ISCTE ⬡ Business School
Instituto Universitário de Lisboa

EMPLOYER BRAND IMAGE IN AN INTERNATIONAL CONTEXT – A COMPARISON BETWEEN GERMANY AND PORTUGAL

Anne Charlotte Luchtenveld

Project submitted as partial requirement for the conferral of
Master in Human Resources Management

Supervisor:

Prof. Alzira da Conceição Silva Duarte, ISCTE Business School, Departamento de Recursos Humanos e Comportamento Organizacional

April 2014

Abstract

Research Problem – The internationalization and globalization led companies expend their business all over the world and within they have to deal with people from all nationalities. Companies have to be aware of the different cultures and implement them into their strategies. Moreover need companies in times of "war of talent" a strategy to attract the right applicants for their company. For that employer branding is one possible one. The implementation of such a strategy should not miss to include the cultural aspect to be more strong and successful.

Purpose of the Study – Even there are recently studies about employer branding and its implementation the cultural aspect is missing in further researches. Therefore the following study was conducted to determine the relationship between this two factors - at the example of Portugal and Germany.

Design/Methodology/Approach – A qualitative content analysis was based on six interviews and a quantitative study (n = 200) to analyze the research questions was conducted and hypotheses were derived from a literature review. The interpretation is based on statistical and qualitative analysis.

Findings/Implications – In fact there is a relationship between employer branding and cultural aspects. Moreover it can be assumed, that Hofstede´s findings are still updated. While nationalty is playing a role for employer branding, has gender, if even, a minor influence to employer branding.

Research Limitations – Due to the fact, that this is a master thesis with time restrictions, the studies have a limited amount of participants. Thus the studies are not representative; they are only giving a hint in a direction. Furthermore is the amount of analyzed country to small. To determine Hofstede´s dimension, it should be more an amount close to his 72 countries.

Keywords: Culture, Hofstede, Employer Branding, Nationality

JEL Classification: F23 Multinational firm, - M31 – Marketing

Abstracto

Problema de Pesquisa - A internacionalização e globalização deixam as empresas lidar com seus negócios, mas com isso, também têm de lidar com pessoas de todo o mundo. As empresas têm de estar conscientes das diferentes culturas e implementá-las nas suas estratégias . Além disso,precisam de empresas que em tempos de "guerra de talentos" atraiam os candidatos certos para a sua empresa. Para isso, a marca empregador, é uma estratégia possível. A implementação de tal estratégia, não deve perder de incluir o aspecto cultural para ser forte e bem sucedida.

Objetivo do estudo - Mesmo havendo recentemente estudos sobre a marca empregador e sua implementação no aspecto cultural, está a faltar em outras pesquisas . Portanto, o presente estudo, foi realizado para determinar a relação entre este dois, no exemplo de Portugal e da Alemanha.

Projeto / Metodologia / Approach - A análise de conteúdo qualitativa, baseada em seis entrevistas e um estudo quantitativo (n = 200) para analisar as questões de investigação e hipóteses derivadas de uma revisão da literatura. A interpretação é baseada na análise estatística e qualitativa.

Constatações / Implicações - De fato, há uma relação entre a marca empregador e aspectos culturais. Além disso, pode -se supor que as conclusões de Hofstede ainda são atuais. Enquanto a nacionalidade está a desempenhar um papel de marca empregador, o sexo da pessoa, se ainda têm alguma influência,para a marca empregador é menor.

Limitações de Investigação - Devido ao fato de que esta, é uma tese de mestrado com restrições de tempo, os estudos têm uma quantidade limitada de participantes. Assim, os estudos não são representativos, estão apenas a dar uma dica em uma direção . Além disso, a quantidade de país analisado é muito pequena . Para determinar a dimensão de Hofstede, deve ser mais um valor próximo aos 72 países.

Palavras-chave: Cultura , Hofstede , marca empregador, Nacionalidade

Classificação JEL: F23 empresa Multinacional - M31 - Marketing

Table of Content

Index of Tables

Executive Summary

The globalization and internationalization of the world and within the economy lead to the problem of cross-culture interaction. A diversity workforce becomes a relevant aspect in international operating companies. Operating in different countries leads also to the question, if standardizations and policies can be transfer from one country to another or if they need to be adapted. Regarding human resources management the question is essential, considering that this department is only dealing with people´s issues. Interesting is especially, if potential applicants, who start now their career, are having different or the same expectation to a potential employer. Due to the fact that they are the first generation which grew up in a globalized world and having perhaps more in common than generations before. Thus companies have to adopt different recruitment strategies to be attractive all over the world. Employer branding strategies is one possible way to attract and retain employees.

This master thesis tries to analyze cultural aspects and dimension as well as companies and applicants view´s to employer branding and culture. The aim is the overall research-question if culture is related to employer branding and which implication that has for an employer branding strategy. Furthermore are hypothesis´ formulations derived from the literature review, to investigate the influence of gender and nationality to employer branding.

In the analysis are a qualitative and a quantitative study introduced. The qualitative study determines through a content analysis six expert interviews from companies in Germany and Portugal. The quantitative study investigates a survey, which derived from two different surveys: VSM 08 and EmpAt (N= 200), which are investigated through a statistical analysis.

In conclusion the study shows that culture is related to employer branding. Regarding culture it can be assumed that Hofstede´s cultural dimensions are still updated. Contrary to the influence of culture to employer branding, gender has only, if even, a minor influence. In addition shows the study that the expectations of applicants differ in the two considered countries. Gender has also no influence to the expectations of applicants. Accordingly companies should imply culture into their employer branding strategy.

1. Introduction

This thesis is conducted to research about culture and its relevance to recruitment and in particular employer branding strategies.

1.1 Background

In our globalised world are international cooperations like joint ventures or mergers and acquisitions daily routine. It is not knew that managers have to be prepared to deal with different kind of culture and thus with different business behaviors and traditions. It seems obvious that when you have business cooperation in china you have to learn first how to behave in the right way.

Considering the growing together of Europe through the founding of the European Union and implementation of the Euro € it is not anymore so obvious, if we have to prepare ourselves for doing business between different European countries. The question arises, if there are still big cultural differences in Europe or not.

Taking these reflections into account, we could ask ourselves, which implementation it would have for an international company, if all offices in Europe can be considered to have the same culture. Would that mean, that the human resources department can have the same policies and procedures in whole Europe?

This thesis will try to answers these questions, in particular regarding the recruitment practices and within the employer branding strategy of a company. What relevance has national and corporate culture for an employer branding strategy and which ones generally exist?

The following researches are conducted to find answers.

1.2 Method

The thesis will be divided into two different papers with two different studies. The first paper will be based on a literature review about corporate culture in Portugal and Germany and a summary of Hofstede´s findings in those two countries in particular. Furthermore there will

be in the second paper a literature review on the different views and findings of Employer branding, considering especially the role of corporate culture for the Employer brand image.

From this reviews the qualitative study will derive. The sample will consist of 3 expert interviews per country with HR professionals from engineering or insurance companies. The purpose of the study will be to find out which are the right employer branding strategies considering the cultural aspect showing on the examples Portugal and Germany. To come to conclusions the expert interviews have to be analyzed by a content analysis separated for each country to take first conclusions for each country and compare them. These results will be compared with the literature review and conclusions to the all over research question can be taken.

The second paper will be based on a literature review about recruitment, the best strategies for the creation of an employer brand image and its relationship to culture. The second study will be a quantitative one. The sample will be consist of 100 students (potential, high qualified employees) from both countries. The questionnaires will be based on the questionnaire for cultural differences (Hofstede, Hofstede, Minkov & Vinken, 2008) on the one hand and on a known employer brand image questionnaire (Berthon, Erwing, Lian Hah, 2005) on the other hand. The analysis of the questionnaire, with the help of statistical tools, will address the following research question: What are potential employees with an international background expecting from a good employer? This will be followed by a comparison of the results with the literature review and conclusions will be taken for both countries.

Outbound from both studies conclusions for the best strategies for a good Employer Brand Image in each country can be taken and the final research questions can be answered: Is the Employer Brand Image of a company related to the corporate culture? And if which are the best strategies to attract the right employees considering the corporate culture in different countries?

1.3 The research questions

This master thesis addresses the following main research question:

Which are the best employer branding strategies to attract and retain the right employees considering the corporate culture in different countries?

Taking all given parts of the question into consideration the research question can be split into two main components: culture and employer branding strategies. The first component is going

to be answered through a qualitative content analysis and a quantitative analysis which answers the questions:

Which cultural theories are existing?

Are they still updated?

The second component is also going to be answered through a qualitative and quantitative analysis regarding the questions:

What are possible employer branding strategies?

What are potential employees with an international back round expecting from a good employer?

The empirical findings will be contributed to the development of possible employer branding strategies considering the concepts of culture to answer the main research question. Moreover there should be also implications for companies into ways- Firstly to improve their already existing employer branding strategies, especially taking the corporate culture more into consideration and secondly for companies without any employer brand image to develop it with the right strategy for their company.

1.4 Procedure

Introduction	• Background, Problem Statement, Research questions, Limitations
Theoretical Framework	• Culture Theories, Hofstedes Framework
Practical Methods	• Design of a Questionaire • Interviews with HR Professionals
Emperical Findings	• Qualitative Content Analysis
Theoretical Framework	• Employer Brand Image Concept • Employer Branding Strategies
Practical Methods	• Design of a questionaire • Data collection in Germany and Portugal
Emperical Findings	• Quantitative Analysis with SPSS
Conclusion	• Development of Employer Branding strategies for both countries through the analysis of both papers • Conclusion, Future Research

Table 1- 1 Overview Thesis

1.5 Limitation

Due to the fact, that this is a master thesis with time restrictions, the studies have a limited amount of participants. Thus the studies are not representative, they are only giving a hint in a direction. Furthermore is the amount of analyzed country to small. To determine Hofstede´s dimension, it should be more an amount close to his amount of 72 countries.

2. Paper I: The actuality of Hofstede´s dimensions of culture for Germany and Portugal

"Culture is an abstraction, yet the forces that are created in social and organisational situations that derive from culture are powerful. If we don´t understand the operation of these forces we become victims of them." Edgar Schein

2.1 Introduction

Culture is a very important factor in our global world and is also quickly gaining attention in the corporate world. Due to the globalization and the growth of international markets, the knowledge of cultural differences is becoming crucial. But what exactly is culture and corporate culture inside companies? Culture defined in a common way means "…*the collective programming of the human mind that distinguishes the members of one human group from those of another. Culture in this sense is a system of collectively held values...*" (Hofstede, 2003:9). Corporate culture on the other hand is defined as "…a *pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems...*" (Schein, 2009:27). Tacit behavior is hereby behavior which is based on the learned and shared values and beliefs on which people based their reality. This definition of organizational culture is based on three levels: cultural artifacts, values and the already mentioned basic assumptions. Moreover various authors tried to develop cluster approaches for cultural phenomena. One of the best known is Geert Hofstede, but his work is also intensively criticized. Even though Hofstede´s work is for national cultures, he drew conclusions from his studies on the corporate level and even today authors are building their theoretical organizational cultures on his researches. The great success of his work can be also found in his ability to reduce the complexity of culture into comparable culture dimensions and like this it can be easily applied to different kind of cultural backgrounds. Therefore the question arises, if Hofstede´s approach is now still applicable or his detractors are right and his approach is not usable.

A reason why his researches could be outdated is the fact of political changes. The founding of the European Union and the worlds growing together as part of the globalization, could be further reasons. Other indicators for this theory are that programs like "MobiPro-EU/The Job of my Life" are trying to improve the cross-border mobility inside Europe. Furthermore the

new generation of Europeans is having more and more international experiences through exchange programs or international internships. These arguments underline that Hofstede´s findings are outdated. Contradictory, culture is based on values and one has to ask if values are really able to change that quickly. Furthermore shouldn't we see Hofstede´s findings in a relative context rather than in an absolute? Relatively means that the absolute numbers in a new survey would perhaps change, but the relation between the fractions would not. This study tries to find answers to the previous questions. The second part will address a more specific task. If culture studies are important, which influence do they have on the creation of a good employer brand image or are these two topics independent from each other? If Hofstede´s findings are not relevant anymore and employees in Europe have the same expectations, culture would be irrelevant for the creation of an employer brand image, at least for the European area. Is employer brand image anyhow the right tool or are there others, better ones, to get the right employees for a company? This paper is trying to find answers through a qualitative analysis of experts to the topics national and corporate culture, recruitment and employer brand image.

2.2 Theoretical Review

In the following three different kinds of approaches to explain culture are introduced and discussed.

2.2.1 Trompenaars´ Findings (1993)

AlfonsTrompenaars was one of Hofstede´s students. Beside this, he developed another model to explain culture.

Trompenaars´ model (1993) is based on the assumption that culture differentiates itself from another through the chosen solutions to certain problems. These problems reveal themselves as dilemmas. There are three categories of problems: 1. those which arise from our relationships with other people 2. those which come from the passage of time 3. those which are related to the environment. To these universal problems, different cultures have chosen different solutions. Derived from the solutions, seven different dimensions of culture can be identified. The first five are based on problems which arise from relationships with other people namely: 1. Universalism vs. particularism 2. Communitarianism vs. individualism 3.Neutral vs. emotional 4. Diffuse vs. specific 5. Achievement vs. ascription. The sixth is categorized under attitudes of time namely: Orientation to past, present and future and the seventh is categorized under attitudes to the environment, namely internal vs. external-oriented cultures.

Firstly in the universalism approach there is exactly one right way which is good and can always be applied. Where as in the particularism approach there is a greater attention to the obligations of relationships and unique circumstances (rules vs. relationships). In the category of individualism vs. communitarianism arises the question if people see themselves primarily as individuals or as part of the group. With other words, what is more important the individual or the group? In the third category neutral means that the nature of interactions is objective and detached while in the emotional approach it is acceptable to express emotions. In addition the differences between specific relationships and diffused ones are, that specific ones only prescribed by a contract while diffused relationships involve the whole person that means real and personal contact. Moreover the category of achievement vs. ascription is explained. Achievement means that you are judged on what you have accomplished and on your record. Ascription means that you are judged based on your birth, gender or age, connections or educational record. Furthermore there is the category of attitudes to time. The difference here is found in the degree, how much it matters, what somebody achieved in the past or how

important somebody´s plan for the future is. Lastly the category of attitude to the environment has to be explained. The scale here is how much a culture feared or emulated nature and sees the world much more powerful than individuals (Trompenaars, 1993).

Trompenaars´ findings are in my opinion to narrow. He differentiates culture only in the way how people solve problems, so called dilemmas. But he is not considering any other aspect like power distance or they way traditions are handled which, in my opinion, is very important because it is showing the interaction between people and the appreciation for each other and tradition. Outgoing from that findings we could build other assumption about cultural behavior.

2.2.2 Hall´s Findings (2001)

Edward T. Hall was anthropologist and explained key cultural factors together with his wife Mildred R. Hall. As an opposite of Trompenaar and Hofstede they developed their dimensions successive and not in one. Hall & Hall (2001) defined three dimensions: context, time and space.

Context: This dimension is divided into two categories: high context and low context. In a high context society there are many conceptual elements which help people to understand the rules. Consequently much is taken for granted. In low context societies there is more explanation needed, but fewer possibilities to misunderstand each other, because all information is inside the spoken words.

Time: Time is divided into monochronic and polychronic time. In monchronic societies people are doing one task at a time. It requires planning and time management. In polychronic societies human interaction is more important than time and materialism. Multitasking is done frequently and deadlines are not important.

Space: This dimension can be divided into high territoriality and low territoriality. High territoriality means a greater concern about ownership. This implies the marking of the ownership through boundaries, for example. Low territoriality means, that people do not care so much about boundaries and space. They are willing to share space. Ownership does not mean so much to them. In this dimension they also analyzed the private space people need between each other (Hall & Hall, 2001).

In my opinion Hall & Hall´s (2001) differentiation of culture is also to narrow. Instead of considering dilemmas he is only considering time, space and context. The division in these

three parts makes sense, but it is not enough to explain culture. There are missing categories for the way of handling traditions and the way people interact with each other, considering different family or academic background, different power relations or different gender. For the explanation of culture, it is also important to consider, interaction between individuals and the reasons for them. This part is missing here.

2.2.3 Hofstede´s Findings

Geert Hofstedes researches about culture and corporate culture started in 1967. Hofstede used information gathered from two large surveys which were conducted during1967-69 and1971-73 with members of IBM subsidiaries in 72 countries (with 20 languages). From these surveys a total of 116,000 individual answers were obtained covering more than 30 topics. In the first phase, results were obtained on the basis of information gathered in 40 countries, later this number was increased to 50 countries and three regions. The outlined results were also validated by all of his following studies (Hofstede, 2014). Since then Hofstede belonged to the group of the most cited authors according to the SSCI (Social Sciences Citation Index).

Hofstedes studies are based on the assumption, that people who are working in the same company worldwide, are the perfect sample, because they are only differing in their nationality.

Hofstede defined culture as "*The collective programming of the mind which distinguishes the members of one group or category of people from another."* (Hofstede, 2003:9). This definition shows that culture is learned not inherited. It derives from the social environment. Culture is formed by values and practiced through rituals, heroes and symbols. *"…Values is defined as"broad tendencies to prefer certain states of affairs over others..."* (Hofstede, 1980: 19). Further values are feelings with a good and a bad side e.g. evil vs. good.

The design of the questionnaires was based on the following areas, which are based on values of the employees:

1. Social inequality, including the relationship with authority
2. The relationship between the individual and the group
3. Concepts of masculinity and femininity: the social implications of having been born as a boy or a girl
4. Way of dealing with uncertainty, relating to the control of aggression and the expression of emotions

From the individual responses to each question, average values were obtained for each country and the typical values were subjected to a factorial analysis resulting in four dimensions of culture – power distance, collectivism vs. individualism, femininity vs. masculinity and uncertainty avoidance (Hofstede, Hofstede & Minkov, 2010).

In a later study in 1980 Hofstede and Bond (Hofstede & Bond, 1984) did a new cross-national study – The Chinese Value Survey. Here they identified a fifth dimension long-term / short term orientation (Hofstede, 2003).

These five dimensions together form a five-dimensional model of differences among national cultures. Each nation is characterized by a score which reflects each of the five dimensions (Hofstede, Hofstede & Minkov, 2010). The five dimensions are defined as follows:

1. Power distance (PDI):

Extent to which less powerful members of institutions or organizations within a country expect and accept that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power (Hofstede, 2014).

2. Individualism vs Collectivism (IDV):

The high characteristic of this dimension, called Individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. Its opposite, Collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we" (Hofstede, 2014).

3. Masculinity vs. Femininity (MAS):

The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material reward for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented (Hofstede, 2014).

4. Uncertainty Avoidance (UAI):

The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is, how a society deals with the fact, that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles (Hofstede, 2014).

5. Long-term vs. short-term orientation (LTO):

The long-term orientation dimension can be interpreted as dealing with society's search for virtue. Societies with a short-term orientation generally have a strong concern with establishing the absolute Truth. They are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results. In societies with a long-term orientation, people believe that truth depends very much on situation, context and time. They show the ability to adapt traditions to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results (Hofstede, 2014).

Note: The sixth dimension which was added recently in 2012 is not taken into account in this paper.

2.2.3.1 Criticism

Hofstede´s work was intensively criticized in several points. There are five standard critics to which he even responded. First it was said that a survey is not an appropriate instrument for measuring cultural disparity (Schwartz, 1999). Hofstede thinks that there should not only be one way for measuring cultural disparity and a survey could be one of it (Hofstede, 2003). Second the division by nation itself was criticized. Cultures are not necessarily bounded by borders. He uses national and corporate culture as a statistic, essential concept (Baskerville 2003; Baskerville-Morley 2005; Mc Sweeney 2000; Magala 2004). Hofstede agreed in that point, but he also pointed out, that they are the only kinds of units, which are available (Hofstede, 2003). Third there was critic about using only one company which cannot provide information about an entire cultural system (Olie, 1995). In Hofstede 's opinion any set of functionally equivalent samples from national populations can provide this information to measure differences between cultures. Actually the IBM survey consists of unusually, well

matched samples for that number of countries (Hofstede, 2003). Fourth it was criticized that the IBM data is old and obsolete. Hofstede argued that the derived dimensions have roots in old centuries. Furthermore recent replications show, that there is no loss of validity (Hofstede, 2003). Lastly there is critic about the number of dimensions. Four or Five are not enough. Here, Hofstede is open for more, if the new dimensions are independent from the old ones and validated by significant correlations with related external measure (Hofstede, 2003). Moreover there was also critic against the homogeneity inside one nation, which he was assuming (Baskerville 2003; Mc Sweeney 2002; Myers & Tan 2002; Nasif et al. 1991). In addition it was criticized that the dimensions were chosen from a western point of view (Baskerville 2003; Osland& Bird 2000). Moreover it was argued that political influences (e.g. the cold war) were the reason for some results in the power distance dimension (Sondergaard, 1994) and in the uncertainty avoidance dimension (Newman, 1996). Furthermore there was critic regarding the validity of his items, in particular the missing theoretical reasons for choosing them (House et al., 1997).

Hofstede´s findings are convincing in my opinion. He is considering the people ´s behavior to inside groups and individuals (power distance and femininity/masculinity). He is also considering their way of dealing with unknown situations and their orientation in time. Thus he has Trompenaars dimensions as well as Hall & Hall´s dimensions considered.

2.2.4 Decision for the Hofstede model

Comparing the three models to analyze culture differences there are differences as well as consensuses to find. Hofstede´s dimension of individualism vs. collectivism is similar to Trompenaars´ individualism vs. communitarianism. Trompenaars´ dimension specific vs. diffuse is not the same as Hall´s low context vs. high context dimension, but there is coherence between them. Specific societies have also mostly a low context, while diffuse societies have mostly a high context. Trompenaars´ concept of time consists of two approaches. First the importance of past, future and present for a culture and second the difference between sequential and synchronic cultures. The second approach is an equivalent to Hall´s polychronic and monochronic time dimensions. Regarding these facts Halls dimensions are integrated in Trompenaars´ dimensions, excluding the time. Thus Trompenaar is more comprising than Hall which excludes Hall. That reduces the choice between Trompenaar and Hofstede. Due to the fact that Hofstedes work was validated by other different and independent studies, much more often than Trompenaar (Dahl, 2000), Hofstede´s approach is chosen for the following analysis.

2.3 The two country analysis

As shown above Hofstede´s approach is loudly criticized. Still, his findings are from utmost important. Regarding to the example of Portugal and Germany his findings have the following results (Hofstede, 2014):

Dimension	Germany	Portugal
PDI	26	56
IDV	72	25
MAS	68	29
UAI	55	92
LTO	57	27

Table 2-1 Hofstede´s indices for Germany and Portugal

This table shows that Germany is a lower power distance, individualistic, masculine, uncertainty avoidance and short-term orientation society. Portugal on the other hand is a high power distance, collectivistic, femininity, uncertainty avoidance and short-term orientation one. With this results it is expected, that the two cultures, and derived from that, the two corporate cultures differ a lot in the two countries. But in which way is it shown?

Due to the fact of a supporting strong middle class and a high decentralization the power distance in Germany is low. In the daily business this means that direct communication and participative communication are appreciated. Leadership is based on expertise and control is disliked. Furthermore a score from 72 shows a real individualistic society. That is expressed through small families with a strong parents-child relationship. Self-actualization is what people believe in. Duty, responsibility and loyalty are based on personal preferences for people. The communication is one of the most direct ones in the world to give the chance to improve one´s mistakes. The high score of 68 MAS shows Germany as a masculine society. Society is performance orientated; beginning already with the school system and performance is highly valued. Self-esteem is gained through achieving tasks and status is often shown. Thus expectations in managers are to be decisive and assertive. With a score of 55 UAI there is a slight preference for uncertainty avoidance. Deductive approaches are preferred that means in all topics the systematic overview has to be clearly given upfront. That is also shown in the law system. Uncertainty is tried to cover by expertise. The LTO of 57 shows that Germany is a pragmatic nation. Truth depends on situation, time and context. Furthermore the easy adaption to changing conditions, the interest in saving and investing and the need to achieve results are criteria of a long-term oriented nation (Hofstede, 2014).

In Portugal the power distance reflects that people with power have privileges and the hierarchical distances are accepted. The management controls everything which means that it decides the importance of information and tasks. Furthermore negative feedback is very distressed, so negative information is difficult to provide for subordinates. Shown by the low IDV of 25 Portugal is a collectivist. This is manifested in long-term relationships. Loyalty is the most important principle and over-rides even societal rules and regulations. Everybody has to take responsibility for the group and the individuals inside. Offence means loss of face and leads to shame. Employer – employee relationships are ruled by moral terms. Portugal is with a score of 29 a feminine society. Excessive competition is not appreciated and equality, solidarity and quality in working lives are highly valued. Compromise and negotiation is used to solve conflicts. Decisions and achievement are reached through involvement and free time and flexibility are favored. Status is not shown and well being has the highest priority. The high score of 92 defines Portugal clearly as an uncertainty avoidance country. There is a strong code of beliefs and behaviors and a high intolerance for thinking out-of–the-box. There is an emotional need for rules and security in general, is important for motivation. Precision and punctuality are the norm and there is a need to be busy and work hard. Furthermore Portugal is a short-term oriented country. There is a focus on achieving goals quickly and less thinking in the future. Moreover there is a strong belief in traditions and an absolute truth which shows a normative thinking (Hofstede, 2014).

The following study will try to find out to which extend Hofstede´s findings are still relevant concerning to Germany and Portugal.

2.4. Method

2.4.1 Research Sample

This study is based on a total amount of six participants all with a background in Human Resources. In particular there are three participants from Portugal and three from Germany. Furthermore all participants are leading HR specialists, with at least 15 years of experiences from energy, insurance and IT or technical sector companies.

country	sector	age	gender	position	qualification	years of experience
Germany	Energy	53	male	HR Director	Graduated (HR management)	34
Germany	Energy	64	male	HR Manager	post graduated (humane science)	39
Germany	Insurance	46	male	HR Manager	Post graduated (psychology)	20
Portugal	Insurance	38	male	HR Director	Post graduated (law / labour law)	15
Portugal	IT	40	female	HR Manager	graduated (psychology)	19
Portugal	Technical	63	male	HR Director	not graduated	40

Table 2-1 Interviewed experts´ characterization

The deciding criterion to choose the companies was their size. To have the broadest view the German companies are the biggest health insurance company, one of the biggest energy companies, and to have a view on the smaller companies a medium-size company in the energy sector. The Portuguese companies are one of the biggest insurance company in Portugal, a medium-size company from the IT sector and a small professional car cleaning company. Furthermore, all companies, even if they are from different sectors, have the same category of potential employees. They are all searching educated employees with at least one degree in the area of business, management or engineering. The car cleaning company is choosing this kind of employees only for the higher positions.

2.4.2 Data collection

The interviews were hold in person and lasted approximately 30 minutes in the German companies and 60 minutes in the Portuguese companies. All interviews were recorded, translated and transcribed afterwards.

The designed interview consists of open questions to allow the interviewed person to give a deeply explanation about the following three topics 1. Corporate & national culture 2. Recruitment 3. Employer Brand Image. For collecting this qualitative data an exploratory interview protocol is needed, shown in Annex 1 (Crawford 1997). By following the nine steps

of Crawford (1. Decide the information required 2. Define the target respondents 3. Choose the method(s) of reaching your target respondents 4. Decide on question content 5. Develop the question wording 6. Put questions into a meaningful order and format 7. Check the length of the questionnaire 8. Pre-test the questionnaire 9. Develop the final survey form) the questionnaire was conducted. Regarding the decision for the question contents, it was they were chosen based on the required information. This information which was developed by taking all needed information to approve Hofstede´s studies into consideration and develop the right employer branding strategies. The pre-test was done by introducing the questionnaire to different people to make the right understanding of the content sure.

2.4.3 Data analysis

The data was analyzed through a systematic content analysis for making conclusions to specific topics (Mayring 2002). To simplify the text the compromising content analysis was used first. Sentences and expressions were paraphrased, generalized and afterwards reduced (Mayring 2002). Based on this material, the deductive approach for the category system was used.

The deductive approach is based on already exciting theory, in this case on the reviewed studies of Hofstede as shown above. From this, review categories are determined. After that anchor examples and a code-guidance are defined. Based on that structure the material is analyzed. To ensure the reliability of the analysis, categories and the defined code-guidance are regularly reproved and if necessary adapted (Mayring 2010).

2.5 Analysis

The summarized content analysis for the national and corporate culture part for Germany is shown in Annex 2. The generalized propositions are shown in the table below:

Corporate culture in Germany	Businessworld in Germany	Important factors for a good corporate culture in DE:	National & corporate culture
✓ performance driven ✓ engineer driven ✓ is not celebrated ✓ social aspects are subsidiary ✓ slowly changing ✓ Becoming more important ✓ Underestimated ✓ Costly ✓ Is needed in bad times ✓ Is needed for changes ✓ Good corporate culture = trust in management ✓	✓ flat hierarchies ✓ expertise ✓ good quality ✓ traditional family owned companies	✓ Be aware of uniqueness ✓ No pressure ✓ Stability ✓ Credibility ✓ Mistakes allowed ✓ Live it ✓ Trust ✓ Coherent with strategy ✓ Diversity ✓ Openness ✓ Direct communication	✓ Corporate culture should be equal from national culture if products in the same country ✓ Corporate culture can be different from national culture ✓ Corporate culture and national cannot be separated

Table 2-2 Proposition for culture in Germany

To analyze these results regarding their fit to Hofstede´s findings, the deductive approach was used and a category system was derived. The category system is based on the 5 dimensions of Hofstede: power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance and long-term/short-term orientation. Annex 3 shows the developed categories with the corresponding definition, anchor examples and code guidance.

Analyzing the generalized propositions, which were derived from the interviews, regarding this category system, provides the following results for corporate and national culture in Germany:

Low Power Distance	Individualism	Masculinity	High Uncertainty Avoidance	Long-term orientation
✓ Expertise ✓ Family owned companies ✓ Direct communication ✓ Flat hierarchy	✓ Direct communication ✓ Mistakes are allowed	✓ Performance driven	✓ Expertise ✓ Structured ✓ Slowly changing	✓ Cost awareness
High Power Distance	**Collectivism**	**Feminity**	**Low Uncertainty Avoidance**	**short term orientation**
✓ no	✓ no	✓ no	✓ no	✓ Traditional businesses

Table 2-3 Categories for culture in Germany

The result indicates that Germany is a country with a low power distance, individualistic, more masculine than feminine and with high uncertainty avoidance. There is no clearly preference to a long- or short-term orientation. The result from Hofstede's study was that Germany is a lower power distance, individualistic, masculine, uncertainty avoidance and short-term orientation society with scores of 26, 72, 68, 55 and 57. Comparing these results it is shown that the low indicator of power distance is confirmed by the results of the interviews. The same is shown for the high indicator of individualism. There are clearly differences in the results for masculinity. The high score in Hofstede´s study is only slightly found in the results of the interviews. In the case of uncertainty avoidance, it is the other way round. The result of the interviews indicates much higher uncertainty avoidance than Hofstede. The long-term or short-term orientation is not indicated at all in the interviews.

Concluding, it is shown that the first four dimensions are indicated by the interviews in the same way than in Hofstede's findings. The fifth neither is indicated nor disproved. That leads to the conclusion that Hofstede's findings regarding Germany are still applicable even today.

By using the same approach for Portugal the summarized content analysis is shown in annex 4. Derived from that the generalized propositions are as follows:

Corporate culture in Portugal	Business world in Portugal	Important factors for a good corporate culture in PT:	National & corporate culture
✓ Finding solutions through compromise and negotiation ✓ Working in and for groups ✓ Getting more professional ✓ Written down not common ✓ not having general keys ✓ showing respect for higher positions – strong Hierarchy ✓ loyalty ✓ decisions are made by the boss ✓ getting more professional ✓ coming more aware ✓ is more leadership ✓ common set of values	✓ huge investment in higher qualification in the last 20 years ✓ unemployment is bringing knowledge not to companies ✓ family businesses ✓ patriarchic ✓ importance of traditions and rules	✓ substainibility ✓ flexibility ✓ leadership ✓ interaction ✓ development strategies ✓ loyalty ✓ significance of the group ✓ respected leadership	✓ should be similar for adaption in real life situations ✓ could be reduce to legal and local issues ✓ should be similar because Portuguese national culture is strong (patriotism)

Table 2-4 Proposition for culture in Portugal

Using the same deductive approach and categories the result for Portugal is as follows:

Low Power Distance	Individualism	Masculinity	High Uncertainty Avoidance	Long-term orientation
✓ Family owned companies	✓ no	✓ no	✓ importance of traditions and rules ✓ common set of values	✓ no
High Power Distance	**Collectivism**	**Femininity**	**Low Uncertainty Avoidance**	**short term orientation**
✓ Decisions are made by the boss ✓ showing	✓ loyalty ✓ Working in and for groups	✓ Finding solutions through compromise and	✓ no	✓ importance of traditions and rules

respect for higher positions – strong Hierarchy ✓ patriarchic ✓ respected leadership	✓ Interaction ✓ significance of the group	negotiation		

Table 2-5 Categories for culture in Portugal

The results indicate that Portugal is a country with a strong high power distance, strongly collectivistic, more feminine than masculine, with high uncertainty avoidance and which is slightly short-term oriented. The result out of Hofstede's study was that Portugal is a high power distance, collectivistic, femininity, uncertainty avoidance and short-term orientation country reflected in the scores of 56, 25, 29, 92 and 27. Comparing these results it is shown, that the indicator of power distance is confirmed even stronger by the results of the interviews. The low indicator for individualism, which indicates a strongly collectivistic society, is confirmed by the results, too. The low result for masculinity is also confirmed through the interviews. The high uncertainty avoidance is also indicated by the results. The indicated short-term orientation is only slightly indicated through the interviews.

