corresponds to an Independent-Samples T-test to assess whether there is a discrepancy in the average benefits between genders, it is possible to observe that the variable “Corporate Social Responsibility” differs according to gender, since $\text{Sig.} < 0.05$.

This means that, in the sample collected, the gender of respondents had an influence on the parameter “Before applying for a company, I worry about knowing its values and practices of social responsibility”. When comparing the mean scores that individuals of each gender, female and male, gave to each of the parameters (Figure 9), it was possible to observe that the means of agreement were higher in the female gender, identified as gender “0”, the which mean that they value more, compared to the male gender, the Dimension of Ethics and Social Responsibility. Although this result was possible to observe in the survey results, no studies confirming this trend were noted in the literature review.

Teste de amostras independentes									
		Teste de Levene para igualdade de variâncias		teste-t para Igualdade de Médias					
		Z	Sig.	t	df	Sig. (2 extremidades)	Diferença média	Erro padrão de diferença	95% Intervalo de Confiança da Diferença Inferior Superior
A_salary	Variâncias iguais assumidas	,014	,904	-,658	100	,512	-,153	,232	-,613 ,308
	Variâncias iguais não assumidas			-,711	61,312	,480	-,153	,215	-,582 ,276
A_careeradvancement	Variâncias iguais assumidas	1,763	,187	-,998	100	,321	-,202	,202	-,603 ,199
	Variâncias iguais não assumidas			-1,168	74,355	,247	-,202	,173	-,546 ,142
A_training	Variâncias iguais assumidas	1,471	,228	1,875	100	,064	,483	,258	-,028 ,994
	Variâncias iguais não assumidas			1,785	46,733	,081	,483	,271	-,061 1,028
A_teamwork	Variâncias iguais assumidas	,063	,802	,925	100	,357	,316	,341	-,361 ,992
	Variâncias iguais não assumidas			,916	50,452	,364	,316	,344	-,376 1,007
A_remote	Variâncias iguais assumidas	,475	,492	1,140	100	,257	,448	,393	-,332 1,229
	Variâncias iguais não assumidas			1,085	46,756	,283	,448	,413	-,383 1,279
A_CSR	Variâncias iguais assumidas	,475	,492	3,521	100	,001	1,201	,341	,524 1,877
	Variâncias iguais não assumidas			3,511	51,203	,001	1,201	,342	,514 1,887
A_culture	Variâncias iguais assumidas	,252	,617	1,875	100	,064	,557	,297	-,033 1,147
	Variâncias iguais não assumidas			1,817	48,376	,075	,557	,307	-,059 1,174

Figure 8 - Comparison of means for the variables of talent attraction benefits between female and male respondents (Source: The author, 2023)

Estatísticas de grupo					
	Gender	N	Média	Erro Desvio	Erro padrão da média
A_CSR	0	73	4,89	1,551	,181
	1	29	3,69	1,561	,290

Figure 9 - Comparison of means for corporate and social responsibility as an attraction benefit between female and male respondents (Source: The author, 2023)

Through the analysis of figure 10, which corresponds to an ANOVA test to assess whether there is discrepancy in the means between the different Education Levels, it is possible to observe that there are discrepancies in the variable “Culture” since Sig. < 0.05.

This means that, in the sample collected, the level of education of the respondents had an influence on the parameter “Organizational culture is a decisive factor in choosing a company”. Comparing the mean scores of individuals at each level of education (Figure 11), it was possible to observe that the means of agreement were higher for respondents with a degree, identified as level of education “1”. This means that respondents with a bachelor’s degree value more the Employer Branding Dimension of Organizational Culture when compared to respondents from the other levels of education under study. Although this result

was possible to observe in the survey results, no studies confirming this trend were noted in the literature review.

ANOVA						
		Soma dos Quadrados	df	Quadrado Médio	Z	Sig.
A_salary	Entre Grupos	3,663	2	1,831	1,671	,193
	Nos grupos	108,504	99	1,096		
	Total	112,167	101			
A_careeradancement	Entre Grupos	1,141	2	,570	,669	,515
	Nos grupos	84,438	99	,853		
	Total	85,578	101			
A_training	Entre Grupos	5,158	2	2,579	1,857	,162
	Nos grupos	137,518	99	1,389		
	Total	142,676	101			
A_teamwork	Entre Grupos	1,420	2	,710	,290	,749
	Nos grupos	242,070	99	2,445		
	Total	243,490	101			
A_remote	Entre Grupos	9,396	2	4,698	1,472	,234
	Nos grupos	315,947	99	3,191		
	Total	325,343	101			
A_CSR	Entre Grupos	2,651	2	1,325	,488	,615
	Nos grupos	268,604	99	2,713		
	Total	271,255	101			
A_culture	Entre Grupos	13,248	2	6,624	3,711	,028
	Nos grupos	176,713	99	1,785		
	Total	189,961	101			

