Instituto Politécnico
de Viana do Castelo

Maria Francisca Araújo Marinho

The construction of long-lasting relationships based on alternative structures provided by the knowledge of "Organizational Communication"

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Professor Doutor Manuel Fonseca

Professora Doutora Teresa Ruão

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Resumo

O clima competitivo no mundo organizacional tem vindo a crescer de forma exponencial, acompanhando assim o crescimento da tecnologia. Estas mudanças originam novos desafios. É necessário manter o ritmo de aprendizagem, entender novas competências, trabalhar em equipa e cumprir objetivos. Posto isto, não será possível este avanço em nenhum clima organizacional sem comunicação e estruturas que proporcionem melhores condições aos colaboradores.

O propósito deste estudo passa pela evidenciação e consequente exploração de estruturas alternativas que melhorem as relações entre os indivíduos envolvidos no processo de comunicação organizacional, aperfeiçoando também a performance da empresa e a qualidade de vida desses mesmos indivíduos, num processo síncrono.

Desta feita, optou-se por uma abordagem metodológica de natureza qualitativa, recorrendo-se a entrevistas exploratórias. Com base no ranking de 2021 da Great Place to Work, procurou-se entrevistar as melhores empresas para se trabalhar em Portugal, identificadas a partir de duas ferramentas, *trust index* – questionário dirigido aos colaboradores e o *culture audit* – questionário dirigido à empresa. As entrevistas baseiam-se em cinco dimensões, as quais pensamos serem essenciais para este reconhecimento, sendo elas: Condições salariais e outros benefícios; Progressão na Carreira; Segurança do posto de trabalho; Balanço positivo entre trabalho e vida pessoal; e Atmosfera positiva no trabalho.

Os resultados apontam para a existência de uma ligação entre as estruturas alternativas concebidas para melhorar o clima organizacional e a satisfação do colaborador. Motivação é a palavra de ordem quando estratégias e técnicas focadas em endomarketing, employer branding e na procura do clima organizacional e dos fatores motivacionais certos são aplicadas. Consequentemente, a produtividade e os resultados dela provenientes são benéficos tanto para a empresa como para o trabalhador, fazendo com que este se sinta essencial para todos os processos.

De destacar, que em todos os conceitos estudados e todas as dimensões exploradas em conjunto com as organizações, o uso de uma comunicação estruturada e focada na transparência esteve sempre em evidência.

Palavras-chave: Comunicação Organizacional; Employer Branding; Clima Organizacional; Fatores de Motivação.

Abstract

The competitive environment in the organizational world has been rising in an exponential way, walking side to side with the technological development. These changes bring new challenges. It is necessary to maintain a learning rhythm, understand new skills, work as a team and achieve goals. That said, these developments won't be possible in any organizational environment without communication and structures that provide better working conditions to the employees.

This study's purpose is the disclosure and consequential exploration of alternative structures that improve the relations between the individuals involved in the organizational communication process, also perfecting the company's performance and the quality of life of these same individuals, synchronously.

This time, a qualitative methodological approach was chosen, using exploratory interviews. Based on the 2021's Great Place to Work ranking, an effort was made to interview the best "workplaces" in Portugal, identified through two tools, *trust index* – questionnaire directed to the workers and *culture audit* – questionnaire directed to the organization. The developed interview is based on five dimensions that we understand as essential to this recognition, being them: Salary conditions and other benefits; Career development; Safety regarding their work situation; Positive balance between work and personal life; and Positive work atmosphere.

The results point to the existence of a connection between the alternative structures conceived to improve the organizational climate and the employee's satisfaction. Motivation is the watchword when strategies and techniques focused on endomarketing, employer branding and the search for the right organization climate and motivational factors are applied. Consequently, the productivity and results from this are beneficial for both the company and the employee, making them feel essential to all the processes.

It should be noted that in all the concepts studied and all the dimensions explored in conjunction with the organizations, the use of structured communication focused on transparency was always in evidence.

Key Words: Organizational Communication; Employer Branding; Organizational Climate; Motivation Factors.

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Index

Figure Index

Table Index

Introduction

The present research has as main objective the presentation of alternative structures provided by the knowledge of "organizational communication" to construct long lasting relationships, concerning the new paradigm that has been felt in the organizational environment.

As in every society, the best examples should be taken into consideration. So, the objective is to look to the top organizations and understand what work they are doing that keep their workers motivated, happy and excited when it's time to go to work. It is through these sensations that people get attached to the organization, creating longer relationships.

This new scenario arises primarily from the considerable increase of companies in each sector of activity and consequently, from the increase in competitiveness. Technological advances and globalization have a key role in this change. As this happens, organizations are turning their focus from the production to the customer, either the external one or the internal. Therefore, this study focuses on the internal client, the employee.

People have more access to information. The percentage of educated ones is increasing. Every person has a bigger knowledge of what the competition is doing and adapting to the organizational environment, so the fear of changing companies and career paths is actually lower than in the years before. On the other hand, there is always a big will in feeling necessary. The economic environment is unstable.

The factors stated before all putted together, are some of the reasons why the behavior of companies has to meet good practices and efforts needed to achieve high levels of retention. The real trick is to keep people motivated so they can be productive and both parties' end up winning.

Those alternative structures are expected to be based on the knowledge of "organizational communication", as communication in its primary stage is essential to all interactions. Understanding how the exchange of information can be improved will definitely create and strengthen bonds, that are expected to last longer periods of time, between different stakeholders inserted in the process.

Within the scope of research carried out, a lot of other studies were found concerning employee retention. However, it was stablished that no other study was found focusing on the measures stablished by the different departments such as human

resources or communication and marketing and by interviewing those individuals. Additionally, the script was elaborated with the main attention on the worker and the efforts or strategies built by the organizations in order for the employee to remain in it in long lasting terms.

Regarding the first chapter – Theoretical Framework – the most important views, studies/research, and concepts were researched about themes like communication, organizational communication, endomarketing, employer branding, organizational environment and motivational factors, and job satisfaction. The different analyzed documents were searched mainly on the web, in academic platforms and at books.

It should be noted that this work includes approaches from both organizational communication/communication sciences and the marketing field, when talking about employer branding and endomarketing. It was thought that this distinct scientific fields complement each other in a practical way, therefore should be brought into dialogue.

In the second chapter – Methodology – the data collect process can be found, such as research objectives, the most appropriated methodology is demonstrated and subsequently chosen and, the characterization of the participants is done.

Qualitative methodological research was chosen. After the theoretical framework was finished and understanding which were the rankings methods and conclusions, the research goals were developed, and the use of exploratory interviews was thought to be the more appropriated.

With that said, it was thought that there was no better way to analyze these strategies and working conditions than turning to the best companies to work for in Portugal. For that end, it was resourced to the ranking of Great Place to Work of the "Best Workplaces in Portugal 2021". Five of the fifteen approached organizations accepted the invitation to participate in this study.

The main question was: "How these alternative structures in companies, can be helpful in the process of building long lasting relationships, with the use of organizational communication, inserted in the organizational climate?" This becomes the main research question.

Having this and the other research goals in mind, the script was produced, divided into 6 dimensions – "Salary conditions and other benefits", "Career Development", "Safety regarding the work situation", "Positive balance between work and personal life", "Positive work atmosphere" and "General questions".

The third chapter – Result Analysis – serves to present the data that is acquired in the interviews, to organize and analyze the answers given by the organizations participating.

At last, the fourth chapter – Conclusions – in which the results are discussed as well as limitations and further lines of research.

It is admitted that some of the concepts present in this dissertation are shared and sometimes even held by the area of communication sciences. However, there are theoretical concepts that are from the business sciences field, namely marketing. Regarding that, it is worth mentioning that the scope of this dissertation are the business sciences.

1. Theoretical Framework

1.1. Organizational Communication

Beginning with the simplest forms of communication, several efforts have been made to communicate through the years. From the first signs of interaction to today, communication has been increasing its value, keeping people closer stating the experiences of others. Without it, society would have difficulties interacting and the world wouldn't be like we know today. More recently, the importance of communication has been applied to the organizational world. Torquato (2001) says that it is by means of communication that an organization establishes a typology of consent, forming congruence, equalization, homogenization of ideas and integration of purposes.

Communication is the exchange of signs and symbols with the goal of transmitting information. It can be of different topics such as experiences, exchange of values and knowledge. It is through this process of exchange between, at least, two intervenient that individual ideas are developed. It is transferred from sender to receiver under the condition that the receiver understands the meaning of the message and indicates it to the sender through some expected reactions. Either the message that the sender emits as the reactions of the receiver, concerning the understanding of the message, are stimulated using verbal or nonverbal messages. The verbal messages are in spoken or written form. It is the common language to the culture and organization. On the other hand, the nonverbal messages can be expressions such as eye behavior, hand gestures, body movements, touch, facial expression and so on (Spaho, 2010).

It is understood by all definitions of communication, that it involves interpersonal, intergroup and interorganizational interactions enhancing the transmission of messages, experiences, behaviors, ways of life, daily practices, and viewpoints. It also creates a certain idea on the receiver of the message in accordance with whom is the sender (De Benedicto et al., 2018).

It was from the 1990's that communication starts integrating itself to the decision-making process in all organization's sectors and departments. It is understood that it has a lot of value unifying the concept of the organization, gathering their interests, and avoiding fragmentation. However, the dialogues built are not only between the internal

public but also with the external publics. Cardoso (2006) affirms that to each one of them, it's necessary to understand their characteristics, creating different types of communication throughout distinct channels and vehicles according to their needs, aspirations and expectations (De Benedicto et al., 2018).

Torquato (2010) asserts that communication is a transportation system of an idea, concept, a philosophical body, and the actions undertaken by an organization. The organizational communication is a dynamic process, and this dynamism is the main characteristic of this process. The organizations are "living organisms" where people interact and communicate in many contexts regarding their ideologies, interests, and conflicts. Communication itself is also a dynamic issue because the message is not always understood as the sender wants it to be and it acquires different valences in the same production context. A message is only effective if there is feedback. Without it, there is no mutual understanding.

In early studies, Redding (1972) analyzed communication from an internal perspective. There were created 10 principals which characterized communication in organizational environments: 1) value was given to the interpretative process of each individual and not to the message transmission; 2) every behavior, within the organization, either verbal or non-verbal is a potential message; 3) in third, listening was emphasized. Mostly, high positions listening and paying attention to their subordinates; 4) the receptor reacts to the received message depending on their personal framework; 5) value was given to the feedback and to the ability to respond; 6) evaluating the cost/efficiency factor, it was concluded that more communication isn't necessarily better; 7) however, if excess of communication isn't good, the scarcity of it isn't good either and can generate comprehensive messages; 8) communication overload can also bring problems associated with processing messages; 9) Redding has noticed that as messages pass through an individual to another, within the organizational network, the perceived meanings change due to filtering and shredding processes, drew attention to this that is called serial transmission effect; 10) lastly, it was suggested that the organizational climate is much more important than the techniques used (Silva, Ruaõ, & Gonçąlves, 2020).

According to Matos (2009), the average guaranteed impact that a message has in the receiver is about 7% through words; 38% through the voices tone and inflexion and 55% through body, eyes, hands, arms, meaning, expressions attitudes and gestures. With that said, the effectiveness of the message will depend on how it is transmitted (Garcia & Rodrigues, 2017).

Considering two objects of communication: means of communication and the communication process. We can assume organizational communication as a complex process in which the intervenient gather important information about what happens in the organizational environment. It can be said that organizational communication plays a relevant role in data-gathering. Also, as each worker has its own voice and point of view, the exchange of opinions and perspectives will be reach, shaping and helping in the development of the organization.

Goldhaber's (2003) sees the organization as a living and open system connected by a flow of information among people occupying different positions and representing different roles. He even defends the existence of four key concepts to be considered: 1. Messages; 2. Network; 3. Relationships; 4. Interdependence. In this sense, he defines organizational communication as being the flow of messages processed in a network of interdependent relationships.

Considering the organization as an open system, Goldhaber (2003) also advocates the coexistence of subsystems that establish interdependence levels with one another that affect and are mutually affected. So, the interdependence exists in the system as a hole (De Benedicto et al., 2018).
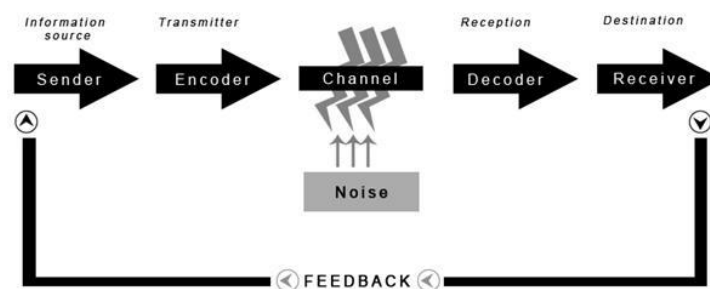
Figure 1 - Shannon and Weaver's Model of Communication (1949).
Source: Cardoso, 2006

Shannon and Weaver (1949) emerged with a model of communication that it's still mandatory for those who study communication and information (Cardoso, 2006). It has indispensable elements, such as:

> ➢ Notion of sender, as the active individual who defines the meaning of the message and receiver, as the passive individual.
>
> ➢ Distinction between signal and message.