Concluding it is shown that all dimensions are indicated by the interviews in the same way than in Hofstede's findings. That leads to the conclusion that Hofstede's findings regarding Portugal are still appropriate even today.

2.6 Conclusion

The summarized content analysis with the deductive approach analyzed the national and corporate culture components in Germany and Portugal. The results confirm Hofstede´s findings. The German culture was identified as a

- low power distance
- individualistic
- more masculine than feminine and
- with high uncertainty avoidance

culture. Only the fifth dimension in which Hofstede identified Germany as a short-term orientation society was not approved by this study. The Portuguese culture was identified as

- strongly high power distance
- strongly collectivistic
- more feminine than masculine
- with a high uncertainty avoidance and
- slightly short-term oriented.

These findings match in all points with Hofstede´s study, only the manifestations are slightly different. For answer to the first question of the introduction the results suggest that Hofstede´s findings are, even though they are over 30 years old, still applicable. Regarding the second question, the slight differences in the manifestations lead also to the conclusion that Hofstede´s finding have to be seen as relative. This concludes that the absolute numbers of the dimensions in the different countries change during the time, but the tendency for one manifestation in a dimension still holds true. That leads to the conclusion that culture changes develop very slowly, so that even after 30 years, cultural dimensions are still equal. The other two questions about the importance of culture, regarding employer branding and the importance of the creation of an employer brand image will be answered in the following second paper. The second paper will contain a theoretical review about employer brand image and its strategies. Moreover a second study will be conducted to analyze the view of the potential employees. To compare the different views and to develop the best strategy, the result shown above, will be used.

Due to the fact that the sample size is quite limited, the findings can only be taken as a hint in one direction. To validate the results a bigger sample would be needed, but in the time

restriction of this thesis it is not feasible. It would be also interesting to validate the results not only for the two countries but in general for all 72 countries that Hofstede used.

Bibliographic References

Baskerville, R.F. 2003. Hofstede never studied culture. *Accounting, Organisation and Society*. 28 (1): 1-14.

Baskerville-Morley, R.F. 2005. A research note: the unfinished business of culture. *Accouting, Organisation and Society.* 30 (4): 389-391.

Crawford, M.I. 1997. *Marketing Research and Information Systems.*Food & Agriculture Organization of the United Nations.

Dahl, S. 2000.*Introduction to Intercultural Communication.*Dahl, Stephan Intercultural Skills for Business.London: ECE.

Hall, E.T., Hall, M.R. 2001.*Understanding cultural differences: Germans, French andAmericans.* Yarmouth, Maine: Intercultural Press.

Hofstede, G. 1980. *Culture's consequences: International differences in work-related values.* London: Sage Publications.

Hofstede, G., Bond, M. H. 1984. Hofstede's Culture Dimensions An Independent Validation Using Rokeach's Value Survey. *Journal of cross-cultural psychology*, *15*(4): 417-433.

Hofstede, G. 2003. *Culture´s Consequences. Comparing Vaulues, Behaviors, Institutions and Organizations Across Nations*. Thousand Oaks: SAGE Publications.

Hofstede, G, Hofstede, G.J., Minkov, M. 2010.*Culture and Organizations – Software of the mind: Intercultural Cooperation and its Importance for Survival*. New York: Mc Graw-Hill.

Hofstede, G.*National Culture Dimensions*.http://geert-hofstede.com; 12.01.2014.

Kriegler, W. R. 2012. *Praxishandbuch Employer Branding-mit Arbeitshilfen online: Mit starker Marke zum attraktiven Arbeitgeber werden*. Haufe-Lexware.

Magala, S. 2004. Cross-cultural compromises, multiculturalism and the actuality of unzipped Hofstede.*ERIM Report Series Research in Management*. August 2004.

Mayring, Ph. 2010. *Qualitative Inhaltsanalyse. Grundformen und Techniken.*Weinheim:Beltz.

Mayring, Ph. 2002. *Einführung in die qualitative Sozialforschung*.Weinheim und Basel: Beltz.

McSweeney, B, 2000. *The Fallacy of National Culture Identification.*6th interdisciplinary Perspectives on Accounting Conference.Manchester,UK.

Myers, M.D.,Tan, F. 2002.Beyond models of national culture in information systems research.*Journal of Global Information Management*.10 (1): 24-32.

Nasif, E.G., Al-Daeaj, H., Ebrahimi, B., Thibodeaux, M. 1991. Methodical Problems in Cross-Cultural Research: An Update. *Management International Review*. 31 (1):79.

Newman, K.L. 1996. Culture and Congruence: The fit between management practices and national culture. *Journal of International Business Studies*. 27(4): 753.

Olie, R. 1995. *The Culture Factor in Personnel and Organization Policies*. In A Harzing and V.R.J. London (Edt.) International Human Resource Management: An integrated Approach: 124-143. Sage Publications.

Osland, J. S., & Bird, A. 2000. Beyond sophisticated stereotyping: Cultural sensemaking in context. *The Academy of Management Executive*.*14*(1): 65-77.

Schein, E.H. 2009.*The Corporate Culture Survival Guide*.Vol. 158.John Wiley & Sons.

Schwartz, S.H. 1999. A Theory of Cultural Values and Some Implications for work.*Applied Psychology*.48 (1): 23-47.

Sondergaard, M. 1994. Hofstede´s Consequences: A study of reviews, citations and replications. *Organizationstudies*. 15 (3): 447.

Trompenaars, F. 1993. *Handbuch globales Management: wie man kulturelle Unterschiede im Geschäftsleben versteht.*Düsseldorf: ECON Verlag.

3. Paper II: The right employer branding strategies considering the aspect of culture

"I am, as an employer, not any longer in the stronger position I am dependent from what I get from the market." Anonym (comrecon.com)

3.1 Introduction

Nowadays knowledge is increasingly becoming the main competitive advantage of companies - more precisely knowledge known as human capital. Thus companies should invest to hold this knowledge inside the company and also invest into gaining more knowledge. For that new high potentials are needed.

Taking this into consideration, the image of a company as an employer, is getting more and more relevant - especially in times of "War for Talents". Companies are no longer advertising themselves as life-long job companies, but as companies, where employees can grow and develop themselves. Work-life balance, work environment, home office and social responsibility are the key words in today's employer brand image. This is also proven by several rankings and certificates, for example "Great Place to work" (greatplacetowork.de).

Employer branding is generally speaking a strategy for attraction and retention of qualified employees. It is an interface between marketing and human resource management. Due to the demographic change and the increasing job mobility, the recruitment of high potential employees is getting more and more challenging. It is important for a company to match the employees with the position: An employee who is not happy or in the wrong position will not be profitable. Consequently the right fit outweighs an employee's qualification.

Moreover employer branding is defined as*"…the strategic alignment and brand positioning in the labor market, to find suitable employees for the company..."* (Kriegler, 2012: 24). The aim is formation of an employer brand image by provable & comprehensible clear demonstration
in what way the employer differs from others (Kriegler, 2012).

To increase the personal fit of the employee to the company, is one aim of an employer branding. Fitting to the company means, to take the organizational culture into consideration. This results in the following questions:

1. Does the employer brand image depend on the corporate culture?

2. What effect would an update of Hofstede´s findings have in that case and how could they be used to create an employer brand image?

3. Do international companies need different images depending on the country they are operating in?

To answer the questions we have to consider the first paper, in particular the vetted culture dimension approach of Hofstede. Hofstede divided culture in 5 different categories: power distance, masculinity/femininity, individualistic/collectivistic, uncertainty avoidance and long-term/short-term orientation. The German culture was identified as a low power distance, individualistic, more masculine than feminine and with high uncertainty avoidance culture. Only the fifth dimension, in which Hofstede identified Germany as a short-term orientation society, was not approved by this study. The Portuguese culture was identified as a strong power distance, strong collectivistic, more feminine than masculine, with high uncertainty avoidance and slightly short-term oriented. Thus the result was a confirmation of Hofstede´s findings.

In this paper we will have a first look at the expectations of the new generation of employees towards an employer. Due to the boundaries of a thesis the paper will focus on two exemplarily countries: Germany or Portugal. Taking into consideration that nowadays applicants are more used to act in an international atmosphere than generations before them, it would be interesting to know if they differ from each other or not. This paper tries to answer these questions.

3.**2 Theoretical Review**

3.2.1 Recruitment strategies

Recruitment strategies could be internally or externally (Breaugh, 2013). Focusing on the external recruitment, recruitment is defined as *"…an employer´s action that are intended to (1) bring a job opening to the attention of potential job candidates who do not currently work for the organization (2) influence, whether these individuals apply for the opening, (3) affects whether they main interest in the position until a job offer is extended, and (4)influence whether a job is accepted…"* (Breaugh, 2008: 103-104). A dimension which combines both strategies is the employer branding and it is recently gaining more and more importance (Saks, 2005). Firstly it was more mentioned for the external recruitment to attract new talent considering the claimed talent wars. But recently the internal recruitment through employee engagement and living the company's brand become also more and more important (Martin, Gollan, Grigg, 2011). Moreover proved different former researches the significance of employer branding, for example was shown that the number of applicants is increasing through a good reputation of the company (Turban & Cable, 2003). Thus what exactly is employer branding?

3.2.2. Employer branding

Employer Branding is *"…a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm…"* (Sullivan, 2004:502). Another possible definition is *"…the employer brand establishes the identity of the firm as an employer. It encompasses the firms' value system, policies and behaviors towards the objectives of attracting, motivating and retaining the firm´s current and potential employees…"* (Conference Board, 2001:10). As the name is already suggesting, there is an interface to marketing: Instead of representing a product to customers, employer branding represents an organization to (potential) employees (Edwards, 2009).

Creating an employer brand image has several impacts to the company. It is a recruitment tool, attracts potential employees and supports the engagement in culture and strategy of a company (Backhaus, Tikoo, 2004). Furthermore it leads to a competitive advantage, helps to reduce retention and internalizes the values of a company (Conference Board, 2001). Employer brand images lead to an image of the company as an employer of choice and therefore attract the best possible applicants. (Backhaus, Tikoo, 2004). Internally it creates a

workforce which is hardly to imitate and which creates a unique workplace culture. Lastly there is a long-term tenacity through a strong employer branding, which could also help the organization to survive even through long-term crises (Hepburn, 2005). Opposing creating a wrong image can lead to retention or a significant human loss (Brandon, 2005). Moreover a once set up employer branding is deeply implemented inside the company´s values and policies. If there is a big mistake inside the implementation or the employer brand image itself it is not easy to correct (Gmür / Karczinski, 2002). Consequently a strategy has to be followed to implement the right employer brand image inside a company.

For this thesis three different kinds of approaches to develop a strategy of employer brand image, are going to be introduced

3.2.2.1 Employer Branding process (Petkovic, 2008)

Petkovic developed in 2008 a scheme with all steps that are needed to develop and implement an employer branding strategy inside a company. In the following the model is shown and explained afterwards.
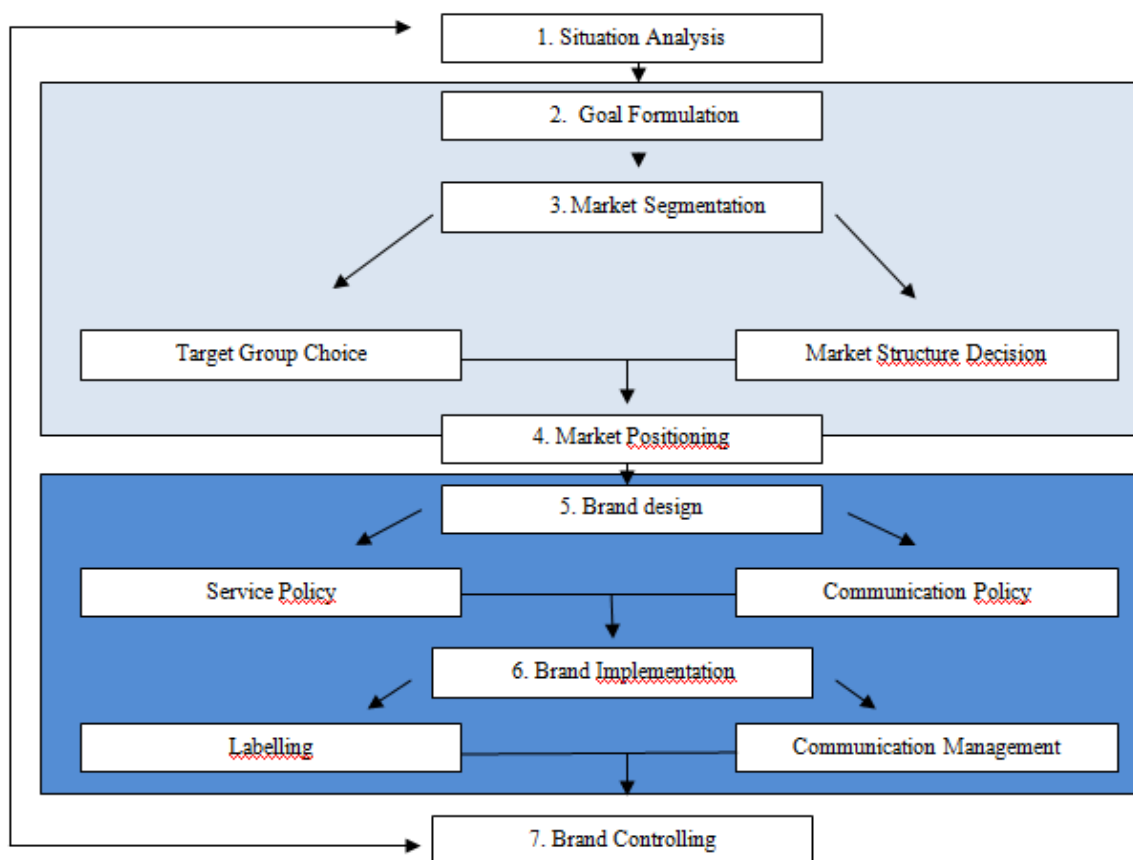
Table 3-1 Employer branding process

The first step is a situation analysis. The aim is to define the ideal profile, the perception profile and the identity profile of an employer. The ideal profile consists of the ideal criteria of an attractive employer. The perception profile reflects how potential applicants see the company in reality. The identity profile is given through a self analysis of a company and the desired employer brand image, which the company would like to have.

Based on this analysis the goals are formulated in the second step. There are three different kinds of goals: conative, cognitive and affective goals. For employer branding the conative goals are: becoming employer of choice through application processes, contracts, loyalty and recommendation. The cognitive goals are: increasing the level of awareness, increase of the perceived uniqueness and increase of the perceived quality of HR policies. The affective goals are: increasing trust in, identification of and sympathy for the employer.

The third step is the labor market structure analysis and target choice. Possible criteria are geographic, temporal, sociodemographic, qualifications or psychographic. As a result from this, the target group is defined.

The positioning, the fourth step, of the employer brand image should show the employer as attractive as possible and isolate itself from other competitors. This ideal positioning is called employer value proposition. It is important to note, that it is composed for the long-term and also includes the values of the company.

The fifth step the brand design consists of service and communication policy. The service policy includes all factors which have an influence on the work and its environment e.g. work-life balance, leadership, responsibility, career possibilities or salary. The communication policy can be seen as the "voice of the brand" it consists of two parts: impersonal communication and personal communication. Impersonal communication is based on activities such as personal advertisement or personal oriented public relations. Personal communication consists of activities such as university contacts, in-house-events, internships or support of master and bachelor theses.

The brand implementation, as sixth step, is the concrete realization of the strategic planning. This means the building of a strong image which is not confusable with others e.g. through slogans or symbols. It is crucial to develop an image which answers applicants the question, why they should chose this company over others. The key idea has to be send through all different kinds of communication channels.

The last step is the controlling. The development of an employer brand image has to be controlled in three areas: the positioning (planned goals and tools), the operationalisation of the positioning and the results.

In my opinion Petkovic (2008) has a very structured model which includes all important aspects that could affect the employer branding. It considered the external factors as well as the internal factors of the company. Thus it is based on a deeply analysis of the environment and the company.

3.2.2.2 Conceptual framework of employee-based brand equity (Wilden, Gudergan & Lings, 2013)

The second possible strategy is based on two concepts: the signaling theory (Spence, 1974) and the information asymmetry (Spence, 1974). The signaling theory provides insights into branding and brand signals which can be used to attract the right employees. Information asymmetry means that one some people or parts have more information than the other one. Here it is given through the fact that potential applicants don't know enough about the employer. Taking these two theories into consideration the following model was developed:
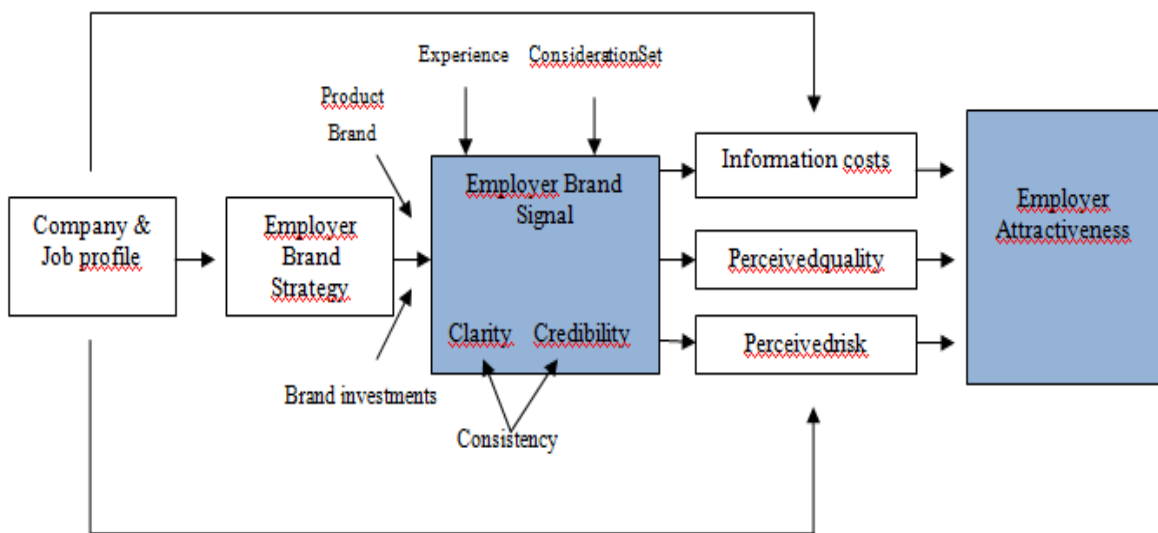
Table 3-2 Conceptual framework of employee-based brand equity

The main idea of the model derives from the consumer-brand equity theory. To win attractiveness as an employer there has to be an employer brand strategy, based on the company's values and job profiles. The employer brand strategy is also influenced by the reputation of the product brands which show the need of an alignment of product brand,

company brand and employer brand. Moreover there has to be reasonable investments for getting a good employer brand signal. Employer brand signal means the allover message for the applicants, which is influenced by (possible) earlier experiences and a consideration set(sector, location, size etc.). It needs to be clear and credible. Clear means, unambiguous information has to be communicated in a clear and manner way. Credible means, information has to be communicated in a way which has a great potential of effectively reaching the target group e.g the insides of already hired employees. Furthermore the employer brand signal has to be consistently in two ways. First all employer brand signals must reflect and fit in the whole employer brand strategy and second it has to be aligned to the company's strategy, products and brands. A clear brand signal reduces information costs for applicants. This has three impacts: the perceived risk of an applicant to join the company is reduced, the quality of employment will be higher and the information costs for an applicant are reduced.

The employee-based brand equity framework is more a descriptive model. It describes what it is need for employer branding, what it is and what are the outcomes, but not a specific way of implementing it.

3.2.2.3 Employer Brand experience model (Mosley, 2007)

The employer brand experience model is based on the approach that the employer brand management is a reinforced counterpart to the customer brand management. This guarantees overall integrity of the corporate brand. The illustration below shows the interaction between the corporate brand with the customer brand proposition on the one hand and the employer brand proposition on the other hand.
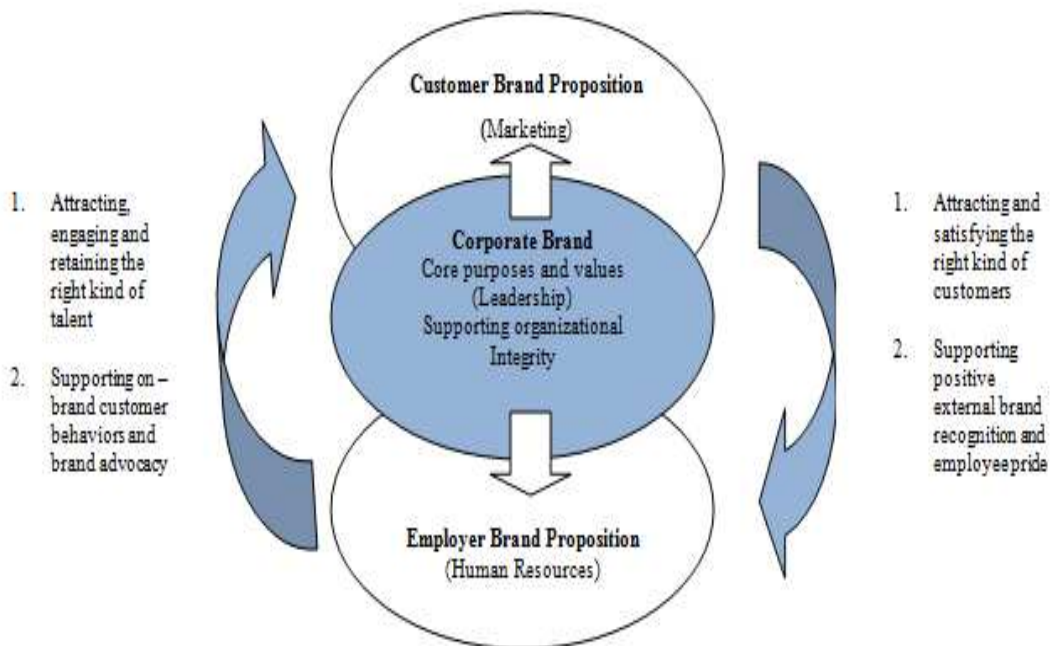
Table 3-3 Employer brand experience model 1

The role of the employer brand proposition is to clarify what potential employees can expect from their employer, and also what the employer is expecting from them. This results in the employer brand experience. The employer brand experience is the base of the employer brand proposition. It consists of every day's behavior and process touch points. Touch points in the HR field are standardized processes and HR products that can be described as employee touch points such as: recruitment, orientation, communication, shared services, performance and development and measurement. Every significant, operational or interpersonal touch point is needed to manage in accordance to the employer brand proposition. To align the company´s culture and the employer brand experience, it is necessary, that Behaviors as leadership competencies, management competencies and company's values are lived through manager and employees in the daily business life. The concept of the employer brand experience is illustrated below:
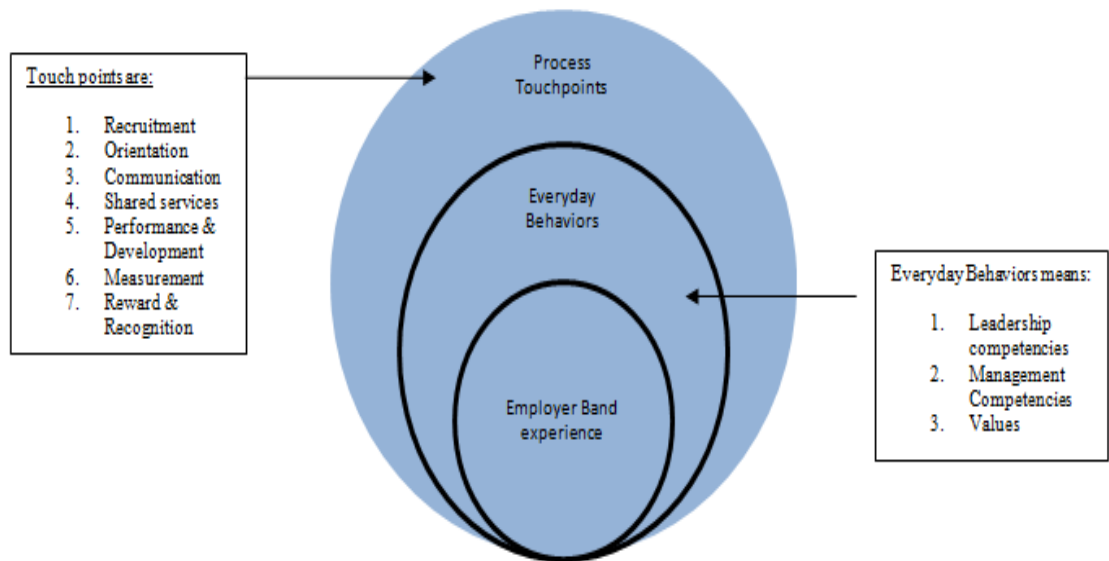
Table 3-4 Employer brand experience model 2

The employer brand experience model is also more descriptive. It explains what employer and employees expected from each other and the alignment to the corporate brand. The second one describes all areas which are influenced by or influences the employer branding, but as well as in the former model there is no detailed description about the way of implementation.

3.2.2.4 Decision for Pekovic model

All three models differ from each other, but they have also common points. They are all aligned to the company´s strategy. Furthermore all of them are based on marketing tools and the product brand. There are always links to the corporate culture and values. All of the models want consistency and clear statements. But while the employer brand experience model and the conceptual framework of employee-based brand equity have a more explaining character, the employer brand process model gives a structured guideline how to build an employer brand image. That is why this model is chosen as foundation for the following development of employer brand strategies. For developing the right strategy the following research questions have to be answered. What are potential employees considering from a potential employer – and does it differ between Portuguese and Germans? How is it different taken the gender of the applicants into account and lastly is there a relationship between culture and employer branding?

3.2.3 Employer Branding and Culture

Employer branding needs clear messages regarding the organizational culture, identity and values to form realistic expectations about the company and the work experience (Foster, Khanyapuss & Ranis, 2010). Moreover is Mosley´s model (2007), which is shown above, showing a clear significance of leadership and everyday behavior, which are key points of a corporate culture as well as the relationship between the corporate brand, which includes the corporate culture and employer branding. Corporate culture consists, among other things, of mission and vision which are two strong tools for internal and external branding. In addition the corporate culture is the basic personality of a company, which shows the importance of the personal fit of an potential employee to the culture and within the importance of an employer branding strategy, which is considering it (Gaddam, 2008). Thus corporate culture could be seen as an important part for the employer branding strategy. But has the national culture also an important impact to the employer branding?

3.3 Method

To analyze employer branding and its relationship to culture two different approaches are used. Firstly expert interviews analyzed by a qualitative content analysis and secondly a quantitative questionnaire analyzed with the statistical program SPSS.

3.3.1 Participants

The interviews for the first study were hold in person and lasted approximately 30 minutes in the German companies and 60 minutes in the Portuguese companies. All interviews were recorded, translated and transcribed afterwards. The study is based on a total amount of six participants all with a background in Human Resources. In particular there are three participants from Portugal and three from Germany. Furthermore all participants are leading HR specialists, with at least 15 years of experiences from energy, insurance and IT or technical sector companies (see also 2.4.2).

The second study is based on a total amount of 200 participants. These 200 participants are divided into 100 German and 100 Portuguese participants. All recruited participants were between 21 and 28 years old and were recruited from universities in Germany and Portugal, which means they have a higher education. All of them are going to start applying to companies in less than one year. From the 100 Portuguese ones 53 were male and 47 were female, from the German participants 52 were male and 48 were female. In total there participated 105 men and 95 women in the study (see Annex 5).

3.3.2 Data Collection

The designed interview for the first study consists again of open questions to allow the interviewed person to give a deeply explanation about the following two topics 1.Recruitment 2.Employer Brand Image. The collection of the data was through an exploratory interview protocol which was already explained in 2.4.2.

For the second study the participants were chosen randomly through social media channels like Facebook, Xing and LinkedIn. The selection criteria were age, in a range between 21-28 years, and the time until the first applications should be less than one year. After reaching 100 participants per country the survey was stopped to ensure a total comparability between the two countries.

The questionnaire was derived from two different questionnaires: The VSM 08 developed by Hofstede, G., Hofstede, G. J., Minkov, M., & Vinken, H. (2008) to match the treatment in

cultures and organizations; and the EmpAT questionnaire developed in "Captivating company: dimensions of attractiveness in employer branding" (Berthon, Erwing, Lian Hah, 2005) shown in annex 6. It is conceived for measuring the importance of corporate culture for a successful employer branding strategy as an overall goal. The results of the first part of the questionnaire should be an indicator if Hofstede´s findings are still up to date. The second part will indicate what factors could be of importance for potential employees to choose an employer.

3.3.3 Data analysis

The data was analyzed through a systematic content analysis for making conclusions to specific topics (Mayring 2003). To simplify the text the compromising content analysis was used first. Sentences and expressions were paraphrased, generalized and afterwards reduced (Mayring 2003). Based on this material, the inductive approach was based on the material itself. First the determinations of the categories definition were done. Furthermore the abstraction niveau had to be defined. Based on these the category creation could start. Based on the results after the first 15% of the material the categories had to be eventually adapted (Mayring, 2010).

In the second study the first 14 questions were analyzed regarding their similarities to Hofstede´s findings. The characteristics of the scale were analyzed through a descriptive and psychometric analysis to validate the survey. Moreover were the hypotheses analyzed through an ANOVA test. The second part also started with the characteristics of scale through descriptive and psychometric analysis. In addition the hypotheses were discussed with the help of an ANOVA test. Lastly the correlation between the two questionnaires was tried to find out.

3.4 Analysis

The analysis part consists of two parts: a qualitative study and a quantitative study.

3.4.1 Qualitative study

The first study has two parts: recruitment and employer brand image. The parts of the survey for the German experts are firstly also analyzed through the summarizing content analysis seen in Annex 7 and 8. The category system here is developed through the inductive approach with the corresponding abstraction niveau. The results for recruitment are shown in the table below:

Results	Category	Abstractionniveau
1. No print 2. Internet / Social Media 3. Word-of-mouth 4. Interviews 5. internships	Recruitment & Selection tools	Concrete description of possible tools
1. Formal requirements (degree etc.) 2. Engagement 3. Openness 4. Knows what he / she wants and can and what not 5. Communication 6. Goal oriented 7. Curiosity 8. Multi tasking ability	Requirements of applicants	Concrete description of possible requirements
1. Abroad experience 2. Languages 3. Flexibility 4. Higher educated	Changes of requirements	Concrete description of changes during the years in requirements

Table 3-5 Recruitment in Germany

The results for the Portuguese experts were also analyzed firstly through the summarized content analysis, shown in annex 9 and 10, and after that categorized through the inductive approach as shown for recruitment below:

Results	Category	Abstractionniveau
1. Interviews 2. Personality tests 3. Linked to the culture of the company and the sector 4. Consistent message 5. Social media 6. Unemployment center 7. Companies website	Recruitment & Selection Tools	Concrete description of possible tools
1. Professional experiences 2. Dedication 3. Charisma 4. Ambition 5. Team capability 6. Positive attitude 7. Personal skills 8. Experiences in specific	Requirements of applicants	Concrete description of possible requirements

companies not so important 9. Flexibility 10. Analytical thinking 11. Degrees not so important 12. Expertise is not so important		
1. Factors will not change 2. Past based on expertise 3. Future open profiles	Change of requirements	Concrete description of changes during the years in requirements

Table 3-6 Recruitment in Portugal

In the recruitment area both countries are using the internet with social media or the company´s website. Moreover is Portugal using the unemployment center and inside their advertisements consistent messages and a link to the company´s culture, while German companies also use word-of-mouth. As selection tools both are using interviews, but Germany is also using internships while Portugal is using personality tests. The requirements are in Germany firstly focused on formal requirements. Moreover German companies are expecting engagement, openness, communication skills, goal orientation, curiosity and a multitasking ability, while Portuguese companies are more looking for professional experiences, dedication, charisma, ambition, team capability, positive attitude, flexibility and analytical thinking less than for degrees. The requirement changes in the last years in Germany because of the increasing amount of applicants with experiences abroad and within more languages requirements are ask and more flexibility. Moreover a higher education of the applicants is required. In Portugal they didn't change so much. In the past the requirements were more based on expertise, in the future they will be more based on open profiles.