Figure 10 - Comparison of means for the variables of talent attraction benefits according to the Education Level (Source: The author, 2023)

A_culture			
EducationLevel	Média	N	Erro Desvio
0	4,00	11	1,732
1	5,19	64	1,271
2	5,04	27	1,315
Total	5,02	102	1,371

Figure 11 - Comparison of means for culture as an attraction benefit according to the Education Level (Source: The author, 2023)

ANOVA tests were also developed to understand whether the importance given to each parameter suffered discrepancies depending on the categorization classes of the sample “Professional Status”, “District of Residence”, “How long have you been in the job you are currently in?” and “Is this your first work experience?”, but the results showed that the discrepancy was not significant since Sig. > 0.05 in most parameters.

As in the evaluation given to the parameters of a company, when it comes to attracting talent, contrary to what was pointed out in the literature review, the compensation and benefits dimension has a greater prominence than the ethics and social responsibility dimension. However, as pointed out by the authors, the possibility of career advancement is highly valued by this generation and therefore the dimension of career advancement opportunities is highly valued.

4.3. What are the dimensions of employer branding most valued by Generation Z in terms of talent retention?

The results obtained in this section of the work sought to answer the initial research question of this work - What are the employer branding dimensions most valued by generation Z in talent retention?

According to Harter (2022) among the main factors of Quiet Quitting, there is the lack of: (a) feeling cared for, (b) opportunities to learn and grow, and (c) connection to the purpose of the organization.

According to DeSmet et al., (2022) and Parker & Horowitz (2022), the main motivations that lead workers to leave their jobs or leave their jobs, in addition to problems with low wages, are: (a) non-recognition of performance by the employer, (b) toxic culture, and (c) professional fulfillment and meaningfulness of work.

That said, and after having prepared a section in the questionnaire dedicated to assessing agreement with different statements regarding the benefits of retaining talent, each of the benefits representing the dimensions of employer branding, the first step applied with regard to the analysis The descriptive approach was related to the elaboration of a descriptive statistics table that included the values of the mean, mode and standard deviation of each of the studied questions, as shown in figure 12.

		R_salary	R_careerprog ression	R_training	R_environme nt	R_worklifebal ance	R_CSR	R_culture
N	Válido	102	102	102	102	102	102	102
	Omisso	0	0	0	0	0	0	0
Média		6,44	6,25	5,14	6,29	6,62	4,51	4,91
Modo		7	7	5	7	7	5	5
Erro Desvio		,960	,941	1,357	1,068	,771	1,722	1,523

Figure 12 - Descriptive statistics with mean, mode and standard deviation values (Source: The author, 2023)

After analyzing Figure 12, it is possible to observe that the average was higher for the statements “Salary dissatisfaction is a decisive factor for looking for another job opportunity” and “A lack of work-life balance is a determining factor for seeking other employment opportunities”. This means that the most valued benefits for talent retention, according to the 102 respondents, are salary scale and work-life balance, corresponding to the Employer Branding Dimensions of Compensation and Benefits and Work-Life Balance, respectively., partly in line with what the authors point out in the literature review (DeSmet et al., 2022; Parker & Horowitz, 2022).

Then, the study of analytical statistics began, through the application of Independent-Samples T-tests and ANOVA, in order to analyze whether there are discrepancies between means of each statement regarding talent retention, and each categorization class of the sample, i.e. gender, district of residence, professional status and, for employees, how long they have been working in the company in question, expected length of stay and whether it is their first professional experience.

By analyzing figure 13, which corresponds to an Independent-Samples T-test to assess whether there is a discrepancy in the average benefits between genders, it is possible to observe that the variables “Corporate Social Responsibility” and “Culture” differ according to gender since what $\text{sig.} < 0.05$.