- ➢ Existence of a codification to transform the message into a transmitter signal and existence of a codification to transform the signal into a destination message.
- ➢ Notion of transmission signal.
- ➢ Noise in the transmission and correction of mistakes.

Ideally, the messages should be decoded in the same way by all receivers, without reflection and opposition. That way, there wouldn't be mistakes and miss understandings. However, that is impossible due to the individual singularity and due to the fact that relationships within the organizations are built in a dynamic and interactive manner. Shannon and Weaver (1949) affirm that, if the message is univocal between encoder and decoder and the noises are eliminated in the transmission, we can have a "good" communication.

The process of attributing meaning in communication is complex. To Genelot (2001), the receiver analyses the message through 3 components: literal, situational, and interpretive. In the literal component, the own words evoke their own meaning. The situational component transfers these words through places, time and people that are involved in the situation. There is no automatic connection between words and sensations. The conditions in which the words are spoken or heard determine the sensation. In the other hand, the interpretive component needs a confrontation of cognitive schemes to be able to give a meaning to the message (Cardoso, 2006).

Regarding that "organization" can include companies, public institutions, associations, and other organs, we can assume that the construction of a social organization is not only the process of conceiving communication in companies but the set of proceedings with society, reveling the levels of achievement and possible communicative practices in the organizational universe. Inserted in the organization, communication is a central binding force that permits coordination among people and allows organized behavior (Oliveira, 2019).

Katz and Kahn (1978) described organizations as collective constructions, having as a basis a relationship network that has only become possible through communication processes. Its mainly because of this continuous communication processes that workers use to interact that the organization is always changing and shaping. According to Weick's (2009) theory of production of organizational sense, a company or institution can never be seen as stable.

With that said, an organization is defined by a group of individuals interacting and working together, aiming to achieve the corporative goals across time and in a coordinated way. Apart from that, only by communicating, discussing points of view and experiences, and sharing information, people are able to bound, interpret messages and share meanings. Eventually, that will lead to positive changes in the corporative environment, creating mechanisms to work as a group, simplifying tasks and making workers more receptive to variations (Silva et al., 2020).

Figure 2 - Communication inside the organization
Source: Self Elaboration

Nowadays, it is essential that the boundaries of traditional business communication are exceeded. By only using and taking advantage of that knowledge, it is possible to understand that corporative communication is a strategic process, capable of producing innovative, creative, and dynamic behaviors. There are a lot of gains when this issue is over past and understood by all intervenient:

- The information will flow in an easier way and the expected behaviors will be produced spontaneously.
- A friendly business environment which will favor the corporate relations for daily life.
- A significant increase of innovative, creative, and dynamic behaviors.

As previously mentioned, organizations are dynamic and "living organisms" in a competitive world. For them to survive it is necessary that this organizations understand the value of more integrated communication processes, being closer to the community, their clients, providers, and business bodies, using a network integration process.

Putting organizational communication as the key to the organizational climate we can understand that the process of communicating is dynamic and always changing. That is mainly because the most important role is to build relationships in the organizational environment. In an organization, the management can choose the most effective way to spread their messages between downward, upward, horizonal and diagonal communication.

- Downward communication flows from top management to employees. Part of the information is lost. The longer the information travels, more parts of it are lost.
- Upward communication is used mainly to share information. Travels from employees to top management.
- Horizontal communication flows between employees and departments that are on the same organizational level. This is the type of communication that enables coordination and integration. The individuals find a common purpose and a unified vision. If well applied, this type of communication has the ability to implement change effectively.
- Diagonal communication flows between people that are not on the same level in the organizational. It is used mainly as a supplement to others (Spaho, 2010).

Figure 3 - Types of organizational communication
Source: Self Elaboration

The effectiveness of any type of communication will depend on the function of span of control. This refers to the number of persons who report to one superior and

includes the functions of planning, organizing and leading. When a leader oversees many subordinates, the communication is expected to be less successful. The span of control should be narrow. That way, the leader supervises less subordinates, so the communication is clearer and successful (Spaho, 2010).

Rouse, M. and Rouse S., (2005) state that messages can be spread through different methods, such as written communication, oral communication, and nonverbal communication.

1. Written communication is considered to be formal and official. Normally is used to share important information and directions.
2. Oral communication can be formal, using planned and structured business meetings. Business meetings can have a very important role in the company life and success. Informal oral communication can have an official character, that is represented in conversations among employees. It can also have an unofficial character that is usually called "hearsay" communication.

According to Davis, K., (1993), there are four types of "hearsay" communication chains, as it can be seen in Figure 4:

- In the *single strand chain*, one person transfers to the message to another that transfers it to the third intervenient, and so on. This makes an endless communication chain, and it is very difficult that the message arrives entirely to the final destination.
- When an individual transfers the message to everybody and the receivers may or may not transfer it to others. This is called *gossip chain*.
- In the *probability chain*, an individual transfers the message to everybody randomly.
- Finally, the *cluster chain*, where an individual communicates only to defined persons selected by him/herself. This will be repeated and one of the receivers will transfer the message to another group of selected persons.
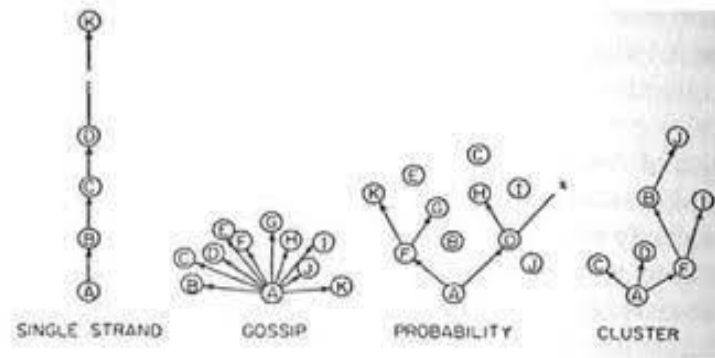
Figure 4 - Types of "Hearsay" communication
Source: Spaho, 2010, p. 315

In informal communication there is a lot of rumor spreading which can have a huge impact and can be dangerous in an organizational environment. Leaders have to keep paying attention to these chains and understand who are the intervenient with more impact and that the others listen to more, the opinion leader.

Nonverbal communication includes expressions, looks, gestures, dressing, lookout, distance between collocutors and even voice tone. These messages can be intentional or non-intentional, therefore they can't be written (Spaho, 2010).

The communication model has a lot of limitations. It is not possible to synthesize this interactive process. It is unbalanced, with a lot of relational conflicts and different interpretations due to the individual singularity, that depends on many factors as well. However, it can be affirmed that communication is inevitable and inseparable from human relations, leading us to the assumption that it is also inevitable and inseparable in organizational contact. So, without communication there wouldn't exist any organization (Silva et al., 2020).

Sandroni (1996) sees the organization as a set of structural relationships such as leadership, planning, operation and control, that keep a company in function. That includes public and private sector. Due to this increase of knowledge about the organizational world, the process of communication is changing. It is necessary to set the minds off mathematical and systemic behaviors and start thinking about giving value to individuality, creativity, singularity.

Inside the organizational environment, the focus has been changing from the production to the consumer. The organizational communication concept became so

empty, that the best way is to think in communication and information as management tools that help to create and develop a cultural organization, in which everyone feels involved and, in some way, participants. It is necessary to give tools to all members of the organization to enable the construction of their culture and identity, permitting them to build the organization style and afterwards, their image, internal and externally. Organizations are seen as collective units of action, each one with different goals.

According to Braga (2011) and Restrepo (2011), the organizational communication process includes four dimensions:

- <u>Communication as information:</u> transactions that need to occur in order for the business to become viable. Involves the normative system and its forms of control (mission, values, principals, policies, etc.) that sustains the organization practice.
- <u>Communication as divulgation:</u> letting know and making the organizational activities public.
- <u>Communication as a generator of relationships</u>: organization turned to the formation, socialization and/or reinforcement of cultural processes.
- <u>Participative communication:</u> It is the communication with the other. Here the cycle of organizational communication becomes complete by giving the word to the other, listening and recognizing it.

Scroferneker (2006) says that organizational communication configures different communication modalities such as public relations, organizational strategies (public affairs), corporate marketing, corporate advertising, internal and external communication. These activities have been emerging in the last years because of the relationship with the public, that is much narrower (De Benedicto et al., 2018). Furthermore, the forms of communication developed can stablish the way of being of an organization.

Papa et al. (2008), characterizes human organizations from three different models or perspectives:

- ➢ Organizational communication in the traditional model is an activity whose behavior is believed to be measured. It is a relationship between communicational process and organizational efficiency. Two moments can be identified in this approach: 1. Considering the organization as the machine, organizational communication can be considered a gear, the mechanical process. 2. From a more recent perspective, the

organization is understood as a system and communication is an organic and dynamic process.

➢ Organizations are seen as cultures in the interpretive model of communication. In this perspective, organization is seen as a subjective phenomenon and communication focuses on the symbolic process. Reality is created and maintained through the interaction among individuals. Also, organization is seen as a place of discussion, a negotiation space, because of its collective transitions and speeches occurring there.

Papa et al. (2008) assumes that in the interpretive way, communication is created and maintained through the interaction among individuals.

➢ Authors of the critical perspective emphasize that communication lies in the relationship between social structure and the symbolic process. It is seen as an instrument of domination, individual's monitoring, and exposure, that's why it turns its attention to the oppressed organizational classes such as workers, women, minorities, and other groups that are part of the oppressed classes.

In the transitional model of communication, the information is transferred by "outflow". It is passed from the sender to the receiver. In this sense, the sender controls the information and acts as an active element that transmits a message to a passive receiver. This is very similar to what we've studied in the Shennon and Weaver's information transfer model. However, the main difference is the importance given to the manifested behavior of the receiver, rather than the verbally expressed messages. How the receiver will deconstruct and construct the meaning of the message received.

This model puts a lot more control in the hands of the communicators, assigning them multiple objectives, in the sense that a well-organized and structured communicator, who settles the right steps to move inside the organization he is inserted in to achieve certain goals is considered to be a competent one.

Scroferneker (2006) assumes that the idea of shared meanings as the basis or motivation for communication is wrong and an unverifiable empirical concept. What this model really suggest is that independent communicators work by themselves to gain control over their own environment and that meaning is something unique because it exists only in people's minds. The thing is, from this perspective, the individual gains more power before the organization.

Communication can also act as a mediator between creativity and constraint. The individual x society relationship is considered, and it presents a tension between macro and micro perspectives. "Macro perspective perceives individual actions as conditioned by the society impositions (rules, norms, etc.) and social institutions. Micro-perspective sees them as the society creation and of its social system" (De Benedicto et al., 2018, p. 30). This relationship balances creativity and what must be done.

Human beings are incapable of living isolated and solitary. That's one of the reasons why the communication phenomenon is a social phenomenon and once giving the opportunity to speak and be heard, can accomplish a series of important social functions such as "informing, persuading, convincing, preventing events and even constructing identities" (De Benedicto et al., 2018, p. 30). If the feedback is given, this phenomenon of exchanging messages with a porpoise, will happen more often.

Goldhaber (2003) highlights the following points about internal communication:

1. Internal communication is a complex and open system influenced by the environment.
2. Internal communication is composed by messages that circulate through distinct channels and are expressed with concrete intentions.
3. Internal communication refers to attitudes, feelings, relations, and abilities of the human capital.

What we know as a fact is that it's impossible to understand or to control people's thoughts. Different assumptions, ideas and conclusions are inevitable. However, constant communication in an organizational environment is key. The exchange of points of view and feedbacks is fundamental to reach a compromise and making decisions.

The organizational needs and activities are in constant mutation. Communication, which is considered to be a dynamic and continuous process, ends up allowing all members of an organization to work together, cooperate, interact, and interpret (Cheney et al., 2013, as cited in (Silva et al., 2020).

1.1.1. **Communication-Organization Studies**

According to Cheney (2007), Miller (2015) and Kunsch (2016), it was after the Industrial Revolution that matters related to communication started taking place in the organizational context. As times were changing, machines took place. Miller (2015) asserted that, at that time, the method used to manage an organization was settled by

the "machine metaphor", which says that organizations work as machines, in a specialized, standardized, and predictable. So, communication was used strictly to share massages related to work, normally in a formal and written way. All the communications were unidirectional and only downward was used, which leads us to affirm that no feedback was ever given to the sender. The eye was set in production and efficiency, so communication assumed a functional and instrumental character (Silva et al., 2020).

Through time there have been different ways to look at organizations and different methods to study them, as knowledge normally grows. In the beginning of the 20th century, the interest and the first ideas about organizational communication started appearing.