Through the same method the summarized content analysis was analyzed for the employer branding part for Germany and Portugal as shown in the following two tables:

Results	Category	Abstraction niveau
1. A 1:1 correlation with the products 2. Has impact to Employer Brand Image strategy 3. whole business depend on itthe higher the better employees	Reputation	Concrete description of reputation
1. is bringing the decision for a company a head 2. applicants get clear impression 3. results in employee loyaltyresults in winning employees	Importance of Employer Brand Image	Concrete description of the reasons why Emplyer Brand Image is important
1. Involving employees 2. Be authentic 3. Flexible 4. App friendly	Characteristics of Employer Brand Image	Concrete description of specific characteristics of Employer Brand Image

Results	Category	Abstraction niveau
5. Consistent 6. Open 7. Innovative 8. Modern 9. Team work 10. Networking culture 11. Communicate values 12. Focus on people 13. Reliable 14. Customer oriented		
1. Wrong people cost money 2. New recruitment costs 3. bad work in the future 4. losing time	Importance of "right" employees	Specific description of the importance of finding the right employees
1. depends on each otherreflects each other	Relationship of corporate culture and Employer Brand Image	Specific description of the relationship between corporate culture and Employer Brand Image
1. mass presence 2. presence in universities	Other strategies	Specific description of other strategies

Table 3-7 Employer brand image in Germany

Results	Category	Abstraction niveau
1. Important for all: clients, employees, suppliers 2. Important, employees want to work for good company	Reputation	Concrete description of importance of reputation
1. Employees adjust to the image and know what they can aspect 2. To achieve a level in which employees promote the company by themselves 3. Satisfaction of employees 4. Consistent on all channels 5. Help internally for recruitment 6. Helps for retention 7. Find right employees	Importance of Employer Brand Image	Concrete description of the reasons why Emplyer Brand Image is important
1. Consistent 2. Show values 3. Show corporate culture 4. Open 5. Transparent 6. authentic	Characteristics of Employer Brand Image	Concrete description of specific characteristics of Employer Brand Image
1. To save time and money 2. Reduce gap of expectation and reality 3. Reduce time of integration 5. Similar values	Importance of "right" employees	Specific description of the importance of finding the right employees
1. Labor commitment 2. Integration 3. Freedom to act inside the company's strategy 4. Have to be coherent 5. Reduce gap between	Relationship of corporate culture and Employer Brand Image	Specific description of the relationship between corporate culture and Employer Brand Image

expectation and reality 6. Coherent message through different channels 7. Corporate culture is part of employer brand image			
1. Recommendations from employees to friends and family **2.** Mass presence	Other strategies		Specific description of other strategies

Table 3-8 Employer brand image in Portugal

For the employer branding analysis the concept of reputation was analyzed. In Germany the reputation is seen as a 1:1 correlation with the products. It is also seen as an influencing factor for the employer brand image. Moreover it is one of the most important factors, because everything is depending on it: the higher the better. In Portugal reputation is seen similar. It is important for all: clients, employees and suppliers. Especially employees want to work for a good company. German companies see the importance of employer brand image for applicants getting a clear impression of the company, increasing employee loyalty and in winning more employees. For them it is bringing the decision of a company a head. In Portugal the importance of employer brand image is more seen in the employees´ adjustments to the image and their knowledge about what they can expect from the company. Moreover it should be achieved a level, where employees will recommend their own company as a working place. Employer Branding strategy is also increase the satisfaction of the employees and helps for internal recruitment. In addition it increases the retention of employees. The characteristics of an employer brand image should be in both countries authentic, open, consistent and communicate the values. Moreover German experts mentioned the involvement of employees, flexibility, innovation, modern, showing team work, showing a networking culture, reliability and a customer orientation, while Portuguese experts mentioned the corporate culture and transparence. The importance of the right employees is in both countries justified by saving cost and time. Moreover German experts mentioned the prevention of bad work in the future. Portuguese experts also mentioned the reduction of the gap of expectation and reality, the reduction of the integration time and the similarity of values. All experts are agreed that the employer brand image and the corporate culture depend on each other. Moreover the Portuguese experts mentioned that if the corporate culture matches with the employer brand image, the labor commitment is stronger. In addition the integration of employees is quicker, the freedom to act inside the company´s strategy is given, the gap between expectation and reality is reduced and it is the only way to have a coherent message through all channels. As other strategies both countries stated mass presence.

Furthermore German experts mentioned being presence in universities while Portuguese experts mentioned recommendations through employees to friends and families.

3.4.2 Quantitative study

The second study has also two parts. The first part is based on the VSM 08 questionnaire (Hofstede, Hofstede, Minkov & Vinken,2008) to prove the actuality of the cultural dimensions and the second part to prove the factors of an attractive employer branding strategy (Berthon, Erwing, Lian Hah, 2005). In a third step the correlation between the two is analyzed, to see, if culture has an impact on employer branding.

3.4.2.1 VSM 08 analysis

The first part, based on VSM 08 questionnaire (Hofstede, Hofstede, Minkov & Vinken, 2008), is analyzed through a psychometric analysis shown in Annex 11 and gives the following results: from 200 cases all 200 were used in the calculation of Cronbach´s alpha. The alpha score of 0,548 shows that the internal consistency of the questionnaire is questionable. Comparing the result with the former study, it is shown, that Cronbach´s alpha is considered as irrelevant, because of the fact, that there is a comparison between countries and not individuals (Hofstede, 2003). Moreover it is said, that the reliability, which is normally shown through Cronbach´s alpha, can be assumed if the questionnaire is valid (Hofstede, 2003). Thus can the reliability of the VSM be taken as granted if the comparison is between fewer countries than ten (Hofstede, 2014). Consequently I consider the questionnaire as valid.

The factor analysis, shown in annex 12, was performed to explain the pattern of correlation within a set of observed variables. A KMO of 0,713 shows, that the correlation coefficients are small. This shows a good choice of variables. Moreover should the number of observation be at least 5 times the number of variables. With a worth of 378 the number of observation is much bigger than 150 (30 variables*5). With a explained variance of 74,6% the item *have a boss that you can respect* is the best explained with 41,5% the item *live in a desirable area* is the worst explained variable. The biggest initial eigenvalue has a worth of 4,333 and explain 15,476% of the variance. The lowest with 0,273 explains only 0,975%. Altogether is 58,896% of the variance explained.

The factor analysis divided the survey into nine instead of five components. The items 17, 18, 19 are loaded in component 1. In component 2 are the items 3 and 4 loaded. Items 13, 14 and 15 are in component 3. In component 4 are item 6, 7 and 9. The items 12 and 2 are in

component 5. Moreover in component 6 are item 25 and 8. The item 27, 26 and 11 are loaded in component 7. In component 8 only item 24 is loaded. Lastly the items 23 and 16 are loaded in component 9. Even I do not have excess to the factor analysis of the former study I can assume, that the result were five dimensions: power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance and long-term orientation. In the first component the items 8, 3, 24 and 27 are loaded. In the second component item 5, 2, 10 and 7 are loaded. Item 6, 4, 9 and 11 are loaded in component 3. Component 4 consists of item 21, 17, 25 and 28. Lastly in component 5 the items 19, 16, 29 and 26 are loaded. Concluding we can consider that, the actual and former factor analyses are totally different from each other.

3.4.2.1.1 Calculation of Indices

To make the country indices comparable with the former ones, different questions have to be measured together. The indices has to be calculated through the same calculations as the former ones shown in annex 13 The results are as follows:

Dimension	Germany	Portugal
PDI	18	43
IDV	47	21
MAS	21	54
UAI	14	33
LTO	93	68

Table 3- 9 calculated dimension Indices

Germany is a low power distance country, medium individualistic, strong feminine, with low uncertainty avoidance and a very strong long-term orientation country. Portugal on the other side is a medium power distance one, collectivistic, medium masculine with low uncertainty avoidance and a strong long-term orientation. Comparing that with the former results which are shown, again above, it seems to be quite different.

Dimension	Germany	Portugal
PDI	26	56
IDV	72	25
MAS	68	29
UAI	55	92
LTO	57	27

Table 3- 10 former Indices

Taken the relativism of culture (Hofstede, 2003) into consideration, it is becoming a different picture. The following table shows the indices by considering the German values, the same than in the former study. The result shows that the outcome for power distance, uncertainty

avoidance and long-term orientation are quite stable. The result for individualism/collectivism shows a difference to becoming more individualistic. The only extreme change is shown in the masculinity/femininity dimension, where the preference changes completely from a masculine culture to feminine one.

Dimension	Germany	Portugal
PDI	26	50
IDV	72	46
MAS	68	101
UAI	55	74
LTO	57	32

Table 3- 11 optimized indices for Portugal

The results for Germany are also showing a quite similar result for power distance and long term orientation. The results for uncertainty avoidance and individualism differ, but still showing the same characteristic. The dimension of masculinity/femininity shows almost the opposite as well as in the Portuguese results.

Dimension	Germany	Portugal
PDI	32	56
IDV	51	25
MAS	7	29
UAI	73	92
LTO	46	27

Table 3- 12 optimized indices for Germany

Concluding the results from now and the former study, they are not similar. But if we take the cultural relativism into account it can be considered, similar expect the masculinity/femininity dimension.

3.4.2.1.2 The hypothesis tests

In addition the hypothesis tests were conducted to valid the following hypothesis´:

H1: Portuguese see culture aspects different than German ones

H2: Women see culture aspects different than men

The first hypothesis was analyzed by an ANOVA test, shown in annex 14, firstly for the whole sample and secondly for each dimensions itself. For the whole sample the test was conducted to compare the answers between the German and Portuguese ones. Based on the $\alpha < 0,05$ rule the following items differ significantly between these two groups:

Item	German	Portuguese	F	α
Do work which is interesting	1,63	1,92	8,613	0,04
Have chances for promotion	2,54	1,89	23,156	0,00
Moderation: having few desires	2,64	2,41	4,708	0,031
Modesty: looking small not big	2,8	2,48	5,794	0,017
Are you the same person at work and at home?	3,95	3,47	9,361	0,03
Do other people or circumstances ever prevent you from doing what you really want to do?	2,65	3,06	16,577	0,00
How important is religion in your life?	2,21	2,6	5,734	0,018
How proud are you to be a citizen of your country?	4,12	3,48	6,224	0,013
How often, in your experience, are subordinates afraid to contradict their boss?	3,22	3,46	5,184	0,024
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	2,06	2,57	13,005	0,00
Persistent efforts are the surest way to results	2,25	1,96	8,445	0,004
An organization structure in which certain subordinates have two bosses should be avoided at all cost	2,83	2,38	11,158	0,001
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	3,43	2,69	25,584	0,000
We should honour our heroes from the past	2,87	2,05	49,655	0,000

Table 3- 13 ANOVA SVM 08 results considering nationality

From 28 items are exactly the halves, so 14 items, significantly different between the two countries. To get a closer view about the interpretation and differences the ANOVA test, for each dimension itself, has to be conducted.

The dimension power distance consists of four items: 1. *Have a boss (direct superior) you can respect 2. Be consultated by your boss in decisions involving your work 3. How often, in your experience, are subordinates afraid to contradict their boss? 4. An organization structure in which certain subordinates have two bosses should be avoided at all cost.* From this only the last two are significant different between Portuguese and German participants (F: 5,184, α: 0,024; F: 11,158, α: 0,001).

The dimension individualism/collectivism consists of the following items: *1. Have sufficient time for your personal or home life 2. Have security of employment 3. Do work which is interesting 4. Have a job respected by your family and friends.* From this items only the third one has a significant difference (F: 8,613 α: 0,004) between the groups Portuguese and Germans.

The masculinity/femininity dimension consists of 1. *Have pleasant people to work with 2. Get recognition for good performance 3. Have chances for promotion 4. Live in a desirable area.* From this items the variable three: *Having chances for promotion* shows a significant difference (F: 23,156, α: 0,000).

The fourth dimension uncertainty avoidance is depending on the following items: 1. *How would you describe your state of health these days? 2. How often do you feel nervous or tense? 3. One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work 4. A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest.* Following the analysis the last two can be considered as significant different with an F of 13,128 (25,548) and an α of 0,000 (0,000).

The last dimension is long-term orientation. It consists of four items: *1. Are you the same person at work and at home? 2. If there is something expensive that you really want to buy but you don't have enough money, what do you do? 3. We should honor our heroes from the past 4. Persistent efforts are the surest way to results.* From these items only the second one is not significant. The other three have a F of 3,728 and an α of 0,055, an F of 49,655 and α of 0,000 and lastly an F of 8,445 and an α of 0,004.

The analysis shows that power distance and uncertainty avoidance have two items significant different. The dimensions individualism/collectivism and masculinity/femininity differ only in one item significantly. Lastly the long-term orientation shows the biggest difference with three significant items.

Regarding the second hypothesis the Anova test, shown in annex 15, was conducted firstly for the whole sample and secondly for the differences between Portuguese women and German ones and Portuguese men and German ones. The results for the whole sample are as follows:

Item	Women	Men	F	α
Have sufficient time for your personal or home life	1,77	2,12	8,914	0,03
Have security for employment	1,82	2,24	12,913	0,00
Keep time for fun	1,73	2	7,332	0,007
How often you feel nervous or tense?	3,17	2,88	8,055	0,005

Table 3- 14 ANOVA SVM 08 results regarding gender

Only four significant items are different between women and men. For women the last item has a higher value than for men. While for men the first three are more important.

Secondly the differences between men regarding their nationalities were tested (see annex 16). The results are as follows:

Item	German	Portuguese	F	α
Have pleasant people to work with	1,71	2,0	3,969	0,49
Do work which is interesting	1,58	1,91	5,291	0,23
Have chances for promotion	2,54	1,96	7,189	0,009
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	3,38	2,87	6,914	0,010

Item	German	Portuguese	F	α
We should honour our heroes from the past	2,77	2,08	18,345	0,000

Table 3- 15 ANOVA SVM 08 results men considering nationality

From 28 items, five are significantly different. That is one more than between men and women in general. For German men the last two items are more important, while for Portuguese men the first three are more important.

Regarding women and their differences depending on their nationality (see in annex 17) the results are as follows:

Item	German	Portuguese	F	α
Have security of employment	1,98	1,85	6,167	0,015
Have a job respected by your family and friends	2,90	2,21	12,216	0,001
Have chances for promotion	2,54	1,80	21,508	0,000
moderation: having few desires	2,63	2,28	5,292	0,024
modesty: looking small, not big	2,88	2,23	12,216	0,001
If there is something expensive that you really want to buy but you don't have enough money, what do you do?	1,77	1,49	3,957	0,050
Are you the same person at work and at home?	4,00	3,13	13,863	0,000
Do other people or circumstances ever prevent you from doing what you really want to do ?	2,54	3,15	17,754	0,000
How proud are you to be a citizen of your country?	4,17	3,3	5,369	0,023
How often, in your experience, are subordinates afraid to contradict their boss?	3,21	3,62	8,193	0,005
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or	1,98	2,70	12,175	0,001

her work				
Persistent efforts are the surest way to results	2,35	1,98	6,491	0,012
An organization structure in which certain subordinates have two bosses should be avoided at all cost	2,96	2,36	9,498	0,003
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	3,48	2,49	20,860	0,000
We should honour our heroes from the past	2,98	2,02	32,706	0,000

Table 3- 16 ANOVA SVM 08 results women considering nationality

From 28 items, 15 items are significant different. That result is surprisingly compared with the differences between men and women and Portuguese men and German men. There are much more differences between Portuguese women and German women than between any of the other groups. They differ in more than half of the items.

3.4.2.2 EmpAT Questionnaire

In the second questionnaire the reliability analysis, shown in annex 18, shows that from 200 cases 200 are used in the calculation of Cronbach´s alpha. The alphas score of 0,855 shows a good internal consistency. The former study, from which the used questionnaire derived, has a Cronbach´s alpha from 0, 91, which shows even better reliability. Thus the reliability of the questionnaire can be assumed as proved again.

The performed factor analysis, shown in annex 19, for the second questionnaire has a KMO of 0,784 which also shows a small correlation of the coefficients. Moreover is the worth of the numbers of observations with 300 bigger than the 150 (5*30 variables). The biggest eigenvalue has a worth of 5,807 and explains 23,230% of the explained variance. The lowest one has a value of 0,155 and explains 0,620 % of the variance. The overall explained variance is 61,933%. In comparison the former study has quite similar cumulative explained variance of 74%. Moreover are the items divided into six different components through the factor analysis, while in the former one it were only five components. The items which were load into the first component are item number 10-14. The items of the second component are 7-9,

19, and 21. In the third component the items number 6, 3, 1, 5 are loaded. The items of the fourth component are 17, 18 and for the fifth items 24, 25. Lastly in the sixth component the item 23 and 2 are load. Concluding are 19 items from 25 used. The other four are statistically not relevant. In comparison has the former study in component 1 item 14-18, in component 2 item 4, 10-12 and 30, in component 3 items 19, 29-31, in component 4 item 1, 5-8 and in component 5 item 20 and 24-27 loaded. Therefore the equal items in component 1 are 14 and in component 5 item 24 is equal. The rest is different.

It can conclude that the reliability of the questionnaire was confirmed, but the factor analysis gave different components with different items.

Moreover a hypothesis test was conducted to confirm two assumptions:

H3: Portuguese applicants considering different aspects than Germans

H4: Female applicants considering different aspects than male applicants

Therefore an ANOVA-test was conducted to compare the means in the different items between Portuguese and German answers, seen in annex 20. The decision rule for the significance is $\alpha < 0,05$ shows a significant difference between the two means. The results for the first hypothesis were, that from 25 items, 13 were significant different between the groups shown in the following table:

Item	German	Portuguese	F	α
Recognition from Management	2,18	1,88	8,794	0,003
Fun working environment	2,06	2,44	13,202	0,000
Feeling more self-confident as a result of working for a particular organization	2,27	1,88	11,050	0,001
The organization produces high-quality products and services	2,66	2,39	4,290	0,040
The organization produces innovative products and services	2,81	2,46	7,209	0,008
Good promotion opportunities within the organization	2,43	2,06	13,533	0,000
Humanitarian organization – gives back to society	2,79	2,48	5,073	0,025
Opportunity to apply what was learned at a tertiary institution	2,92	2,62	6,604	0,011
Opportunity to teach others what you have learned	2,84	2,46	9,513	0,002
The organization is customer orientated	2,80	2,48	6,459	0,012
Hands-on-inter-departmental experience	2,58	2,35	9,513	0,020
Happy work environment	1,89	2,22	10,680	0,001
An above average basic salary	2,34	2,02	7,895	0,005

Table 3- 17 ANOVA EmpAT regarding nationalities

Moreover are the item with the highest scores and thus the most important ones for applicants in Germany *Opportunity to apply what was learned at a tertiary institution* and *Opportunity to teach others what you have learned* the lowest ones are *Feeling good about yourself as a result of working for a particular organization* and *happy work environment.* In Portugal the most important factors are also *Opportunity to teach others what you have learned* and *the organization is customer orientated.* The lowest scores have the items *Gaining career-enhancing experience*, *Recognition/appreciation from management, Feeling good about yourself as a result of working for a particular organization* and *Feeling more self-confident as a result of working for a particular organization.* In general all scores in the German answers, are higher. It can assume that German applicants have higher expectations than Portuguese ones.

For the second hypothesis the results (shown in annex 21) were that from 25 items 4 were, with an $\alpha < 0,05$ significant different as shown in the table below:

Items	Male	Female	F	α
Having a good relationship to your superiors	2,13	1,93	5,622	0,019
Having a good relationship with your colleagues	1,94	1,69	5,857	0,016
Acceptance and belonging	2,26	1,78	19,332	0,000
Job security within the organisation	2,28	1,96	7,870	0,006

Table 3- 18 ANOVA EMpAT gender

The results show, that male applicants are giving higher priority to relation-ship oriented factors than women. Moreover is job security more important for them than for women. IN addition are the most important factors for men *Opportunity to apply what was learned at a tertiary institution* and *Opportunity to teach others what you have learned* and the lowest are *Having a good relationship with your colleagues, Feeling good about yourself as a result of working for a particular organization* and *Gaining career-enhancing experience.* For women the highest scores are *the organization produces innovative products and services* and *Opportunity to apply what was learned at a tertiary institution*. The lowest scores have the items *having a good relationship with your colleagues* and *Acceptance and belonging.*

The ANOVA test was also conducted to compare the means between German and Portuguese men, shown in annex 22. The results are as follows:

Items	Portuguese	German	F	α
A fun working environment	2,38	2,08	4,057	0,047
Good promotion opportunities within the organization	2,09	2,46	5,569	0,020
Humanitarian organization – gives back to society	2,45	2,96	6,415	0,013
Opportunity to apply what was learned at a tertiary institution	2,64	3,04	5,317	0,023
Opportunity to teach others what you have learned	2,47	2,96	7,996	0,06

Table 3-19 ANOVA EmpAT results for men considering nationality

The table shows that from the 25 items 5 are significant different in their means. For Portuguese men *a fun working environment* (F: 4,057; *α:0,047*) is more important than for German ones, while for the German ones *good promotion opportunities within the organization (F:5,569;α: 0,020)*, *a humanitarian organization (F:6,415;α: 0,013) the opportunity to apply what was learned at a tertiary institution (F: 5,317; α:0,023)* and *the opportunity to teach others what you learned* (F:7,996;α:0,06) are more important.

Regarding the differences between German and Portuguese women the ANOVA results (seen in annex 23) were as follows:

Items	Portuguese	German	F	α
Recognition /appreciation from management	1,68	2,21	14,586	0,000
A fun working environment	2,51	2,04	10,191	0,002
Feeling more self-confident as a result of working for a particular organization	1,72	2,23	7,859	0,006
The organization produces high-quality products and services	2,36	2,89	6,919	0,010
The organization produces innovative products and services	2,49	3,04	8,904	0,004
Good promotion opportunities within the organization	2,02	2,40	8,992	0,003
Hands-on-inter-departmental experience	2,13	2,60	14,446	0,000
Happy work environment	2,17	1,79	8,208	0,005
An above average basic salary	1,85	2,42	14,835	0,000

Table 3 -20 ANOVA EmpAT results for women considering nationality

It is seen that from 25 items 9 items differ significantly in their means. Portuguese women are also pointing out the importance of the *fun working environment* (F: 10,191; α: 0,002). All other items are more important for German women than for Portuguese ones.

3.*4.2.3 Correlation between Employer branding and culture*

One main research question is still not answered in this paper: the relationship between culture and employer branding. To confirm or deny the following hypothesis has to be tested:

H5: Employer branding is related to culture

To answer this question the first question of the VSM 08 *"Please think about the ideal job, disregarding your present job, if you have one. In choosing an ideal job, how important would it be to you to:.."* was chosen as representative question for the cultural part. This question consists of ten items. Moreover is the questions regarding employer branding chosen

to represent the employer branding with 25 items. To analyze the correlation between these two amounts of items, it is firstly necessary to reduce the items. Consequently a principal component analysis was conducted for both questions.

The ten items of the cultural part were divided into four components. The first component is loaded with the items 5, 9, 10 and 6. The second component is loaded with item 3 and 4. Item 7 and 8 are loaded into component three. In the fourth component item 2 was loaded.

The twenty-five items of the employer branding part are divided as follows: The items which were loaded into the first component are item number 10-14. The items of the second component are 7-9, 19, and 21. In the third component the items number 6, 3, 1, 5 are loaded. The items of the fourth component are 17, 18 and for the fifth items 24, 25. Lastly in the sixth component the 23 and 2 are loaded.

For the culture we have now 4 components, which differ from Hofstede. But comparing the content of the culture components with Hofstede´s dedication to the cultural dimensions (shown in annex 13) the culture components 1 and 2 are consisting of the items which Hofstede dedicate to the Masculinity/femininity and individualism/collectivism. Accordingly the four components are defined namely by masculine-individualistic I (Comp1), masculine-individualistic II (Comp2), work meaning (Comp3) and importance of personal life (Comp4), while we have for the employer branding sixth components, namely innovation oriented factors (Compo1), relationship oriented factors (Compo2), development oriented factors (Compo3, use of former education (Compo4), rewarding factors (Compo5) and work environment factors (Compo6). These components were through a biavariate correlation test, tested on their correlation (see annex 24), with the following results:

Correlations

		Comp1	Comp2	Comp3	Comp4	Compo1	Compo2	Compo3	Compo4	Compo5	Compo6
Comp1	Pearson Correlation	1									
	Sig. (2-tailed)										
	N	200									
Comp2	Pearson Correlation	,351**	1								
	Sig. (2-tailed)	,000									
	N	200	200								
Comp3	Pearson Correlation	,133	,199**	1							
	Sig. (2-tailed)	,060	,005								
	N	200	200	200							
Comp4	Pearson Correlation	,210**	,148*	,071	1						
	Sig. (2-tailed)	,003	,036	,317							
	N	200	200	200	200						
Compo1	Pearson Correlation	-,082	,012	,431**	-,083	1					
	Sig. (2-tailed)	,248	,870	,000	,240						
	N	200	200	200	200	200					
Compo2	Pearson Correlation	,468**	,482**	,112	,209**	,050	1				
	Sig. (2-tailed)	,000	,000	,114	,003	,481					
	N	200	200	200	200	200	200				
Compo3	Pearson Correlation	,478**	,515**	,153*	,123	,014	,456**	1			
	Sig. (2-tailed)	,000	,000	,030	,082	,842	,000				
	N	200	200	200	200	200	200	200			
Compo4	Pearson Correlation	,193**	,162*	,185**	,187**	,234**	,256**	,271**	1		
	Sig. (2-tailed)	,006	,022	,009	,008	,001	,000	,000			
	N	200	200	200	200	200	200	200	200		
Compo5	Pearson Correlation	,401**	,411**	,132	,042	,099	,265**	,472**	,110	1	
	Sig. (2-tailed)	,000	,000	,062	,558	,162	,000	,000	,123		
	N	200	200	200	200	200	200	200	200	200	
Compo6	Pearson Correlation	,102	,140*	,363**	,236**	,252**	,283**	,147*	,174*	,092	1
	Sig. (2-tailed)	,149	,048	,000	,001	,000	,000	,038	,014	,195	
	N	200	200	200	200	200	200	200	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3- 11 Correlations culture and employer branding

Statistically relevant, for culture dimension masculine-indivualistic I, are the employer branding components relationship-oriented factors, development oriented factors and rewarding factors showed by the two-tailed significance. Based on the decision rule that a pearson value close to one shows a strong correlation, while a pearson value close to zero shows a weak one, the relationship between culture dimension musculine-individualistic and relationship oriented and development oriented factors is medium, while the relationship to rewarding factors slithly weaker is. Statistically significant for the correlation between the masculine-individualistic II culture dimension and the employer branding are components relationship oriented, development oriented, use of former education, rewarding factors and work environment factors. Based on the pearson value the relationship between the cultural

dimension masculine-individualistic II and relationship and development oriented component from employer branding have a medium strong relationship, while the use of former education and the work environment components have distinctly weaker ones. For the meaningful work cultural component the employer branding components innovation and development oriented and the use of former education and work environment component are statistically relevant, whereby all correlation are not very strong. The innovation oriented component and the work environment are reaching a medium to weak correlation why the others correlations are weak. For the personal life culture dimension only the work environment component is statistically relevant, but with a value of 0,236 quite weak.

Concluding we can see that a lot of the correlations between the components of both surveys are statistically relevant Regarding the correlations of the cultural dimensions with the employer branding ones, the masculine-individualistic component shows a clear relationship between the relationship-oriented factors, development oriented factors and rewarding factors component. The second component of masculine-individualistic shows a clear relationship with the relationship-oriented factors, development oriented factors component. Thus it can be assume that there is a relation between the dimensions masculinity/femininity and individualism/collectivism and the components of the employer branding 2 (relationship-oriented factors), 3 (development oriented factors), and 5 (rewarding factors) because they are medium strong related to both two cultural components. Moreover there are 14 correlations between the values from 36 possible ones. Consequently the H5 can be confirmed regarding the specific relationship between masculinity/femininity and indiviudualism/collectivism to employer branding items.

3.5 Conclusion

Derived from the shown analysis there are several conclusions. Firstly the recruitment and employer branding ideas and practices were analyzed through expert interviews. The internet and within social media are essential platforms for recruitment in both countries. Moreover is the personality of the applicant the choosing criteria in the selection process in both countries even analyzed differently. The requirements for applicants are in Germany the degree and the personality, while in Portugal the professional experience and personality is more important than the degree. Regarding the employer brand image the countries using it differently. In Portugal it is more used for internal recruitment where as in Germany, it is an external recruitment tool. That is also shown in the characterization of the employer branding according to the interviewed experts. In Germany it should be flexible, modern, innovative and customer oriented, while in Portugal it should show the corporate culture. In both countries the employer brand image should be authentic, open, consistent and communicate the values. Moreover is the employer branding according to the interviewed experts strongly related to the culture of the company and leads to longer labor commitment.

Regarding the results of the VSM 08 questionnaire it is to say that the survey is reliable and valid. In addition the results of the factor analysis differ significantly between the former study and the actual one.

The calculated indices are similar to the old one of Hofstede, if we assume that the indices are relative numbers, which means that even the absolute number is not exactly the same, the number is still declare the same idea. Even culture is changing in some aspects, we can assume through this results that it is a very slow process. Thus we consider Hofstede´s indices still updated, except the masculinity/femininity dimension.

The first hypothesis was H1: *Portuguese see culture aspects different than German ones.* The result was that from 28 analyzed items 14 were significantly different in their means. Analyzing each dimension on its own, the result was that the main differences were found in the long-term orientation with significantly differences in three of four items. Secondly power distance and uncertainty avoidance with significantly differences in two of four items and lastly individualism/collectivism and masculinity/femininity with only one item with differences. Comparing that with the characterization of the German and Portuguese dimensions of Hofstede, the differences and his indices are similar for power distance and uncertainty avoidance. The difference in the long-term orientation is that according to

Hofstede only two different items are similar, not to three. Different are the results for the masculinity/femininity and individualism/collectivism. Regarding to Hofstede the differences are very strong. This analysis assumes that the differences are quite weak. This could indicate a change inside the two dimensions like Portugal is getting more individualistic and masculine of Germany is getting more collectivistic and feminine or both countries change a little the direction. Concluding we can consider that Portuguese differ in cultural aspects from Germans. Thus H3 can be confirmed.

The analysis of the second hypothesis *H2: Women see culture aspects different than men*, shows only significant differences in 4 of 28 items. To deepen that analysis there was an analysis between the Portuguese and German men (women) conducted. The men differ only in 5 of 28 items. Portuguese prefer more items regarding a good work environment while German giving more importance to rules. Surprisingly are the differences between women. From 28 items 15 are significantly different. That is much more than in the two other analysis´ about the gender. The differences that were named for men are found between the women, too, but women also differ in several others. Concluding can be said that the gender does not play a significant role in cultural aspects. The reasons for differences between Portuguese and German women would need another research to analyze the reasons for that phenomenon.

The analysis of the EmpAT shows that this survey is also reliable and valid, but also different, except two items, in the factor analysis.

The analysis of the third hypothesis *H3: Portuguese applicants considering different aspects than Germans* resulted in differences in 13 items of 25. All results of these items were higher for German applicants. This may have the reason, that the expectations to a potential employer are higher by German applicants. Most important is for Germans the possibility to apply their learned knowledge and to teach it to others, while the work environment is not that important. For Portuguese it is also important to have the possibility to teach others, but also a customer orientation. Not so important are factors like recognition. With differences in more than the half of items it can be assume that there is a difference between the Portuguese and German applicants. Thus H3 can be confirmed.

The fourth hypothesis *H4: Female applicants considering different aspects than male applicant* is also analyzed. From 25 items were only four significant different. Surprisingly The differences, that men are giving more importance to relationship-oriented factors than

women. In the analysis between the same gender, but different nationalities, the men only have different means in 5 of 25 items. Here are the Portuguese also given more importance to the work environment than the Germans and the Germans more to promotion and applying and teaching of knowledge. Between women the differences area gain much higher. From 25 items 9 are different. German women have in all items higher scores and within can be assumed higher expectation. The exception is here also the work environment, which is more important for the Portuguese. Thus H4 cannot be confirmed.