This means that, in the sample collected, the gender of the respondents had an influence on the parameter “The absence of social responsibility practices in the employing company is a determining factor for looking for another job opportunity” and “The organizational culture is a decisive factor for looking for another job opportunity”. When comparing the mean scores that individuals of each gender, female and male, gave to each of the parameters (Figure 14), it was possible to observe that the means of agreement were higher in the female gender, identified as gender “0”, the which mean that they value more, compared to the male gender, the Dimension of Ethics and Social Responsibility and the Dimension of Organizational Culture. Although this result was possible to observe in the survey results, no studies confirming this trend were noted in the literature review.

Teste de amostras independentes										
Teste de Levene para igualdade de variâncias			teste-t para Igualdade de Médias							
		Z	Sig.	t	df	Sig. (2 extremidades)	Diferença média	Erro padrão de diferença	95% Intervalo de Confiança da Diferença	
									Inferior	Superior
R_salary	Variâncias iguais assumidas	2,764	,100	1,564	100	,121	,327	,209	-,088	,743
	Variâncias iguais não assumidas			1,474	45,851	,147	,327	,222	-,120	,774
R_careerprogression	Variâncias iguais assumidas	1,881	,173	-,841	100	,403	-,174	,207	-,584	,236
	Variâncias iguais não assumidas			-,967	71,292	,337	-,174	,180	-,532	,185
R_training	Variâncias iguais assumidas	,502	,480	,158	100	,875	,047	,299	-,547	,641
	Variâncias iguais não assumidas			,169	60,290	,866	,047	,279	-,511	,605
R_environment	Variâncias iguais assumidas	2,427	,122	1,987	100	,050	,459	,231	,001	,918
	Variâncias iguais não assumidas			1,790	42,345	,081	,459	,257	-,058	,977
R_worklifebalance	Variâncias iguais assumidas	,843	,361	-,592	100	,555	-,101	,170	-,438	,236
	Variâncias iguais não assumidas			-,648	63,053	,519	-,101	,155	-,411	,210
R_CSR	Variâncias iguais assumidas	1,538	,218	2,043	100	,044	,761	,372	,022	1,499
	Variâncias iguais não assumidas			1,941	46,511	,058	,761	,392	-,028	1,549
R_culture	Variâncias iguais assumidas	4,021	,048	2,427	100	,017	,792	,326	,144	1,440
	Variâncias iguais não assumidas			2,179	42,128	,035	,792	,364	,058	1,526

Figure 13 - Comparison of means for the variables of talent retention benefits between female and male respondents (Source: The author, 2023)

Gender		R_CSR	R_culture
0	Média	4,73	5,14
	N	73	73
	Erro Desvio	1,635	1,367
1	Média	3,97	4,34
	N	29	29
	Erro Desvio	1,842	1,758
Total	Média	4,51	4,91
	N	102	102
	Erro Desvio	1,722	1,523

Figure 14 - Comparison of means for corporate and social responsibility and culture as an attraction benefit between female and male respondents (Source: The author, 2023)

Through the analysis of Figure 15, which corresponds to an ANOVA test to assess whether there is discrepancy in the means between the different Education Levels, it is possible to observe that there are discrepancies in the variables “Salary”, “Career Progression” and “Training”, since what sig. < 0.05.

This means that, in the sample collected, the level of education of the respondents had an influence on the parameters “Wage dissatisfaction is a decisive factor for looking for another job opportunity”, “Not having the possibility of career progression is a decisive factor for looking for other opportunities of employment” and “A company that does not offer training and development is a decisive factor in seeking other job opportunities”.

Comparing the mean scores of individuals in each Education Level (Figure 16), it was possible to observe that the averages of agreement were higher in respondents with a bachelor’s degree, identified as Education level “1”. This means that respondents with a bachelor’s degree value more the Employer Branding Dimensions of Compensation and Benefits, Career Development Opportunities and Training and Development, when compared to respondents from the other levels of education under analysis. Although this result was possible to observe in the survey results, no studies confirming this trend were noted in the literature review.