The first studies were settled in a positivist approach, which advocates the observation of phenomenon, the collection of empirical data and the production of theory. As Miller (2008) stated, at this time the organization was seen as a "container", a limited space that served only to produce products and provide services and from that order of thought, attributed a mechanistic function to the communication itself. Through a functionalist vision of reality, these studies seek knowledge by rigorous scientific methods and by phenomena generalization, always seeing communication as something external to the individual experience.

In the mid 60's, the positivist and functionalist approaches started being refuted as the company could no longer be seen as a container, the position of the investigator as a neutral observer was questioned and the quantitative approach no longer fit. That's when the interpretative and critical approaches emerged. In these perspectives, attention was given to the members of the organization and the mechanisms.

However, the positivist approach did not disappear. Those studies were used but with a lot of knowledge developments, what ended up giving rise the post-positivism, a normative approach. Deetz (2001) states that the normative studies position the organization as existent objects naturally opened to description, prevision, and control. Actually, this modernist perspective is based in economical metaphors and describes organizations as a market of ideas and practices that require intervention to maintain a certain social order. It is resumed as an approach that demonstrates efficiency on the communication and the respective, problem solution.

The interpretative method disconnected the organizational communication topic from the management studies, until then attached. In this model, the organizations started being described as social communities that share certain characteristics with other social communities. The organization seen, until that moment, only as an

instrument to share information, started being thought as a fundamental element in the processes of creation of meaning and in the act of organizing (Silva et al., 2020).

Later on, critical and post-modern studies appeared and by observing workers and employers, Karl Marx stated organizations as control and domination systems, based in the thought that organizations have a lot of imbalances, that can lead to oppression of lower social classes and that those oppressions should be found and disclosed by the researcher. So, the defense is for a bigger balance inside the organization, creating societies and organizations free of power and domination, in which everyone can contribute equally, working for the satisfaction of all human needs. Post-modern theories are actually focused in flexible hierarchies and decentralized decision mechanisms, from the individual to the team (Silva et al., 2020).

Mumby (2014) assumes that the three main theories referred earlier, interpretative, critical and post-modern, provided us with:

a. Communication was centralized in the process of organizing. It's no longer an auxiliar.

b. Organizational communication became an area of interest and an investigation matter.

c. This discipline has a great level of complexity that characterize the organizational contemporary scenario, which has become fundamental in the political, economic, social and environmental panorama.

What shapes first in organizations? We make the question of what comes first in a lot of different discussions. Does the organization shape itself before the type of communication is settled or does communication helps defining the organization? Being the last perspective applied, communication is a key element for the formation of any organization. Either it can be seen as if the messages are created based on the organizational structure or the other way around, developing communication patterns around the organization.

According to Smith (1993) there are three ways that communication and organization are related, such as containment, production, and equivalency. In the containment way, communication is located within a materialistic organizational structure.

The production one examines the way organizations produce communication or communication produces organizations, or the two co-produce each other. This perspective puts organizations as not only containers in which communication activities

occur, but rather communication and organizations may produce each other. However, there is a dilemma of whether one has a priori existence to the other or do they develop concomitantly.

Communicating and organizing can be at the same level as if one was another. To organize a company, good communication is needed and to communicate in the way the organization needs to reach its various goals, organizing is essential. Equivalency approach treats communication and organizations as the same phenomenon expressed in different ways. The two processes are isomorphic.

Putman et al., (2004) propose to study communication in organizations through seven lines of metaphors referring to different branches of research. These metaphors help seeing organizations in alternative ways that are emerging from the communication-organization relationship. Conduit, lens, linkage, performance, symbol, voice and speech are the different branches of research being considered.

Conduit metaphor shows communication as containers or channels for the information to flow. This perspective focus on communication as transmission. Tool, channel, and media are the metaphor defining nouns.

The lens metaphor proposes that communication is filtered by organizations. The image of this metaphor is the eye filtering and screening information. It represents point of view and perception. It is used to examine one-way (inside-outside) and two-way (inside-outside, outside-inside) dissemination between organizations and stakeholders. A containment relationship exists between organizations and communication. Thus, "taking action provides a better test for plausibility and learning than does continual scanning and filtering" (Weick, 1990, p. 382).

Both the conduit and the lens metaphor treat organizations as containers. The linkage metaphor puts things in a different perspective, being the word of order connection instead of transmission. Communication acts to connect the organization networks or systems of interconnected individuals, linking people together. There is no agreement in which communication produces organizations or the other way around. In more recent studies, it is thought that communication produces organization on emerging networks. When the study is done in stablished networks, with stablished roles and structures, it is thought that organizations produce communication.

The structural positions of individuals within a network are researched by this linkage metaphor. Monge and Eisenberg (1987) assume that linkages define network roles, create patterns and structures, determine the strength and weakness of ties, and

shape inter-organizational networks. The presence or absence of a link, the amount of communication exchanged, the direction of the content and the kinds of content that flows through a link stems the degree of participation or inclusion in networks.

"Network patterns and structures also vary in centrality, formality, content and density" (Monge and Eisenberg, 1987, p. 382). Centralized networks will decrease the level of information that is shared because the individuals tend to be isolated. Decentralizing networks will help information to flow. The formality tends to be related with the frequency of communication, the reciprocity and one-way versus two-way communication. The content of communication also varies. Actually, as asserted by Clegg et al., 1996), individuals who only have interest and conversations about one function or matter develop a uniplex network. The ones who are able to deal with multiple topics while interacting form multiplex linkages. Multiplex linkages are richer in every way, building much more stable, influential, and supportive relationships. The density of a network helps building more close connections among employees. These will bring an open mind to innovation and new communication technologies. Density is what defines that some of the total number of interactions possible inside a system, actually become real contacts. As Stohl (1995) assumes, dense interconnected links form stronger ties. However, it is necessary to be careful with the conformation that may inhibit risk, change and adaptability.

The factors that distinguish the next metaphors from the ones before, conduit, lens, and linkage, is the emphasis on interaction and meaning. Social interaction becomes the focal point when referring to the performance metaphor and it is rooted by different sequences, patterns and meanings that are born from the exchange of verbal and nonverbal messages. This metaphor is defined by process and activity, that is why the main focus is that communication consists of interconnected exchanges, such as, message-feedback-response, action-reaction-adjustment, symbolic action-interpretation-reflection and action-sensemaking. Fisher (1978) affirms that the key features that distinguish social interaction from the conduit and lens metaphors are dynamic processes, interlocking behaviors, reflexivity, sensemaking, and collaboration.

As this is a metaphor in movement, meanings are created, maintained, and transformed by communication. A symbol is something meaningful and that creates an association with other things. Normally, cultural, historical, or political meanings are present in those associations. So, Clegg et al., (1996) affirmed that, as symbols are the ones that make the world a meaningful place, their production is due to communication

which leads to interpretation. And with that said, communication becomes a process of representation.

To understand the voice metaphor, it is necessary to imagine the organization as a choir, a space of different and single voices gathered. Not all voices are heard in the same way or have the same impact on the organization's life, some are even suppressed instead of being expressed. As the world has been evolving, there are some understandings that become general and common sense to the majority of people. That has evolved in that way because communication exists, and voices have been heard. In an organization, if a large group of voices are suppressed, then it will turn into a highly undemocratic organization in which resistance to change and new ideas will be huge.

The last metaphor is speech. Discourse facilitates organizational processes by developing structural arrangements. In this case, language is used to exercise control, to influence, research agreements, express politeness and manage impressions, performing organizational and relational functions (Donohue and Diaz 1985; Gioia et al. 1989).

There are other theories worth referring. The Montreal School has also contributed to communication by studying the co-orientation theory and the dynamic between conversation and the text. Taylor and Van Every (2000) claim that co-orientation theory refers to a trade-off relationship in which agents have their attention focused on the same object. Regarding to the dynamic relationship between conversation and text, organizational communication results into this dynamic, in which, communication becomes text and text are translated into conversation. It's a continuous and dynamic relationship (Casali and Taylor 2009).

Kunsch (2003) has a different perspective and addresses organizational communication from an integrated perspective, that aggregates all forms of organizational communication into a communication mix:

- Institutional communication;
- Marketing communication;
- Internal communication;
- Administrative communication.

Guidelines should be given to this communication departments with the goal of making decisions of all communication acts, allowing a synergistic action.

Internal communication should be entirely connected to the organization's essence, meaning its values, mission, and vision. With that said, it intervenes in four different levels (Peixoto, 2019):

I. Level intra-individual – transmission of information within a person, through its sensorial organ to the brain, per example.

II. Interpersonal level – exchange of information between different people, being verbal or gestural.

III. Intra-organizational level – transmissions between groups or unities of a single organization.

IV. Extra-organizational level – transmission of information from an organization to the community.

Cardoso (2006) assumes that communication has a true social role and must fulfill it, involving the sender and the recipient in an open and democratic dialogue and so the company's management strategy is built based in principals, social and ethical ones. That's why the traditional approach, that the company's principal objective is build a message that suits in the targeting audiences, is dated. The complexity of organizations needs to be understood (Kunsch, 2012).

The basic role of communication is allowing the individuals to share ideas, behaviors, attitudes, and organizational culture. So, inside, or outside organizations, the main goal of communication is engaging into a disputed dialogue where exists exchange of arguments built into different points of view (Cardoso, 2006).

Mainly, what determines the quality and effectiveness of communication is the interpretation of the information by the receivers, which will depend on numerous and different factors considering each intervenient of the process.

As said before, dynamic, creative, and innovative behaviors need to be used from a strategic point of view helping organizations to treat communication as a strategic process for action in a plural, dynamic and complex reality (De Benedicto et al., 2018).

The globalized world has been bringing more challenges over the past years in every aspect but specially for the business and management world. These challenges and significant changes have turned into new practices, not only because of the incessant search for productivity, quality, and client satisfaction but also with the more recent issues with climate change and preoccupation with environmental issues. These economical changes bring new challenges into the business world and those make organizations think twice about interpersonal relationships, inside and out companies.

Furthermore, the biggest change over the last years, that's been helping even more the world to globalize, are the new technologies, such as the interconnected network, virtual reality, cyberspace, and the switch from the marketing for masses to the individualized one. Every one of these aspects can bring people together but at the same time can isolate individuals, changing the work relationships and the ways that people consume.

Such changes have turned the traditional approaches for organizational communication over dated. The goal of these were searching for the best message and directing it to its target public to influence decisions. Such approach is now considered to be reductive and simplified towards the complex world that we live in (Casali, 2004; Fossá, 1997; Putnam et al., 2004; Tompkins e Wanca-Thibault, 2001).

The trick is to forget everything that has been taught about organizations and make every participant feel welcomed and as their opinion matters, developing an organizational culture (Genelot, 2001).

To be able to keep competing in this globalized world, the organizations need to find different mechanisms to help them transform and adapt, allowing them to integrate. With the focus changing from the production to the consumer, maintaining a good communication with all agents involved in the companies day-to-day is key to the process. The clients, the community, governmental agents, providers, leaders of opinion and every agent that has a linkage with the organization.

So increasingly, the main focus is on communication itself, helping to understand the new paradigms with the exchange of ideas between the agents and then, helping to spread the message that resulted from this exchange.

It is necessary to understand organizational communication as an element of a companies or organizations management strategy and that this will set its culture and identity in a permanent way. Furthermore, as much as the relationships are stimulated inside the organization and the intervenient become more participative, more the changes will be noticed in the outside world, becoming easier to make internal changes as well.

The way things are being ruled inside a company is called organizational culture. The worker should be committed to it, in a way that productivity increases, and recognition arrives. With that said and in a way that this culture is shared by all workers, it is essential that communication becomes a focus to departments such as marketing, communication or human resources (Peixoto, 2019).

In some early studies about corporate communication, Rindova and Fombrun (1999) asserted that a company can build competitive advantage not only creating desired outcomes through the use of material resources, but also managing communication with the goal to mold constituents' interpretations and perspectives. Other way to engineer this competitive advantage is involving them in its own culture using communication strategy to form long lasting relationships with this constituents', who will lately help shaping the organizations image and reputation.

According to Newman and Goode (2019), there are three types of organizational communication - task-linked communication, security-linked communication and communication related to relations, being the first one used the most by employers and co-workers.

Yamauchi (2001) goes further saying that using corporate communication is a management strategy because it involves determining which constituents are important and what information they need. Besides, anticipated responses to communication with stakeholders ends up informing management strategies.

Actually, in previous literature it was identified a link between the corporative communication function and constituency-focused strategy or corporate strategy (Forman & Argenti, 2005).