For the fifth hypothesis - *H5: Employer branding is related to culture* – the results show that the first 2 cultural dimension which were masculinity-individualism I and II have a relationship with the employer branding regarding relationship-oriented factors, development oriented factors, and rewarding factors. It could be conclude that cultural aspects have to be considered by the implementation of employer branding. Moreover it can be assumed, that by knowing the masculinity/femininity and individualism/collectivism scores, there can derived conclusions and implementations for the right employer branding strategy. Accordingly depending on the characteristics of the dimension scores in that two dimensions I can assume the expectation of potential applicants in the area of relation-oriented factors, development oriented factors and rewarding factors.

Bibliographic References

Backhaus,K.; Tikoo, S. 2004. Conceptualizing and researching employer branding. **Career Development International**, 9: 501-518.

Berthon, P., Ewing, M., & Hah, L. L. 2005. Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*. *24*(2): 151-172.

Botha, A.; Bussin, M.; Swardt, L. 2011.An Employer brand predictive model for talent attraction and retention.**Journal of Human Resource Management**, 9 (1): 388-400.

Brandon, C. 2005. Truth in recruitment branding.*HR Magazine*,*50*(11): 89.

Breaugh, J. A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*.*18*(3): 103-118.

Breaugh, J. A. (2013). Employee recruitment.*Annual review of psychology*, *64*, 389-416.

Edwards, M. R. 2009. An integrative review of employer branding and OB theory.*Personnelreview*, *39*(1): 5-23.

Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*, *19*(6), 401-409

Gaddam, S. 2008. Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management.*ICFAI Journal of Soft Skills*: *2*(1).

Gmür, M., Karczinski D. 2002. Employer Branding – Schlüsselfunktion im strategischen Personalmarketing. *Personal* (10): 12–16.

Hofstede, G. 2003. *Culture´s Consequences. Comparing Vaulues, Behaviors, Institutions and Organizations Across Nations*. Thousand Oaks: SAGE Publications.

Hofstede, G., Hofstede, G.J., Minkov, M., Vinken, H. 2008. *Values Survey Module 2008 Manual.*http://geert-hofstede.com; 12.04.2014.

Hepburn, S. 2005. Creating a winning employer reputation.*Strategic HR Review*4(4): 20-23.

Martin, G., Gollan, P. J., & Grigg, K. 2011. Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM**. *The International Journal of Human Resource Management*. *22*(17), 3618-3637.

Mosley, R. 2007. Customer experience, organizational culture and the employer brand. **Brand Management**, 15 (2): 123-134.

Sullivan, J. 2004. Eight elements of a successful employment brand. *ER Daily*, *23*, 501-517.

Spence, M. A. 1974. ***Market Signalling: Informational Transfer in Hiring and Related Creening Processes.***Harvard University Press.

Petkovic, M. 2008. ***Employer Branding: Ein markenpolitischer Ansatz zur Schaffung von Präferenzen bei der Arbeitgeberwahl***. München und Mering.

The Conference Board.2001**.Engaging employees through your brand.** The Conference Board: New York.

Wilden, R.; Gudergan, S.; Lings, I. 2010. Employer Branding: strategic implementations for staff recruitment**. Journal of Marketing Management**, 26 (1,2): 56-73.

4. Conclusions

Employer Branding is gaining recently more and more attention (Krishnan, 2014). A strong employer brand image attracts, engage and retain high-quality people to build innovation through all kind of processes inside a company (Tödtling, Lehner & Kaufmann, 2009). The shown researches in both papers were conducted to give hints for companies, for the right implementation of employer branding and the relevance of culture in this context.

In the first paper it could be concluded that the cultural dimensions of Hofstede are still can be considered as updated. The absolute results changed slightly which gave the hint that the change of culture is extremely slowly. This result could be important, if the second paper conclude a correlation between culture and employer branding.

In the second paper the calculation of the indices are indicating the same conclusion. Moreover was the first hypothesis H1: *Portuguese see culture aspects different than German ones* confirmed. This result strengths the scores of Hofstede, which shows a clear differentiation in all dimensions of Portugal and Germany. But the deeper analysis inside each dimension shows a strong difference regarding masculinity/femininity and individualism/collectivism. Further research is necessary here to analyse the reasons and possible changes. Hypothesis *H2: Women see culture aspects different than men* was not confirmed. The differences were to less. Nevertheless was there an exception for the differences between Portuguese women and German ones, which would also be a potential further research possibility. *H3: Portuguese applicants considering different aspects than Germans* was also confirmed. The noticeable always higher means of German participant could lead to the conclusion that German applicants are having higher expectations. *H4: Female applicants considering different aspects than male applicants* was not confirmed. But there was again a stronger difference between Portuguese women and German ones, which shows even more the need of a further research. Concluding could be assumed, that gender is playing a minor role for culture and employer branding, where as the nationality plays a bigger role for culture as well as for employer branding.

Regarding the differences between the countries it can be said, according to the expert interviews and the quantitative study, that in Germany companies are expecting good degrees.

On the other hand companies have to consider by building their employer brand image that applicants have higher expectation than e.g. in Portugal. They are more related to promotion or self-development while in Portugal more the work environment important is. In Portugal the applicants' expectation are lower and for companies counts more the professional experience. Moreover could be recommended to German companies to extend their employer brand image also internally, while Portuguese companies should broaden it externally. The importance of the personality of applicants is also a hint for the importance of the personal fit to the company and within to the culture. Moreover conclude all interviewed experts the importance of culture for the employer branding strategy.

Regarding the results of the fifth hypothesis - *H5: Employer branding is related to culture –* the results shows that cultural aspects have to be considered by the implementation of employer branding. Moreover it can be assumed, that by knowing the masculinity/femininity and individualism/collectivism scores, there can derived conclusions and implementations for the right employer branding strategy. Accordingly depending on the characteristics of the dimension scores in that two dimensions I can assume the expectation of potential applicants in the area of relation-oriented factors, development oriented factors and rewarding factors.

Ignoring the results of the quantitative study and assuming the results of the qualitative one Germany is masculine and individualistic, while Portugal is feminine and collectivistic. Regarding development oriented factors and rewarding factors there is a significant difference between the two countries, which would support this assumption. German companies should consider in their employer brand image the development possibilities inside their companies and strong rewarding systems. Portuguese companies should more mentioned the work environment and community.

The recommended model for the implementation of a strong employer brand image is the one from Petkovic (2008). This model should be, in my opinion, now extended to taken the aspect of culture into account. I am recommending to integrate the culture into the employer branding process: inside the situation analysis should be also an analysis of cultural aspects; inside the target group choice should be the analyzed cultural aspects be considered to find easier a fit between the applicant´s personality and the company; inside the communication policy to communicate cultural aspects for attracting the right applicants and giving realistic expectations about the company.

4.1 Limitations

This study has some limitations. Due to the fact of the time restriction, the sample size (N=200) is not representative enough. Moreover is the comparison from only two countries in a cross-national study to less. Consequently the conclusions and results are only hints in one direction.

4.2 Future research

Future researchers could take this study as a guideline for doing the same study, but with a bigger sample size. Moreover there could be a research conducted which analyzed the different result of masculinity/femininity and individualism/collectivism. In addition there could be a research regarding the high differences between German and Portuguese women answers to employer branding and culture.

Bibliographic References

Krishnan, S.K. 2014. The importance of employer branding. http://www.deccanherald.com/content/109808/importance-employer-branding.html. 29.04.2014

Petkovic, M. 2008. *Employer Branding: Ein markenpolitischer Ansatz zur Schaffung von Präferenzen bei der Arbeitgeberwahl*. München und Mering

Tödtling, F., Lehner, P., & Kaufmann, A. 2009. Do different types of innovation rely on specific kinds of knowledge interactions?. *Technovation*. *29*(1), 59-71.

Annex

Annex 1 – Interview protocol for expert interviews

This interview has three parts: 1. Business and Country Culture, 2. Recruitment and 3. Employer Brand Image. Thank you very much for your help!

Corporate & National Culture

1. Corporate Culture in Portugal (Germany) how would you describe it?

2. How did this culture develop?

3. Is corporate culture an important factor in Portuguese (German) companies?

4. What are important factors for a good corporate culture?

5. Should the corporate culture be related to the national culture?

Recruitment

1. Which recruitment tools should be used in your opinion?

2. Which role does Social Media play?

3. What are important factors for a Portuguese (German) company to choose an applicant?

4. What is in your opinion the ideal applicant?

5. Did this change and/ or will that change in the future?

6. How important are the fit of the corporate culture and the character of the applicants?

Employer Brand Image

1. How important is reputation for a company?

2. How important do you think is Employer Brand Image for a company and why?

3. What kind of Employer Brand Image do you have?

4. What kind would you like to have?

5. Why is it so important to find the right employees?

7. Does your Employer Brand Image differ from your competitors in your country and in which way?

8. How important is the relation between the business culture and the Employer Brand Image?

9. Which other strategies of attraction the right employees could you think of?

Annex 2 - Corporate Culture in Germany

Paraphase	Generalized	Reduction
1. Corporate culture is performance driven in Germany that means the company pays its workers to ensure that they provide good performance. 2. Social aspects play only a minor role. Culture is thus driven rather good engineering practice in Germany. 3. German companies do not see themselves as social institutions. 4. The cultural idea is more downstream in Germany, it will naturally communicate and brought also very direct.	Corporate culture in Germany is: performance driven, engineer driven, is not celebrated, social aspects are subsidiary matter , very direct	
1. Corporate culture are values .Competence, quality ,reliability, customer orientation. 2. German companies are very goal-oriented, very persistent, very slowly changing. The employees stay longer in business than in other countries, decisions often need very long time. 3. Decisions are mission-driven. 4. Innovation is rather low. 5. This creates a where one is reliable; filing operates where you sort files, where one makes no mistakes.	Corporate culture is: aim oriented, persistent, slowly changing, is not celebrated, less innovation, no mistakes are accepted	
1. Corporate culture in our country is performance oriented. 2. People working structured and the business is structured, too. 3. The focus neither is on people nor on changes.	Corporate culture is: performance-driven, structured, not focus on changes, not focus in people	
		Corporate culture is: • **performance driven** • **engineer driven** • **is not celebrated** • **social aspects are subsidiary** • **slowly changing**
1. Companies are knowledge driven, not hierarchical.	Flat hierarchies, expert oriented	
1. Traditional family businesses, highly skilled, 2. Anyone who has a clue and authority, has a high probability that they have good quality and they have Made in Germany	High expertise, authority, good quality, tradition	
1. The "business landscape" in Germany is mainly family owned businesses. 2. Quality made in Germany is a true quality label	Many family owned companies, Quality made in Germany	**Business in Germany is:** • **flat hierarchies** • **expertise** • **good quality** • **family owned companies**
1. It is an important factor even if it is not very important in Germany. 2. Corporate culture always becomes	Corporate Culture in Germany no big topic, only if company is in bad shape, Corporate culture is	

important when the company does not go so well. 3. But corporate culture is not an active process and companies in Germany. 4. Corporate culture already plays an important role, but is underestimated in many cases. 5. With a good corporate culture, employees are more willing to participate changes. You trust the management and especially incrises 6. Corporate culture is important. Corporate culture is often founder transmissions.	underestimated and is costly, a good corporate culture is when changes are ok for employees and trust in management	
1. It is becoming increasingly important.	Corporate Culture is more and more important	
1. Corporate culture is not only for German companies important. 2. Crossing department boarders for help especially in time of crisis.	Corporate culture is needed in crisis and shown in help crossing department boarders	
		Corporate culture in Germany is: • **Becoming more important** • **Underestimated** • **costly** • **Is needed in bad times** • **Is needed for changes** • **Good corporate culture=trust in management**
1. The first important factor is that the company is aware that it is different than others, particularly against competitors. 2. Pressure is very crucial, both internally and externally. Without the development of corporate culture is difficult. 3. The second factor is stability without this there is no lasting of corporate culture.	Be aware that every business is different Pressure makes development of corporate culture difficult Stability is important	
1. Most of the important factors is credibility. 2. Furthermore should errors be allowed. 3. Also should rules be lived in every level of the company.	Credibility, living the rules in the whole company, mistakes must be allowed	
1. Corporate culture should be built on trust. 2. Moreover should it be coherent with the organizations goals. 3. Openness and through this a diversely workforce are other important factors. 4. In Germany openness means also open for direct communication and thus criticism	Trust, coherent with strategy, openness, diversity	

		Important factors for a good corporate culture: • **Be aware of uniqueness** • **No pressure** • **Stability** • **Credibility** • **Mistakes allowed** • **Live it** • **Trust** • **Coherent with strategy** • **Diversity** • **Openness** • **Direct communication**
1. It could be independent of each other, but the company must be aware of this. 2. The company should know that it is different so that potential employees can be prepared. 3. This must be communicated to employees before, then this can work well.	Can be independent, but must be aware of this to prepare employees.	
1. They must be the same, if they have their customers in the country. 2. A corporate culture always shines on the products and their clients, when they are not connected to the mainstream culture in their country, then the business model isnot sustainable.	Has to be if customers are in the same country because of the impact of corporate culture to products	
1. National culture and corporate culture is not possible to separate in my opinion.	- cannot be separated	
		National Culture and Corporate Culture: • **Corporate culture should be equal from national culture if products in the same country** • **Corporate culture can be different from national culture** • **Corporate culture and national cannot be separated**

Annex 3 - Code guidance for corporate and national culture

Variables	Definition	Anchor example	Code guidance
Power Distance	Low Power Distance: In societies with a low power distance members of institutions and organizations are not expecting and accepting that power is distributed unequally.	A supporting strong middle class and a high decentralization shows low power distance. In the daily business means that direct and participative communication are appreciated. Leadership is based on expertise and control is disliked.	To indicate a low power distance, there has to be at least two supporting statements
	high Power Distance: In societies with a high power distance less powerful members of institutions and organizations are expecting and accepting that power is distributed unequally.	People with power have privileges and the hierarchical distances are accepted. The management controls everything which means that it decides the importance of information and tasks. Furthermore is negative feedback very distressed, so negative information is difficult to provide for subordinates.	To indicate a high power distance, there has to be at least two supporting statements
Individualism / Collectivism	Individualism: In an individualistc society in which the ties between individuals are loose; everyone is looking after him- or herself or his/her family	That is shown through small families with a strong parents-child relationship. Self-actualization is what people believe in. Duty, responsibility and loyalty are based on personal preferences for people. The communication is one of the most directly ones in the world to give the change to improve one´s mistakes.	To indicate a strong individualistic nation, there has to be at least two supporting statements.
	Collectivism: In a collective society there is a strong integration in cohesive ingroups, which remain lifelong and in which is protection and unquestionable loyalty to each other.	Loyalty is the most important principle and over-rides even societal rules and regulations. Everybody has to take responsibility for the group and the individuals inside. Offence means loss of face and leads to shame. Employer –employee relationships are ruled by moral terms.	To indicate a strong collective nation, there has to be at least two supporting statements.
Masculinity / Feminity	Masculinity: In a masculine society gender roles are clearly defined.	Society is performance orientated beginning already with the school system and performance is highly valued. Self-esteem is gained through achieving tasks and status is often shown. Thus expectations in managers are to be decisive and assertive.	To indicate a masculine nation, there has to be at least two supporting statements.
	Femininity: In a feminine society gender roles are overlapping.	Excessive competition is not appreciated and equality, solidarity and quality in working lives are highly valued. Compromise and negotiation is used to solve conflicts. Decisions and achievement are reached through involvement and free time and flexibility are favored. Status is not shown and well being has the highest priority.	To indicate a feminine nation, there has to be at least two supporting statements.
Uncertainty avoidance	High uncertainty avoidance: Societies with a high uncertainty avoidance feel easily threatened by unknown situations and try to avoid these ones.	Deductive approaches a preferred that means in all topics the systematic overview has to be clearly given before. That is also shown in the law system. Uncertainty is tried to cover by expertise.	To indicate a strong uncertainty avoidance nation, there has to be at least two supporting statements
	Low uncertainty avoidance: Soieties with a low uncertainty avoidance feel not threatened by unknown situations and try not to avoid these ones.		
Long-term / Short-term orientation	Long-term orientation: Societies with a long-term orientation have their focus on the future in particular shown through perseverance and thrift	Truth depends on situation, time and context. Furthermore the easily adaption to changing conditions, the interest in saving and investing and the need to achieve results are criteria of a long-term oriented nation.	To indicate a strong long-term orientation nation, there has to be at least two supporting statements.
	short-term orientation:	There is a focus on achieving goals quickly	To indicate a strong

	Societies with a short-term orientation have their focus on the past and present in particular shown through respect for tradition and fulfilling social obligations.	and less thinking in the future. Moreover there is a strong belief in traditions and an absolutely truth which shows a normative thinking.	short-term orientation nation, there has to be at least two supporting statements.

Annex 4 - Corporate and national culture in Portugal

Paraphase	Generalized	Reduction
In Portugal the people working by finding solutions through compromise and negotiation. Moreover people work in and for the group.	Corporate Culture is: Finding solutions through compromise and negotiation Working in and for groups	
The corporate culture is getting through that a little bit more professional. Companies are more aware of international competition. Most of the companies in Portugal are very small family businesses so they have fewer employees (5). A written corporate culture is due to this fact not common in Portugal. So there are no general keys of corporate culture. But what I see is that the small companies are getting more professional. They are getting more structured and developing themselves.	Corporate culture is: Getting more and more professional Mostly family businesses Not written down Having no general keys Getting more structured and developed	
People are respecting highly people in higher positions. That's why last decisions are always made by the boss. Loyalty has first priority. For employees and employer.	Corporate culture is: Having highly respect for people in higher positions Decisions are made by the boss loyalty	
		Corporate Culture is: 1. **Finding solutions through compromise and negotiation** 2. **Working in and for groups** 3. **Getting more professional** 4. **Written down not common** 5. **not having general keys** 6. **showing respect for higher positions – strong Hierarchy** 7. **loyalty** 8. **decisions are made by the boss**
I think one of the issues is that during the last 20 years there was a huge investment in young people. In higher qualification we have a huge increase. But nowadays due to the fact of the high unemployment rate these knowledge is not brought to the companies. So companies are not getting new ideas etc.	Business and Development in Portugal: Big investment in higher qualification if young people in the last 20 years Through high unemployment rate knowledge is not brought to companies	
The Portuguese business world is mostly family businesses with a strong power of the owner. Moreover are traditions and rules very important.	Business and Development in Portugal: Mostly family businesses Strongly ruled by owner Importance of rules and traditions	

		Business and Development in Portugal: 1. **huge investment in higher qualification in the last 20 years** 2. **unemployment is bringing knowledge not to companies** 3. **family businesses** 4. **patriarchic** 5. **importance of traditions and rules**
If you are more professional and you are aware of all components which has an impact of the success of the business you know that culture is one. However in general it is coming more aware that corporate culture is an important factor for success in the company. But due to the fact that companies have mostly only up to 5 employees, it is more called leadership than corporate culture. But in companies with more employees corporate culture is a topic.	Corporate culture is in Portugal: Corporate culture is an important factor for success Companies have mostly less than 5 employees Corporate culture is more leadership	
Corporate culture is an important factor in Portuguese companies.	Corporate Culture is important	
Corporate culture is important for companies for having a common set of values.	Corporate Culture is important for having common set of values	
		Corporate culture in Portugal is: 1. **getting more professional** 2. **coming more aware** 3. **is more leadership** 4. **common set of values**
Corporate culture has to use sustainability. This is an important factor. You have also need flexibility, because nowadays all cycles are much more shorten. So you need to find equilibrium between these two.	Corporate culture consists of: Sustainability, flexibility	
Leadership, interaction, the entire knowledge of development strategies and apply them in order to achieve implementation of the strategies are important factors.	Corporate culture consists of: Leadership, interaction, knowledge of development strategies	
Important factors for corporate culture are loyalty for the company, the significance of the group the respect for tradition, and strongly respected leaders.	Corporate culture consist of: Loyalty, significance of the group, respect for traditions, strongly respected leaders	
		Corporate Culture consists of: 1. **substainibility** 2. **flexibility** 3. **leadership** 4. **interaction** 5. **development strategies** 6. **loyalty** 7. **significance of the group** 8. **respected leadership**
Corporate culture should be similar to the national culture in the sense of adaption in real life situations.	Corporate and National Culture: Similar for adaption	

	in the real life	
In a manufactory were the project manager changes ever three years we measure that there was a part of Portuguese corporate culture but the part which was mostly common you could reduce to legal and local issues. But in general local culture is important and has to have a huge impact to what managers or leader have to do. It is important information for leadership.	Corporate and National Culture: national culture can be reduced to legal and local issues	
Should be similar because the national culture is strong in Portugal people are highly patriots	Corporate and National Culture: National culture is strong in Portugal (Patriotism)	
		Corporate Culture and National Culture: • **should be similar for adaption in real life situations** • **could be reduce to legal and local issues** • **should be similar because Portuguese national culture is strong (patriotism)**

Annex 5 - descriptive analysis

Statistics

Are you female or male?

N	Valid	200
	Missing	0

Are you female or male?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	105	52,5	52,5	52,5
	female	95	47,5	47,5	100,0
	Total	200	100,0	100,0	
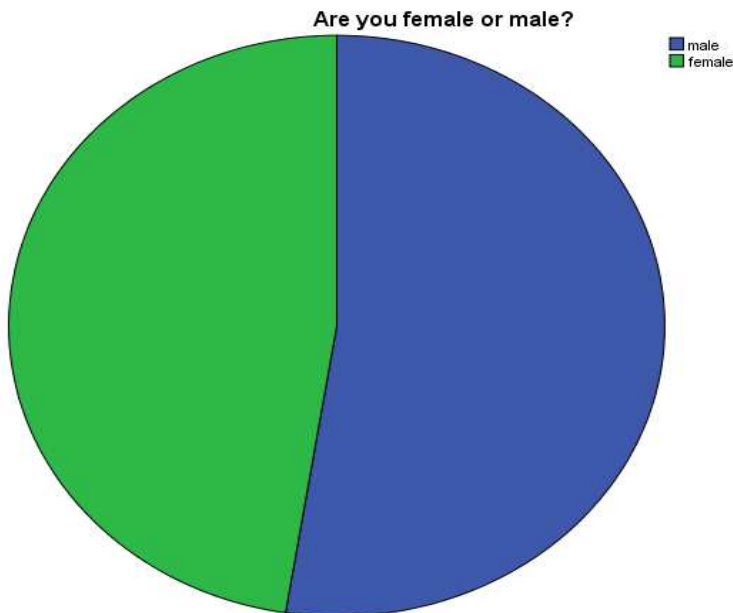
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
What is your nationality? * Are you female or male?	200	100,0%	0	0,0%	200	100,0%

What is your nationality? * Are you female or male? Crosstabulation

Count

		Are you female or male?		Total
		male	female	
What is your nationality?	Portuguese	53	47	100
	German	52	48	100
Total		105	95	200

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	,010	,071	,141	,888[c]
Ordinal by Ordinal	Spearman Correlation	,010	,071	,141	,888[c]
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.
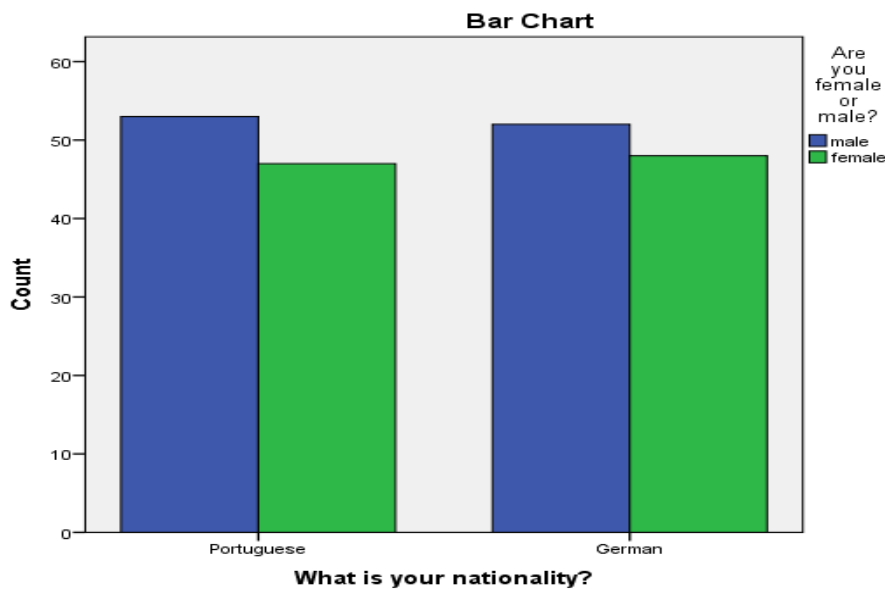
Annex 6 – questionnaire

Please think of an ideal job, disregarding your present job, if you have one. In choosing an ideal job, how important would it be to you to *

	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance
have sufficient time for your personal or home life	○	○	○	○	○
have a boss (direct superior)you can respect	○	○	○	○	○
get recognition for good performance	○	○	○	○	○
have security of employment	○	○	○	○	○
have pleasant people to work with	○	○	○	○	○
do work that is interesting	○	○	○	○	○
be consulted by your boss in decisions involving your work	○	○	○	○	○
live in a desirable area	○	○	○	○	○
have a job respected by your family and friends	○	○	○	○	○
have chances for promotion	○	○	○	○	○

In your private life, how important is each of the following to you: *

	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance
keeping time free for fun	○	○	○	○	○
moderation: having few desires	○	○	○	○	○
being generous to other people	○	○	○	○	○
modesty: looking small, not big	○	○	○	○	○

+ Element hinzufügen	+ Seitenumbruch setzen

Element bearbeiten	Element verschieben	Element kopieren	Element löschen	Anzeigebedingungen

If there is something expensive you really want to buy but you do not have enough money, what do you do? *

☐ always save before buying	☐ usually save first	☐ sometimes save, sometimes borrow to buy	☐ usually borrow and pay off later	☐ always buy now, pay off later

How often do you feel nervous or tense ⚙

- ◯ always
- ◯ usually
- ◯ sometimes
- ◯ seldom
- ◯ never

Logische Abfolge bearbeiten

Are you a happy person ? *

- ◯ always
- ◯ usually
- ◯ sometimes
- ◯ seldom
- ◯ never

Are you the same person at work (or at school if you're a student) and at home ⚙

- ◯ quite the same
- ◯ mostly the same
- ◯ don't know
- ◯ mostly different
- ◯ quite different

Logische Abfolge bearbeiten

[+ Element hinzufügen] [+ Seitenumbruch se]

[Element bearbeiten] [Element verschieben]

Do other people or circumstances ever prevent you from doing what you really want to? *

- ◯ yes, always
- ◯ yes, usually
- ◯ sometimes
- ◯ no, sldom
- ◯ no, never

All in all, how would you describe your state of health these days? *

- ○ very good
- ○ good
- ○ fair
- ○ poor
- ○ very poor

Logische Abfolge bearbeiten

[+ Element hinzufügen] [+ Seite]

[Element bearbeiten] [Element ve]

How important is religion in your life ? *

- ○ of utmost importance
- ○ very important
- ○ of moderate importance
- ○ of little importance
- ○ of no importance

How proud are you to be a citizen of your country? *

- ○ not proud at all
- ○ not very proud
- ○ somewhat proud
- ○ fairly proud
- ○ very proud

Logische Abfolge bearbeiten

| + Element hinzufügen | + Seitenumbruch setzen |

| Element bearbeiten | Element verschieben | Element kopieren | E |

How often, in your experience, are subordinates afraid to contradict their boss (or students their teacher?) *

- ○ never
- ○ seldom
- ○ sometimes
- ○ usually
- ○ always

To what extent do you agree or disagree with each of the following statements? *   ⚙

	strongly agree	agree	undecided	disagree	strongly disagree
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	○	○	○	○	○
Persistent efforts are the surest way to results	○	○	○	○	○
An organization structure in which certain subordinates have two bosses should be avoided at all cost	○	○	○	○	○
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	○	○	○	○	○
We should honour our heroes from the past	○	○	○	○	○

How important are the following to you when considering potential employers? *

	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance
Recognition /appreciation from management	○	○	○	○	○
A fun working environment	○	○	○	○	○
A springboard for future employment	○	○	○	○	○
Feeling good about yourself as a result of working for a particular organisation	○	○	○	○	○
Feeling more self-confident as a result of working for a particular organisation	○	○	○	○	○
Gaining career-enhancing experience	○	○	○	○	○
Having a good relationship to your superiors	○	○	○	○	○
Having a good relationship with your colleagues	○	○	○	○	○
Supportive and encouraging colleagues	○	○	○	○	○
Working in an exciting environment	○	○	○	○	○
Innovative employer-novel work practices/forward thinking	○	○	○	○	○
The organisation both values and makes use of your creativity	○	○	○	○	○
The organisation produces high-quality products and services	○	○	○	○	○
The organisation produces innovative products and services	○	○	○	○	○
Good promotion opportunities within the organisation	○	○	○	○	○
Humanitarian organisation - gives back to society	○	○	○	○	○
Opportunity to apply what was learned at a tertiary institution	○	○	○	○	○
Opportunity to teach others what you have learned	○	○	○	○	○
Acceptance and belonging	○	○	○	○	○
The organisation is customer orientated	○	○	○	○	○
Job security within the organisation	○	○	○	○	○
Hands-on-inter-departmental experience	○	○	○	○	○
Happy work environment	○	○	○	○	○

81

Annex 7 - Recruitment in Germany

Paraphase	Generalized	Reduction
Recruitment & selection tools depend on the tasks. But no print! Instead of that use the internet: social media, online tests or interviews.	Recruitment & selection tools are: No print, use of the internet, social media, online tests and interviews	
Recruitment and selection tools through premium internships and then through word-of-mouth between students.	Recruitment & selection tools are: premium internships, word-of-mouth	
Social Media should be used as recruitment tools.	Recruitment & selection tools are: social media	
		Possible recruitment & selection tools are: 1. **No print** 2. **Internet / Social Media** 3. **Word-of-mouth** 4. **Interviews** 5. **Internships**
The ideal applicant needs to have the formal requirements firstly. He /she know what she wants, why and why he/she is able to do it. The applicant should be goal oriented.	Requirements of applicants are: Formal requirements, knows what he/she wants and why, goal orientation	
He / she should also know what he/she wants and is able to do and be able to communicate this. He/she should be curious and should have multi-tasking ability.	Requirements are: knows what he/ she wants, able to communicate it, curious, multi-tasking ability	
Applicants need to fulfill formal requirements as degrees etc. They should be open and able to communicate in a team. In general it depends on the job function.	Requirements are: formal requirements, being open, communication, team work	
		Requirements of applicants: 1. **Formal requirements (degree etc.)** 2. **Engagement** 3. **Openness** 4. **Knows what he / she wants and can and what not** 5. **Communication** 6. **Goal oriented** 7. **Curiosity** 8. **Multitasking ability** 9. **Team work**
The personal fit to the company is very important; the personal attitudes have to fit.	Personal attitudes have to fit	
The fit is very important.		
The fit is really important. The applicant has at least to fit to the team.		
		Personal fit to the company: 1. **Attitude & Values have to fit**
Through globalization, harmonization of Europe more flexibility, higher education and abroad experiences are required.	New requirements: flexibility, higher education, experience abroad, higher education	
The requirements changed. Now it is need to know several languages, have experiences abroad, ist not scared and is goal oriented.	New requirements: several languages, experiences abroad, not scared, goal oriented	
Quality is more and more deciding that means higher education and grades.	New requirements: higher education, good grades	
		Changes of requirements:

		1. **Abroad experience** 2. **Languages** 3. **Flexibility** 4. **Higher educated**