ANOVA						
		Soma dos Quadrados	df	Quadrado Médio	Z	Sig.
R_salary	Entre Grupos	9,602	2	4,801	5,689	,005
	Nos grupos	83,545	99	,844		
	Total	93,147	101			
R_careerprogression	Entre Grupos	5,730	2	2,865	3,391	,038
	Nos grupos	83,643	99	,845		
	Total	89,373	101			
R_training	Entre Grupos	14,479	2	7,240	4,177	,018
	Nos grupos	171,599	99	1,733		
	Total	186,078	101			
R_environment	Entre Grupos	1,862	2	,931	,813	,446
	Nos grupos	113,315	99	1,145		
	Total	115,176	101			
R_worklifebalance	Entre Grupos	,361	2	,180	,299	,742
	Nos grupos	59,727	99	,603		
	Total	60,088	101			
R_CSR	Entre Grupos	1,075	2	,537	,178	,837
	Nos grupos	298,416	99	3,014		
	Total	299,490	101			
R_culture	Entre Grupos	5,420	2	2,710	1,173	,314
	Nos grupos	228,786	99	2,311		
	Total	234,206	101			

Figure 15 - Comparison of means for the variables of talent retention benefits according to the Education Level (Source: The author, 2023)

EducationLevel		R_salary	R_careerprog ression	R_training
0	Média	5,64	5,73	4,18
	N	11	11	11
	Erro Desvio	1,502	1,272	1,888
1	Média	6,63	6,42	5,38
	N	64	64	64
	Erro Desvio	,745	,773	1,189
2	Média	6,33	6,07	4,96
	N	27	27	27
	Erro Desvio	1,000	1,072	1,344
Total	Média	6,44	6,25	5,14
	N	102	102	102
	Erro Desvio	,960	,941	1,357

Figure 16 - Comparison of means for “salary”, “career progression” and “training” as an retention benefit between different Education Levels (Source: The author, 2023)

Through the analysis of Figure 17, which corresponds to an ANOVA test to assess whether there is discrepancy in the means between Professional Status, it is possible to observe that there are discrepancies in the variable “Corporate Social Responsibility”, since $\text{Sig.} < 0.05$.

This means that, in the sample collected, the Professional Status of the respondents has an influence on the parameter “The absence of social responsibility practices in the employing company is a determining factor for looking for another job opportunity”.

When comparing the mean scores of individuals in each Professional Status (Figure 18), it was possible to observe that the means of agreement were higher in the students’ respondents, identified as Professional Status “1”. This means that student respondents value the Employer Branding Dimensions of Corporate Social Responsibility more, when compared to respondents from the remaining professional status under analysis. Although this result was possible to observe in the survey results, no studies confirming this trend were noted in the literature review.

ANOVA						
		Soma dos Quadrados	df	Quadrado Médio	Z	Sig.
R_salary	Entre Grupos	,449	2	,225	,240	,787
	Nos grupos	92,698	99	,936		
	Total	93,147	101			
R_careerprogression	Entre Grupos	1,698	2	,849	,959	,387
	Nos grupos	87,674	99	,886		
	Total	89,373	101			
R_training	Entre Grupos	4,358	2	2,179	1,187	,309
	Nos grupos	181,720	99	1,836		
	Total	186,078	101			
R_environment	Entre Grupos	1,925	2	,962	,841	,434
	Nos grupos	113,251	99	1,144		
	Total	115,176	101			
R_worklifebalance	Entre Grupos	3,217	2	1,608	2,800	,066
	Nos grupos	56,872	99	,574		
	Total	60,088	101			
R_CSR	Entre Grupos	24,545	2	12,272	4,419	,015
	Nos grupos	274,946	99	2,777		
	Total	299,490	101			
R_culture	Entre Grupos	3,244	2	1,622	,695	,501
	Nos grupos	230,962	99	2,333		
	Total	234,206	101			

Figure 17 - Comparison of means for the variables of talent retention benefits according to the Professional Status (Source: The author, 2023)

A_CSR				
ProfessionalStatus	Média	N	Erro Desvio	
0	4,20	5	1,483	
1	5,17	24	1,239	
2	4,37	73	1,728	
Total	4,55	102	1,639	

Figure 18 - Comparison of means for corporate and social responsibility as a retention benefit between different Professional Status (Source: The author, 2023)

Through the analysis of Figure 19, which corresponds to an Independent-Samples T-test to assess whether there is a discrepancy in the average benefits between respondents who's this is their first professional experience or not, it is possible to observe that the variable “Environment” differs depending on whether it is the first experience of work since Sig. < 0.05.

This means that, in the sample collected, whether it was the respondents' first professional experience had an influence on the parameter “Not having a positive work environment is a

determining factor for looking for other job opportunities”. When comparing the average scores that individuals gave to each of the parameters depending on whether it is their first professional experience (Figure 20), it was possible to observe that the averages of agreement were higher in individuals whose current work experience is their first, identified as “0”, which means they value the Work Environment Dimension more.