A certain level of communication will make the company transparent, enabling stakeholders to appreciate the firm and create a better reputation. It will also increase the number of interactions between all people involved and the variety of themes and topics that are spoken which will eventually boost the level of relations, as people tend to learn from others and their experiences. As branding is closely linked to corporative reputation, so its corporative communication.
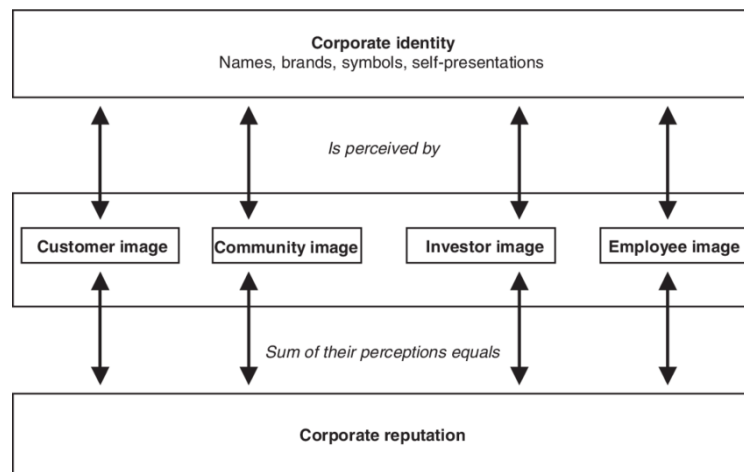
Life is given to the term corporate identity when thinking about the organizational constituencies such as employees, investors, the community, the government, customers, and suppliers. The main responsibility of corporative communication is to manage this organizational constituencies and their respective impressions. That's what is going to define if the corporative reputation is either positive or negative.

1.2. Endomarketing

As stated before, globalization brought a whole new level of competition to the companies of today and it is necessary to keep with it not to follow behind.

To Kotler and Keller (2012), the tumultuous economical context the world lived in the first half of the XXI century, dared a lot of organizations to prosper financially and, therefore, helped their survival. In this context, marketing has a major role to face these challenges (Casagrande & Aquaroni Geraldi, 2018).

With the focus turning from the production to the consumer, it was also given more attention to what people need in general. That's when the organizations started listening to their employees, understanding that if some efforts were done for them to have a better working life, that would reflect in positive results.

Endomarketing, also called internal marketing, studies the organizations actions towards their employees, considering them as clients of the organization. If stablished in a good internal environment, these internal clients will provide their services with excellence and that action will have impact on the external clients (Bekin, 1995).

That said, with this new market approach, allied to several changes, endomarketing is a process whose focus is to line up, synchronize and tune in the marketing organizational structure of the company (Severo et al., 2020).

Chiavenato (2003) claims that organizations should be analyzed as a system in which all departments and sectors are characterized as internal subsystems. That said, organizations are open systems that are interacting constantly with the external environment, in a continuous and interdependent relation. Therefore, organizations should be viewed in a global perspective, in which internal and external environment share a high level of correlation (Casagrande & Aquaroni Geraldi, 2018).

Chiavenato (2009) assumes that human resources are responsible for the execution of some basic processes inside the company, which are:

- *Process of attraction*: considering all needs, the process that attracts individuals to the company;
- *Process of attribution*: putting the employees in the right places, attributing them the right functions as well as guiding them in the whole process;

- *Process of development*: the goal is to develop the employees concerning the needs of the company;
- *Process of rewarding*: giving prizes to the workers rewarding them regarding goals stablished before;
- *Process of loyalty*: offering good conditions to the employees, promoting a good work environment and providing satisfaction to the individual;
- *Process of monitoring*: following employees activities, checking the results through different systems.

More and more, organizations turn to their employees as their first clients, the internal clients. This client is aware of all product or service details because they participated in its production or development. Their feedback is considered very important and will reflect on satisfaction results.

To strategically use endomarketing, it is necessary to have a coerce organization, with synchronized and satisfied workers, reflecting the companies' goals to the consumer market.

Bekin (2004) refers to endomarketing as the marketing application to the internal public in the organizational environment. As this field is turned to internal relationships, we can assume that it approaches aspects such as emotions, values, believes, participation and motivation from their employees. The goal is to promote, among the workers, the company's values destined to serve the client.

This all comes together when the work done internally, with internal campaigns and the reinforcement of relationships, reflects positively in the company's image towards the external and final clients.

What will happen with this focus on the relationships is that confidence in the company will be expressed by either internal or external clients. As the final goal is pleasing the external client, it is an added value that the internal public can show products, explain services, and promote whatever the companies have to offer.

The position in which these internal clients are is very sensitive, either for themselves as to the company, and that's why it's very important to make sure that these workers are pleased and content in their daily jobs. Not only the workers physiologic needs should be filled. With Maslow's Theory in mind, that separates human needs in five different categories: physiological needs, security needs, love and belonging, esteem and self-actualization, Chiavenato (2005) assumes that esteem and self-

actualization needs should also be taken in consideration in an organizational environment.

The more the markets become competitive, and the companies fell the need of constant adaptation and change, more the workers need to make an extra effort. This leads to a stronger feeling of belonging between the worker, the company or even the product. Making the workers an extension of the company is the right thing to do, creating a nice and confidant working environment to all.

Lacombe (2005) sees workers as transformation agents stuffed with motivation, that brings satisfaction in a certain time period. With this, comes the production maximization. In turn, and with these needs satisfied, the workers will execute their tasks better, helping the company achieving their goals in a simpler and faster way. In brief:
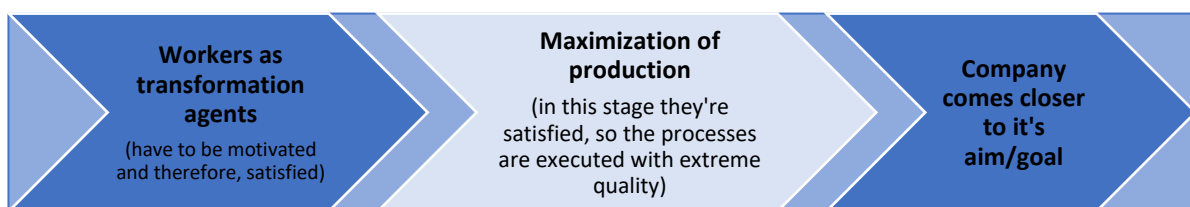
Figure 6 - Lacombe's (2005) view about workers as transformation agents.
Source: Self Elaboration

Oliveira et al., (2018) refer that "Human capital is a driving force". Satisfying the internal public will lead to a better external image, which consequently will pick the external public's attention.

As said by Cerqueira (2005) and Boukis, Gounaris and Lings (2017) endomarketing improves communication, relationships and provides a stable motivational foundation to commitment between people and the organizational system. The organizational climate allied with an effective internal communication, makes possible new management alternatives with scenarios that can change the organization in a favorable way. Also, Berry and Parasuraman (1991) bounce that endomarketing can attract, develop, motivate, and retain qualified workers, using the right philosophy and strategy, treating their employees completely as their internal clients (Severo et al., 2020).

It is also important to refer that, with companies engaging in this level of commitment when concerning to endomarketing techniques, information and

communication are very important and it's necessary to create fast and capable channels.

With endomarketing techniques starting to work in big and successful companies, these tools start to be well known. With these techniques implemented, workers become aware of its reality and turn into active participants, more capable of resolving conflicts, doubts and other concerns between the organization and the external client. In short terms, if the workers are aware of what is happening in the company, they will be skilled enough and prepared to work out any crisis. This process will eventually turn the workers into more productive beings.

According to Corrado (1994), the working individuals known as internal clients need to be aware of two types of information:

- They need to have information about the organization as a whole, absorbing its values, concepts, vision, mission, and goals, as well as their own participation as a transformation agent.
- Need to be aware of their benefits, capabilities, training programs, compensations, productivity, and hierarchy evaluation.

As stated before, that important information has to be of the workers knowledge, if the organization wants the endomarketing strategy to effectively work and exceed expectations. The human resources department is responsible for sharing and explaining that information to the other departments. From Kotler's (2000) perspective, this work has to be done in order to obtain excellence in the service that is provided in the interactions with the external clients.

The next logic step after given the information to the workers is analyze and evaluate the motivation and satisfaction pattern present in the organizational environment. Possible factors of motivation could be the salary, the interpersonal relations, career progression, good work atmosphere, and others. According to Medeiros et al., (2003), commitment, that can be understood as a strong relation of an individual towards the organization, can be characterized for three factors, at least:

a) being prepared to do considerable efforts for the benefit of the company.

b) strong belief and acceptance of companies' goals and values.

c) strong desire in continuing to be a worker in that specific company.

It is necessary and a work to be done by the human resources department, the development of the relationships between workers and therefore, their communication. Those relationships will stablish the construction or demolition of the corporative image (Nassar, 2002). This premises turns the process of recruitment, development and rewording of the employees essential to the wellbeing of the company.

Bekin (1995) notes that the big challenge of endomarketing is to provide the workers with values such as transparence, empathy, affectivity, commitment, and cooperation, transforming those values in growth and development from the employees, and consecutively, productivity wins.

Wanting to prosper in the highly competitive markets, the organizations see themselves obligated to turn strategically to their internal clients, searching for good relations and employees that know or have the knowledge to work in groups, aiming to transfer to the outside an image of trust and quality, such as a visible positive relation between employee and organization (Moutella, 2005).

Lawler (1998) defends that the secret in obtaining a good engagement between the workers and the company goals, is convincing them that their participation is fundamental to the survival of the company and, therefore, to their own maintenance. It is important to understand that, in a globalized economy, the job security comes from the fact that the company needs to be competitive.

According to Berry et al., internal marketing worries about turning reachable the internal product – the work itself – in a way that satisfies the needs of the internal market – the employees – that should be preserved and that is vital, while everyone is working to fulfill the goals of the organization (as cited in Cleber & Seide, 2017).

Terrão (2013) affirms that the whole idea behind endomarketing is to make the organizations managers and directors search for techniques to turn their employees into their allies through the management process. That means, turning them much more integrated into the company (Aparecida et al., 2021).

One of the roles of the higher parts of the organization, such as managers, is to create strategies aiming to improve the organizational identity, allowing the creation of ties that are very much needed to guarantee the workers commitment, making them see themselves through the organizations values and goals. Management and human resources tools are used throughout this process, such as marketing techniques applied to the internal public and environment (Bekin, 2004).

To create an organizational conscience is an endomarketing goal, which is created with vision, mission, principals and procedures, within a positive organizational climate (Aparecida et al., 2021).

Berry and Parasuram (1992) affirm that endomarketing appears as a philosophy that treats the employees as clients and the jobs as products. That said, the organizations should work to satisfy the external clients through motivated and customer oriented internal clients. Seeing the employee as a partner brings highly compensating results to the company (Barçante, 1999).

A well-trained employee is essential in any area but mainly in services provision. Through endomarketing strategies is possible to educate workers being orientated towards services (George, 1990). If marketing doesn't work inside the organization, it can't be expected to work to the external clients.

Not only of training is made a good team. Bekin (1995) thinks that leaders should transmit responsibility to everyone, making workers aware of the companies' final goals and that way, building a more integrated relation within the organization. Even more, the author stresses that a communication mentality should be implemented, most importantly between departments. That way, the internal marketing shapes into the organization's routine (Casagrande & Aquaroni Geraldi, 2018).

According to Weiseke et al., (2009), using endomarketing managers are able to generate into their employees an organizational identity (OI). The managers OI will have a lot of influence on workers OI, being that a ripple effect. So, to the authors, highly identified employees will represent and perform their tasks even better.

For an endomarketing strategy to be successful is ideal that human resources and marketing work together, as the direction leads the actions (Rafiq & Ahmed, 1995). To et al., (2015) states that the directions commitment towards the endomarketing practice affects, positively, the workers attitude.

To Grönroos (2009), endomarketing works as a holistic management process to integrate multiple functions into the organization in two ways: first, secures that the companies employees understand the business and the various activities; second, assures that the same employees are ready and motivated to act in a service orientated way. That been said, it is a tool used to align the companies' strategies.

There are two management processes that can be used through endomarketing: attitude management and communication management. The first one can be a more continuous process, while the communication management can be a more descript

process, using it in appropriated times. They are both connected because, naturally, shared information with the employees have effect over their attitudes (Grönroos, 2009).

Santos (2016) states that the workers are the first customers of the organization, and they are the ones that will lead the organization into satisfactory results and quality services, attracting their external client. A demotivated employee doesn't produce, doesn't work to please the consumer, and doesn't wear the "companies' shirt". Only fulfill the daily tasks in a limited way, which doesn't produce enough (Aparecida et al., 2021).

The most important asset in an organization is the human asset allied with a skill set that includes life experience, conduct, and intellect. This last one is unlimited, which makes it a strategic point for the organization to grow and eventually become a competitive differential. However, the human capital is unstable. That's why it is extremely important to invest in the workers development, have interested about their aspirations and develop people valorization strategies. Mayo (2003) assumes that an organization that believes in people as its most important asset e values their ideas, can be identified as a value creation organization (Garcia & Rodrigues, 2017).

Chiavenato (2005) defends that human capital it's a matter of content, such as talent and, context such as culture. He states that when we plant a seed, the growing will depend not only on the seed itself but the quality of the ground and the way its treated. This analogy to show that attract and retain talents is only the first step (Garcia & Rodrigues, 2017).