Annex 8 - Employer Brand Image in Germany

Paraphrase	Generalized	Reduction
A good reputation is life-saving. It is a 1:1 correlation with product brands and has impact to the Employer-Brand-Image strategy.	Reputation is: 1:1 correlation with product, has impact to Employer Brand Image strategy	
Reputation is form utmost important. The whole business model depend if customers knows the company or not, it is the same with applicants.	Whole business depends on reputation	
Taking the coming professionals lack and the demographic change into consideration is a good reputation from increasingly importance. The higher the reputation the higher the probability to get fitting employees for open functions.	The higher the reputation the higher the probability to get fitting employees	
		Reputation is: 4. **A 1:1 correlation with the products** 5. **Has impact to Employer Brand Image strategy** 6. **whole business depend on it** 7. **the higher the better employees**
First you should win the attention with other tools, but the Employer Brand Image is bringing the decision to a head.	Employer Brand Image is bringing decision to a head	
Employer Brand Image is important because without an applicant has no clear impression of the companies´ values and of his personal fit to it.	Applicant needs it to get clear impression of companies values and his personal fit	
Employer Brand Image is from increasingly importance Due to the fact of increasingly international trade and strongly shorten innovation- and development cycles. Prospecting employees and employee loyalty is more and more important.	Prospecting employees and employee loyalty depend on good Employer Brand Image	
		Employer Brand Image is important because: 4. **is bringing the decision for a company a head** 5. **applicants get clear impression** 6. **results in employee loyalty** 7. **results in winning employees**
An Employer Brand Image should involve the employees: do good things and talk about it, active and authentic; and it should be flexible, app friendly, consistent Employer Brand Image on all channels, open, innovative and modern.	Employer Brand Image should: Involve employees, be authentic, be flexible, app friendly, consistent, open innovative and modern	
An Employer Brand Image should consist of: team works, a networking culture, communicate the values of the company, innovation, lived corporate culture people and teams have priority.	Employer Brand Image should : Show a networking culture, be communicate the companies values, be innovative, show people priority	
Employer Brand Image should show a good employer. Furthermore the company should perceived as a customer oriented, reliable company.	Employer Brand Image should: Show customer orientation, show reliable company	
		Employer Brand Image should

		consist of: 1. **Involving employees** 2. **Be authentic** 3. **Flexible** 4. **App friendly** 5. **Consistent** 6. **Open** 7. **Innovative** 8. **Modern** 9. **Team work** 10. **Networking culture** 11. **Communicate values** 12. **Focus on people** 13. **Reliable** 14. **Customer oriented**
It is important to find the right employee for hiring them constantly, wrong people are doing a lot mistakes and money and customers will be lost.	Finding right employees for: don't losing money and customers	
Every decision about employees has to do with potential for the future.		
Wrong personal decisions are difficult to correct and for a new recruitment the company is losing time and money.	Wrong decisions are difficult to correct, company is losing money and time	
		To find the right employees is important because: 1. **Wrong people cost money** 2. **New recruitment costs** 3. **Bad work in the future** 4. **Losing time**
There should be a consensus between corporate culture and Employer Brand Image. An Employer Brand image which doesn't show the truth is after 3 months uncover through social media.	Should be a consus between corporate culture and Employer Brand Image.	
Employer Brand Image is only working if the company is 100% working like that. That means the corporate culture has to reflect and to be reflected in the Employer Brand Image.	Corporate culture has to reflect and be reflected in a good Employer Brand Image	
A good corporate culture leads automatically to a good Employer Brand Image.	Good corporate culture leads to good Employer Brand Image	
		The relationship between employer brand image and corporate culture: 1. **depends on each other** 2. **reflects each other**
The only other way is presence through mass. But Employer Brand Image is more goal oriented and more effective.	Presence through mass	
I only see another really substainable way which is high presence in universities.	Presence in universities	
		Other strategies to find the right employees: 3. **mass presence** 4. **presence in universities**

Annex 9 – Recruitment in Portugal

Paraphrase	Generalized	Reduction
As recruitment tools we are using: interviews, personality-tests, small professional tests in order to understand the fit of the applicant.	Recruitment tools: Interviews, personality tests to understand the fit of the applicant	
That depends on the sector and it is also linked to the culture of the company. Social media is a tool e.g. Linkedin. But it needs to be a consistent message. Channel, pictures etc. have to fit to target.	Recruitment tools: Depends on the sector and the culture, social media e.g. Linkedin, but in a consistent message on all channels	
Used recruitment tools are the unemployment center and our website.	Recruitment tools: Unemployment center and companies´ website	
		Possible recruitment tools: 1. **Interviews** 2. **Personality tests** 3. **Linked to the culture of the company and the sector** 4. **Consistent message** 5. Social media 6. Unemployment center 7. Companies website
Social media is need as an informative function and especially it is a way to inform about social aspects of the company. Moreover it allows an evaluation of the given information through the applicant.	Social Media: Informative function, allows an evaluation of given information through applicant	
		Social media is: 1. **Need as an informative function** 2. **Allows an evaluation of the given information**
Important factors of applicants are: professional experiences, dedication, charisma, ambition, team capability, positive attitude.	Important factors for applicants are: Professional experiences, dedication, charisma, ambition, team capability, positive attitude	
Personal skills are the main issues now. The importance is not anymore so much on your experiences in specific companies. It is more important to see which challenge we have to cover and how are the relationships inside the team and to the manager or to the leadership. We need nowadays flexibility and if you want flexibility you have to ask for personal skills e.g. sharing knowledge, reaction to uncertainty, able to accept challenges. Moreover personal skills are difficult to develop or to change	Important factors for applicants are: Personal skills, not so much experiences in specific companies, flexibility,	
Someone who is flexible. Degrees are not so important, but it trains somebody in analytical thinking. That is important. Experts you only need for very limited topics. For the main part of the work you need only analytical thinking	Important factors for applicants are: Flexibility, analytical thinking, expertise not so much	
		Important factors for applicants are: 1. **Professional**

		experiences 2. **Dedictation** 3. **Charisma** 4. **Ambition** 5. **Team capability** 6. **Positive attitude** 7. **Personal skills** 8. **Experiences in specific companies not so important** 9. **Flexibility** 10. **Analytical thinking** 11. **Degrees not so important** 12. **Expertise is not so important**
These factors will not change and didn't change they are always necessary.	Change of requirements: will not change / didn't change	
In earlier times it was mostly based on expertise. In the future companies will need to work ambidextrous. People need to have both expertise and open profiles. What you see more and more that companies are concentrating in their core businesses and hiring companies for expertise-jobs. So the future will be every company will be an specific expert and the profiles of the employees has to fit to that specific part. But to combine everything people need to be open an able to combine dots. So expertise is not in employees it is in company.	Change of requirements: Past expertise, future open profiles	
		Change of requirements: 1. **Factors will not change** 2. **Past based on expertise** 3. **Future open profiles**

Annex 10 – Employer Brand Image in Portugal

Paraphrase	Generalized	Reputation
The reputation of a company is very important for all clients, employees, suppliers and all other areas.	Reputation is important for all	
Reputation is important. No one likes to work in a company which is known for bad actions in the news. In the past that information was not easy to get, but nowadays you know through social media everything	Reputation is important for employees to work in a good company	
The reputation of a company is from utmost importance for the business, for customers, suppliers and employees.	Reputation is important for the whole business.	
		Reputation is: • **Important for all: clients, employees, suppliers** • **Important, employees want to work for good company**
It is very important because based on that image employees adjust to it and know what they can expect from this company as an employer.	Importance of Employer Brand Image: Employees use it to adjust and know what they can expect from this company	
Employer Branding it is very important for achieving a level in which employees promoting the company by themselves. It can have an impact on the satisfaction of all the employees but also on the business. You only recommend what is good. External impact is that when you have a necessity of good employees it is an important tool which should be available and present on all channels (social media etc.). Employer Branding could also help internally for recruiting then it is more through training e.g. Employer Branding in terms of retention (talents, training etc.).	Importance of Employer Brand Image: To achieve a level in which employees promoting the company, impact on satisfaction of employees, should be present on all channels, help for retention, internally for recruitment	
Employer Brand Image is important for the company to build a strong image which attracts the right employees.		
		Importance of Employer Brand Image: 1. **Employees adjust to the image and know what they can aspect** 2. **To achieve a level in which employees promote the company by themselves** 3. **Satisfaction of employees** 4. **Consistent on all channels** 5. **Help internally for recruitment** 6. **Helps for retention** 7. **Find right employees**
An Employer Brand Image should be consistent in all channels. It should show the values of the company and as well as corporate culture of the company. It should be open and transparent and be authentic.	Employer Brand Image should: consistent, showing values, showing the corporate culture, be open, be transparent, be authentic	**Employer Brand Image should be:** 1. **Consistent** 2. **Show values** 3. **Show corporate culture** 4. **Open** 5. **Transparent** 6. **authentic**
It is important to find the right employees because with the right people in the different areas, the	Importance of finding the right employees:	

board is able to take time for development strategies and tools to achieve higher goals.	Board has more time for right decisions	
Because of time and money. You have shortened cycles in all areas and you need to reduce 2 important gaps. The expectation needs to meet reality and there is no time for integration, so the integration goals should be achieved quickly.	Importance of finding the right employees: Save time and money, reduce gap between expectation and reality, time for integration is quicker	
The right employees are important to find. Applicants who have an amazing cv doesn´t necessarily have to fit. A good fit means to have the same expectation about a job then the company and similar values.	Importance of finding the right employees: Same expectations about the job then the company, similar values	
		Importance of finding the right employees: 1. **Right employees mean time for board for right decisions** 2. **To save time and money** 3. **Reduce gap of expectation and reality** 4. **Reduce time of integration** 5. **Similar values**
The relationship between the employer brand image and the corporate culture is very important for the labor commitment, the integration, and the freedom to act inside the company's strategy and for training.	Relationship between the employer brand image and corporate culture: Important for labor commitment, integration, freedom to act inside the company´s strategy, training	
They have to be coherent. You need to show your company as it is, to reduce gap between expectation and reality. In these times you always find somebody who tells you the truth what happen inside the company and through all different channels it should be a coherent message	Relationship of corporate culture and employer brand image: Have to be coherent, reduce gap between expectation and truth, coherent message through all channels	
The corporate culture is part of the employer brand image. It is not possible that they are not coherent. That would give a confusing message to the applicants and employees.	Relationship between corporate culture and Employer Brand Image: Have to be coherent, corporate culture is part of employer brand image	
		Relationship of corporate culture and Employer Brand Image: 1. **Labor commitment** 2. **Integration** 3. **Freedom to act inside the company's strategy** 4. **Have to be coherent** 5. **Reduce gap between expectation and reality** 6. **Coherent message through different channels** 7. **Corporate culture is part of employer brand image**
Employer Branding is huge and working for all different kind of practices. Recommendation from employees to friends and family are another practice but in a large point of view you can allocate it to Employer Branding	Other strategies: Recommendation from employees to friends and family	
Another strategy than employer brand image is over mass presence in the media.	Other strategies: Mass presence	
		Other Strategies: • **Recommendations from employees to friends and**

		family • **Mass presence**

Annex 11 – Reliability analysis VSM 08

Case Processing Summary

		N	%
	Valid	200	100,0
Cases	Excluded[a]	0	,0
	Total	200	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,548	,562	29

	Mean	Std. Deviation	N
Have sufficient time for your personal or home life	1,96000	,831781	200
Have a boss (direct superior) you can respect	1,99500	,932374	200
get recognition for good performance	1,70500	,670989	200
Have security of employment	2,04000	,843777	200
Have pleasant people to work with	1,80000	,763488	200
Do work which is interesting	1,77500	,711976	200
Be consulted by your boss in decisions involving your work	2,33500	,858171	200
Live in a desirable area	2,34000	,876494	200
Have a job respected by your family and friends	2,66500	1,003899	200
Have chances for promotion	2,21500	1,006898	200
keeping time for fun	1,87000	,725071	200
moderation: having few desires	2,52500	,756463	200
being generous to other people	2,31000	,810670	200
modesty: looking small, not big	2,64000	,951275	200
If there is something expensive that you really want to buy but you donthave enough money, what do you do?	1,67000	,737441	200
How often do you feel nervous or tense?	3,01500	,739941	200
Are you a happy person?	3,99500	,571496	200
Are you the same person at work and at home?	3,71000	1,132392	200
Do other people or circumstances ever prevent you from doing what you really want to do ?	2,85500	,739397	200
How would you describe your state of health these days?	4,06000	,734231	200
How important is religion in your life?	2,40500	1,165231	200
How proud are you to be a citizen of your country?	3,80000	1,837630	200
How often, in your experience, are subordinates afraid to contradict their boss?	3,34000	,753151	200
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	2,31500	1,025198	200
Persistent efforts are the surest way to results	2,10500	,718720	200
An organization structure in which certain subordinates have two bosses should be avoided at all cost	2,60500	,976598	200
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	3,06000	1,096546	200
We should honour our heroes from the past	2,46000	,917940	200
Are you female or male?	,47500	,500628	200

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2,484	,475	4,060	3,585	8,547	,616	29
Item Variances	,824	,251	3,377	3,126	13,474	,317	29

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Have sufficient time for your personal or home life	70,08500	47,596	,216	,362	,531
Have a boss (direct superior) you can respect	70,05000	46,088	,301	,464	,519
get recognition for good performance	70,34000	46,155	,456	,450	,510
Have security of employment	70,00500	45,502	,400	,391	,508
Have pleasant people to work with	70,24500	46,176	,386	,314	,513
Do work which is interesting	70,27000	49,675	,058	,333	,549
Be consultated by your boss in decisions involving your work	69,71000	48,468	,131	,340	,541
Live in a desirable area	69,70500	46,400	,301	,235	,520
Have a job respected by your family and friends	69,38000	44,146	,421	,401	,499
Have chances for promotion	69,83000	44,423	,397	,316	,503
keeping time for fun	70,17500	47,683	,255	,399	,529
moderation: having few desires	69,52000	45,799	,429	,342	,509
being generous to other people	69,73500	48,387	,153	,315	,539
modesty: looking small, not big	69,40500	44,835	,395	,403	,505
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	70,37500	47,653	,252	,181	,529
How often do you feel nervous or tense?	69,03000	51,778	-,146	,362	,569
Are you a happy person?	68,05000	49,867	,071	,281	,547
Are you the same person at work and at home?	68,33500	47,440	,131	,291	,543
Do other people or circumstances ever prevent you from doing what you really want to do?	69,19000	52,155	-,181	,235	,573
How would you describe your state of health these days?	67,98500	50,889	-,063	,255	,561
How important is religion in your life?	69,64000	54,453	-,293	,272	,608
How proud are you to be a citizen of your country?	68,24500	44,709	,109	,299	,561
How often, in your experience, are subordinates afraid to contradict their boss?	68,70500	52,058	-,171	,200	,572
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	69,73000	53,324	-,241	,326	,593
Persistent efforts are the surest way to results	69,94000	48,207	,205	,206	,534
An organization structure in which certain subordinates have two bosses should be avoided at all cost	69,44000	46,911	,217	,237	,530
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	68,98500	45,754	,257	,339	,522
We should honour our heroes from the past	69,58500	46,525	,271	,412	,523
Are you female or male?	71,57000	51,553	-,144	,195	,561

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
72,04500	50,767	7,125083	29

Annex 12 – factor analysis VSM 08

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,713
Bartlett's Test of Sphericity	Approx. Chi-Square	1169,352
	df	378
	Sig.	,000

Communalities

	Initial	Extraction
Have sufficient time for your personal or home life	1,000	,678
Have a boss (direct superior) you can respect	1,000	,746
get recognition for good performance	1,000	,638
Have security of employment	1,000	,482
Have pleasant people to work with	1,000	,528
Do work which is interesting	1,000	,674
Be consulted by your boss in decisions involving your work	1,000	,587
Live in a desirable area	1,000	,415
Have a job respected by your family and friends	1,000	,583
Have chances for promotion	1,000	,625
keeping time for fun	1,000	,694
moderation: having few desires	1,000	,539
being generous to other people	1,000	,709
modesty: looking small, not big	1,000	,629
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	1,000	,603
How often do you feel nervous or tense?	1,000	,668
Are you a happy person?	1,000	,519
Are you the same person at work and at home?	1,000	,491
Do other people or circumstances ever prevent you from doing what you really want to do ?	1,000	,437
How would you describe your state of health these days?	1,000	,513
How important is religion in your life?	1,000	,516
How proud are you to be a citizen of your country?	1,000	,635
How often, in your experience, are subordinates afraid to contradict their boss?	1,000	,563
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	1,000	,687
Persistent efforts are the surest way to results	1,000	,564
An organization structure in which certain subordinates have two bosses should be avoided at all cost	1,000	,577
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	1,000	,522
We should honour our heroes from the past	1,000	,667

.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,333	15,476	15,476	4,333	15,476	15,476	2,193	7,831	7,831
2	2,698	9,636	25,112	2,698	9,636	25,112	2,075	7,411	15,242
3	1,806	6,449	31,561	1,806	6,449	31,561	2,019	7,212	22,455
4	1,576	5,629	37,191	1,576	5,629	37,191	1,878	6,708	29,163
5	1,375	4,910	42,101	1,375	4,910	42,101	1,849	6,603	35,766
6	1,303	4,655	46,756	1,303	4,655	46,756	1,842	6,580	42,347
7	1,247	4,452	51,208	1,247	4,452	51,208	1,833	6,547	48,893
8	1,110	3,963	55,171	1,110	3,963	55,171	1,448	5,170	54,063
9	1,043	3,725	58,896	1,043	3,725	58,896	1,353	4,833	58,896
10	,982	3,507	62,404						
11	,944	3,370	65,774						
12	,825	2,946	68,720						
13	,813	2,905	71,625						
14	,785	2,805	74,430						
15	,757	2,702	77,132						
16	,677	2,418	79,550						
17	,649	2,317	81,867						
18	,611	2,182	84,049						
19	,602	2,151	86,200						
20	,556	1,987	88,187						
21	,538	1,921	90,108						
22	,515	1,839	91,947						
23	,450	1,606	93,554						
24	,418	1,493	95,046						
25	,410	1,465	96,512						
26	,386	1,380	97,891						
27	,317	1,133	99,025						
28	,273	,975	100,000						

Extraction Method: Principal Component Analysis.

.

Component Matrix[a]

	Component								
	1	2	3	4	5	6	7	8	9
Have security of employment	,630								
Have a job respected by your family and friends	,608								
modesty: looking small, not big	,568								
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	,554								
moderation: having few desires	,545								
get recognition for good performance	,530								
We should honour our heroes from the past									
Have a boss (direct superior) you can respect									
Have pleasant people to work with									
How important is religion in your life?									
Live in a desirable area									
Be consulted by your boss in decisions involving your work		,588							
Do work which is interesting		,521							
How would you describe your state of health these days?		-,506							
Are you a happy person?									
Are you the same person at work and at home?									
keeping time for fun			,543						
Have sufficient time for your personal or home life			,536						
Do other people or circumstances ever prevent you from doing what you really want to do ?									
Persistent efforts are the surest way to results									
How often, in your experience, are subordinates afraid to contradict their boss?									
An organization structure in which certain subordinates have two bosses should be avoided at all cost						,576			
Have chances for promotion									
How proud are you to be a citizen of your country?									
If there is something expensive that you really want to buy but you dont have enough money, what do you do?									
being generous to other people									

96

One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work										,523
How often do you feel nervous or tense?										

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component								
	1	2	3	4	5	6	7	8	9
How often do you feel nervous or tense?	-,772								
Are you a happy person?	,666								
Are you the same person at work and at home?	,567								
Do other people or circumstances ever prevent you from doing what you really want to do ?									
Have a boss (direct superior) you can respect		,820							
get recognition for good performance		,585							
How important is religion in your life?									
Have a job respected by your family and friends									
being generous to other people			,751						
modesty: looking small, not big			,682						
moderation: having few desires			,571						
Do work which is interesting				,728					
Have pleasant people to work with				,533					
Live in a desirable area				,525					
keeping time for fun					,810				
Have sufficient time for your personal or home life					,797				
Have security of employment									
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work						-,789			
Be consulted by your boss in decisions involving your work						-,550			
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest									
An organization structure in which certain subordinates have two bosses should be avoided at all cost							,705		
Persistent efforts are the surest way to results							,618		
Have chances for promotion							,546		
How often, in your experience, are subordinates afraid to contradict their boss?								-,719	
How would you describe your state of health these days?									
We should honour our heroes from the past									
If there is something expensive that you really want to buy but you dont have enough money, what do you do?									,735
How proud are you to be a citizen of your country?									,647

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8	9
1	,395	,477	,464	,196	,227	,307	,406	,160	,163
2	-,520	,217	,185	,533	,350	-,454	,026	-,175	-,066
3	-,397	,048	-,254	-,401	,639	,333	,061	,061	,298
4	,320	-,354	,085	,253	,448	,336	-,329	-,448	-,280
5	,188	,203	-,555	,431	,140	,050	-,296	,560	-,086
6	,081	-,404	-,279	,090	,161	-,115	,765	,096	-,333
7	-,053	-,626	,345	,226	,052	-,035	-,085	,433	,486
8	,101	,003	-,413	,346	-,191	,078	,185	-,475	,630
9	,508	,036	-,055	-,297	,365	-,673	-,094	-,055	,225

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Annex 13 – Calculation of Indizies

Power Distance Index (PDI): Power Distance is defined as the extent to which the less powerful members of institutions and organizations within a society expect and accept that power is distributed unequally. The index formula is:

PDI = 35(m07 –m02) + 25(m23 –m26) + C(pd)

in which m02 is the mean score for question 02, etc. The index normally has a range of about 100 points between very small Power Distance and very large Power Distance countries. C(pd) is a constant (positive or negative) that depends on the nature of the samples; it does not affect the comparison between countries. It can be chosen by the user to shift her/his PDI scores to values between 0 and 100.

Individualism Index (IDV): Individualism is the opposite of Collectivism. Individualism stands for a society in which the ties between individuals are loose: a person is expected to look after himself or herself and his or her immediate family only. Collectivism stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups, which continue to protect them throughout their lifetime in exchange for unquestioning loyalty. The index formula is:

IDV = 35(m04 –m01) + 35(m09 –m06) + C(ic)

in which m01 is the mean score for question 01, etc. The index normally has a range of about 100 points between strongly collectivist and strongly individualist countries. C(ic) is a constant (positive or negative) that depends on the nature of the samples; it does

not affect the comparison between countries. It can be chosen by the user to shift his/her IDV scores to values between 0 and 100.

Masculinity Index (MAS) Masculinity is the opposite of Femininity. Masculinity stands for a society in which social gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life.

Femininity stands for a society in which social gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life. The index formula is:

$$MAS = 35(m05 – m03) + 35(m08 –m10) + C(mf)$$

in which m03 is the mean score for question 03, etc. The index normally has a range of about 100 points between strongly feminine and strongly masculine countries. C(mf) is a constant (positive or negative) that depends on the nature of the samples; it does not affect

the comparison between countries. It can be chosen by the user to shift her/his MAS scores to values between 0 and 100.

Uncertainty Avoidance Index (UAI) Uncertainty Avoidance is defined as the extent to which the members of institutions and organizations within a society feel threatened by uncertain, unknown, ambiguous, or unstructured situations The index formula is:

$$UAI = 40(m20 -m16) + 25(m24 –m27) + C(ua)$$

in which m16 is the mean score for question 16, etc. The index normally has a range of about 100 points between weak Uncertainty Avoidance and strong Uncertainty Avoidance countries. C(ua) is a constant (positive or negative) that depends on the nature of the samples; it does not affect the comparison between countries. It can be chosen by the user to shift his/her UAI scores to values between 0 and 100.

Long Term Orientation Index (LTO)

Long Term Orientation is the opposite of Short Term Orientation. Long Term Orientation stands for a society which fosters virtues oriented towards future rewards, in particular adaptation, perseverance and thrift. Short Term orientation stands for a society which fosters virtues related to the past and present, in particular respect for tradition, preservation of "face", and fulfilling social obligations.The index formula is:

$$LTO = 40(m18 –m15) + 25(m28 –m25) + C(ls)$$

in which m15 is the mean score for question 15, etc.The index normally has a range of about 100 points between very short term oriented and very long term oriented countries. C(ls) is a constant (positive or negative) that depends on the nature of the samples; it does not affect the comparison between countries. It can be chosen by the user to shift her/his LTO scores to values between 0 and 100.

Annex 14 – ANOVA VSM 08 regarding nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Have sufficient time for your personal or home life	Portuguese	100	1,9800	,85257	,08526	1,8108	2,1492	1,00	4,00
	German	100	1,9400	,81427	,08143	1,7784	2,1016	1,00	4,00
	Total	200	1,9600	,83178	,05882	1,8440	2,0760	1,00	4,00
Have a boss (direct superior) you can respect	Portuguese	100	1,9800	1,03455	,10346	1,7747	2,1853	1,00	5,00
	German	100	2,0100	,82260	,08226	1,8468	2,1732	1,00	5,00
	Total	200	1,9950	,93237	,06593	1,8650	2,1250	1,00	5,00
get recognition for good performance	Portuguese	100	1,6600	,71379	,07138	1,5184	1,8016	1,00	4,00
	German	100	1,7500	,62563	,06256	1,6259	1,8741	1,00	4,00
	Total	200	1,7050	,67099	,04745	1,6114	1,7986	1,00	4,00
Have security of employment	Portuguese	100	1,9400	,90810	,09081	1,7598	2,1202	1,00	4,00
	German	100	2,1400	,76568	,07657	1,9881	2,2919	1,00	4,00
	Total	200	2,0400	,84378	,05966	1,9223	2,1577	1,00	4,00
Have pleasant people to work with	Portuguese	100	1,8900	,82749	,08275	1,7258	2,0542	1,00	4,00
	German	100	1,7100	,68601	,06860	1,5739	1,8461	1,00	4,00
	Total	200	1,8000	,76349	,05399	1,6935	1,9065	1,00	4,00
Do work which is interesting	Portuguese	100	1,9200	,74779	,07478	1,7716	2,0684	1,00	4,00
	German	100	1,6300	,64597	,06460	1,5018	1,7582	1,00	4,00
	Total	200	1,7750	,71198	,05034	1,6757	1,8743	1,00	4,00
Be consultated by your boss in decisions involving your work	Portuguese	100	2,4400	,87985	,08799	2,2654	2,6146	1,00	4,00
	German	100	2,2300	,82701	,08270	2,0659	2,3941	1,00	5,00
	Total	200	2,3350	,85817	,06068	2,2153	2,4547	1,00	5,00
Live in a desirable area	Portuguese	100	2,3500	,92524	,09252	2,1664	2,5336	1,00	4,00
	German	100	2,3300	,82945	,08294	2,1654	2,4946	1,00	4,00
	Total	200	2,3400	,87649	,06198	2,2178	2,4622	1,00	4,00
Have a job respected by your family and friends	Portuguese	100	2,5500	1,08595	,10860	2,3345	2,7655	1,00	5,00
	German	100	2,7800	,90543	,09054	2,6003	2,9597	1,00	5,00
	Total	200	2,6650	1,00390	,07099	2,5250	2,8050	1,00	5,00
Have chances for promotion	Portuguese	100	1,8900	,80271	,08027	1,7307	2,0493	1,00	5,00
	German	100	2,5400	1,08637	,10864	2,3244	2,7556	1,00	5,00
	Total	200	2,2150	1,00690	,07120	2,0746	2,3554	1,00	5,00
keeping time for fun	Portuguese	100	1,8900	,72328	,07233	1,7465	2,0335	1,00	4,00
	German	100	1,8500	,72995	,07300	1,7052	1,9948	1,00	4,00
	Total	200	1,8700	,72507	,05127	1,7689	1,9711	1,00	4,00
moderation: having few desires	Portuguese	100	2,4100	,72607	,07261	2,2659	2,5541	1,00	5,00
	German	100	2,6400	,77225	,07722	2,4868	2,7932	1,00	5,00
	Total	200	2,5250	,75646	,05349	2,4195	2,6305	1,00	5,00
being generous to other people	Portuguese	100	2,2100	,79512	,07951	2,0522	2,3678	1,00	5,00
	German	100	2,4100	,81767	,08177	2,2478	2,5722	1,00	5,00
	Total	200	2,3100	,81067	,05732	2,1970	2,4230	1,00	5,00
modesty: looking small, not big	Portuguese	100	2,4800	,99980	,09998	2,2816	2,6784	1,00	5,00
	German	100	2,8000	,87617	,08762	2,6261	2,9739	1,00	5,00
	Total	200	2,6400	,95128	,06727	2,5074	2,7726	1,00	5,00
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Portuguese	100	1,5700	,71428	,07143	1,4283	1,7117	1,00	4,00
	German	100	1,7700	,75015	,07502	1,6212	1,9188	1,00	4,00
	Total	200	1,6700	,73744	,05214	1,5672	1,7728	1,00	4,00
How often do you feel nervous or tense?	Portuguese	100	3,1000	,75879	,07588	2,9494	3,2506	1,00	4,00
	German	100	2,9300	,71428	,07143	2,7883	3,0717	2,00	5,00
	Total	200	3,0150	,73994	,05232	2,9118	3,1182	1,00	5,00
Are you a happy person?	Portuguese	100	3,9500	,65713	,06571	3,8196	4,0804	3,00	5,00
	German	100	4,0400	,46969	,04697	3,9468	4,1332	3,00	5,00
	Total	200	3,9950	,57150	,04041	3,9153	4,0747	3,00	5,00
Are you the same person at work and at home?	Portuguese	100	3,4700	1,29064	,12906	3,2139	3,7261	1,00	5,00
	German	100	3,9500	,89188	,08919	3,7730	4,1270	2,00	5,00
	Total	200	3,7100	1,13239	,08007	3,5521	3,8679	1,00	5,00
Do other people or circumstances ever prevent you from doing what you really want to do?	Portuguese	100	3,0600	,69369	,06937	2,9224	3,1976	1,00	4,00
	German	100	2,6500	,72995	,07300	2,5052	2,7948	1,00	4,00
	Total	200	2,8550	,73940	,05228	2,7519	2,9581	1,00	4,00
How would you describe your state of health these days?	Portuguese	100	3,9900	,71767	,07177	3,8476	4,1324	2,00	5,00
	German	100	4,1300	,74745	,07475	3,9817	4,2783	2,00	5,00
	Total	200	4,0600	,73423	,05192	3,9576	4,1624	2,00	5,00
How important is religion in your life?	Portuguese	100	2,6000	1,20605	,12060	2,3607	2,8393	1,00	5,00
	German	100	2,2100	1,09448	,10945	1,9928	2,4272	1,00	5,00
	Total	200	2,4050	1,16523	,08239	2,2425	2,5675	1,00	5,00
How proud are you to be a citizen of your country?	Portuguese	100	3,4800	1,95133	,19513	3,0928	3,8672	1,00	5,00
	German	100	4,1200	1,66533	,16653	3,7896	4,4504	1,00	5,00
	Total	200	3,8000	1,83763	,12994	3,5438	4,0562	1,00	5,00
How often, in your experience, are subordinates afraid to contradict their boss?	Portuguese	100	3,4600	,78393	,07839	3,3045	3,6155	1,00	5,00
	German	100	3,2200	,70467	,07047	3,0802	3,3598	2,00	4,00
	Total	200	3,3400	,75315	,05326	3,2350	3,4450	1,00	5,00
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Portuguese	100	2,5700	,99752	,09975	2,3721	2,7679	1,00	5,00
	German	100	2,0600	,99311	,09931	1,8629	2,2571	1,00	5,00
	Total	200	2,3150	1,02520	,07249	2,1720	2,4580	1,00	5,00
Persistent efforts are the surest way to results	Portuguese	100	1,96000	,601681	,060168	1,84061	2,07939	1,000	4,000
	German	100	2,25000	,796140	,079614	2,09203	2,40797	1,000	4,000
	Total	200	2,10500	,718720	,050821	2,00478	2,20522	1,000	4,000
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Portuguese	100	2,3800	,97214	,09721	2,1871	2,5729	1,00	5,00
	German	100	2,8300	,93263	,09326	2,6449	3,0151	1,00	5,00
	Total	200	2,6050	,97660	,06906	2,4688	2,7412	1,00	5,00
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Portuguese	100	2,6900	1,12542	,11254	2,4667	2,9133	1,00	5,00
	German	100	3,4300	,93479	,09348	3,2445	3,6155	1,00	5,00
	Total	200	3,0600	1,09655	,07754	2,9071	3,2129	1,00	5,00
We should honour our heroes from the past	Portuguese	100	2,0500	,77035	,07703	1,8971	2,2029	1,00	4,00
	German	100	2,8700	,87219	,08722	2,6969	3,0431	1,00	5,00
	Total	200	2,4600	,91794	,06491	2,3320	2,5880	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Have sufficient time for your personal or home life	Between Groups	,080	1	,080	,115	,735
	Within Groups	137,600	198	,695		
	Total	137,680	199			
Have a boss (direct superior) you can respect	Between Groups	,045	1	,045	,052	,821
	Within Groups	172,950	198	,873		
	Total	172,995	199			
get recognition for good performance	Between Groups	,405	1	,405	,899	,344
	Within Groups	89,190	198	,450		
	Total	89,595	199			
Have security of employment	Between Groups	2,000	1	2,000	2,835	,094
	Within Groups	139,680	198	,705		
	Total	141,680	199			
Have pleasant people to work with	Between Groups	1,620	1	1,620	2,804	,096
	Within Groups	114,380	198	,578		
	Total	116,000	199			
Do work which is interesting	Between Groups	4,205	1	4,205	8,613	,004
	Within Groups	96,670	198	,488		
	Total	100,875	199			
Be consultated by your boss in decisions involving your work	Between Groups	2,205	1	2,205	3,025	,084
	Within Groups	144,350	198	,729		
	Total	146,555	199			
Live in a desirable area	Between Groups	,020	1	,020	,026	,872
	Within Groups	152,860	198	,772		
	Total	152,880	199			
Have a job respected by your family and friends	Between Groups	2,645	1	2,645	2,646	,105
	Within Groups	197,910	198	1,000		
	Total	200,555	199			
Have chances for promotion	Between Groups	21,125	1	21,125	23,156	,000
	Within Groups	180,630	198	,912		
	Total	201,755	199			
keeping time for fun	Between Groups	,080	1	,080	,152	,698
	Within Groups	104,540	198	,528		
	Total	104,620	199			
moderation: having few desires	Between Groups	2,645	1	2,645	4,708	,031
	Within Groups	111,230	198	,562		
	Total	113,875	199			
being generous to other people	Between Groups	2,000	1	2,000	3,075	,081
	Within Groups	128,780	198	,650		
	Total	130,780	199			
modesty: looking small, not big	Between Groups	5,120	1	5,120	5,794	,017
	Within Groups	174,960	198	,884		
	Total	180,080	199			
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Between Groups	2,000	1	2,000	3,728	,055
	Within Groups	106,220	198	,536		
	Total	108,220	199			
How often do you feel nervous or tense?	Between Groups	1,445	1	1,445	2,661	,104
	Within Groups	107,510	198	,543		
	Total	108,955	199			
Are you a happy person?	Between Groups	,405	1	,405	1,242	,267
	Within Groups	64,590	198	,326		
	Total	64,995	199			
Are you the same person at work and at home?	Between Groups	11,520	1	11,520	9,361	,003
	Within Groups	243,660	198	1,231		
	Total	255,180	199			
Do other people or circumstances ever prevent you from doing what you really want to do?	Between Groups	8,405	1	8,405	16,577	,000
	Within Groups	100,390	198	,507		
	Total	108,795	199			
How would you describe your state of health these days?	Between Groups	,980	1	,980	1,825	,178
	Within Groups	106,300	198	,537		
	Total	107,280	199			
How important is religion in your life?	Between Groups	7,605	1	7,605	5,734	,018
	Within Groups	262,590	198	1,326		
	Total	270,195	199			
How proud are you to be a citizen of your country?	Between Groups	20,480	1	20,480	6,224	,013
	Within Groups	651,520	198	3,291		
	Total	672,000	199			
How often, in your experience, are subordinates afraid to contradict their boss?	Between Groups	2,880	1	2,880	5,184	,024
	Within Groups	110,000	198	,556		
	Total	112,880	199			
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Between Groups	13,005	1	13,005	13,128	,000
	Within Groups	196,150	198	,991		
	Total	209,155	199			
Persistent efforts are the surest way to results	Between Groups	4,205	1	4,205	8,445	,004
	Within Groups	98,590	198	,498		
	Total	102,795	199			
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Between Groups	10,125	1	10,125	11,158	,001
	Within Groups	179,670	198	,907		
	Total	189,795	199			
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Between Groups	27,380	1	27,380	25,584	,000
	Within Groups	211,900	198	1,070		
	Total	239,280	199			
We should honour our heroes from the past	Between Groups	33,620	1	33,620	49,655	,000
	Within Groups	134,060	198	,677		
	Total	167,680	199			