Teste de amostras independentes										
		Teste de Levene para igualdade de variâncias		teste-t para Igualdade de Médias						
		Z	Sig.	t	df	Sig. (2 extremidades)	Diferença média	Erro padrão de diferença	95% Intervalo de Confiança da Diferença	
R_salary	Variâncias iguais assumidas	4,620	,035	1,534	71	,130	,345	,225	-,104	,794
	Variâncias iguais não assumidas			1,734	70,449	,087	,345	,199	-,052	,742
R_careerprogression	Variâncias iguais assumidas	,295	,588	,114	71	,910	,028	,244	-,459	,515
	Variâncias iguais não assumidas			,119	65,708	,905	,028	,233	-,437	,493
R_training	Variâncias iguais assumidas	1,345	,250	1,567	71	,122	,469	,299	-,128	1,066
	Variâncias iguais não assumidas			1,722	70,747	,089	,469	,272	-,074	1,012
R_environment	Variâncias iguais assumidas	6,948	,010	2,282	71	,026	,571	,250	,072	1,071
	Variâncias iguais não assumidas			2,663	66,524	,010	,571	,215	,143	1,000
R_worklifebalance	Variâncias iguais assumidas	1,417	,238	,499	71	,619	,105	,210	-,314	,524
	Variâncias iguais não assumidas			,527	67,047	,600	,105	,199	-,292	,501
R_CSR	Variâncias iguais assumidas	,349	,557	1,283	71	,204	,540	,421	-,300	1,380
	Variâncias iguais não assumidas			1,254	53,262	,215	,540	,431	-,324	1,405
R_culture	Variâncias iguais assumidas	,032	,859	1,530	71	,131	,561	,367	-,170	1,293
	Variâncias iguais não assumidas			1,546	59,387	,127	,561	,363	-,165	1,287

Figure 19- Comparison of the means of the variables of talent retention benefits according to whether it is the first work experience (Source: The author, 2023)

R_environment			
Isthisyourfirstworkexperie nce	Média	N	Erro Desvio
0	6,57	28	,573
1	6,00	45	1,243
Total	6,22	73	1,070

Figure 20 - Comparison of means for work environment as a retention benefit depending on whether it is the first professional experience or not (Source: The author, 2023)

ANOVA tests were also developed to understand whether the importance given to each parameter suffered discrepancies depending on the categorization classes of the sample, District of Residence”, “How long have you been in the job you are currently in?” and “How long do you expect to stay with your current company?”, but the results showed that the discrepancy was not significant since Sig. > 0.05 in most parameters.

As in the evaluation given to the parameters of a company, when it comes to attracting talent, contrary to what was pointed out in the literature review, the compensation and benefits dimension has a greater prominence than the ethics and social responsibility dimension. However, as pointed out by the authors, the work-life balance is highly valued by this generation and therefore the dimension work-life balance is highly valued.

5. Conclusion

The research of this dissertation had as main objective to understand how companies can attract and retain the talent of generation Z, through the dimensions of Employer Branding. After the analysis of the study throughout the literature review, as well as the answers to the research questions, it was possible to draw some final considerations that somehow allow further study of the proposed themes.

In fact, not only is Generation Z entering the job market, but it has also stirred up the waters of what has been professional talent management over the years. This generation, more restless and agitated than the previous ones, has broken the "job for life" concept, and is not willing to stay in a company that does not match their needs, expectations, and values. This trend is leading not only to a reduction in the time they stay in a company but is also making it more difficult for employers to manage talent.

As for the benefits most valued by this generation of professionals, the survey results showed a different conclusion from the one presented in the literature review. The most valued benefits are salary, opportunity for career advancement, professional achievement, professional recognition, and flexible working hours, which correspond to the Employer Branding dimensions of Compensation and Benefits, Opportunity for Career Development, and Work-Life Balance. The least valued dimension is Ethics and Social Responsibility.

When it comes to attracting talent in the process of choosing a company, professionals consider salary benefits and the possibility of career progression as most important, corresponding to the Employer Branding dimensions of Compensation and Benefits and Career Development Opportunities, respectively. However, the opinion of the sample varies according to the gender of the respondents, with female respondents being less influenced than younger people.

As for the discrepancy in the importance attributed to the Employer Branding Dimensions according to the categorization class of the sample, we conclude that female respondents value the Ethics and Social Responsibility Dimension more than male respondents and that respondents with a bachelor's degree value the Organizational Culture Employer Branding Dimension more than respondents with other levels of education in the study.