According to Paiva, when there is exchange between the organization and the employees, the needs of the external public become easier to attend, through a positive and respectful image composed by everyone (as cited in Aparecida et al., 2021).

As stated by Nunes e Souza (2012), companies that are using endomarketing have, as their main results, a committed and motivated team. Such thing leads to a better productivity and quality when it comes to business (Casagrande & Aquaroni Geraldi, 2018).

José and Rosa actually affirm that endomarketing's main goal is giving a permanent motivation climate to their workers, that way, being able to provide a quality work and guarantee that the external client is satisfied. However, Costa (2018) affirms that motivation is not the main goal about endomarketing but a means to achieve better goals. For him, the main goal of a company is to produce results, human, social, economic or even political (as cited in Aparecida et al., 2021)

Summing up all that's been stated, endomarketing or internal marketing extracts from traditional marketing the fundamentals, while developing its own concepts towards the peculiarity of the public that is targeting (Bekin, 2004; Grönroos, 2009).

Involves various themes such as employee motivation, communication, commitment, organizational alignment, values, marketing tools and internal and external client satisfaction. The main objective is that the workers have a shared vision of the cultures organization, including themes as management, results, goals, products, services, and markets in which the company is implemented (Cleber & Seide, 2017).

1.2.1. **Communications role in endomarketing**

Terrão affirms that an effective communication is a great ally to endomarketing, it makes it easier to build an organizational culture and reinforces the relation and image with the clients (as cited in Aparecida et al., 2021).

It is through communication, exchange of ideas and information, that other ideas appear and are explained and understood. No teamwork is done without a good communication. No leader can lead without knowing how to talk efficiently to their employees. When the goals are communicated and explained, everyone will push towards the same side, and it turns the tasks much easier.

Terrão (2013) also assumes that communication has four main functions inside an organization, such as: control, motivation, information, and emotional expression. It is a tool that helps in decision making.

It is necessary to offer a committed and responsible communication to the employees. Therefore, clarity and transparency are needed. Mendes (2004) states that if communication is set through these patterns, then it will generate trust, respect, and motivation between workers. Even more, he also affirms that a capable internal communication is the decisive element to an infrastructure turned to quality services (Aparecida et al., 2021).

According to Curvello (2012), internal communication may be defined as a set of actions that an organization coordinates with the goal of listening, informing, mobilizing, educating and maintain a certain internal cohesion in turn of the values that need to be recognized and shared by all (Garcia & Rodrigues, 2017).

When talking about communication inside endomarketing, what really matters isn't transferring information but to reach an understanding. It's receiving information but having feedback. Only that way, employees can know what they are producing or have the full understanding of the service they are performing and if the results correspond to what is expected. In the end, the organization needs to push towards the better relationship with workers because one needs the other (Aparecida et al., 2021).

As stated by Closs (2017), the construction of an effective communication allows the integration and the interaction of the corporative universe. It helps to build an identity and a solid corporative image of the company. So, the real aim of internal communication is guarantying the workers commitment, making it easier to create interpersonal relations (Aparecida et al., 2021).

According to Herlé and Rustema (2005), the recognition given to internal communication is due to:

i. Quality awareness – companies are investing in increasing the quality of their products and services, more and more. Motivated and well-trained workers are key for better quality and internal communication assumes a relevant role in the process.

ii. Internal branding – It is vastly recognized inside companies that employees have a major role in the definition of the corporative image, mainly when there is direct interaction between workers and clients, suppliers, community, government, and others.

iii. Service industry growth – as referred before, the focus has changed from the product to the customer, which leads to a development in the services. The interaction with external clients in this industry is way more, so it is important to use internal communication to bring workers together, to create team spirit, making sure that the promise that the organization makes to the clients is fully accomplished.

iv. Employee's diversity – where there is a great individual's diversity, there are many different ways of comprehending messages. Internal communication has a decisive role making sure that workers "read" those different messages through the eyes of the organization, concerning its essence.

v. Mergers and acquisitions – companies are growing fast and buying their competition. During this process, merging to different identities, internal communication is, again, very important.

vi.   Labor market – a good internal communication can create a better work environment. A good working environment leads to less absenteeism and resignations, and to attract new employees.

vii.   Flexibility – working from home, flexible schedules but no people in the office, which cuts proximity and internal communication has to be even more applied.

viii.   Higher education – in a lot of countries, people are more interested than ever before in getting knowledge, receiving formation and information. This level of education results in more interested workers. The information in which these workers are interested depends on good internal communication channels (Peixoto, 2019).

1.2.2. Endomarketing program

Practically speaking, it is necessary to program the steps needed for an endomarketing strategy to work. Between the marketing and the human resources department, there are topics that need to be discussed.

Nunes and Souza (2009), Achua and Alabar (2014), and Paul and Sahadev (2018) affirm that the implementation process of an endomarketing process is viable, possible and necessary, contributing to the organizations strengthening.

As said before, endomarketing is mostly marketing directed to the internal public. Similar to marketing plans, in endomarketing it is also necessary to do a profile analysis, understand the needs and expectations of the employees. José and Rosa assume that it is important to know the functional body of the organization. This is a continuous process and should be implemented since the arrival of any new worker (as cited in Casagrande & Aquaroni Geraldi, 2018).

Bekin (1995) states that an endomarketing program should be settled in three stages:

a)   The organization lacks a strategic conscience turned to client service as priority to conquer the market.

b) A customer service mentality was created. It becomes necessary to maintain this culture.

c) This mentality was created and now is integrated in the company's daily life. It should be expanded.

These steps provide a fast identification of the situation and, consequently, allow to direct the needed actions, keeping in mind that every stage of the program has different focal points and needs different strategies (Cleber & Seide, 2017).

After obtaining the diagnosis information, realizing the high and low points of the organization, Bekin (2004) affirms that an endomarketing program should focused on the following topics to succeed: training about the organizations optic about education and development; the selections process; career plans; motivation, valorization, commitment and rewards; information system and internal communication network; internal clients market segmentation; scenarios for new products, services and advertising campaigns (Aparecida et al., 2021).

Berry and Parasuraman (1992) created criterions to evaluate an endomarketing program and its actions, being them:

➤ Compete for talent: hiring the right people to do the service is a major factor for the organization.

➤ Offer an idea: Workers need to understand and believe in the organization's goals.

➤ Preparing employees for incumbencies: The development of skills and abilities should be a continuous process.

➤ Emphasizing teamwork: Individuals normally want to identify themselves with a group, wanting to contribute, express themselves and practice their creativity. Teamwork may stimulate their will in providing the best service.

➤ Support the employee's liberty: Workers who explore their creativity and personal development, usually understand that the service should be adapted to the customer.

➤ Evaluation and reward: The internal marketing efforts won't be complete if the employees aren't evaluated and rewarded. It is necessary to know that doing better is worth it.

➤ Know your client: For the clients to be satisfied, workers need to understand what they want and what are their needs.

According to Stadler et al., (2009), the actions of any endomarketing program should reflect the organizations strategy, vision, and mission to the workers, using the concepts allied with human resources politics. Furthermore, Brum (1998) states that employees should have a shared vision about, not only strategy, vision, and mission but also, items like management, goals, results, products, services and markets in which the organization acts and develops their activities (Casagrande & Aquaroni Geraldi, 2018). Essentially, selling the company's image to their internal clients.

This are some of the main benefits of an endomarketing strategy, that lead to the fortification of any organization (Severo et al., 2020):
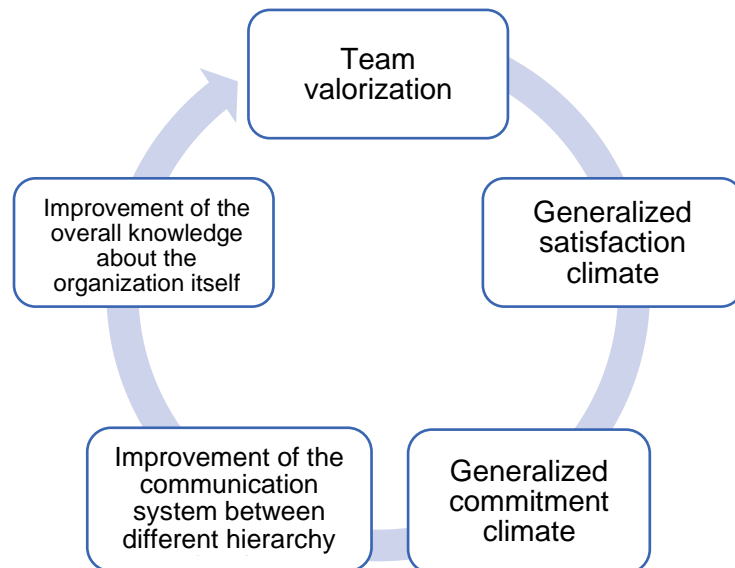
Figure 7 - Wheel of benefits of an endomarketing strategy
Source: Self Elaboration

1.3. Organizational Climate and Motivational Factors

The organizational climate has a direct impact in which will be the motivational factors to each employee. People work to satisfy physiological needs and material ones. Douglas and Morris (2006) believe that time and effort for performing work activities depend on four categories of factors regarding the salary, the need for relaxation, the need for advantages and impulse for working. Finally, work motivation can be measured using satisfaction and work performance.

The motivated employee searches motivation for itself when reached a certain level of engagement with the organization. For it to happen, the organization must set a good organizational climate and think about what are the factors that keep the workers motivated while searching for satisfaction. According to Maslow (1954) and its hierarchy of needs pyramid, achieving satisfaction is the last level of the human needs and once the human being is satisfied, engages in a cycle searching for more satisfaction.

Not only the organizational climate reflects the institutional culture but also reflects a set of characteristics of the work environment, understood direct or indirectly by the people who live and work in these conditions and in the environment itself. All these influences the workers motivation. It's the institution identity, their beliefs, characteristics, values, suppositions, perspectives and behavior patterns that with time will make employees feel like they are a part of the organization (Garcia & Rodrigues, 2017).

The organizational climate comprehends motivational aspects, the organizational culture, satisfaction and objectivation that work together towards decision making moments (Luz, 2003).

The stimulus used to motive the workers have to be continuous and the results have always to be controlled and measured. With this in mind, it is important that organizations invest in organizational climate studies, inserting and adapting to market changes, identifying actions that can help people's motivation (Garcia & Rodrigues, 2017).

In a much simpler way, organizational climate is the perception of organizational members (either individually, or in groups) who always keep in touch with the organization concerning things that exist and happen regularly within the organization (Wirawan, 2008). This relationship between employees will affect their predisposition towards going to work every day, working in companies' projects or with some of their coworkers, essentially the entire environment.

To being able to measure the organizational climate, String (2010) stated six components:

1. Structure – Employees' roles and jobs well defined.
2. Standards – High standards to keep the motivation flowing and improving workers performance. No low standards because it reflects lack of confidence.
3. Responsibilities – Members feel better and important having to make decisions and solving problems.
4. Rewards – The employees' feel appreciated when finishing a task in the right way.
5. Support – A high level of support creates the sense of trust and belonging to a functionating team. Particularly, when the resources are limited, support has been a fundamental instrument.
6. Commitment – A high level of commitment is directly related to a loyal potential.

Also, Litwin and Stringer (1968) elaborated five dimensions through which the organization climate is created:

Responsibility
Identity
Warmth
Support
Conflict

Table 1 - Five dimensions to creation of organizational climate
Source: Self Elaboration

The organizational climate is "based on perceived patterns in the specific experiences and behaviors of people in organizations" (Schneider et al., 2000, p.22). Other than that, people have different perceptions of what satisfies them as employees concerning their education, their studies, the life examples, and other decisive factors and influences when forming someone as a worker. In literature, the employees' subjective perceptions of how their work environment affects them as individuals is defined as organizational climate (Glisson, 2007).

To Oliveira (2012), organizational climate is the analysis result of how workers feel towards the organization, its management model and the interpersonal relations that exist (Garcia & Rodrigues, 2017).

In brief, a group of employees inserted in the organizational climate start sharing perceptions. According to Ahmad et al., the employees attach meaning to the policies, practices and procedures they experience in their workplace, as well as to the behaviors they observe being rewarded, supported and expected regarding the human resources of the organization (as cited in Rožman & Štrukelj, 2021).