Annex 15 – ANOVA VSM 08 regarding gender

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Have sufficient time for your personal or home life	male	105	2,1238	,87371	,08527	1,9547	2,2929	1,00	4,00
	female	95	1,7789	,74632	,07657	1,6269	1,9310	1,00	4,00
	Total	200	1,9600	,83178	,05882	1,8440	2,0760	1,00	4,00
Have a boss (direct superior) you can respect	male	105	2,0667	,98319	,09595	1,8764	2,2569	1,00	5,00
	female	95	1,9158	,87109	,08937	1,7383	2,0932	1,00	5,00
	Total	200	1,9950	,93237	,06593	1,8650	2,1250	1,00	5,00
get recognition for good performance	male	105	1,7429	,75992	,07416	1,5958	1,8899	1,00	4,00
	female	95	1,6632	,55755	,05720	1,5496	1,7767	1,00	3,00
	Total	200	1,7050	,67099	,04745	1,6114	1,7986	1,00	4,00
Have security of employment	male	105	2,2381	,89361	,08721	2,0652	2,4110	1,00	4,00
	female	95	1,8211	,72902	,07480	1,6725	1,9696	1,00	4,00
	Total	200	2,0400	,84378	,05966	1,9223	2,1577	1,00	4,00
Have pleasant people to work with	male	105	1,8571	,75229	,07342	1,7116	2,0027	1,00	4,00
	female	95	1,7368	,77474	,07949	1,5790	1,8947	1,00	4,00
	Total	200	1,8000	,76349	,05399	1,6935	1,9065	1,00	4,00
Do work which is interesting	male	105	1,7429	,74716	,07291	1,5983	1,8875	1,00	4,00
	female	95	1,8105	,67311	,06906	1,6734	1,9476	1,00	4,00
	Total	200	1,7750	,71198	,05034	1,6757	1,8743	1,00	4,00
Be consulted by your boss in decisions involving your work	male	105	2,3714	,85774	,08371	2,2054	2,5374	1,00	5,00
	female	95	2,2947	,86139	,08838	2,1193	2,4702	1,00	4,00
	Total	200	2,3350	,85817	,06068	2,2153	2,4547	1,00	5,00
Live in a desirable area	male	105	2,4000	,87266	,08516	2,2311	2,5689	1,00	4,00
	female	95	2,2737	,88055	,09034	2,0943	2,4531	1,00	4,00
	Total	200	2,3400	,87649	,06198	2,2178	2,4622	1,00	4,00
Have a job respected by your family and friends	male	105	2,7619	,99541	,09714	2,5693	2,9545	1,00	5,00
	female	95	2,5579	1,00759	,10338	2,3526	2,7632	1,00	5,00
	Total	200	2,6650	1,00390	,07099	2,5250	2,8050	1,00	5,00
Have chances for promotion	male	105	2,2476	1,13325	,11059	2,0283	2,4669	1,00	5,00
	female	95	2,1789	,85027	,08724	2,0057	2,3522	1,00	5,00
	Total	200	2,2150	1,00690	,07120	2,0746	2,3554	1,00	5,00
keeping time for fun	male	105	2,0000	,78446	,07656	1,8482	2,1518	1,00	4,00
	female	95	1,7263	,62641	,06427	1,5987	1,8539	1,00	3,00
	Total	200	1,8700	,72507	,05127	1,7689	1,9711	1,00	4,00
moderation: having few desires	male	105	2,5905	,75569	,07375	2,4442	2,7367	1,00	5,00
	female	95	2,4526	,75468	,07743	2,2989	2,6064	1,00	5,00
	Total	200	2,5250	,75646	,05349	2,4195	2,6305	1,00	5,00
being generous to other people	male	105	2,3333	,91638	,08943	2,1560	2,5107	1,00	5,00
	female	95	2,2842	,67891	,06965	2,1459	2,4225	1,00	4,00
	Total	200	2,3100	,81067	,05732	2,1970	2,4230	1,00	5,00
modesty: looking small, not big	male	105	2,7143	,92730	,09050	2,5348	2,8937	1,00	5,00
	female	95	2,5579	,97540	,10007	2,3592	2,7566	1,00	5,00
	Total	200	2,6400	,95128	,06727	2,5074	2,7726	1,00	5,00
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	male	105	1,7048	,77116	,07526	1,5555	1,8540	1,00	4,00
	female	95	1,6316	,70034	,07185	1,4889	1,7742	1,00	4,00
	Total	200	1,6700	,73744	,05214	1,5672	1,7728	1,00	4,00
How often do you feel nervous or tense?	male	105	2,8762	,72979	,07122	2,7350	3,0174	1,00	5,00
	female	95	3,1684	,72424	,07431	3,0209	3,3160	2,00	5,00
	Total	200	3,0150	,73994	,05232	2,9118	3,1182	1,00	5,00
Are you a happy person?	male	105	4,0095	,61230	,05975	3,8910	4,1280	3,00	5,00
	female	95	3,9789	,52550	,05391	3,8719	4,0860	3,00	5,00
	Total	200	3,9950	,57150	,04041	3,9153	4,0747	3,00	5,00
Are you the same person at work and at home?	male	105	3,8381	1,03890	,10139	3,6370	4,0391	1,00	5,00
	female	95	3,5684	1,21736	,12490	3,3204	3,8164	1,00	5,00
	Total	200	3,7100	1,13239	,08007	3,5521	3,8679	1,00	5,00
Do other people or circumstances ever prevent you from doing what you really want to do ?	male	105	2,8667	,72147	,07041	2,7270	3,0063	1,00	4,00
	female	95	2,8421	,76236	,07822	2,6868	2,9974	1,00	4,00
	Total	200	2,8550	,73940	,05228	2,7519	2,9581	1,00	4,00
How would you describe your state of health these days?	male	105	4,1524	,69033	,06737	4,0188	4,2860	2,00	5,00
	female	95	3,9579	,77068	,07907	3,8009	4,1149	2,00	5,00
	Total	200	4,0600	,73423	,05192	3,9576	4,1624	2,00	5,00
How important is religion in your life?	male	105	2,3429	1,11656	,10896	2,1268	2,5589	1,00	5,00
	female	95	2,4737	1,21902	,12507	2,2254	2,7220	1,00	5,00
	Total	200	2,4050	1,16523	,08239	2,2425	2,5675	1,00	5,00
How proud are you to be a citizen of your country?	male	105	3,8571	1,81568	,17719	3,5058	4,2085	1,00	5,00
	female	95	3,7368	1,86918	,19177	3,3561	4,1176	1,00	5,00
	Total	200	3,8000	1,83763	,12994	3,5438	4,0562	1,00	5,00
How often, in your experience, are subordinates afraid to contradict their boss?	male	105	3,2762	,77825	,07595	3,1256	3,4268	2,00	5,00
	female	95	3,4105	,72192	,07407	3,2635	3,5576	1,00	5,00
	Total	200	3,3400	,75315	,05326	3,2350	3,4450	1,00	5,00
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	male	105	2,2952	,98057	,09657	2,1037	2,4867	1,00	5,00
	female	95	2,3368	1,06801	,10958	2,1193	2,5544	1,00	4,00
	Total	200	2,3150	1,02520	,07249	2,1720	2,4580	1,00	5,00
Persistent efforts are the surest way to results	male	105	2,04762	,698638	,068180	1,91242	2,18282	1,000	4,000
	female	95	2,16842	,738783	,075798	2,01792	2,31892	1,000	4,000
	Total	200	2,10500	,718720	,050821	2,00478	2,20522	1,000	4,000
An organization structure in which certain subordinates have two bosses should be avoided at all cost	male	105	2,5524	,97054	,09471	2,3646	2,7402	1,00	5,00
	female	95	2,6632	,98511	,10107	2,4625	2,8638	1,00	5,00
	Total	200	2,6050	,97660	,06906	2,4688	2,7412	1,00	5,00
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	male	105	3,1238	1,03492	,10100	2,9235	3,3241	1,00	5,00
	female	95	2,9895	1,16230	,11925	2,7527	3,2262	1,00	5,00
	Total	200	3,0600	1,09655	,07754	2,9071	3,2129	1,00	5,00
We should honour our heroes from the past	male	105	2,4190	,89637	,08748	2,2456	2,5925	1,00	5,00
	female	95	2,5053	,94389	,09684	2,3130	2,6975	1,00	5,00
	Total	200	2,4600	,91794	,06491	2,3320	2,5880	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Have sufficient time for your personal or home life	Between Groups	5,932	1	5,932	8,914	,003
	Within Groups	131,748	198	,665		
	Total	137,680	199			
Have a boss (direct superior) you can respect	Between Groups	1,135	1	1,135	1,308	,254
	Within Groups	171,860	198	,868		
	Total	172,995	199			
get recognition for good performance	Between Groups	,317	1	,317	,703	,403
	Within Groups	89,278	198	,451		
	Total	89,595	199			
Have security of employment	Between Groups	8,674	1	8,674	12,913	,000
	Within Groups	133,006	198	,672		
	Total	141,680	199			
Have pleasant people to work with	Between Groups	,722	1	,722	1,240	,267
	Within Groups	115,278	198	,582		
	Total	116,000	199			
Do work which is interesting	Between Groups	,228	1	,228	,449	,503
	Within Groups	100,647	198	,508		
	Total	100,875	199			
Be consultated by your boss in decisions involving your work	Between Groups	,293	1	,293	,397	,529
	Within Groups	146,262	198	,739		
	Total	146,555	199			
Live in a desirable area	Between Groups	,796	1	,796	1,036	,310
	Within Groups	152,084	198	,768		
	Total	152,880	199			
Have a job respected by your family and friends	Between Groups	2,076	1	2,076	2,071	,152
	Within Groups	198,479	198	1,002		
	Total	200,555	199			
Have chances for promotion	Between Groups	,235	1	,235	,231	,631
	Within Groups	201,520	198	1,018		
	Total	201,755	199			
keeping time for fun	Between Groups	3,736	1	3,736	7,332	,007
	Within Groups	100,884	198	,510		
	Total	104,620	199			
moderation: having few desires	Between Groups	,948	1	,948	1,662	,199
	Within Groups	112,927	198	,570		
	Total	113,875	199			
being generous to other people	Between Groups	,120	1	,120	,182	,670
	Within Groups	130,660	198	,660		
	Total	130,780	199			
modesty: looking small, not big	Between Groups	1,220	1	1,220	1,350	,247
	Within Groups	178,860	198	,903		
	Total	180,080	199			
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Between Groups	,267	1	,267	,490	,485
	Within Groups	107,953	198	,545		
	Total	108,220	199			
How often do you feel nervous or tense?	Between Groups	4,259	1	4,259	8,055	,005
	Within Groups	104,696	198	,529		
	Total	108,955	199			
Are you a happy person?	Between Groups	,047	1	,047	,142	,707
	Within Groups	64,948	198	,328		
	Total	64,995	199			
Are you the same person at work and at home?	Between Groups	3,627	1	3,627	2,855	,093
	Within Groups	251,553	198	1,270		
	Total	255,180	199			
Do other people or circumstances ever prevent you from doing what you really want to do?	Between Groups	,030	1	,030	,055	,815
	Within Groups	108,765	198	,549		
	Total	108,795	199			
How would you describe your state of health these days?	Between Groups	1,887	1	1,887	3,544	,061
	Within Groups	105,393	198	,532		
	Total	107,280	199			
How important is religion in your life?	Between Groups	,854	1	,854	,628	,429
	Within Groups	269,341	198	1,360		
	Total	270,195	199			
How proud are you to be a citizen of your country?	Between Groups	,722	1	,722	,213	,645
	Within Groups	671,278	198	3,390		
	Total	672,000	199			
How often, in your experience, are subordinates afraid to contradict their boss?	Between Groups	,900	1	,900	1,591	,209
	Within Groups	111,980	198	,566		
	Total	112,880	199			
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Between Groups	,086	1	,086	,082	,775
	Within Groups	209,069	198	1,056		
	Total	209,155	199			
Persistent efforts are the surest way to results	Between Groups	,728	1	,728	1,412	,236
	Within Groups	102,067	198	,515		
	Total	102,795	199			
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Between Groups	,612	1	,612	,641	,424
	Within Groups	189,183	198	,955		
	Total	189,795	199			
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Between Groups	,900	1	,900	,748	,388
	Within Groups	238,380	198	1,204		
	Total	239,280	199			
We should honour our heroes from the past	Between Groups	,371	1	,371	,439	,509
	Within Groups	167,309	198	,845		
	Total	167,680	199			

Annex 16 ANOVA VSM 08 men regarding nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Have sufficient time for your personal or home life	Portuguese	53	2,0377	,89791	,12334	1,7902	2,2852	1,00	4,00
	German	52	2,2115	,84799	,11759	1,9755	2,4476	1,00	4,00
	Total	105	2,1238	,87371	,08527	1,9547	2,2929	1,00	4,00
Have a boss (direct superior) you can respect	Portuguese	53	2,0943	1,07889	,14820	1,7970	2,3917	1,00	5,00
	German	52	2,0385	,88476	,12269	1,7921	2,2848	1,00	5,00
	Total	105	2,0667	,98319	,09595	1,8764	2,2569	1,00	5,00
get recognition for good performance	Portuguese	53	1,7358	,81219	,11156	1,5120	1,9597	1,00	4,00
	German	52	1,7500	,71056	,09854	1,5522	1,9478	1,00	4,00
	Total	105	1,7429	,75992	,07416	1,5958	1,8899	1,00	4,00
Have security of employment	Portuguese	53	2,2075	1,00687	,13830	1,9300	2,4851	1,00	4,00
	German	52	2,2692	,76991	,10677	2,0549	2,4836	1,00	4,00
	Total	105	2,2381	,89361	,08721	2,0652	2,4110	1,00	4,00
Have pleasant people to work with	Portuguese	53	2,0000	,85485	,11742	1,7644	2,2356	1,00	4,00
	German	52	1,7115	,60509	,08391	1,5431	1,8800	1,00	3,00
	Total	105	1,8571	,75229	,07342	1,7116	2,0027	1,00	4,00
Do work which is interesting	Portuguese	53	1,9057	,83813	,11513	1,6746	2,1367	1,00	4,00
	German	52	1,5769	,60541	,08395	1,4084	1,7455	1,00	3,00
	Total	105	1,7429	,74716	,07291	1,5983	1,8875	1,00	4,00
Be consulted by your boss in decisions involving your work	Portuguese	53	2,4340	,88816	,12200	2,1892	2,6788	1,00	4,00
	German	52	2,3077	,82933	,11501	2,0768	2,5386	1,00	5,00
	Total	105	2,3714	,85774	,08371	2,2054	2,5374	1,00	5,00
Live in a desirable area	Portuguese	53	2,4906	,95319	,13093	2,2278	2,7533	1,00	4,00
	German	52	2,3077	,78061	,10825	2,0904	2,5250	1,00	4,00
	Total	105	2,4000	,87266	,08516	2,2311	2,5689	1,00	4,00
Have a job respected by your family and friends	Portuguese	53	2,8491	1,13334	,15568	2,5367	3,1614	1,00	5,00
	German	52	2,6731	,83363	,11560	2,4410	2,9052	1,00	4,00
	Total	105	2,7619	,99541	,09714	2,5693	2,9545	1,00	5,00
Have chances for promotion	Portuguese	53	1,9623	,97984	,13459	1,6922	2,2323	1,00	5,00
	German	52	2,5385	1,21206	,16808	2,2010	2,8759	1,00	5,00
	Total	105	2,2476	1,13325	,11059	2,0283	2,4669	1,00	5,00
keeping time for fun	Portuguese	53	1,9623	,80771	,11095	1,7396	2,1849	1,00	4,00
	German	52	2,0385	,76598	,10622	1,8252	2,2517	1,00	4,00
	Total	105	2,0000	,78446	,07656	1,8482	2,1518	1,00	4,00
moderation: having few desires	Portuguese	53	2,5283	,82284	,11303	2,3015	2,7551	1,00	5,00
	German	52	2,6538	,68269	,09467	2,4638	2,8439	1,00	4,00
	Total	105	2,5905	,75569	,07375	2,4442	2,7367	1,00	5,00
being generous to other people	Portuguese	53	2,1887	,89993	,12361	1,9406	2,4367	1,00	5,00
	German	52	2,4808	,91802	,12731	2,2252	2,7363	1,00	5,00
	Total	105	2,3333	,91638	,08943	2,1560	2,5107	1,00	5,00
modesty: looking small, not big	Portuguese	53	2,6981	1,03003	,14149	2,4142	2,9820	1,00	5,00
	German	52	2,7308	,81926	,11361	2,5027	2,9589	1,00	5,00
	Total	105	2,7143	,92730	,09050	2,5348	2,8937	1,00	5,00
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Portuguese	53	1,6415	,81085	,11138	1,4180	1,8650	1,00	4,00
	German	52	1,7692	,73071	,10133	1,5658	1,9727	1,00	4,00
	Total	105	1,7048	,77116	,07526	1,5555	1,8540	1,00	4,00
How often do you feel nervous or tense?	Portuguese	53	2,9434	,76999	,10577	2,7312	3,1556	1,00	4,00
	German	52	2,8077	,68709	,09528	2,6164	2,9990	2,00	5,00
	Total	105	2,8762	,72979	,07122	2,7350	3,0174	1,00	5,00
Are you a happy person?	Portuguese	53	3,9811	,69311	,09521	3,7901	4,1722	3,00	5,00
	German	52	4,0385	,52250	,07246	3,8930	4,1839	3,00	5,00
	Total	105	4,0095	,61230	,05975	3,8910	4,1280	3,00	5,00
Are you the same person at work and at home?	Portuguese	53	3,7736	1,20322	,16528	3,4419	4,1052	1,00	5,00
	German	52	3,9038	,84621	,11735	3,6683	4,1394	2,00	5,00
	Total	105	3,8381	1,03890	,10139	3,6370	4,0391	1,00	5,00
Do other people or circumstances ever prevent you from doing what you really want to do?	Portuguese	53	2,9811	,66479	,09132	2,7979	3,1644	2,00	4,00
	German	52	2,7500	,76376	,10591	2,5374	2,9626	1,00	4,00
	Total	105	2,8667	,72147	,07041	2,7270	3,0063	1,00	4,00
How would you describe your state of health these days?	Portuguese	53	4,1509	,66205	,09094	3,9685	4,3334	3,00	5,00
	German	52	4,1538	,72449	,10047	3,9521	4,3555	2,00	5,00
	Total	105	4,1524	,69033	,06737	4,0188	4,2860	2,00	5,00
How important is religion in your life?	Portuguese	53	2,5472	1,10185	,15135	2,2435	2,8509	1,00	4,00
	German	52	2,1346	1,10309	,15297	1,8275	2,4417	1,00	5,00
	Total	105	2,3429	1,11656	,10896	2,1268	2,5589	1,00	5,00
How proud are you to be a citizen of your country?	Portuguese	53	3,6415	1,91245	,26270	3,1144	4,1686	1,00	5,00
	German	52	4,0769	1,70174	,23599	3,6032	4,5507	1,00	5,00
	Total	105	3,8571	1,81568	,17719	3,5058	4,2085	1,00	5,00
How often, in your experience, are subordinates afraid to contradict their boss?	Portuguese	53	3,3208	,80320	,11033	3,0994	3,5421	2,00	5,00
	German	52	3,2308	,75707	,10499	3,0200	3,4415	2,00	4,00
	Total	105	3,2762	,77825	,07595	3,1256	3,4268	2,00	5,00
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Portuguese	53	2,4528	,97203	,13352	2,1849	2,7208	1,00	5,00
	German	52	2,1346	,99072	,13739	1,8588	2,4104	1,00	5,00
	Total	105	2,2952	,98960	,09657	2,1037	2,4867	1,00	5,00
Persistent efforts are the surest way to results	Portuguese	53	1,94340	,691016	,094918	1,75293	2,13386	1,000	4,000
	German	52	2,15385	,696901	,096643	1,95983	2,34786	1,000	4,000
	Total	105	2,04762	,698638	,068180	1,91242	2,18282	1,000	4,000
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Portuguese	53	2,3962	1,00651	,13825	2,1188	2,6737	1,00	5,00
	German	52	2,7115	,91473	,12685	2,4569	2,9662	1,00	5,00
	Total	105	2,5524	,97054	,09471	2,3646	2,7402	1,00	5,00
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Portuguese	53	2,8679	1,11005	,15248	2,5620	3,1739	1,00	5,00
	German	52	3,3846	,88901	,12328	3,1371	3,6321	1,00	5,00
	Total	105	3,1238	1,03492	,10100	2,9235	3,3241	1,00	5,00
We should honour our heroes from the past	Portuguese	53	2,0755	,78076	,10725	1,8603	2,2907	1,00	4,00
	German	52	2,7692	,87706	,12163	2,5251	3,0134	1,00	5,00
	Total	105	2,4190	,89637	,08748	2,2456	2,5925	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Have sufficient time for your personal or home life	Between Groups	,793	1	,793	1,039	,310
	Within Groups	78,598	103	,763		
	Total	79,390	104			
Have a boss (direct superior) you can respect	Between Groups	,082	1	,082	,084	,772
	Within Groups	100,451	103	,975		
	Total	100,533	104			
get recognition for good performance	Between Groups	,005	1	,005	,009	,925
	Within Groups	60,052	103	,583		
	Total	60,057	104			
Have security of employment	Between Groups	,100	1	,100	,124	,725
	Within Groups	82,948	103	,805		
	Total	83,048	104			
Have pleasant people to work with	Between Groups	2,184	1	2,184	3,969	,049
	Within Groups	56,673	103	,550		
	Total	58,857	104			
Do work which is interesting	Between Groups	2,837	1	2,837	5,291	,023
	Within Groups	55,221	103	,536		
	Total	58,057	104			
Be consulted by your boss in decisions involving your work	Between Groups	,418	1	,418	,566	,453
	Within Groups	76,096	103	,739		
	Total	76,514	104			
Live in a desirable area	Between Groups	,878	1	,878	1,154	,285
	Within Groups	78,322	103	,760		
	Total	79,200	104			
Have a job respected by your family and friends	Between Groups	,813	1	,813	,819	,368
	Within Groups	102,235	103	,993		
	Total	103,048	104			
Have chances for promotion	Between Groups	8,714	1	8,714	7,189	,009
	Within Groups	124,848	103	1,212		
	Total	133,562	104			
keeping time for fun	Between Groups	,152	1	,152	,246	,621
	Within Groups	63,848	103	,620		
	Total	64,000	104			
moderation: having few desires	Between Groups	,414	1	,414	,723	,397
	Within Groups	58,977	103	,573		
	Total	59,390	104			
being generous to other people	Between Groups	2,239	1	2,239	2,711	,103
	Within Groups	85,094	103	,826		
	Total	87,333	104			
modesty: looking small, not big	Between Groups	,028	1	,028	,032	,858
	Within Groups	89,401	103	,868		
	Total	89,429	104			
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Between Groups	,428	1	,428	,718	,399
	Within Groups	61,419	103	,596		
	Total	61,848	104			
How often do you feel nervous or tense?	Between Groups	,483	1	,483	,907	,343
	Within Groups	54,907	103	,533		
	Total	55,390	104			
Are you a happy person?	Between Groups	,086	1	,086	,228	,634
	Within Groups	38,904	103	,378		
	Total	38,990	104			
Are you the same person at work and at home?	Between Groups	,445	1	,445	,410	,523
	Within Groups	111,802	103	1,085		
	Total	112,248	104			
Do other people or circumstances ever prevent you from doing what you really want to do?	Between Groups	1,402	1	1,402	2,739	,101
	Within Groups	52,731	103	,512		
	Total	54,133	104			
How would you describe your state of health these days?	Between Groups	,000	1	,000	,000	,983
	Within Groups	49,562	103	,481		
	Total	49,562	104			
How important is religion in your life?	Between Groups	4,467	1	4,467	3,676	,058
	Within Groups	125,190	103	1,215		
	Total	129,657	104			
How proud are you to be a citizen of your country?	Between Groups	4,976	1	4,976	1,517	,221
	Within Groups	337,881	103	3,280		
	Total	342,857	104			
How often, in your experience, are subordinates afraid to contradict their boss?	Between Groups	,213	1	,213	,349	,556
	Within Groups	62,778	103	,609		
	Total	62,990	104			
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Between Groups	2,658	1	2,658	2,760	,100
	Within Groups	99,190	103	,963		
	Total	101,848	104			
Persistent efforts are the surest way to results	Between Groups	1,162	1	1,162	2,414	,123
	Within Groups	49,599	103	,482		
	Total	50,762	104			
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Between Groups	2,610	1	2,610	2,819	,096
	Within Groups	95,352	103	,926		
	Total	97,962	104			
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Between Groups	7,007	1	7,007	6,914	,010
	Within Groups	104,383	103	1,013		
	Total	111,390	104			
We should honour our heroes from the past	Between Groups	12,633	1	12,633	18,345	,000
	Within Groups	70,929	103	,689		
	Total	83,562	104			