When it comes to the most important dimensions for retaining talent, compensation and benefits continue, as in attracting talent, to have a prominent place. The work-life balance is also pointed out as an important dimension for retaining talent.

As for the discrepancy concerning the importance attributed to the Employer Branding Dimensions according to the categorization class of the sample, we conclude that the female gender values the Ethics and Social Responsibility Dimension and the Organizational Culture Dimension more than the male gender, and that the respondents with a Bachelor's degree value the Employer Branding Dimensions of Compensation and Benefits, Career Development Opportunities and Training and Development more than the respondents with the other levels of education under analysis. In addition, individuals whose current work experience is their first degree are more likely to value the Work Environment dimension.

5.4. Practical Implications

The main objective of studying any scientific phenomenon and its expected impact on companies should be to effectively define the objective of research as being able to successfully improve companies (McGahan, 2007). This construction, through our vision, is verified in this investigation.

Firstly, what this study sought to do was to make companies aware of the importance of adapting and changing their talent management strategy, be it attraction or retention, and to understand the importance that the Employer Branding Dimensions can have in this process. A common mistake employers make when recruiting Gen Z is not meeting their values. Aspects such as the lack of diversity and inclusion in the company, a rigid and inflexible work environment, the lack of opportunities for growth and development of skills, as well as a corporate culture that is not aligned with its beliefs and values are some of the flaws pointed out.

The secondary objective of this investigation is to expose which Employer Branding Dimensions are currently most relevant for this generation that is now entering the job market - Generation Z.

5.6. Limitations and Suggestions for futures research

Despite the concern to follow scientific and methodological rigor when conducting this research, this case study has limitations that will be exposed below, as well as suggestions for future research.

The sample size can be considered a limitation, since the questionnaire was applied only to people from generation Z in Portugal. The sample is of convenience, which does not allow this investigation to approach the existing general population and, therefore, be considered representative. In this sense, in terms of external validity, that is, the possibility of generalizing the results found to other contexts or samples, although this study has come to reinforce some of the already existing theory regarding the failure factors of strategic alliances, this was only about of an exploratory study that cannot be generalized or representative.

For future research, it is recommended that a wider distribution be made to ensure more accurate results. In an increasingly globalized society, an international sample would allow an analysis between several countries, not only to verify trends, but also to establish comparisons between countries.

The questionnaire can also be considered as a limiting factor since the questions were created based on the literature review. A more complete or in-depth systematic review could have elicited responses, in which case the responses and results would be different.

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7. Annexes

Annex I - Questionnaire in English language

How can companies capture and retain Generation Z?

This questionnaire aims to study how companies can capture and retain Generation Z talent and is aimed at the active population (employed and unemployed professionals) whose birth date is between 1995 and 2008.

The study is being conducted by the student Carolina Batalha, under the guidance of Prof. Renato Lopes da Costa, in the scope of the Master's in Business Management at ISCTE-IUL.

It is expected that the time taken to fill out this questionnaire will not exceed 5 minutes.

All data and answers provided are anonymous, and confidential, and will be used only for study analysis.

For any clarification, or to receive additional information about the study, please contact cbaaa1@iscte-iul.pt

Thank you for your collaboration.

Socio Demographic questions

1. Age

2. Gender

- Female
- Male
- Other: _____

3. Status:

- Single
- Married or in a consensual union
- Divorced or separated
- Widowed

- Other:_____

4. Residential District

- Aveiro
- Beja
- Braga
- Bragança
- Castelo Branco
- Coimbra
- Évora
- Faro
- Guarda
- Leiria
- Lisboa
- Portalegre
- Porto
- Santarém
- Setúbal
- Viana do Castelo
- Vila Real
- Viseu
- Other:_____

5. Education Level

- Elementary School
- Middle School
- Bachelor's degree or equivalent
- Master's degree or equivalent
- PhD or equivalent

6. Professional Status

- Employed
- Unemployed (Go to question 12)

- Student (Go to question 12)
- Working student

Professionals Employed

7. Business Industry

- Agroalimentary
- Communication, Marketing and Advertising
- Construction
- Education
- Energy
- Finance and Accounting
- Management
- Hospitality & Tourism
- Real Estate
- Mobility
- Retail
- Financial Services and Insurance
- Health
- Information Technology and Software
- Other:_____

8. Which situation applies?

- Full-time worker (self-employed) (Go to question 12)
- Full-time worker (employee)
- Part-time worker (self-employed) (Go to question 12)
- Part-time worker (employee)