According to Hutu (2005), there are five elements of the organizational climate which influence employee motivation, work satisfaction and performance:

Physical environment (furniture, equipment)	**Technological environment** (work processes, the organization of the workplace, machines, equipment)	**Social environment** (employee's attitudes, behaviors, rules, the support offered to employee's rewards)
Political environment	**Economic environment**	
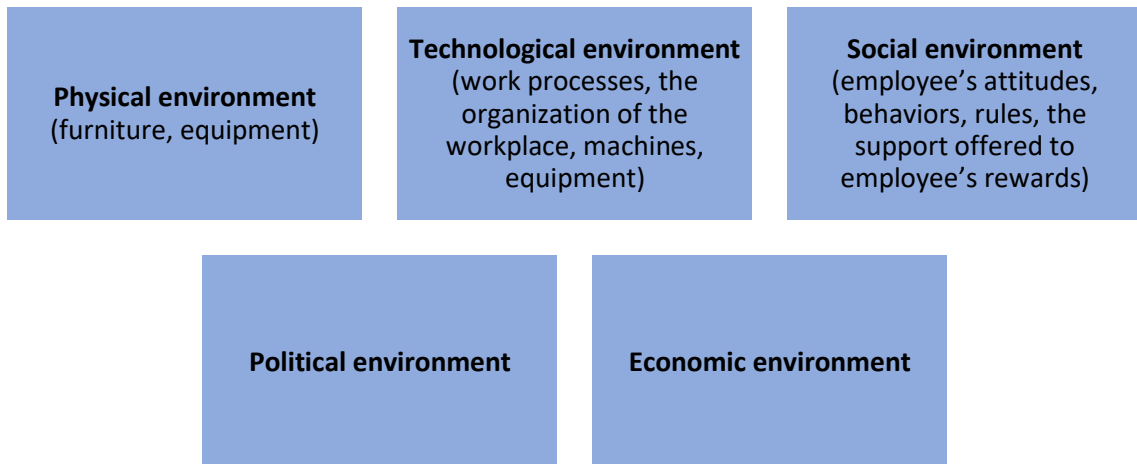
Figure 8 - Organizational climate elements which influence employees
Source: Self Elaboration

Essentially, organizational climate or corporative culture, as it is known as well, it's the company's identification card in front of a society. It is of an extreme importance that the company keeps a solid culture, shared by all intervenient. Ultimately, if these details are all reunited, it will be much easier to keep strategies and continuous improvements.

Castro and Martins (2010) stated that organizational climate is positively linked to job satisfaction and commitment. The organizational climate also interferes with interpersonal relationships, employee and leadership behavior, performance, opportunity to grow, motivation, engagement and outcomes and productivity.

According to Chiavenato (2009), the motivation comes from the individual. However, the company can contribute, investing and stimulating their ability to develop. Motivating people is probably the major goal of the endomarketing actions and strategies. In order to reach certain objectives, it is necessary to stimulate, motivate and support workers and the workers need to feel that way (Garcia & Rodrigues, 2017).

It is fundamental to study which ones of these factors the companies' employees validate the most. This study will help the organization understanding how to keep the workers motivated. Those factors were brought to knowledge by studying the organizational climate, helping the organizations on achieving the previously stablished organizational goals.

According to a study designed to verify the relationship between organizational climate and motivation variables, using 45 questionnaires distributed to workers in industrial firms from Northeast Region of Romania led by Rusu and Avasilcai, the results indicate that the main and prevalent motivational factors workers give a great importance are: job security, work conditions, the managers competence, recognition, value of work, salary, responsibility, promotion, personal development, and company policy. With this study, it is assumed that employees from Northeast Romania industrial firms are motivated when provided with those factors stated before and will help the company reaching their goals. After studying the results, the organization should be worried with providing an improved organizational climate.

Motivation in which are the strongest motives that led a person to go to work every day? One of the endo marketing tools is an internal satisfaction research, used to figure out these motives that can vary a lot from one worker to another.

In a study developed by Rozman (2020), which investigated the differences between motivation and satisfaction of employees from different age groups in medium-sized organizations, it was found that:

- Older employees are motivated by flexibility; autonomy; good personal relationships; the possibility of working at their own pace; respect among employees; equal treatment of employees by age; compliments from the employer; the possibility of working from home; intergenerational cooperation, thereby reducing burdens on the workplace; cooperation with other employees; and the allocation of work by higher salary.
- Younger employees are motivated by higher salary; possibility of advancement; the possibility for training and education; equal treatment of employees by age; the possibility of autonomy at work; the possibility of working at their own pace; compliments from the employer; respect among employees; good interpersonal relationships; flexibility in the workplace; the possibility of diverse work; intergenerational cooperation and cooperation itself; possibility of extended holidays.

What are the perks on having a studied and positive organizational climate installed on a company? Maamari and Majdalani (2017) say that the efficiency is improved, and the turnover costs are lower. Also, financial results such as revenue growth, profits and return on sales. Eventually, it helps determining organizational success (Purohit & Wadhwa, 2012).

Small and medium sized institutions are clearly different from the larger ones. There are less people, that means fewer hierarchy levels and less subdivision of work. Usually, small, and medium size companies have a better and more positive organizational climate. That has a positive effect in other aspects such as creativity and entrepreneurial orientation. Their performance is influenced by leadership style and more informal and flexible communication processes.

Rahimic (2013) assumes that the organizational climate influences organizational and psychological processes of communication such as problem solving, learning, motivation, efficiency and productivity, innovation, job satisfaction and job commitment. Also, moderate negative correlations between engagement and psychosomatic health complaints like headaches and chest pains were found (Demerouti et al. 2001).

It is assumed that work engagement is positively related with health. More and more, employees are obligated to work to an older age and organizations are forced to pay more attention to their well-being and to promote health, that is also associated with increased productivity. The importance and treatments given to older people must be thought and adjusted, trying to prevent the risks of early retirement and work disability, and securing good cognitive and physical capacity, avoiding sickness and physical deterioration.

According to Maximiano (2011), the quality of the organizational climate depends on the interaction between internal, personal motives and external ones, that depends on the environment. Internal motives can be needs, skills, interests, values, and people's abilities. These motives make people want to do a task or not, feeling attracted to certain things and not others, value some behaviors and others don't. The external motives satisfy needs and arouse feelings of interest. All of the rewards and punishments that are offered by the environment, the patterns that are stablished by the working group, the values that the social environment enforce, the career opportunities and lot of other components about the work situation (Garcia & Rodrigues, 2017).

Schaufeli (2016) referred that engaged employees are mainly involved, focused, absorbed, and happily engrossed in their work. He assumes that a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption.

Used as an approach, employee engagement can generate results by giving appropriate conditions to all the employee in a workplace and it is directly related to business outcome (Rožman & Štrukelj, 2021).

Bakker and Schaufeli (2004) identified four reasons to justify better performances from engaged workers:

- Engaged workers experience positive emotions such as happiness, enthusiasm, and joy.
- Better health.
- Able to create their own job and personal resources.
- Often transfer their engagement to others.

In the "Project for research of organizational climate in Slovenian organizations" (Rožman & Štrukelj, 2021) were limited five components among a variety: leadership, employee relations, employee commitment, employee satisfaction and employee motivation. However, the authors assume that there are numerous other variables which we can argue that they could also explain organizational climate. Consequently, the hypothesis formulated is "Organizational climate components have a statistically significant positive impact on the work engagement of employees" (Rožman & Štrukelj, 2021, p. 792).

➢ Leadership

The leaders' ways will drastically change between small, medium-sized, and large organizations. In small organizations, the transformational leadership is more used and appropriated. The transformational leaders can improve employee's engagement, mainly because they are viewed as mutual support for a common purpose. The leaders, in this situation, don't put themselves in a highlight position. In a medium-sized organization, good leadership is key element. In these two types of organizations, the perception on how good the company is being conducted will be more positive when compared with large size organizations.

However, in that type of organizations, this perception is very difficult for the leader to receive. Therefore, giving the appropriate amount of management to its subordinates becomes more difficult.

➢ Employee relations

"Good relationships in the workplace lead to higher job satisfaction, motivation and productivity. The benefits of good working relationships are far-reaching and include a higher level of innovation and creativity in the workplace as well as the ability to focus on opportunities. Good work relationships promote a high level of cooperation" (Ford, 2011 as cited in Rožman & Štrukelj, 2021, p. 781).

It has also a direct linkage between good employee relations and a pleasant work atmosphere. There is also a big difference between large organizations and small and medium ones. The bigger they are, the formal the relationships are. In many of these large organizations, the employees wouldn't be able to recognize a coworker if walking by at the street.

Armstrong and Wilkinson (2000, 1999) assume that the employee in a small or medium-sized organization can more easily see the relation between what he is doing and the objectives and performance of the organization as a whole. Where management is more direct and flexible, working rules can be varied to suit the individual.

> ➢ Employee commitment

Parish et al., (2008) argues that employee commitment, together with a competent workforce, seems to be of decisive importance for an organization to be able to compete in quality and to go along with changes.

The main challenge is to create and maintain a motivated and committed workforce, increasing the performance. These employees tend to be more determined than others, which leads to better results and higher job satisfaction, that will affect employee engagement directly.

> ➢ Employee satisfaction

A satisfied employee is usually a happy one. They are more likely to be friendly and responsive, which are features that transcend to customers and make them very content. Also, these levels of satisfaction tend to make employees stay in the company longer than others, which always keeps familiar faces in the business.

According to Auer Antoncic & Antoncic (2011), regardless the size of the organization, satisfied employees have higher levels of work engagement.

> ➢ Employee motivation

As claimed by Robbins (2006), motivation determines the intensity, direction, and perseverance of individuals in the effort to reach the target. Motivation causes actions and certain behaviors to take place. Usually, motivation thrives people into achieving optimal results and satisfaction, without being pushed by others but themselves (Sunarsih & Helmiatin, 2017).

The Herzberg motivation theory (Herzberg, 1968) asserts that job satisfaction comes from the presence of an extrinsic factor. On the other hand, the lack of motivation is caused by the absence of one of these factors, ending in dissatisfaction. These extrinsic factors are: 1. Compensation, 2. Workplace conditions, 3. Job security, 4. Status, 5. Company procedure, 6. Supervision quality, and 7. Quality of interpersonal relations between colleagues, superiors, and subordinates.

There are also intrinsic factors in Herzberg's theory (Herzberg, 1968). Their absence doesn't lead to dissatisfaction immediately but if present can extremely motivate, including: 1. Achievement, 2. Recognition, 3. Responsibility, 4. Growth, 5. The job, and 6. Possibility of development. Solid work performances tend to start appearing with the presence of these factors and lead to stronger and higher levels of motivation (Sunarsih & Helmiatin, 2017).

Lower levels of motivation guide workers to concentrate less on their jobs, becoming uninterested in their tasks and duties. Ultimately, those behaviors will disappoint the supervisors, which can end in unemployment. Motivation has all its perks, such as loyal, innovative, and productive employees, which brings high-quality results to the organization. These facts are reflected in small, medium and large organizations in identical ways (Rožman & Štrukelj, 2021).

1.3.1. **Job satisfaction**

Robbins and Judge (2008) have referred to job satisfaction as a positive feeling about someone's job after the evaluation of individual's characteristics. It is known that high levels of job satisfaction led to positive feelings towards work.

It can be defined as a variable of attitude that connects employee's sentiments towards work. Attitude is formed through an evaluation process based on an individual experience of the important aspects (Sunarsih & Helmiatin, 2017).

Job satisfaction is influenced by employee's attendance, the level of turnover employee performance and organizational effectiveness. It is a component of work attitude that not only affects employee attendance, but also productivity and employee performance (Robbins & Coulter, 2007).

There are various variables that contribute to one's job satisfaction and it is the evaluation of the employees regarding their job. As said before, a satisfied and happy worker will be more dedicated and provide better results to the organization, resulting in a win-win scenario from which the relationship between the two intervenient will benefit. Locke (1976) has referred to job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

Job satisfaction and employee performance are linked directly.

1.3.2. **Measuring Job Satisfaction**

To measure job satisfaction there are, at least, two main measuring scales such as Minnesota Satisfaction Questionnaire (Weiss et al., 1967) and Job Descriptive Index (Smith et al., 1969).

The Minnesota Satisfaction Questionnaire (MSQ) is maintained by the idea that work fit depends on the correspondence between individual skills and work reinforcement, brought to life by the environment (Martins, 2012).

Weiss et al., (1967) developed a 5-point Likert-type scale with twenty items. Job satisfaction depends on a lot of factors, it is different from one worker to another regarding each other career and personal life goals. It also can be present because of some aspects and absent regarding others. There are no right answers in what makes workers happier or more satisfied, there are only their own answers.

As referred before, a MSQ short version was developed, with 20 items and it is rated in a 5-point scale where 1. "very dissatisfied with this aspect of my job", 2. "dissatisfied with this aspect of my job", 3. "Can't decide if I'm satisfied or dissatisfied with this aspect of my job", 4. "satisfied with this aspect of my job" and 5. "very satisfied with this aspect of my job". In the end, the points are summed up and the level is founded. The lower the sum, the lower the level, the lower the level of job satisfaction.

Fields (2002) states that the longer version of MSQ is constituted by 100 questions and divided in 20 subclasses. From these subclasses, the 20 short version is made by selecting the most important and the ones that better represent each subclass.

In MSQ there are two factors, one regarding intrinsic factors and another regarding extrinsic ones. However, Schriesheim et al. (1993), found a three-factor structure, combining intrinsic, extrinsic, and general satisfaction. Igalens and Roussel (1999, cit in Fields, 2002) agreed a four-factor structure, such as intrinsic satisfaction, extrinsic satisfaction, recognition, and authority/social utility, would be better.