Annex 17 – ANOVA VSM 08 women regarding nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Have sufficient time for your personal or home life	Portuguese	47	1,9149	,80298	,11713	1,6791	2,1507	1,00	4,00
	German	48	1,6458	,66811	,09643	1,4518	1,8398	1,00	4,00
	Total	95	1,7789	,74632	,07657	1,6269	1,9310	1,00	4,00
Have a boss (direct superior) you can respect	Portuguese	47	1,8511	,97755	,14259	1,5640	2,1381	1,00	5,00
	German	48	1,9792	,75764	,10936	1,7592	2,1992	1,00	4,00
	Total	95	1,9158	,87109	,08937	1,7383	2,0932	1,00	5,00
get recognition for good performance	Portuguese	47	1,5745	,58028	,08464	1,4041	1,7448	1,00	3,00
	German	48	1,7500	,52592	,07591	1,5973	1,9027	1,00	3,00
	Total	95	1,6632	,55755	,05720	1,5496	1,7767	1,00	3,00
Have security of employment	Portuguese	47	1,6383	,67326	,09821	1,4406	1,8360	1,00	3,00
	German	48	2,0000	,74377	,10735	1,7840	2,2160	1,00	4,00
	Total	95	1,8211	,72902	,07480	1,6725	1,9696	1,00	4,00
Have pleasant people to work with	Portuguese	47	1,7660	,78610	,11466	1,5352	1,9968	1,00	4,00
	German	48	1,7083	,77070	,11124	1,4845	1,9321	1,00	4,00
	Total	95	1,7368	,77474	,07949	1,5790	1,8947	1,00	4,00
Do work which is interesting	Portuguese	47	1,9362	,63944	,09327	1,7484	2,1239	1,00	3,00
	German	48	1,6875	,68901	,09945	1,4874	1,8876	1,00	4,00
	Total	95	1,8105	,67311	,06906	1,6734	1,9476	1,00	4,00
Be consulted by your boss in decisions involving your work	Portuguese	47	2,4468	,87993	,12835	2,1885	2,7052	1,00	4,00
	German	48	2,1458	,82487	,11906	1,9063	2,3854	1,00	4,00
	Total	95	2,2947	,86139	,08838	2,1193	2,4702	1,00	4,00
Live in a desirable area	Portuguese	47	2,1915	,87572	,12774	1,9344	2,4486	1,00	4,00
	German	48	2,3542	,88701	,12803	2,0966	2,6117	1,00	4,00
	Total	95	2,2737	,88055	,09034	2,0943	2,4531	1,00	4,00
Have a job respected by your family and friends	Portuguese	47	2,2128	,93102	,13580	1,9394	2,4861	1,00	4,00
	German	48	2,8958	,97281	,14041	2,6134	3,1783	1,00	5,00
	Total	95	2,5579	1,00759	,10338	2,3526	2,7632	1,00	5,00
Have chances for promotion	Portuguese	47	1,8085	,53724	,07836	1,6508	1,9662	1,00	3,00
	German	48	2,5417	,94437	,13631	2,2674	2,8159	1,00	5,00
	Total	95	2,1789	,85027	,08724	2,0057	2,3522	1,00	5,00
keeping time for fun	Portuguese	47	1,8085	,61284	,08939	1,6286	1,9884	1,00	3,00
	German	48	1,6458	,63546	,09172	1,4613	1,8304	1,00	3,00
	Total	95	1,7263	,62641	,06427	1,5987	1,8539	1,00	3,00
moderation: having few desires	Portuguese	47	2,2766	,57868	,08441	2,1067	2,4465	1,00	4,00
	German	48	2,6250	,86603	,12500	2,3735	2,8765	1,00	5,00
	Total	95	2,4526	,75468	,07743	2,2989	2,6064	1,00	5,00
being generous to other people	Portuguese	47	2,2340	,66636	,09720	2,0384	2,4297	1,00	4,00
	German	48	2,3333	,69446	,10024	2,1317	2,5350	1,00	4,00
	Total	95	2,2842	,67891	,06965	2,1459	2,4225	1,00	4,00
modesty: looking small, not big	Portuguese	47	2,2340	,91397	,13332	1,9657	2,5024	1,00	5,00
	German	48	2,8750	,93683	,13522	2,6030	3,1470	1,00	5,00
	Total	95	2,5579	,97540	,10007	2,3592	2,7566	1,00	5,00
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Portuguese	47	1,4894	,58504	,08534	1,3176	1,6611	1,00	3,00
	German	48	1,7708	,77842	,11236	1,5448	1,9969	1,00	4,00
	Total	95	1,6316	,70034	,07185	1,4889	1,7742	1,00	4,00
How often do you feel nervous or tense?	Portuguese	47	3,2766	,71329	,10404	3,0672	3,4860	2,00	4,00
	German	48	3,0625	,72658	,10487	2,8515	3,2735	2,00	5,00
	Total	95	3,1684	,72424	,07431	3,0209	3,3160	2,00	5,00
Are you a happy person?	Portuguese	47	3,9149	,61960	,09038	3,7330	4,0968	3,00	5,00
	German	48	4,0417	,41041	,05924	3,9225	4,1608	3,00	5,00
	Total	95	3,9789	,52550	,05391	3,8719	4,0860	3,00	5,00
Are you the same person at work and at home?	Portuguese	47	3,1277	1,31243	,19144	2,7423	3,5130	1,00	5,00
	German	48	4,0000	,94531	,13644	3,7255	4,2745	2,00	5,00
	Total	95	3,5684	1,21736	,12490	3,3204	3,8164	1,00	5,00
Do other people or circumstances ever prevent you from doing what you really want to do?	Portuguese	47	3,1489	,72167	,10527	2,9370	3,3608	1,00	4,00
	German	48	2,5417	,68287	,09856	2,3434	2,7400	1,00	4,00
	Total	95	2,8421	,76236	,07822	2,6868	2,9974	1,00	4,00
How would you describe your state of health these days?	Portuguese	47	3,8085	,74128	,10813	3,5909	4,0262	2,00	5,00
	German	48	4,1042	,77842	,11236	3,8781	4,3302	2,00	5,00
	Total	95	3,9579	,77068	,07907	3,8009	4,1149	2,00	5,00
How important is religion in your life?	Portuguese	47	2,6596	1,32331	,19302	2,2710	3,0481	1,00	5,00
	German	48	2,2917	1,09074	,15743	1,9749	2,6084	1,00	5,00
	Total	95	2,4737	1,21902	,12507	2,2254	2,7220	1,00	5,00
How proud are you to be a citizen of your country?	Portuguese	47	3,2979	1,99907	,29160	2,7109	3,8848	1,00	5,00
	German	48	4,1667	1,64166	,23695	3,6900	4,6434	1,00	5,00
	Total	95	3,7368	1,86918	,19177	3,3561	4,1176	1,00	5,00
How often, in your experience, are subordinates afraid to contradict their boss?	Portuguese	47	3,6170	,73878	,10776	3,4001	3,8339	1,00	5,00
	German	48	3,2083	,65097	,09396	3,0193	3,3974	2,00	4,00
	Total	95	3,4105	,72192	,07407	3,2635	3,5576	1,00	5,00
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Portuguese	47	2,7021	1,01970	,14874	2,4027	3,0015	1,00	4,00
	German	48	1,9792	,99978	,14431	1,6889	2,2695	1,00	4,00
	Total	95	2,3368	1,06801	,10958	2,1193	2,5544	1,00	4,00
Persistent efforts are the surest way to results	Portuguese	47	1,97872	,488536	,071260	1,83528	2,12216	1,000	3,000
	German	48	2,35417	,887012	,128029	2,09661	2,61173	1,000	4,000
	Total	95	2,16842	,738783	,075798	2,01792	2,31892	1,000	4,000
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Portuguese	47	2,3617	,94237	,13746	2,0850	2,6384	1,00	4,00
	German	48	2,9583	,94437	,13631	2,6841	3,2326	1,00	5,00
	Total	95	2,6632	,98511	,10107	2,4625	2,8638	1,00	5,00
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Portuguese	47	2,4894	1,12041	,16343	2,1604	2,8183	1,00	5,00
	German	48	3,4792	,98908	,14276	3,1920	3,7664	1,00	5,00
	Total	95	2,9895	1,16230	,11925	2,7527	3,2262	1,00	5,00
We should honour our heroes from the past	Portuguese	47	2,0213	,76583	,11171	1,7964	2,2461	1,00	3,00
	German	48	2,9792	,86269	,12452	2,7287	3,2297	2,00	5,00
	Total	95	2,5053	,94389	,09684	2,3130	2,6975	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Have sufficient time for your personal or home life	Between Groups	1,719	1	1,719	3,157	,079
	Within Groups	50,639	93	,545		
	Total	52,358	94			
Have a boss (direct superior) you can respect	Between Groups	,390	1	,390	,511	,477
	Within Groups	70,937	93	,763		
	Total	71,326	94			
get recognition for good performance	Between Groups	,732	1	,732	2,389	,126
	Within Groups	28,489	93	,306		
	Total	29,221	94			
Have security of employment	Between Groups	3,107	1	3,107	6,167	,015
	Within Groups	46,851	93	,504		
	Total	49,958	94			
Have pleasant people to work with	Between Groups	,079	1	,079	,130	,719
	Within Groups	56,342	93	,606		
	Total	56,421	94			
Do work which is interesting	Between Groups	1,468	1	1,468	3,321	,072
	Within Groups	41,121	93	,442		
	Total	42,589	94			
Be consultated by your boss in decisions involving your work	Between Groups	2,151	1	2,151	2,960	,089
	Within Groups	67,596	93	,727		
	Total	69,747	94			
Live in a desirable area	Between Groups	,628	1	,628	,809	,371
	Within Groups	72,256	93	,777		
	Total	72,884	94			
Have a job respected by your family and friends	Between Groups	11,080	1	11,080	12,216	,001
	Within Groups	84,352	93	,907		
	Total	95,432	94			
Have chances for promotion	Between Groups	12,765	1	12,765	21,508	,000
	Within Groups	55,193	93	,593		
	Total	67,958	94			
keeping time for fun	Between Groups	,628	1	,628	1,612	,207
	Within Groups	36,256	93	,390		
	Total	36,884	94			
moderation: having few desires	Between Groups	2,883	1	2,883	5,292	,024
	Within Groups	50,654	93	,545		
	Total	53,537	94			
being generous to other people	Between Groups	,234	1	,234	,505	,479
	Within Groups	43,092	93	,463		
	Total	43,326	94			
modesty: looking small, not big	Between Groups	9,756	1	9,756	11,388	,001
	Within Groups	79,676	93	,857		
	Total	89,432	94			
If there is something expensive that you really want to buy but you dont have enough money, what do you do?	Between Groups	1,881	1	1,881	3,957	,050
	Within Groups	44,224	93	,476		
	Total	46,105	94			
How often do you feel nervous or tense?	Between Groups	1,089	1	1,089	2,100	,151
	Within Groups	48,217	93	,518		
	Total	49,305	94			
Are you a happy person?	Between Groups	,382	1	,382	1,388	,242
	Within Groups	25,576	93	,275		
	Total	25,958	94			
Are you the same person at work and at home?	Between Groups	18,071	1	18,071	13,863	,000
	Within Groups	121,234	93	1,304		
	Total	139,305	94			
Do other people or circumstances ever prevent you from doing what you really want to do ?	Between Groups	8,757	1	8,757	17,754	,000
	Within Groups	45,874	93	,493		
	Total	54,632	94			
How would you describe your state of health these days?	Between Groups	2,076	1	2,076	3,591	,061
	Within Groups	53,756	93	,578		
	Total	55,832	94			
How important is religion in your life?	Between Groups	3,214	1	3,214	2,190	,142
	Within Groups	136,470	93	1,467		
	Total	139,684	94			
How proud are you to be a citizen of your country?	Between Groups	17,925	1	17,925	5,369	,023
	Within Groups	310,496	93	3,339		
	Total	328,421	94			
How often, in your experience, are subordinates afraid to contradict their boss?	Between Groups	3,966	1	3,966	8,193	,005
	Within Groups	45,023	93	,484		
	Total	48,989	94			
One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	Between Groups	12,412	1	12,412	12,175	,001
	Within Groups	94,809	93	1,019		
	Total	107,221	94			
Persistent efforts are the surest way to results	Between Groups	3,347	1	3,347	6,491	,012
	Within Groups	47,958	93	,516		
	Total	51,305	94			
An organization structure in which certain subordinates have two bosses should be avoided at all cost	Between Groups	8,453	1	8,453	9,498	,003
	Within Groups	82,768	93	,890		
	Total	91,221	94			
A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	Between Groups	23,266	1	23,266	20,860	,000
	Within Groups	103,724	93	1,115		
	Total	126,989	94			
We should honour our heroes from the past	Between Groups	21,789	1	21,789	32,706	,000
	Within Groups	61,958	93	,666		
	Total	83,747	94			

Annex 18 – Reliability analysis EmpAT

Case Processing Summary

		N	%
Cases	Valid	200	100,0
	Excluded[a]	0	,0
	Total	200	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,855	,858	25

Item Statistics

	Mean	Std. Deviation	N
Recognition /appreciation from management	2,0300	,72922	200
A fun working environment	2,2500	,76184	200
A springboard for future employment	2,1850	,70943	200
Feeling good about yourself as a result of working for a particular organisation	1,8750	,70131	200
Feeling more self-confident as a result of working for a particular organisation	2,0750	,85029	200
Gaining career-enhancing experience	1,9100	,71727	200
Having a good relationship to your superiors	2,0650	,73722	200
Having a good relationship with your colleagues	1,8250	,73284	200
Supportive and encouraging colleagues	2,0300	,72229	200
Working in an exciting environment	2,2650	,79241	200
Innovative employer-novel work practices/forward thinking	2,4150	,90380	200
The organisation both values and makes use of your creativity	2,3450	,83634	200
The organisation produces high-quality products and services	2,5250	,92935	200
The organisation produces innovative products and services	2,6350	,93603	200
Good promotion opportunities within the organisation	2,2450	,73326	200
Humanitarian organisation – gives back to society	2,6350	,98316	200
Opportunity to apply what was learned at a tertiary institution	2,7700	,83702	200
Opportunity to teach others what you have learned	2,6500	,88964	200
Acceptance and belonging	2,0400	,80100	200
The organisation is customer orientated	2,6400	,90248	200
Job security within the organisation	2,1350	,81245	200
Hands-on-inter-departmental experience	2,4650	,70088	200
Happy work environment	2,0550	,73120	200
An above average basic salary	2,1800	,81912	200
An attractive overall compensation package	2,1050	,69019	200

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2,254	1,825	2,770	,945	1,518	,073	25
Item Variances	,645	,476	,967	,490	2,029	,020	25

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Recognition /appreciation from management	54,3200	84,299	,377	,430	,851
A fun working environment	54,1000	85,849	,244	,378	,855
A springboard for future employment	54,1650	84,691	,359	,386	,851
Feeling good about yourself as a result of working for a particular organisation	54,4750	83,386	,468	,515	,848
Feeling more self-confident as a result of working for a particular organisation	54,2750	81,929	,469	,614	,847
Gaining career-enhancing experience	54,4400	84,388	,377	,425	,851
Having a good relationship to your superiors	54,2850	83,582	,427	,553	,849
Having a good relationship with your colleagues	54,5250	83,567	,431	,620	,849
Supportive and encouraging colleagues	54,3200	83,093	,476	,472	,848
Working in an exciting environment	54,0850	83,365	,407	,418	,850
Innovative employer-novel work practices/forward thinking	53,9350	82,091	,426	,631	,849
The organisation both values and makes use of your creativity	54,0050	82,628	,431	,630	,849
The organisation produces high-quality products and services	53,8250	83,281	,338	,618	,852

The organisation produces innovative products and services	53,7150	82,456	,385	,645	,851
Good promotion opportunities within the organisation	54,1050	83,371	,446	,357	,848
Humanitarian organisation – gives back to society	53,7150	82,165	,378	,490	,851
Opportunity to apply what was learned at a tertiary institution	53,5800	82,386	,447	,419	,848
Opportunity to teach others what you have learned	53,7000	82,010	,439	,500	,848
Acceptance and belonging	54,3100	84,295	,336	,454	,852
The organisation is customer orientated	53,7100	81,011	,496	,510	,846
Job security within the organisation	54,2150	85,446	,251	,354	,855
Hands-on-inter-departmental experience	53,8850	81,931	,587	,456	,844
Happy work environment	54,2950	83,707	,421	,483	,849
An above average basic salary	54,1700	84,092	,340	,563	,852
An attractive overall compensation package	54,2450	84,266	,405	,477	,850

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
56,3500	89,877	9,48034	25

Annex 19 – Factor analysis of EmpAT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,784
Bartlett's Test of Sphericity	Approx. Chi-Square	2032,595
	df	300
	Sig.	,000

Communalities

	Initial	Extraction
Recognition /appreciation from management	1,000	,516
A fun working environment	1,000	,699
A springboard for future employment	1,000	,565
Feeling good about yourself as a result of working for a particular organisation	1,000	,500
Feeling more self-confident as a result of working for a particular organisation	1,000	,594
Gaining career-enhancing experience	1,000	,610
Having a good relationship to your superiors	1,000	,652
Having a good relationship with your colleagues	1,000	,773
Supportive and encouraging colleagues	1,000	,625
Working in an exciting environment	1,000	,544
Innovative employer-novel work practices/forward thinking	1,000	,647
The organisation both values and makes use of your creativity	1,000	,677
The organisation produces high-quality products and services	1,000	,667
The organisation produces innovative products and services	1,000	,700
Good promotion opportunities within the organisation	1,000	,412
Humanitarian organisation – gives back to society	1,000	,568
Opportunity to apply what was learned at a tertiary institution	1,000	,595
Opportunity to teach others what you have learned	1,000	,656
Acceptance and belonging	1,000	,607
The organisation is customer orientated	1,000	,565
Job security within the organisation	1,000	,556
Hands-on-inter-departmental experience	1,000	,526
Happy work environment	1,000	,793
An above average basic salary	1,000	,740
An attractive overall compensation package	1,000	,698

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,807	23,230	23,230	5,807	23,230	23,230	3,769	15,077	15,077
2	3,745	14,981	38,211	3,745	14,981	38,211	3,015	12,061	27,138
3	2,055	8,218	46,429	2,055	8,218	46,429	2,894	11,576	38,714
4	1,487	5,950	52,379	1,487	5,950	52,379	2,173	8,691	47,405
5	1,336	5,344	57,722	1,336	5,344	57,722	1,931	7,724	55,129
6	1,053	4,211	61,933	1,053	4,211	61,933	1,701	6,804	61,933
7	,962	3,849	65,783						
8	,922	3,690	69,473						
9	,768	3,072	72,544						
10	,695	2,780	75,325						
11	,681	2,725	78,050						
12	,609	2,435	80,484						
13	,588	2,352	82,836						
14	,568	2,270	85,106						
15	,525	2,098	87,205						
16	,457	1,830	89,034						
17	,427	1,708	90,743						
18	,383	1,531	92,274						
19	,354	1,416	93,691						
20	,340	1,360	95,050						
21	,327	1,308	96,358						
22	,313	1,250	97,609						
23	,236	,945	98,554						
24	,207	,826	99,380						
25	,155	,620	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component					
	1	2	3	4	5	6
Hands-on-inter-departmental experience	,674					
Feeling more self-confident as a result of working for a particular organisation	,590					
Supportive and encouraging colleagues	,580					
Feeling good about yourself as a result of working for a particular organisation	,562					
Having a good relationship to your superiors	,558					
Having a good relationship with your colleagues	,545					
The organisation is customer orientated	,513					
Good promotion opportunities within the organisation	,508					
Opportunity to teach others what you have learned						

Recognition /appreciation from management						
An attractive overall compensation package						
Opportunity to apply what was learned at a tertiary institution						
A springboard for future employment						
The organisation produces innovative products and services		,676				
Innovative employer-novel work practices/forward thinking		,670				
The organisation both values and makes use of your creativity		,666				
The organisation produces high-quality products and services		,645				
Humanitarian organisation – gives back to society		,503				
Working in an exciting environment						
Job security within the organisation						
An above average basic salary			-,567			
Acceptance and belonging						
Gaining career-enhancing experience						
A fun working environment					,613	
Happy work environment					,506	

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
The organisation produces innovative products and services	,823					
The organisation produces high-quality products and services	,795					
Innovative employer-novel work practices/forward thinking	,765					
The organisation both values and makes use of your creativity	,733					
Working in an exciting environment	,605					
The organisation is customer orientated						
Good promotion opportunities within the organisation						
Having a good relationship with your colleagues		,814				
Supportive and encouraging colleagues		,737				
Having a good relationship to your superiors		,707				
Acceptance and belonging		,691				
Job security within the organisation						
Hands-on-inter-departmental experience						
Gaining career-enhancing experience			,736			
A springboard for future employment			,657			
Recognition /appreciation from management			,624			
Feeling more self-confident as a result of working for a particular organisation			,590			

Opportunity to teach others what you have learned				,771		
Opportunity to apply what was learned at a tertiary institution				,692		
Humanitarian organisation – gives back to society						
An attractive overall compensation package					,758	
An above average basic salary					,682	
A fun working environment						,793
Happy work environment						,682
Feeling good about yourself as a result of working for a particular organisation						

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6
1	,442	,509	,476	,389	,338	,232
2	,806	-,401	-,369	,129	-,156	,112
3	-,181	,512	-,558	,394	-,397	,283
4	,034	,051	,100	-,595	-,120	,786
5	,143	,357	-,530	-,406	,612	-,176
6	-,318	-,434	-,184	,398	,561	,452

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Annex 20 – ANOVA EmpAT Employer Branding regarding nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Recognition /appreciation from management	Portuguese	100	1,8800	,68579	,06858	1,7439	2,0161	1,00	4,00
	German	100	2,1800	,74373	,07437	2,0324	2,3276	1,00	5,00
	Total	200	2,0300	,72922	,05156	1,9283	2,1317	1,00	5,00
A fun working environment	Portuguese	100	2,4400	,65628	,06563	2,3098	2,5702	1,00	4,00
	German	100	2,0600	,81427	,08143	1,8984	2,2216	1,00	4,00
	Total	200	2,2500	,76184	,05387	2,1438	2,3562	1,00	4,00
A springboard for future employment	Portuguese	100	2,1800	,67240	,06724	2,0466	2,3134	1,00	3,00
	German	100	2,1900	,74799	,07480	2,0416	2,3384	1,00	5,00
	Total	200	2,1850	,70943	,05016	2,0861	2,2839	1,00	5,00
Feeling good about yourself as a result of working for a particular organisation	Portuguese	100	1,8800	,55560	,05556	1,7698	1,9902	1,00	3,00
	German	100	1,8700	,82456	,08246	1,7064	2,0336	1,00	4,00
	Total	200	1,8750	,70131	,04959	1,7772	1,9728	1,00	4,00
Feeling more self-confident as a result of working for a particular organisation	Portuguese	100	1,8800	,68579	,06858	1,7439	2,0161	1,00	4,00
	German	100	2,2700	,95193	,09519	2,0811	2,4589	1,00	5,00
	Total	200	2,0750	,85029	,06012	1,9564	2,1936	1,00	5,00
Gaining career-enhancing experience	Portuguese	100	1,8600	,63596	,06360	1,7338	1,9862	1,00	3,00
	German	100	1,9600	,79903	,07990	1,8032	2,1168	1,00	5,00
	Total	200	1,9100	,71727	,05072	1,8100	2,0100	1,00	5,00
Having a good relationship to your superiors	Portuguese	100	2,0200	,81625	,08162	1,8580	2,1820	1,00	4,00
	German	100	2,1100	,64971	,06497	1,9811	2,2389	1,00	4,00
	Total	200	2,0650	,73722	,05213	1,9622	2,1678	1,00	4,00
Having a good relationship with your colleagues	Portuguese	100	1,9200	,81253	,08125	1,7588	2,0812	1,00	4,00
	German	100	1,7300	,63333	,06333	1,6043	1,8557	1,00	4,00
	Total	200	1,8250	,73284	,05182	1,7228	1,9272	1,00	4,00
Supportive and encouraging colleagues	Portuguese	100	2,0500	,80873	,08087	1,8895	2,2105	1,00	4,00
	German	100	2,0100	,62757	,06276	1,8855	2,1345	1,00	4,00
	Total	200	2,0300	,72229	,05107	1,9293	2,1307	1,00	4,00
Working in an exciting environment	Portuguese	100	2,2500	,80873	,08087	2,0895	2,4105	1,00	4,00
	German	100	2,2800	,77954	,07795	2,1253	2,4347	1,00	4,00
	Total	200	2,2650	,79241	,05603	2,1545	2,3755	1,00	4,00
Innovative employer-novel work practices/forward thinking	Portuguese	100	2,3700	,89505	,08950	2,1924	2,5476	1,00	4,00
	German	100	2,4600	,91475	,09148	2,2785	2,6415	1,00	5,00
	Total	200	2,4150	,90380	,06391	2,2890	2,5410	1,00	5,00
The organisation both values and makes use of your creativity	Portuguese	100	2,3700	,88369	,08837	2,1947	2,5453	1,00	4,00
	German	100	2,3200	,78983	,07898	2,1633	2,4767	1,00	4,00
	Total	200	2,3450	,83634	,05914	2,2284	2,4616	1,00	4,00
The organisation produces high-quality products and services	Portuguese	100	2,3900	,83961	,08396	2,2234	2,5566	1,00	4,00
	German	100	2,6600	,99717	,09972	2,4621	2,8579	1,00	5,00
	Total	200	2,5250	,92935	,06572	2,3954	2,6546	1,00	5,00
The organisation produces innovative products and services	Portuguese	100	2,4600	,86946	,08695	2,2875	2,6325	1,00	4,00
	German	100	2,8100	,97125	,09713	2,6173	3,0027	1,00	5,00
	Total	200	2,6350	,93603	,06619	2,5045	2,7655	1,00	5,00
Good promotion opportunities within the organisation	Portuguese	100	2,0600	,67898	,06790	1,9253	2,1947	1,00	5,00
	German	100	2,4300	,74203	,07420	2,2828	2,5772	1,00	4,00
	Total	200	2,2450	,73326	,05185	2,1428	2,3472	1,00	5,00
Humanitarian organisation – gives back to society	Portuguese	100	2,4800	,90431	,09043	2,3006	2,6594	1,00	5,00
	German	100	2,7900	1,03763	,10376	2,5841	2,9959	1,00	5,00
	Total	200	2,6350	,98316	,06952	2,4979	2,7721	1,00	5,00
Opportunity to apply what was learned at a tertiary institution	Portuguese	100	2,6200	,74914	,07491	2,4714	2,7686	1,00	4,00
	German	100	2,9200	,89533	,08953	2,7423	3,0977	1,00	5,00
	Total	200	2,7700	,83702	,05919	2,6533	2,8867	1,00	5,00
Opportunity to teach others what you have learned	Portuguese	100	2,4600	,88100	,08810	2,2852	2,6348	1,00	5,00
	German	100	2,8400	,86129	,08613	2,6691	3,0109	1,00	5,00
	Total	200	2,6500	,88964	,06291	2,5260	2,7740	1,00	5,00
Acceptance and belonging	Portuguese	100	2,0700	,92392	,09239	1,8867	2,2533	1,00	5,00
	German	100	2,0100	,65897	,06590	1,8792	2,1408	1,00	4,00
	Total	200	2,0400	,80100	,05664	1,9283	2,1517	1,00	5,00
The organisation is customer orientated	Portuguese	100	2,4800	,84662	,08466	2,3120	2,6480	1,00	5,00
	German	100	2,8000	,93203	,09320	2,6151	2,9849	1,00	5,00
	Total	200	2,6400	,90248	,06382	2,5142	2,7658	1,00	5,00
Job security within the organisation	Portuguese	100	2,0300	,79715	,07972	1,8718	2,1882	1,00	4,00
	German	100	2,2400	,81798	,08180	2,0777	2,4023	1,00	5,00
	Total	200	2,1350	,81245	,05745	2,0217	2,2483	1,00	5,00
Hands-on-inter-departmental experience	Portuguese	100	2,3500	,70173	,07017	2,2108	2,4892	1,00	4,00
	German	100	2,5800	,68843	,06884	2,4442	2,7158	1,00	4,00
	Total	200	2,4650	,70088	,04956	2,3673	2,5627	1,00	4,00
Happy work environment	Portuguese	100	2,2200	,77303	,07730	2,0666	2,3734	1,00	5,00
	German	100	1,8900	,64971	,06497	1,7611	2,0189	1,00	4,00
	Total	200	2,0550	,73120	,05170	1,9530	2,1570	1,00	5,00
An above average basic salary	Portuguese	100	2,0200	,81625	,08162	1,8580	2,1820	1,00	5,00
	German	100	2,3400	,79417	,07942	2,1824	2,4976	1,00	5,00
	Total	200	2,1800	,81912	,05792	2,0658	2,2942	1,00	5,00
An attractive overall compensation package	Portuguese	100	2,1000	,64354	,06435	1,9723	2,2277	1,00	4,00
	German	100	2,1100	,73711	,07371	1,9637	2,2563	1,00	4,00
	Total	200	2,1050	,69019	,04880	2,0088	2,2012	1,00	4,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recognition /appreciation from management	Between Groups	4,500	1	4,500	8,794	,003
	Within Groups	101,320	198	,512		
	Total	105,820	199			
A fun working environment	Between Groups	7,220	1	7,220	13,202	,000
	Within Groups	108,280	198	,547		
	Total	115,500	199			
A springboard for future employment	Between Groups	,005	1	,005	,010	,921
	Within Groups	100,150	198	,506		
	Total	100,155	199			
Feeling good about yourself as a result of working for a particular organisation	Between Groups	,005	1	,005	,010	,920
	Within Groups	97,870	198	,494		
	Total	97,875	199			
Feeling more self-confident as a result of working for a particular organisation	Between Groups	7,605	1	7,605	11,050	,001
	Within Groups	136,270	198	,688		
	Total	143,875	199			
Gaining career-enhancing experience	Between Groups	,500	1	,500	,972	,325
	Within Groups	101,880	198	,515		
	Total	102,380	199			
Having a good relationship to your superiors	Between Groups	,405	1	,405	,744	,389
	Within Groups	107,750	198	,544		
	Total	108,155	199			
Having a good relationship with your colleagues	Between Groups	1,805	1	1,805	3,401	,067
	Within Groups	105,070	198	,531		
	Total	106,875	199			
Supportive and encouraging colleagues	Between Groups	,080	1	,080	,153	,696
	Within Groups	103,740	198	,524		
	Total	103,820	199			
Working in an exciting environment	Between Groups	,045	1	,045	,071	,790
	Within Groups	124,910	198	,631		
	Total	124,955	199			
Innovative employer-novel work practices/forward thinking	Between Groups	,405	1	,405	,495	,483
	Within Groups	162,150	198	,819		
	Total	162,555	199			
The organisation both values and makes use of your creativity	Between Groups	,125	1	,125	,178	,674
	Within Groups	139,070	198	,702		
	Total	139,195	199			
The organisation produces high-quality products and services	Between Groups	3,645	1	3,645	4,290	,040
	Within Groups	168,230	198	,850		
	Total	171,875	199			
The organisation produces innovative products and services	Between Groups	6,125	1	6,125	7,209	,008
	Within Groups	168,230	198	,850		
	Total	174,355	199			
Good promotion opportunities within the organisation	Between Groups	6,845	1	6,845	13,533	,000
	Within Groups	100,150	198	,506		
	Total	106,995	199			
Humanitarian organisation – gives back to society	Between Groups	4,805	1	4,805	5,073	,025
	Within Groups	187,550	198	,947		
	Total	192,355	199			
Opportunity to apply what was learned at a tertiary institution	Between Groups	4,500	1	4,500	6,604	,011
	Within Groups	134,920	198	,681		
	Total	139,420	199			
Opportunity to teach others what you have learned	Between Groups	7,220	1	7,220	9,513	,002
	Within Groups	150,280	198	,759		
	Total	157,500	199			
Acceptance and belonging	Between Groups	,180	1	,180	,280	,598
	Within Groups	127,500	198	,644		
	Total	127,680	199			
The organisation is customer orientated	Between Groups	5,120	1	5,120	6,459	,012
	Within Groups	156,960	198	,793		
	Total	162,080	199			
Job security within the organisation	Between Groups	2,205	1	2,205	3,380	,067
	Within Groups	129,150	198	,652		
	Total	131,355	199			
Hands-on-inter-departmental experience	Between Groups	2,645	1	2,645	5,506	,020
	Within Groups	95,110	198	,480		
	Total	97,755	199			
Happy work environment	Between Groups	5,445	1	5,445	10,680	,001
	Within Groups	100,950	198	,510		
	Total	106,395	199			
An above average basic salary	Between Groups	5,120	1	5,120	7,895	,005
	Within Groups	128,400	198	,648		
	Total	133,520	199			
An attractive overall compensation package	Between Groups	,005	1	,005	,010	,919
	Within Groups	94,790	198	,479		
	Total	94,795	199			