9. How long have you been in the job you are currently in?

- 1 - 3 months
- 3 - 6 months
- 6 - 9 months

- 9 - 12 months
- < 2 years
- > 2 years

10. How long do you expect to stay with your current company?

- < 6 months
- 6 - 1 year
- 1 - 2 years
- > 2 years
- Not expected to leave the company
- Other: _____

11. Is this your first work experience?

- Yes
- No
- Other: _____

Evaluation of a company's parameters

12. Rate from 1 to 7 the importance given to each parameter with 1 being not very important and 7 being very important.

Salary	1	2	3	4	5	6	7
Bonus							
Health insurance							
Career advancement opportunities							
Regular training to acquire knowledge							
Job monitoring							
Professional recognition							
Participation in decision making							

Professional achievement							
Team spirit							
Quality work facilities							
Autonomy							
Empathy for employees							
Flexible working hours							
Remote working							
Sabbatical vacations							
Transparency in the company's actions							
Environmental impact							
Social and corporate responsibility							
Company reputation							

Talent Atraction

Rate from 1 to 7 the level of agreement with the following statements where 1 strongly disagree and 7 strongly agree.

13. The proposed salary range is a determining factor in my decision of which company to work for.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

14. When I apply for a company, I value the possibility of career advancement.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

- ☐ 5
- ☐ 6
- ☐ 7

15. I value a company that offers me professional training and where I can learn.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

16. I look for job opportunities where there is teamwork.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

17. The possibility of working remotely is decisive in choosing a job offer.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

18. Before I apply for a company, I care about knowing their social responsibility values and practices.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

19. Organizational culture is a decisive factor in choosing a company.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

Talent Retention

Rate from 1 to 7 the level of agreement with the following statements being 1 Strongly Disagree and 7 Strongly Agree.

20. Salary dissatisfaction is a decisive factor for looking for another job opportunity.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6

☐ 7

21. Not having the possibility of career progression is a decisive factor for seeking other employment opportunities.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

22. A company that does not offer training and development is a decisive factor for seeking other job opportunities.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

23. Not having a positive work environment is a decisive factor for seeking other job opportunities.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

24. A lack of work-life balance is a determining factor for seeking other employment opportunities.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

25. Lack of social responsibility practices in the employing company is a determining factor for seeking another job opportunity.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

26. Organizational culture is a decisive factor when looking for another job opportunity.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

Annex II - Questionnaire in Portuguese language

Como é que as empresas podem captar e reter a Geração Z?

Este questionário visa estudar como é que as empresas podem captar e reter o talento da Geração Z e destina-se à população ativa (profissionais empregados e desempregados) cuja data de nascimento seja entre 1995 e 2008.

O estudo está a ser realizado pela discente Carolina Batalha, sob orientação do Prof. Renato Lopes da Costa, no âmbito do Mestrado de Gestão de Empresas, no ISCTE-IUL.

Prevê-se que o tempo de preenchimento deste questionário não exceda os 5 minutos.

Todos os dados e respostas fornecidas são anónimos, confidenciais e serão usados apenas para análise do estudo.

Para qualquer esclarecimento, ou para receber informações adicionais sobre o estudo, por favor contacte cbaaa1@iscte-iul.pt

Obrigada pela colaboração.

Questões Sociodemográficas

1. Idade

2. Género

(Marcar apenas uma opção)

Feminino

Masculino

Outro: _____

3. Estado civil

(Marcar apenas uma opção)

- ☐ Solteiro/a
- ☐ Casado/a ou em união de facto
- ☐ Divorciado/a ou separado/a
- ☐ Viúvo/a
- ☐ Outro:_____

4. Distrito de residência

- ☐ Aveiro
- ☐ Beja
- ☐ Braga
- ☐ Bragança
- ☐ Castelo Branco
- ☐ Coimbra
- ☐ Évora
- ☐ Faro
- ☐ Guarda
- ☐ Leiria
- ☐ Lisboa
- ☐ Portalegre
- ☐ Porto
- ☐ Santarém
- ☐ Setúbal
- ☐ Viana do Castelo
- ☐ Vila Real
- ☐ Viseu
- ☐ Outro:_____

5. Nível de escolaridade

- ☐ Ensino Básico
- ☐ Ensino Secundário
- ☐ Bacharelato, Licenciatura ou equivalente