The intrinsic factors are achievement, recognition, responsibility, growth, the job, and the possibility of development. The extrinsic ones are compensation, workplace conditions, job security, status, company procedure, supervision quality, and quality of interpersonal relations between colleagues, superiors, and subordinates.

Job Descriptive Index is a 72-item list or scale, with 5 subscales, that determines job satisfaction. This measures the workers attitude towards different areas such as work, supervision, pay, opportunities for promotions, and coworkers. This is a yes, no or can't decide questionnaire, in which to every adjective or statement, it is necessary to choose one of the answers. This job satisfaction scale became very known over the years. Has been translated in nine different languages and used in about 17 countries (Stanton et al., 2002).

1.4. Employer Branding

Employer branding stands for everything that serves and is important to the identity of the organization as a place where employees would like to work, spend their time, where they feel like they belong because they can identify with its values, its politics, and behaviors towards different subjects.

Employer brand was originally defined (Ambler & Barrow, 1996) as a package of functional, economical, and psychological benefits provided by the job itself and always side by side with the organization's essence. As these authors referred, these benefits represent, within the company, the development of activities (functional), material and monetary prices (economical) and sense of belonging, purpose, and direction (psychological).

So, to attract and retain workers is necessary to provide these monetary benefits plus intangible benefits. These workers are now the best stakeholders, being able to influence others and portray the real picture of the society by spreading positive "word of mouth" about the organizations culture and value. As researched by Ambler and Barrow (1996), "word of mouth" is a vicious cycle and the best stores, products or services bring the best of it. This good feedback will bring better applications, which will bring better employees, which will improve the business itself (Batista & Brandão, 2019).

Backhaus and Tikoo stated that employer branding is the process of constructing a desirable and unique identity with the main goal on having a differentiated organization, that will distingue it as an employer brand and distingue it from the competition (as cited in Batista & Brandão, 2019).

Different types of organizations attract, select, and retain different types of people. The ones looking for jobs are attracted to certain organizations having in common the right characteristics. That's why a clear external image is fundamental (Monteiro et al., 2020).

To Barrow and Mosley (2005), employer branding benefits are functional, emotional and of "superior order". The functional benefits are the ones that led us to the understanding that an employer brand isn't more than the identification card of the company, stablishing a promise. The tangible benefits of an employer brand can be monetary such as good salaries and bonus, work safety and even equipment and

supplies that are available for workers. When thinking about emotional benefits, these are the ones that are able to provide value to one's work, through emotional engagement, turning it into a complex but subtle process while communicating internally. A promise is also stablished by the headship to the internal clients. Eventually, the "superior order" benefits are a result of the others that were referred before. These benefits are confidence, freedom, and the well-being that the company provides (Batista & Brandão, 2019).

Despite that, an organization stablished on employer branding culture should have an employer value proposition plan, that sum up as a set of offers that a company provides in exchange of what the employee brings to the table. To Sezões (2017) these propositions are grouped in 5 dimensions: 1. rewards; 2. career; 3. work environment; 4. organization's image and reputation; and 5. company support. However, the needs and preferences of the human capital will vary with culture, age, demographics, social status, prior experiences, goals, among others.

As an organization that uses employer branding techniques, the employee lives as part of the process. Either the company provides products or services to external customers, what matters to the internal client is the experience he lives as member of this process, influenced by a lot of different factors. An employer brand is as good as the engagement of its leaders and management staff.

Communication becomes a more important issue than ever. It's necessary to have a rigorous level of accuracy and consistency when transmitting information to prevent any miscommunication between recruitment advertising and employer branding promise, which can lead to negative employee experiences (Itam, Misra, & Anjum, 2020).

Summing up, employer branding is a long-term strategy that uses the staff and stakeholders' skills to create a certain corporative image that tops the competition and is directly related to the company's identity, such as values, mission, and vision. This image, being unique and desirable, will help motivating and retaining current employees and attracting new ones, that will most certainly share the same values as the organization. Consequently, all this will increase productivity and that will reflect directly in better results.

When an employer uses employer branding as an organizational strategy to improve results, the product or service they are actually selling is the employees

experience as a member of the organization. Barrow and Mosley (2005) developed the employer brand wheel, which identifies all the key factors that influence the workers experience inside the employer brand.

Figure 9 - Employer Brand Wheel
Source: Barrow and Mosley

The talented human capital which has been attracted and retained becomes one of the main sources of competitive advantage to this company which is competing in the market. It is important to highlight the benefits of the employer branding strategies. Ambler and Barrow (2016) developed nine main benefits towards employer branding use:

1. Greater equity, meaning all the companies' patrimony – according to the authors, the intangibles represent 80% of the companies' value, nowadays.
2. Less recruitment costs – successful organizations attract the right talents and retain them.
3. Better employee involvement – the more involved they are, the longer these employees stay in the company.
4. Delegate more and better – becomes easier to pass information and tasks to the employees who have been there longer and have proven their worth.
5. More agility – employees with higher trust on themselves and on the organization become more agile answering to new challenges.

6. Less intermediary roles – the workers know exactly what needs to be done.
7. Less waste – all the resources are used cautiously.
8. Better cooperation between departments – this will end up improving the exchange of information process and other ideas will emerge.
9. Better performance evaluation – incorporating human resources, marketing, and communication resources to evaluate the workers.

There are two outcomes from employer branding. Backhaus and Tikoo (2004) identify them as:

a) External outcome, a greater attention from potential workers. The organization has the goal to stipulate a target audience of possible employees to direct its attention and attract. Sengupta et al., (2015) states that externally, the brand is normally recognized for its corporative image. With this image, are attached moral behaviors coming from management parts, social responsibility, brand authenticity and dignity towards the stakeholders.

b) Internal outcome, increasing the human capital productivity. This internal job is the way organizations work and develop their culture, improving the relation between employee and employer. According to Moroko and Uncles (2009), it's an effort set on the organizations values towards developing a sense of pride on the employees.

As you can see in figure 10, external and internal employer branding processes will lead to employer attraction and employee productivity. In between, these efforts will help in the construction of the organization, solidifying its image, reputation, culture and identity, helping it become more attractive on the outside as on the inside.
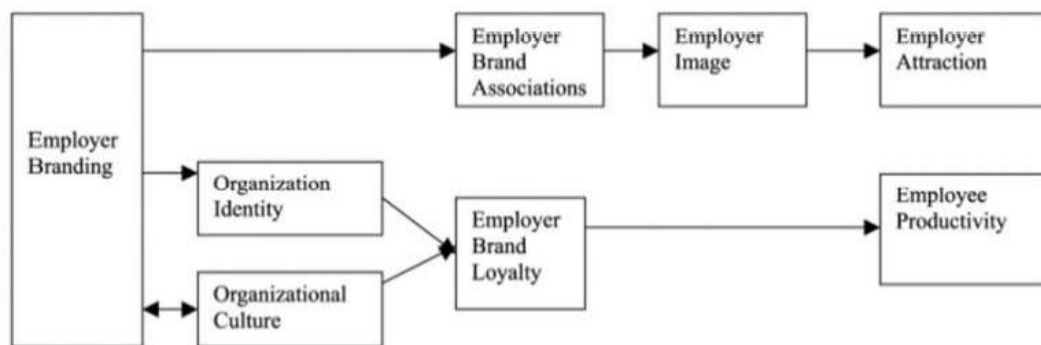
Figure 10 - Backhaus and Tikoo Employer Branding Framework (2004)
Source: Kargas and Tsokos (2020)

Even though there is no universal model to all organizations because it should be applied singularly, building strong brand associations become a priority. Internal stakeholders and the way they perceive brands is decisive to create a long-term link between the organization and the external audience (Monteiro et al., 2020).

To have a connected organization, the employer brand should also be consistent with the branding of the products and with the corporative brand. According to Backhaus and Tikoo (2004), there are two main differences between these concepts. The employer brand is specifically to the employer, characterizing the companies' identity as an employer. Secondly, is directed towards the internal and external audience, while the others are directed primarily towards the external public.

Ultimately, an employer brand strategy is only as good as the level of involvement of the higher parts of the organization, management, and leaders. The value of companies in markets depends, in a large part, of the human capital. So, it is expected a great level of commitment and involvement from top managers to strengthen the employer branding (Batista & Brandão, 2019).

According to Barrow and Mosley (2005), that are six principles in which employer branding should be settled:

1. Looking inside – The brand must have a great understanding of the relation between the brand itself and the audience (when talking about the management role in employer branding, the relation stands between the brand and the internal stakeholders).

2. Focus – Each organization should have a focus, know what's the direction it wants to take. Normally, it is either what intends to do (vision, mission) or how it should be done (values, organizational culture).

3. Differentiation – The markets are very crowded. A brand needs desperately of a differentiative factor so it's able to stand out and be successful.

4. Benefits – Not only functional and economical but also psychological. The success should be shared.

5. Continuity – All the internal stakeholders are an integrant part of the company. It is important that the history behind is continuous.

6. Consistency – It is very important that there is consistency, mainly for employer brand and when talking about management involvement. The

relation between management parts and employees is often hard to build so it should be preserved.

Throughout the conception of a strong employer brand, the organization will increase its competitive abilities while working on the inside looking out. Productivity will rise, the recruitment and retention process are perfected, which leads to long lasting relations between employer and employee. Talent retention can be designated as a set of continuous effort made by employers to promote and build a good work environment and to retain existing employees. Thus, to get them working for a prolonged period, a way to success and being able to keep competing in the market (Monteiro et al., 2020).

An analysis of causes and nature when of employee turnover should happen to understand and manage the retention effectiveness and to define which factors have the greatest impact on organizational success (Monteiro et al., 2020).

Organizations, as employers, should resort to research techniques such as (Peixoto, 2019).:

  a. A labor market mapping – to understand in which companies the organization can find potential employees.
  b. An attraction analysis – what employees look for in employers.
  c. External image research – figure what is the image outsiders have of the organization in relation to other employers.
  d. Search for employees – which are their expectations and what's the connection between them.
  e. Engagement research – acknowledge what is the level of engagement of current company workers.
  f. Engagement driver analysis – recognize what stimulates the employee's engagement inside the organization.
  g. Segmentation – the needs and expectations of the workers change from department to department.
  h. Appreciative inquiry – the factors that determine what makes that organization better and what distinguish it from others.
  i. Comparation of the best practices – human resources practices and techniques are now very compared between companies, per example.

Moroko and Uncles (2009) assume that there are 2 dimensions considered important to recognize employer brand success. Attractiveness, that consists in the degree of notoriety and the respective acknowledge. And accuracy, that stands between the promise and the experience itself, fitting specially in the sync with organizational culture and its respective organizational values.

It is extremely necessary, concerning the current market competition, providing attractive benefits, reflecting them in corporative and external image. To build a solid employer brand is indispensable being frequently researching to understand what current and possible workers search for and value the most, building an irresistible brand image centered in companies' vision and values. Organizations must understand which are the most meaningful indicators and reflect them in their employer brand goals.

A good organizational communication is key to retain workers and understanding what type of communication that singular group needs. However, the best and most appreciated way to deliver a message is face to face. It results in the real reception of the message, meaning that the employee can understand better what it is meant. It should be given constant feedback to the employee about its achievements, evolution, and others, to help develop their skills (Peixoto, 2019).

Furthermore, Lievens et al. (2007) highlighted that the philosophy of employer branding brings together the instrumental and symbolic personality characteristics of the brand with the organizations image and reputation, and that those are the best brand goals.

Maheshwari (2017) states that positive perceptions, being external or internal ones, will lead to more purchases from the final consumer and more interest from possible employers, leading the best talents to pick that organization over others. Further, the distance between "business-aligned talent strategy" and "walk the talk policy" should be smaller each time, creating better alignment between personal and business goals which creates better businesses, high performance teams and finally engagement.

However, if organizations want the best workers, they need to invest financially in them to be able to gain from them. Some studies conducted by Bryant and Allen (2013) to workers that left their company show that the salary is one of the main reasons to leave. On the other hand, the most offered benefits are related with health, transportation, house rents, meals, and formation (Peixoto, 2019).

Summing up, employer branding is a set of characteristics that the organization needs to present in their brand image to attract the right external stakeholders and reflect in their values, mission, and policies to maintain the right internal stakeholders, keeping the perception that it's effectively the best place to work. That has become one of the main priorities in the strategy of many organizations, which reflects directly in hiring and retaining the talents that this organization really needs (Itam et al., 2020).

2. Methodology

2.1. Framework and research goals

It is through sharing and the exchange of arguments, factual and true ones that knowledge is fed and developed. While knowledge increases it is expected that opinions based on believes and prejudices decrease. This development is only possible through a process of communication that involves the right intervenient into the discussion, always with feedback attached so conclusions can be taken.