Annex 21 – ANOVA EmpAT Employer brand image regarding gender

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Recognition /appreciation from management	male	105	2,1048	,73280	,07151	1,9629	2,2466	1,00	5,00
	female	95	1,9474	,72005	,07388	1,8007	2,0941	1,00	4,00
	Total	200	2,0300	,72922	,05156	1,9283	2,1317	1,00	5,00
A fun working environment	male	105	2,2286	,77531	,07566	2,0785	2,3786	1,00	4,00
	female	95	2,2737	,75007	,07696	2,1209	2,4265	1,00	4,00
	Total	200	2,2500	,76184	,05387	2,1438	2,3562	1,00	4,00
A springboard for future employment	male	105	2,2095	,70295	,06860	2,0735	2,3456	1,00	5,00
	female	95	2,1579	,71928	,07380	2,0114	2,3044	1,00	4,00
	Total	200	2,1850	,70943	,05016	2,0861	2,2839	1,00	5,00
Feeling good about yourself as a result of working for a particular organisation	male	105	1,9429	,73155	,07139	1,8013	2,0844	1,00	4,00
	female	95	1,8000	,66204	,06792	1,6651	1,9349	1,00	4,00
	Total	200	1,8750	,70131	,04959	1,7772	1,9728	1,00	4,00
Feeling more self-confident as a result of working for a particular organisation	male	105	2,1619	,78598	,07670	2,0098	2,3140	1,00	5,00
	female	95	1,9789	,91068	,09343	1,7934	2,1645	1,00	5,00
	Total	200	2,0750	,85029	,06012	1,9564	2,1936	1,00	5,00
Gaining career-enhancing experience	male	105	1,9333	,76292	,07445	1,7857	2,0810	1,00	5,00
	female	95	1,8842	,66626	,06836	1,7485	2,0199	1,00	3,00
	Total	200	1,9100	,71727	,05072	1,8100	2,0100	1,00	5,00
Having a good relationship to your superiors	male	105	2,1810	,74396	,07260	2,0370	2,3249	1,00	4,00
	female	95	1,9368	,71176	,07303	1,7918	2,0818	1,00	4,00
	Total	200	2,0650	,73722	,05213	1,9622	2,1678	1,00	4,00
Having a good relationship with your colleagues	male	105	1,9429	,76997	,07514	1,7938	2,0919	1,00	4,00
	female	95	1,6947	,66961	,06870	1,5583	1,8311	1,00	4,00
	Total	200	1,8250	,73284	,05182	1,7228	1,9272	1,00	4,00
Supportive and encouraging colleagues	male	105	2,0762	,74285	,07250	1,9324	2,2200	1,00	4,00
	female	95	1,9789	,69922	,07174	1,8365	2,1214	1,00	4,00
	Total	200	2,0300	,72229	,05107	1,9293	2,1307	1,00	4,00
Working in an exciting environment	male	105	2,1810	,82952	,08095	2,0204	2,3415	1,00	4,00
	female	95	2,3579	,74256	,07619	2,2066	2,5092	1,00	4,00
	Total	200	2,2650	,79241	,05603	2,1545	2,3755	1,00	4,00
Innovative employer-novel work practices/forward thinking	male	105	2,3333	,90582	,08840	2,1580	2,5086	1,00	5,00
	female	95	2,5053	,89768	,09210	2,3224	2,6881	1,00	4,00
	Total	200	2,4150	,90380	,06391	2,2890	2,5410	1,00	5,00
The organisation both values and makes use of your creativity	male	105	2,3238	,83775	,08176	2,1617	2,4859	1,00	4,00
	female	95	2,3684	,83860	,08604	2,1976	2,5393	1,00	4,00
	Total	200	2,3450	,83634	,05914	2,2284	2,4616	1,00	4,00
The organisation produces high-quality products and services	male	105	2,4381	,87622	,08551	2,2685	2,6077	1,00	5,00
	female	95	2,6211	,98044	,10059	2,4213	2,8208	1,00	5,00
	Total	200	2,5250	,92935	,06572	2,3954	2,6546	1,00	5,00
The organisation produces innovative products and services	male	105	2,5143	,92106	,08989	2,3360	2,6925	1,00	5,00
	female	95	2,7684	,93913	,09635	2,5771	2,9597	1,00	5,00
	Total	200	2,6350	,93603	,06619	2,5045	2,7655	1,00	5,00
Good promotion opportunities within the organisation	male	105	2,2762	,81448	,07948	2,1186	2,4338	1,00	5,00
	female	95	2,2105	,63405	,06505	2,0814	2,3397	1,00	4,00
	Total	200	2,2450	,73326	,05185	2,1428	2,3472	1,00	5,00
Humanitarian organisation – gives back to society	male	105	2,7048	1,05542	,10300	2,5005	2,9090	1,00	5,00
	female	95	2,5579	,89580	,09191	2,3754	2,7404	1,00	4,00
	Total	200	2,6350	,98316	,06952	2,4979	2,7721	1,00	5,00
Opportunity to apply what was learned at a tertiary institution	male	105	2,8381	,90004	,08783	2,6639	3,0123	1,00	5,00
	female	95	2,6947	,75897	,07787	2,5401	2,8493	1,00	5,00
	Total	200	2,7700	,83702	,05919	2,6533	2,8867	1,00	5,00
Opportunity to teach others what you have learned	male	105	2,7143	,91687	,08948	2,5368	2,8917	1,00	5,00
	female	95	2,5789	,85774	,08800	2,4042	2,7537	1,00	5,00
	Total	200	2,6500	,88964	,06291	2,5260	2,7740	1,00	5,00
Acceptance and belonging	male	105	2,2667	,86898	,08480	2,0985	2,4348	1,00	5,00
	female	95	1,7895	,63405	,06505	1,6603	1,9186	1,00	3,00
	Total	200	2,0400	,80100	,05664	1,9283	2,1517	1,00	5,00
The organisation is customer orientated	male	105	2,6095	,95570	,09327	2,4246	2,7945	1,00	5,00
	female	95	2,6737	,84352	,08654	2,5018	2,8455	1,00	5,00
	Total	200	2,6400	,90248	,06382	2,5142	2,7658	1,00	5,00
Job security within the organisation	male	105	2,2857	,88485	,08635	2,1145	2,4570	1,00	5,00
	female	95	1,9684	,69117	,07091	1,8276	2,1092	1,00	4,00
	Total	200	2,1350	,81245	,05745	2,0217	2,2483	1,00	5,00
Hands-on-inter-departmental experience	male	105	2,5524	,73355	,07159	2,4104	2,6943	1,00	4,00
	female	95	2,3684	,65319	,06702	2,2354	2,5015	1,00	4,00
	Total	200	2,4650	,70088	,04956	2,3673	2,5627	1,00	4,00
Happy work environment	male	105	2,1238	,78072	,07619	1,9727	2,2749	1,00	5,00
	female	95	1,9789	,66810	,06855	1,8428	2,1150	1,00	4,00
	Total	200	2,0550	,73120	,05170	1,9530	2,1570	1,00	5,00
An above average basic salary	male	105	2,2190	,86581	,08449	2,0515	2,3866	1,00	5,00
	female	95	2,1368	,76646	,07864	1,9807	2,2930	1,00	5,00
	Total	200	2,1800	,81912	,05792	2,0658	2,2942	1,00	5,00
An attractive overall compensation package	male	105	2,0667	,71072	,06936	1,9291	2,2042	1,00	4,00
	female	95	2,1474	,66793	,06853	2,0113	2,2834	1,00	4,00
	Total	200	2,1050	,69019	,04880	2,0088	2,2012	1,00	4,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recognition /appreciation from management	Between Groups	1,236	1	1,236	2,339	,128
	Within Groups	104,584	198	,528		
	Total	105,820	199			
A fun working environment	Between Groups	,102	1	,102	,174	,677
	Within Groups	115,398	198	,583		
	Total	115,500	199			
A springboard for future employment	Between Groups	,133	1	,133	,263	,609
	Within Groups	100,022	198	,505		
	Total	100,155	199			
Feeling good about yourself as a result of working for a particular organisation	Between Groups	1,018	1	1,018	2,081	,151
	Within Groups	96,857	198	,489		
	Total	97,875	199			
Feeling more self-confident as a result of working for a particular organisation	Between Groups	1,669	1	1,669	2,325	,129
	Within Groups	142,206	198	,718		
	Total	143,875	199			
Gaining career-enhancing experience	Between Groups	,120	1	,120	,233	,630
	Within Groups	102,260	198	,516		
	Total	102,380	199			
Having a good relationship to your superiors	Between Groups	2,972	1	2,972	5,595	,019
	Within Groups	105,183	198	,531		
	Total	108,155	199			
Having a good relationship with your colleagues	Between Groups	3,070	1	3,070	5,857	,016
	Within Groups	103,805	198	,524		
	Total	106,875	199			
Supportive and encouraging colleagues	Between Groups	,472	1	,472	,904	,343
	Within Groups	103,348	198	,522		
	Total	103,820	199			
Working in an exciting environment	Between Groups	1,562	1	1,562	2,506	,115
	Within Groups	123,393	198	,623		
	Total	124,955	199			
Innovative employer-novel work practices/forward thinking	Between Groups	1,474	1	1,474	1,812	,180
	Within Groups	161,081	198	,814		
	Total	162,555	199			
The organisation both values and makes use of your creativity	Between Groups	,099	1	,099	,141	,707
	Within Groups	139,096	198	,703		
	Total	139,195	199			
The organisation produces high-quality products and services	Between Groups	1,669	1	1,669	1,942	,165
	Within Groups	170,206	198	,860		
	Total	171,875	199			
The organisation produces innovative products and services	Between Groups	3,221	1	3,221	3,727	,055
	Within Groups	171,134	198	,864		
	Total	174,355	199			
Good promotion opportunities within the organisation	Between Groups	,215	1	,215	,399	,528
	Within Groups	106,780	198	,539		
	Total	106,995	199			
Humanitarian organisation – gives back to society	Between Groups	1,076	1	1,076	1,114	,293
	Within Groups	191,279	198	,966		
	Total	192,355	199			
Opportunity to apply what was learned at a tertiary institution	Between Groups	1,025	1	1,025	1,466	,227
	Within Groups	138,395	198	,699		
	Total	139,420	199			
Opportunity to teach others what you have learned	Between Groups	,914	1	,914	1,155	,284
	Within Groups	156,586	198	,791		
	Total	157,500	199			
Acceptance and belonging	Between Groups	11,357	1	11,357	19,332	,000
	Within Groups	116,323	198	,587		
	Total	127,680	199			
The organisation is customer orientated	Between Groups	,205	1	,205	,251	,617
	Within Groups	161,875	198	,818		
	Total	162,080	199			
Job security within the organisation	Between Groups	5,021	1	5,021	7,870	,006
	Within Groups	126,334	198	,638		
	Total	131,355	199			
Hands-on-inter-departmental experience	Between Groups	1,688	1	1,688	3,479	,064
	Within Groups	96,067	198	,485		
	Total	97,755	199			
Happy work environment	Between Groups	1,047	1	1,047	1,967	,162
	Within Groups	105,348	198	,532		
	Total	106,395	199			
An above average basic salary	Between Groups	,337	1	,337	,501	,480
	Within Groups	133,183	198	,673		
	Total	133,520	199			
An attractive overall compensation package	Between Groups	,325	1	,325	,681	,410
	Within Groups	94,470	198	,477		
	Total	94,795	199			

Annex – 22 ANOVA EmpAT men considering nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Recognition /appreciation from management	Portuguese	53	2,0566	,69102	,09492	1,8661	2,2471	1,00	4,00
	German	52	2,1538	,77674	,10771	1,9376	2,3701	1,00	5,00
	Total	105	2,1048	,73280	,07151	1,9629	2,2466	1,00	5,00
A fun working environment	Portuguese	53	2,3774	,65710	,09026	2,1962	2,5585	1,00	3,00
	German	52	2,0769	,85969	,11922	1,8376	2,3163	1,00	4,00
	Total	105	2,2286	,77531	,07566	2,0785	2,3786	1,00	4,00
A springboard for future employment	Portuguese	53	2,2453	,70454	,09678	2,0511	2,4395	1,00	3,00
	German	52	2,1731	,70631	,09795	1,9764	2,3697	1,00	5,00
	Total	105	2,2095	,70295	,06860	2,0735	2,3456	1,00	5,00
Feeling good about yourself as a result of working for a particular organisation	Portuguese	53	1,9057	,62831	,08631	1,7325	2,0788	1,00	3,00
	German	52	1,9808	,82819	,11485	1,7502	2,2113	1,00	4,00
	Total	105	1,9429	,73155	,07139	1,8013	2,0844	1,00	4,00
Feeling more self-confident as a result of working for a particular organisation	Portuguese	53	2,0189	,72032	,09894	1,8203	2,2174	1,00	4,00
	German	52	2,3077	,82933	,11501	2,0768	2,5386	1,00	5,00
	Total	105	2,1619	,78598	,07670	2,0098	2,3140	1,00	5,00
Gaining career-enhancing experience	Portuguese	53	1,9245	,67508	,09273	1,7385	2,1106	1,00	3,00
	German	52	1,9423	,84976	,11784	1,7057	2,1789	1,00	5,00
	Total	105	1,9333	,76292	,07445	1,7857	2,0810	1,00	5,00
Having a good relationship to your superiors	Portuguese	53	2,1698	,80230	,11020	1,9487	2,3910	1,00	4,00
	German	52	2,1923	,68709	,09528	2,0010	2,3836	1,00	3,00
	Total	105	2,1810	,74396	,07260	2,0370	2,3249	1,00	4,00
Having a good relationship with your colleagues	Portuguese	53	2,0755	,85145	,11696	1,8408	2,3102	1,00	4,00
	German	52	1,8077	,65794	,09124	1,6245	1,9909	1,00	4,00
	Total	105	1,9429	,76997	,07514	1,7938	2,0919	1,00	4,00
Supportive and encouraging colleagues	Portuguese	53	2,1698	,80230	,11020	1,9487	2,3910	1,00	4,00
	German	52	1,9808	,67127	,09309	1,7939	2,1677	1,00	4,00
	Total	105	2,0762	,74285	,07250	1,9324	2,2200	1,00	4,00
Working in an exciting environment	Portuguese	53	2,1509	,79412	,10908	1,9321	2,3698	1,00	4,00
	German	52	2,2115	,87080	,12076	1,9691	2,4540	1,00	4,00
	Total	105	2,1810	,82952	,08095	2,0204	2,3415	1,00	4,00
Innovative employer-novel work practices/forward thinking	Portuguese	53	2,3019	,86791	,11922	2,0627	2,5411	1,00	4,00
	German	52	2,3654	,95031	,13178	2,1008	2,6300	1,00	5,00
	Total	105	2,3333	,90582	,08840	2,1580	2,5086	1,00	5,00
The organisation both values and makes use of your creativity	Portuguese	53	2,2642	,85824	,11789	2,0276	2,5007	1,00	4,00
	German	52	2,3846	,82018	,11374	2,1563	2,6130	1,00	4,00
	Total	105	2,3238	,83775	,08176	2,1617	2,4859	1,00	4,00
The organisation produces high-quality products and services	Portuguese	53	2,4151	,79503	,10921	2,1960	2,6342	1,00	4,00
	German	52	2,4615	,95920	,13302	2,1945	2,7286	1,00	5,00
	Total	105	2,4381	,87622	,08551	2,2685	2,6077	1,00	5,00
The organisation produces innovative products and services	Portuguese	53	2,4340	,86623	,11899	2,1952	2,6727	1,00	4,00
	German	52	2,5962	,97538	,13526	2,3246	2,8677	1,00	5,00
	Total	105	2,5143	,92106	,08989	2,3360	2,6925	1,00	5,00
Good promotion opportunities within the organisation	Portuguese	53	2,0943	,81487	,11193	1,8697	2,3189	1,00	5,00
	German	52	2,4615	,77868	,10798	2,2448	2,6783	1,00	4,00
	Total	105	2,2762	,81448	,07948	2,1186	2,4338	1,00	5,00
Humanitarian organisation – gives back to society	Portuguese	53	2,4528	,95204	,13077	2,1904	2,7152	1,00	5,00
	German	52	2,9615	1,10190	,15281	2,6548	3,2683	1,00	5,00
	Total	105	2,7048	1,05542	,10300	2,5005	2,9090	1,00	5,00
Opportunity to apply what was learned at a tertiary institution	Portuguese	53	2,6415	,81085	,11138	2,4180	2,8650	1,00	4,00
	German	52	3,0385	,94892	,13159	2,7743	3,3026	1,00	5,00
	Total	105	2,8381	,90004	,08783	2,6639	3,0123	1,00	5,00
Opportunity to teach others what you have learned	Portuguese	53	2,4717	,93240	,12808	2,2147	2,7287	1,00	5,00
	German	52	2,9615	,83927	,11639	2,7279	3,1952	2,00	5,00
	Total	105	2,7143	,91687	,08948	2,5368	2,8917	1,00	5,00
Acceptance and belonging	Portuguese	53	2,2264	1,04957	,14417	1,9371	2,5157	1,00	5,00
	German	52	2,3077	,64286	,08915	2,1287	2,4867	1,00	4,00
	Total	105	2,2667	,86898	,08480	2,0985	2,4348	1,00	5,00
The organisation is customer orientated	Portuguese	53	2,4528	,88938	,12217	2,2077	2,6980	1,00	5,00
	German	52	2,7692	1,00226	,13899	2,4902	3,0483	1,00	5,00
	Total	105	2,6095	,95570	,09327	2,4246	2,7945	1,00	5,00
Job security within the organisation	Portuguese	53	2,1887	,89993	,12361	1,9406	2,4367	1,00	4,00
	German	52	2,3846	,86668	,12019	2,1433	2,6259	1,00	5,00
	Total	105	2,2857	,88485	,08635	2,1145	2,4570	1,00	5,00
Hands-on-inter-departmental experience	Portuguese	53	2,5472	,77375	,10628	2,3339	2,7604	1,00	4,00
	German	52	2,5577	,69771	,09676	2,3634	2,7519	1,00	4,00
	Total	105	2,5524	,73355	,07159	2,4104	2,6943	1,00	4,00
Happy work environment	Portuguese	53	2,2642	,88036	,12093	2,0215	2,5068	1,00	5,00
	German	52	1,9808	,64140	,08895	1,8022	2,1593	1,00	3,00
	Total	105	2,1238	,78072	,07619	1,9727	2,2749	1,00	5,00
An above average basic salary	Portuguese	53	2,1698	,87125	,11967	1,9297	2,4100	1,00	5,00
	German	52	2,2692	,86581	,12007	2,0282	2,5103	1,00	5,00
	Total	105	2,2190	,86581	,08449	2,0515	2,3866	1,00	5,00
An attractive overall compensation package	Portuguese	53	2,1321	,68043	,09346	1,9445	2,3196	1,00	4,00
	German	52	2,0000	,74096	,10275	1,7937	2,2063	1,00	4,00
	Total	105	2,0667	,71072	,06936	1,9291	2,2042	1,00	4,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recognition /appreciation from management	Between Groups	,248	1	,248	,460	,499
	Within Groups	55,599	103	,540		
	Total	55,848	104			
A fun working environment	Between Groups	2,369	1	2,369	4,057	,047
	Within Groups	60,145	103	,584		
	Total	62,514	104			
A springboard for future employment	Between Groups	,137	1	,137	,275	,601
	Within Groups	51,254	103	,498		
	Total	51,390	104			
Feeling good about yourself as a result of working for a particular organisation	Between Groups	,148	1	,148	,275	,601
	Within Groups	55,509	103	,539		
	Total	55,657	104			
Feeling more self-confident as a result of working for a particular organisation	Between Groups	2,190	1	2,190	3,634	,059
	Within Groups	62,058	103	,603		
	Total	64,248	104			
Gaining career-enhancing experience	Between Groups	,008	1	,008	,014	,906
	Within Groups	60,525	103	,588		
	Total	60,533	104			
Having a good relationship to your superiors	Between Groups	,013	1	,013	,024	,878
	Within Groups	57,549	103	,559		
	Total	57,562	104			
Having a good relationship with your colleagues	Between Groups	1,882	1	1,882	3,243	,075
	Within Groups	59,775	103	,580		
	Total	61,657	104			
Supportive and encouraging colleagues	Between Groups	,938	1	,938	1,711	,194
	Within Groups	56,452	103	,548		
	Total	57,390	104			
Working in an exciting environment	Between Groups	,096	1	,096	,139	,710
	Within Groups	71,466	103	,694		
	Total	71,562	104			
Innovative employer-novel work practices/forward thinking	Between Groups	,106	1	,106	,128	,721
	Within Groups	85,228	103	,827		
	Total	85,333	104			
The organisation both values and makes use of your creativity	Between Groups	,381	1	,381	,540	,464
	Within Groups	72,610	103	,705		
	Total	72,990	104			
The organisation produces high-quality products and services	Between Groups	,057	1	,057	,073	,787
	Within Groups	79,791	103	,775		
	Total	79,848	104			
The organisation produces innovative products and services	Between Groups	,690	1	,690	,812	,370
	Within Groups	87,538	103	,850		
	Total	88,229	104			
Good promotion opportunities within the organisation	Between Groups	3,539	1	3,539	5,569	,020
	Within Groups	65,451	103	,635		
	Total	68,990	104			
Humanitarian organisation – gives back to society	Between Groups	6,792	1	6,792	6,415	,013
	Within Groups	109,055	103	1,059		
	Total	115,848	104			
Opportunity to apply what was learned at a tertiary institution	Between Groups	4,136	1	4,136	5,317	,023
	Within Groups	80,112	103	,778		
	Total	84,248	104			
Opportunity to teach others what you have learned	Between Groups	6,298	1	6,298	7,996	,006
	Within Groups	81,131	103	,788		
	Total	87,429	104			
Acceptance and belonging	Between Groups	,173	1	,173	,228	,634
	Within Groups	78,360	103	,761		
	Total	78,533	104			
The organisation is customer orientated	Between Groups	2,628	1	2,628	2,930	,090
	Within Groups	92,363	103	,897		
	Total	94,990	104			
Job security within the organisation	Between Groups	1,008	1	1,008	1,291	,259
	Within Groups	80,421	103	,781		
	Total	81,429	104			
Hands-on-inter-departmental experience	Between Groups	,003	1	,003	,005	,942
	Within Groups	55,959	103	,543		
	Total	55,962	104			
Happy work environment	Between Groups	2,108	1	2,108	3,543	,063
	Within Groups	61,283	103	,595		
	Total	63,390	104			
An above average basic salary	Between Groups	,259	1	,259	,344	,559
	Within Groups	77,702	103	,754		
	Total	77,962	104			
An attractive overall compensation package	Between Groups	,458	1	,458	,906	,344
	Within Groups	52,075	103	,506		
	Total	52,533	104			

Annex – 23 ANOVA EmpAT women considering nationality

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Recognition /appreciation from management	Portuguese	47	1,6809	,62923	,09178	1,4961	1,8656	1,00	3,00
	German	48	2,2083	,71335	,10296	2,0012	2,4155	1,00	4,00
	Total	95	1,9474	,72005	,07388	1,8007	2,0941	1,00	4,00
A fun working environment	Portuguese	47	2,5106	,65516	,09556	2,3183	2,7030	1,00	4,00
	German	48	2,0417	,77070	,11124	1,8179	2,2655	1,00	4,00
	Total	95	2,2737	,75007	,07696	2,1209	2,4265	1,00	4,00
A springboard for future employment	Portuguese	47	2,1064	,63362	,09242	1,9203	2,2924	1,00	3,00
	German	48	2,2083	,79783	,11516	1,9767	2,4400	1,00	4,00
	Total	95	2,1579	,71928	,07380	2,0114	2,3044	1,00	4,00
Feeling good about yourself as a result of working for a particular organisation	Portuguese	47	1,8511	,46526	,06787	1,7145	1,9877	1,00	3,00
	German	48	1,7500	,81214	,11722	1,5142	1,9858	1,00	4,00
	Total	95	1,8000	,66204	,06792	1,6651	1,9349	1,00	4,00
Feeling more self-confident as a result of working for a particular organisation	Portuguese	47	1,7234	,61510	,08972	1,5428	1,9040	1,00	3,00
	German	48	2,2292	1,07663	,15540	1,9165	2,5418	1,00	5,00
	Total	95	1,9789	,91068	,09343	1,7934	2,1645	1,00	5,00
Gaining career-enhancing experience	Portuguese	47	1,7872	,58741	,08568	1,6148	1,9597	1,00	3,00
	German	48	1,9792	,72902	,10523	1,7675	2,1909	1,00	3,00
	Total	95	1,8842	,66626	,06836	1,7485	2,0199	1,00	3,00
Having a good relationship to your superiors	Portuguese	47	1,8511	,80700	,11771	1,6141	2,0880	1,00	4,00
	German	48	2,0208	,60105	,08675	1,8463	2,1954	1,00	4,00
	Total	95	1,9368	,71176	,07303	1,7918	2,0818	1,00	4,00
Having a good relationship with your colleagues	Portuguese	47	1,7447	,73627	,10740	1,5285	1,9609	1,00	4,00
	German	48	1,6458	,60105	,08675	1,4713	1,8204	1,00	3,00
	Total	95	1,6947	,66961	,06870	1,5583	1,8311	1,00	4,00
Supportive and encouraging colleagues	Portuguese	47	1,9149	,80298	,11713	1,6791	2,1507	1,00	4,00
	German	48	2,0417	,58194	,08400	1,8727	2,2106	1,00	3,00
	Total	95	1,9789	,69922	,07174	1,8365	2,1214	1,00	4,00
Working in an exciting environment	Portuguese	47	2,3617	,81895	,11946	2,1213	2,6022	1,00	4,00
	German	48	2,3542	,66811	,09643	2,1602	2,5482	1,00	4,00
	Total	95	2,3579	,74256	,07619	2,2066	2,5092	1,00	4,00
Innovative employer-novel work practices/forward thinking	Portuguese	47	2,4468	,92803	,13537	2,1743	2,7193	1,00	4,00
	German	48	2,5625	,87291	,12599	2,3090	2,8160	1,00	4,00
	Total	95	2,5053	,89768	,09210	2,3224	2,6881	1,00	4,00
The organisation both values and makes use of your creativity	Portuguese	47	2,4894	,90583	,13213	2,2234	2,7553	1,00	4,00
	German	48	2,2500	,75794	,10940	2,0299	2,4701	1,00	4,00
	Total	95	2,3684	,83860	,08604	2,1976	2,5393	1,00	4,00
The organisation produces high-quality products and services	Portuguese	47	2,3617	,89505	,13056	2,0989	2,6245	1,00	4,00
	German	48	2,8750	1,00266	,14472	2,5839	3,1661	1,00	5,00
	Total	95	2,6211	,98044	,10059	2,4213	2,8208	1,00	5,00
The organisation produces innovative products and services	Portuguese	47	2,4894	,88151	,12858	2,2305	2,7482	1,00	4,00
	German	48	3,0417	,92157	,13302	2,7741	3,3093	1,00	5,00
	Total	95	2,7684	,93913	,09635	2,5771	2,9597	1,00	5,00
Good promotion opportunities within the organisation	Portuguese	47	2,0213	,48854	,07126	1,8778	2,1647	1,00	3,00
	German	48	2,3958	,70679	,10202	2,1906	2,6011	1,00	4,00
	Total	95	2,2105	,63405	,06505	2,0814	2,3397	1,00	4,00
Humanitarian organisation – gives back to society	Portuguese	47	2,5106	,85649	,12493	2,2592	2,7621	1,00	4,00
	German	48	2,6042	,93943	,13560	2,3314	2,8769	1,00	4,00
	Total	95	2,5579	,89580	,09191	2,3754	2,7404	1,00	4,00
Opportunity to apply what was learned at a tertiary institution	Portuguese	47	2,5957	,68078	,09930	2,3959	2,7956	1,00	4,00
	German	48	2,7917	,82406	,11894	2,5524	3,0309	1,00	5,00
	Total	95	2,6947	,75897	,07787	2,5401	2,8493	1,00	5,00
Opportunity to teach others what you have learned	Portuguese	47	2,4468	,82905	,12093	2,2034	2,6902	1,00	5,00
	German	48	2,7083	,87418	,12618	2,4545	2,9622	1,00	4,00
	Total	95	2,5789	,85774	,08800	2,4042	2,7537	1,00	5,00
Acceptance and belonging	Portuguese	47	1,8936	,72932	,10638	1,6795	2,1078	1,00	3,00
	German	48	1,6875	,51183	,07388	1,5389	1,8361	1,00	3,00
	Total	95	1,7895	,63405	,06505	1,6603	1,9186	1,00	3,00
The organisation is customer orientated	Portuguese	47	2,5106	,80413	,11729	2,2745	2,7467	1,00	4,00
	German	48	2,8333	,85883	,12396	2,5840	3,0827	1,00	5,00
	Total	95	2,6737	,84352	,08654	2,5018	2,8455	1,00	5,00
Job security within the organisation	Portuguese	47	1,8511	,62480	,09114	1,6676	2,0345	1,00	3,00
	German	48	2,0833	,73899	,10666	1,8688	2,2979	1,00	4,00
	Total	95	1,9684	,69117	,07091	1,8276	2,1092	1,00	4,00
Hands-on-inter-departmental experience	Portuguese	47	2,1277	,53637	,07824	1,9702	2,2851	1,00	3,00
	German	48	2,6042	,67602	,09758	2,4079	2,8005	1,00	4,00
	Total	95	2,3684	,65319	,06702	2,2354	2,5015	1,00	4,00
Happy work environment	Portuguese	47	2,1702	,63654	,09285	1,9833	2,3571	1,00	3,00
	German	48	1,7917	,65097	,09396	1,6026	1,9807	1,00	4,00
	Total	95	1,9789	,66810	,06855	1,8428	2,1150	1,00	4,00
An above average basic salary	Portuguese	47	1,8511	,72167	,10527	1,6392	2,0630	1,00	4,00
	German	48	2,4167	,70961	,10242	2,2106	2,6227	1,00	5,00
	Total	95	2,1368	,76646	,07864	1,9807	2,2930	1,00	5,00
An attractive overall compensation package	Portuguese	47	2,0638	,60449	,08817	1,8863	2,2413	1,00	4,00
	German	48	2,2292	,72169	,10417	2,0196	2,4387	1,00	4,00
	Total	95	2,1474	,66793	,06853	2,0113	2,2834	1,00	4,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recognition /appreciation from management	Between Groups	6,607	1	6,607	14,586	,000
	Within Groups	42,129	93	,453		
	Total	48,737	94			
A fun working environment	Between Groups	5,223	1	5,223	10,191	,002
	Within Groups	47,661	93	,512		
	Total	52,884	94			
A springboard for future employment	Between Groups	,247	1	,247	,474	,493
	Within Groups	48,385	93	,520		
	Total	48,632	94			
Feeling good about yourself as a result of working for a particular organisation	Between Groups	,243	1	,243	,551	,460
	Within Groups	40,957	93	,440		
	Total	41,200	94			
Feeling more self-confident as a result of working for a particular organisation	Between Groups	6,074	1	6,074	7,859	,006
	Within Groups	71,883	93	,773		
	Total	77,958	94			
Gaining career-enhancing experience	Between Groups	,875	1	,875	1,992	,162
	Within Groups	40,852	93	,439		
	Total	41,726	94			
Having a good relationship to your superiors	Between Groups	,684	1	,684	1,356	,247
	Within Groups	46,937	93	,505		
	Total	47,621	94			
Having a good relationship with your colleagues	Between Groups	,232	1	,232	,515	,475
	Within Groups	41,915	93	,451		
	Total	42,147	94			
Supportive and encouraging colleagues	Between Groups	,382	1	,382	,779	,380
	Within Groups	45,576	93	,490		
	Total	45,958	94			
Working in an exciting environment	Between Groups	,001	1	,001	,002	,961
	Within Groups	51,830	93	,557		
	Total	51,832	94			
Innovative employer-novel work practices/forward thinking	Between Groups	,318	1	,318	,392	,533
	Within Groups	75,430	93	,811		
	Total	75,747	94			
The organisation both values and makes use of your creativity	Between Groups	1,361	1	1,361	1,954	,165
	Within Groups	64,745	93	,696		
	Total	66,105	94			
The organisation produces high-quality products and services	Between Groups	6,257	1	6,257	6,919	,010
	Within Groups	84,101	93	,904		
	Total	90,358	94			
The organisation produces innovative products and services	Between Groups	7,244	1	7,244	8,904	,004
	Within Groups	75,661	93	,814		
	Total	82,905	94			
Good promotion opportunities within the organisation	Between Groups	3,332	1	3,332	8,992	,003
	Within Groups	34,458	93	,371		
	Total	37,789	94			
Humanitarian organisation – gives back to society	Between Groups	,208	1	,208	,257	,614
	Within Groups	75,224	93	,809		
	Total	75,432	94			
Opportunity to apply what was learned at a tertiary institution	Between Groups	,912	1	,912	1,592	,210
	Within Groups	53,236	93	,572		
	Total	54,147	94			
Opportunity to teach others what you have learned	Between Groups	1,624	1	1,624	2,237	,138
	Within Groups	67,534	93	,726		
	Total	69,158	94			
Acceptance and belonging	Between Groups	1,009	1	1,009	2,551	,114
	Within Groups	36,781	93	,395		
	Total	37,789	94			
The organisation is customer orientated	Between Groups	2,473	1	2,473	3,570	,062
	Within Groups	64,411	93	,693		
	Total	66,884	94			
Job security within the organisation	Between Groups	1,281	1	1,281	2,731	,102
	Within Groups	43,624	93	,469		
	Total	44,905	94			
Hands-on-inter-departmental experience	Between Groups	5,392	1	5,392	14,446	,000
	Within Groups	34,713	93	,373		
	Total	40,105	94			
Happy work environment	Between Groups	3,403	1	3,403	8,208	,005
	Within Groups	38,555	93	,415		
	Total	41,958	94			
An above average basic salary	Between Groups	7,597	1	7,597	14,835	,000
	Within Groups	47,624	93	,512		
	Total	55,221	94			
An attractive overall compensation package	Between Groups	,649	1	,649	1,462	,230
	Within Groups	41,288	93	,444		
	Total	41,937	94			

Annex – 24 Correlation between employer branding and culture

Descriptive Statistics

	Mean	Std. Deviation	N
Comp1	2,1775	,65910	200
Comp2	1,8500	,68546	200
Comp3	2,0550	,63164	200
Comp4	1,9600	,83178	200
Compo1	2,4600	,81961	200
Compo2	1,9500	,62406	200
Compo3	2,0075	,56595	200
Compo4	2,7100	,75081	200
Compo5	2,1425	,67321	200
Compo6	2,1525	,62042	200

Correlations

		Comp1	Comp2	Comp3	Comp4	Compo1	Compo2	Compo3	Compo4	Compo5	Compo6
Comp1	Pearson Correlation	1	,351**	,133	,210**	-,082	,468**	,478**	,193**	,401**	,102
	Sig. (2-tailed)		,000	,060	,003	,248	,000	,000	,006	,000	,149
	N	200	200	200	200	200	200	200	200	200	200
Comp2	Pearson Correlation	,351**	1	,199**	,148*	,012	,482**	,515**	,162*	,411**	,140*
	Sig. (2-tailed)	,000		,005	,036	,870	,000	,000	,022	,000	,048
	N	200	200	200	200	200	200	200	200	200	200
Comp3	Pearson Correlation	,133	,199**	1	,071	,431**	,112	,153*	,185**	,132	,363**
	Sig. (2-tailed)	,060	,005		,317	,000	,114	,030	,009	,062	,000
	N	200	200	200	200	200	200	200	200	200	200
Comp4	Pearson Correlation	,210**	,148*	,071	1	-,083	,209**	,123	,187**	,042	,236**
	Sig. (2-tailed)	,003	,036	,317		,240	,003	,082	,008	,558	,001
	N	200	200	200	200	200	200	200	200	200	200
Compo1	Pearson Correlation	-,082	,012	,431**	-,083	1	,050	,014	,234**	,099	,252**
	Sig. (2-tailed)	,248	,870	,000	,240		,481	,842	,001	,162	,000
	N	200	200	200	200	200	200	200	200	200	200
Compo2	Pearson Correlation	,468**	,482**	,112	,209**	,050	1	,456**	,256**	,265**	,283**
	Sig. (2-tailed)	,000	,000	,114	,003	,481		,000	,000	,000	,000
	N	200	200	200	200	200	200	200	200	200	200
Compo3	Pearson Correlation	,478**	,515**	,153*	,123	,014	,456**	1	,271**	,472**	,147*
	Sig. (2-tailed)	,000	,000	,030	,082	,842	,000		,000	,000	,038
	N	200	200	200	200	200	200	200	200	200	200
Compo4	Pearson Correlation	,193**	,162*	,185**	,187**	,234**	,256**	,271**	1	,110	,174*
	Sig. (2-tailed)	,006	,022	,009	,008	,001	,000	,000		,123	,014
	N	200	200	200	200	200	200	200	200	200	200
Compo5	Pearson Correlation	,401**	,411**	,132	,042	,099	,265**	,472**	,110	1	,092
	Sig. (2-tailed)	,000	,000	,062	,558	,162	,000	,000	,123		,195
	N	200	200	200	200	200	200	200	200	200	200
Compo6	Pearson Correlation	,102	,140*	,363**	,236**	,252**	,283**	,147*	,174*	,092	1
	Sig. (2-tailed)	,149	,048	,000	,001	,000	,000	,038	,014	,195	
	N	200	200	200	200	200	200	200	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).