- ☐ Mestrado ou equivalente
- ☐ Doutorado ou equivalente

6. Situação profissional

- ☐ Empregado/a
- ☐ Desempregado/a (Avançar para a pergunta 12)
- ☐ Estudante (Avançar para a pergunta 12)
- ☐ Trabalhador-estudante
- ☐ Outra:_____

Profissionais empregados

7. Setor de atividade

- ☐ Agroalimentar
- ☐ Comunicação, Marketing e Publicidade
- ☐ Construção
- ☐ Educação
- ☐ Energia
- ☐ Finanças e contabilidade
- ☐ Gestão
- ☐ Hotelaria e Turismo
- ☐ Imobiliário
- ☐ Mobilidade
- ☐ Retalho
- ☐ Serviços financeiros e seguros
- ☐ Saúde
- ☐ Tecnologias de Informação e Software
- ☐ Outro:_____

8. Que situação se aplica?

- ☐ Trabalhador/a a tempo inteiro (por conta própria) Avançar para a pergunta 12
- ☐ Trabalhador/a a tempo inteiro (por conta de outrem)

- ☐ Trabalhador/a a tempo parcial (por conta própria) Avançar para a pergunta 12
- ☐ Trabalhador/a a tempo parcial (por conta de outrem)

9. Há quanto tempo se encontra no trabalho onde está atualmente?

- ☐ 1 - 3 meses
- ☐ 3 - 6 meses
- ☐ 6 - 9 meses
- ☐ 9 - 12 meses
- ☐ < 2 anos
- ☐ > 2 anos

10. Qual a expectativa de tempo de permanência na empresa atual?

- ☐ 6 meses
- ☐ 6 - 1 ano
- ☐ 1 - 2 anos
- ☐ > de 2 anos
- ☐ Sem previsão de sair da empresa
- ☐ Outra:_____

11. Esta é a primeira experiência de trabalha?

- ☐ Sim
- ☐ Não
- ☐ Outra:_____

Avaliação de parâmetros de uma empresa

12. Classifique de 1 a 7 a importância dada a cada parâmetro sendo 1 pouco importante e 7 muito importante

	1	2	3	4	5	6	7
Salário							
Bônus							
Seguro de Saúde							
Oportunidades de progressão de carreira							
Formação regular para aquisição de conhecimentos							
Acompanhamento de tarefas							
Reconhecimento profissional							
Participação da tomada de decisão							
Realização profissional							
Espírito de equipa							
Instalações de trabalho de qualidade							
Autonomia							
Empatia pelos colaboradores							
Flexibilidade de horário							
Trabalho remoto							
Férias sabáticas							
Transparência nas ações da empresa							
Impacto ambiental							
Responsabilidade social e corporativa							
Reputação da empresa							

Captação de Talento

Classifique de 1 a 7 o nível de concordância com as seguintes afirmações sendo 1 Discordo Totalmente e 7 Concordo Totalmente

13. O escalão salarial proposto é determinante na minha decisão de empresa para trabalhar.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

14. Quando me candidato para uma empresa, valorizo a possibilidade de progressão de carreira.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

15. Valorizo uma empresa que me ofereça formação profissional e onde possa aprender.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

16. Procuro oportunidades de emprego onde exista trabalho em equipa.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

17. Possibilidade de trabalhar remotamente é decisivo na escolha de uma proposta de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

18. Antes de me candidatar para uma empresa, preocupo-me em saber os seus valores e práticas de responsabilidade social.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

19. A cultura organizacional é um fator decisivo na escolha de uma empresa.

- ☐ 1

- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

Retenção de talento

Classifique de 1 a 7 o nível de concordância com as seguintes afirmações sendo 1 Discordo Totalmente e 7 Concordo Totalmente.

20. A insatisfação salarial é um fator decisivo para procurar outra oportunidade de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

21. Não ter possibilidade de progressão de carreira é um fator decisivo para procurar outras oportunidades de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

22. Uma empresa que não ofereça formação e desenvolvimento é um fator decisivo para procurar outras oportunidades de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

23. Não existir um ambiente de trabalho positivo é um fator determinante para procurar outras oportunidades de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

24. A ausência de equilíbrio entre a vida profissional e pessoal é um fator determinante para procurar outra oportunidade de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

25. A ausência de práticas de responsabilidade social na empresa empregadora é um fator determinante para procurar outra oportunidade de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7

26. A cultura organizacional é um fator decisivo para procurar outra oportunidade de emprego

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7