As showed in the studies approached before, satisfaction, motivation and sense of belonging will not only be obtained by a higher salary. A lot of other essential benefits are needed to guarantee that the employee is in a position where the organizations well-being is considered in all acts and decision-making moments. It is important to understand what can be done inside organizations that will take profit in both ways, individuals and corporative.

According to Pordata, by the year of 2019, 99.9% of the companies in Portugal were micro, small or medium-sized. Being able to understand the techniques and strategies of big, profitable and well-known organizations can turn into an advantage to these micro, small and medium-sized, if they have it as an example, while transforming themselves. The life of these employers and employees will improve, providing the organization with better results, implying less effort.

That's why it is essential to the heads of the organizations and every employee that communication flows and means are created to a better day by day, as working occupies such space. For that it is necessary to understand what can be done and what structures are being applied.

To be able to analyze the data as we wished, first it was necessary to collect and treat that information.

The data collect was done through exploratory interviews. Those interviews were done to the best workplaces in Portugal in 2021, according to Great Place to Work (GPTW) ranking[1].

To access the merit of these organizations as a "best workplace", GPTW uses two tools:

- Trust Index: it is a questionnaire directed to the employees, in which the quality of the work environment is measured.
- Culture Audit: questionnaire orientated to the organization, that measures the quality of their politics and the human resources practices, used to manage people.

The Trust Index measures the quality of the relations inserted in the organizational environment, according to the workers opinion. This index determines if the employees trust the people they work for, whether they are proud of what they do daily and if these employees like their co-workers.
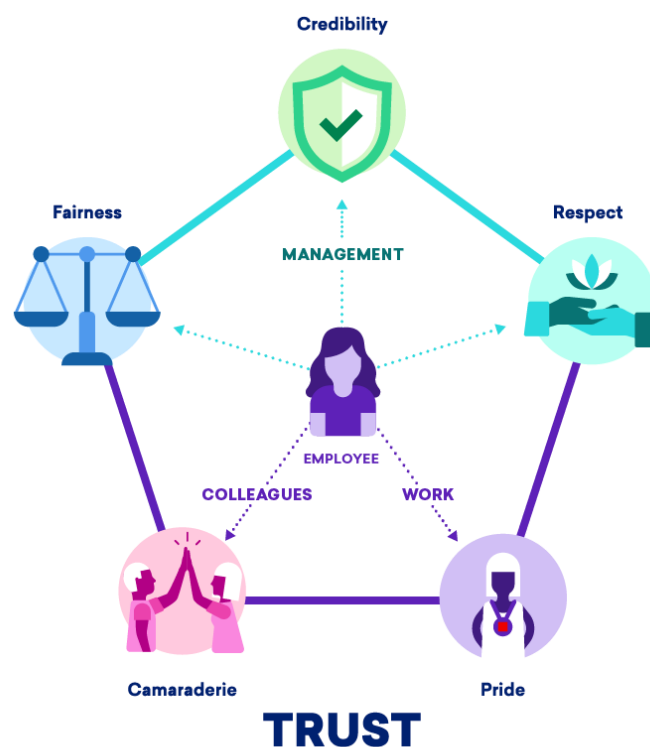
Figure 11 - Survey Trust Index – Worker's perspective
Source: GPTW Report, p. 9

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[1] https://www.greatplacetowork.pt/melhores-lugares-para-trabalhar-2021

The Culture Audit measures the quality of the politics and human resources practices used in people management. It should acquire if the company reaches its goals inspiring their workers, speaking the truth and listening sincerely. People give the best they know when they are appreciated, when they feel that they are developing and when the organization takes care of them. The employees work as a team when new members are hired focusing on the cultures company, when the companies' conquests are celebrated in group and when the results are shared.
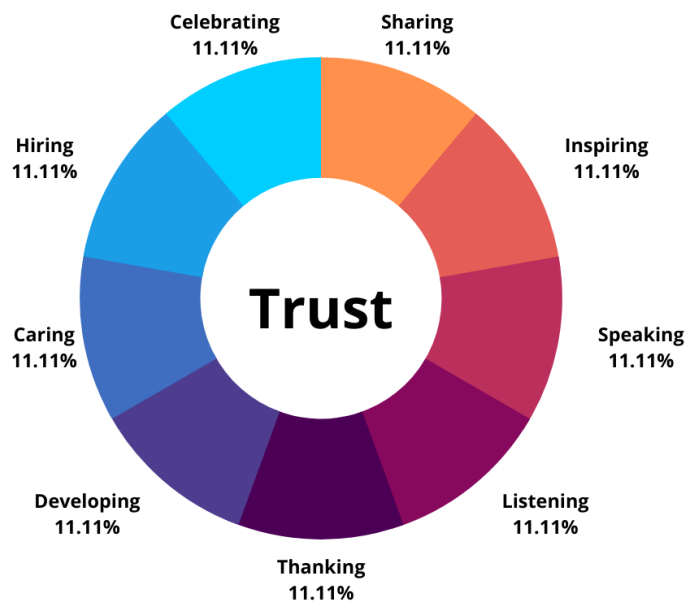
Figure 12 - GPTW Culture Audit
Source: Self Elaboration

Considering the Backhaus and Tikoo employer branding framework, represented in Figure 10, as an essential tool to the employer branding, GPTW has concluded, using 2021's Best Workplace's collected research data, that employees stay in the organization mainly because of five elements, such as:

4%	10%	17%	34%	35%
Knowing that firing me is the last resource	**Remuneration and other benefits**	**Shared Values**	**Growing Opportunity**	**Balance between personal and professional life**
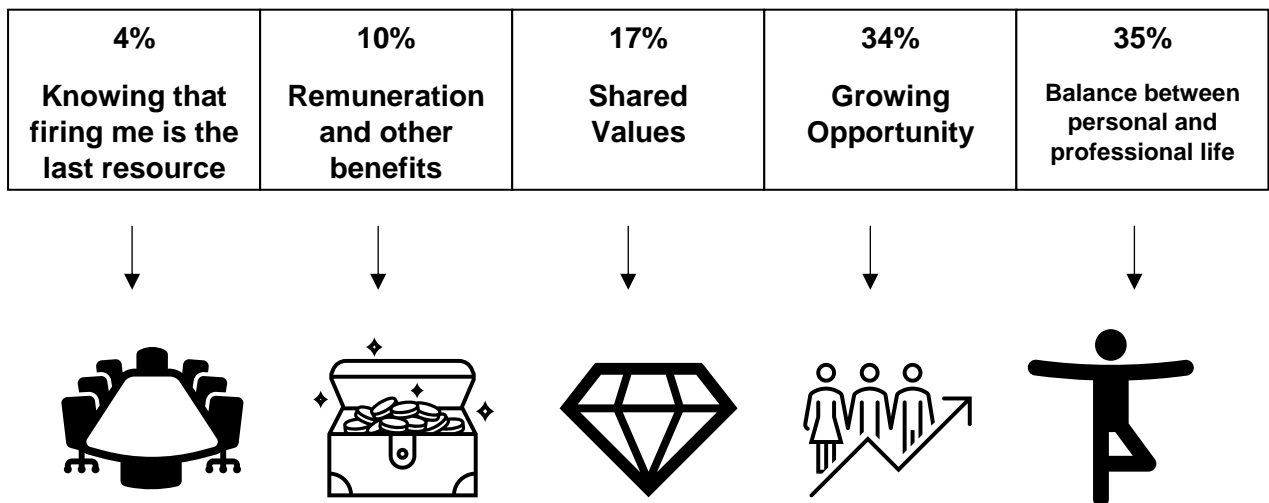
Figure 13 - GPTW conclusion of what keeps the employees in the organization
Source: Self Elaboration

All of those are a reference to life quality and day to day happiness. Depending on the individual's academic and working background, people develop certain goals and requirements towards the workplace and the team they find in it.

Knowing that firing the employee is the last resource on the organization's mind, brings a certain feeling of safety and stability, which can maintain or even improve the employee's motivation.

Remuneration and other benefits will always be one of the essential needs to all people involved in the process, as it is the exchange currency to all basic goods and others.

Shared values between the employee and the corporation will help strengthen the bonds between these two intervenient. Will also attract the right candidates into the recruitment process.

Concerning the increase in higher education students, growing opportunities are becoming much more appreciated. The organization will ultimately gain from this situation, having much more versatile and goal-focused employees. However, it is necessary to provide training.

Finally, a balance between personal and professional life, that should be natural, but in a lot of cases has to be forced by the companies. To be a good professional, it is necessary to be at peace with all the other important parts.

2.1.1. Identification of research objectives

In every research but mainly in exploratory ones, it is fundamental that the goals are strictly structured. The main purpose to exploratory research is to understand the reasons and motivations that provoke certain behaviors. It helps in the formation of ideas, so it is normally used in the identification of variables and hypotheses (Révillion, 2003).

This study has as a main goal to understand what the "Best Workplaces in Portugal 2021" do differently to maintain their workers so happy, motivated and excited in their jobs. It is through these sensations that the desire to keep working in this same organization for a longer period of time appears.

With that said, the table below, table 3, represents the goals of these research, general goal and specific goals number 1, 2, 3 and 4.

General goal: Understand how the adaptation of alternative structures in companies, based on organizational communication knowledge, can be helpful in building long lasting relationships inserted in the organizational climate.
1st specific goal: Verify if the knowledge of organizational communication can bring helpful tools to companies and their relationship with employees.
2nd specific goal: Comprehend and imply that there are alternative structures that can be used by any type and any size company, inserting a feeling of belonging from the employees towards the organization.
3rd specific goal: Identify the barriers that can put a curb on the development of the communication.
4th specific goal: Relate the external results with the work done internally.

Table 2 - Identification of research goals
Source: Self Elaboration

2.2. Method

After the literature and the bibliographic approach, the methodologic research assumes an explorative and qualitative character, which will provide a general, new and unique vision about what is being researched. Resorting to a qualitative exploratory research allows the researcher to explore a topic with limited coverage when it comes to literature and also allows the participants to contribute with their experience for the general knowledge of that area (Hunter et al., 2019). According to Sampieri et al., (1991), the exploratory research serves to keep people more familiarized with certain topics relatively unknown as well as providing information for that topic to keep being analyzed through a deeper investigation, which can mark the begging to an embracing knowledge about it.

2.2.1. Exploratory interview as a methodological approach

To Malhotra (2012), the explorative, qualitative research is characterized for describing the characteristics of relevant groups and stablish possible relations between variables. This type of research has the main goal to develop, clarify and modify ideas and concepts.

Organizing the research objectives, we have learned that no other research has been conducted searching for the structures this organizations apply to their daily life. In that sense, Sampieri et al. (1991) affirm that exploratory studies are normally used when the research goal serves to examine a theme or investigation problem that has not been very studied or hasn't been studied at all.

The main methods used in exploratory research are secondary sources, experiences surveys, observation, and case studies.

In our case, secondary sources were used when documents such as thesis, academic articles, books, specialized magazines, and journals were consulted. These secondary sources are bibliographic sources, which is a mandatory and very important part in any research. Documentary sources were also used when resorting to some of

the organization's files. Also, statistic sources when Pordata was consulted (Révillion, 2003).

Experiences surveys are used when individuals that have knowledge about the research problems are needed, with their relevant experience. There are two main ways in which one can obtain this individuals knowledge, through a direct way, by interviews and focus groups, or indirectly, through projective techniques (Révillion, 2003).

In qualitative research, what should concern the investigator is the quality of the sample and not the quantity. Malhotra (1993) states that the interview is characterized as personal, direct and non-structured, in which a person is questioned, with the goal of reveling believes, motivations, attitudes and feelings towards a certain topic. This kind of exchange will present a more transparent and trueful opinion, being a one-to-one interaction.

With that said, for this work it was considered that the right way to obtain the needed information was through exploratory interviews. The dialogue, the presentation and discussion of projects and ideas increases the quality of the results we obtain. For that to be possible, a script was elaborated.

2.2.2. **Script**

To analyze and interpret the collected qualitative data, it was used content analysis. Bardin (2009) says that this type of analysis is a set of systematic and objective procedures that help to describe the messages content, from dimensions defined before. With that said, based on the methodology and on GPTW research, our script has been divided in five dimensions being them: A. Salary conditions and other benefits; B. Career development; C. Safety of the work position; D. Positive balance between work and personal life; and E. Positive work atmosphere.

Script	
A.	**"Salary conditions and other benefits"**
	1. To have a comparative value, which is the company's medium salary?

	2. With which regularity does the company benefit its workers, other than the monthly payment and which are the reasons why that happens?
	3. Normally, what forms of rewards does the company use?
	4. Is there a concern to meet the salary expectations of each worker? Towards what they state in the recruitment process as even their household situation.
	5. Is the health insurance included in the employee's payment?
	6. Does the company offer shares to workers, as an award? It can be used to create a bigger feeling of belonging.
	7. How are the rewards communicated to the companies intervenient?
	8. According to your experience, which are the recompenses that influence more positively the workers motivation?
	9. Does the organization stand by the idea that the salary conditions and other benefits, that we've been talking until now, are the major factor that motivates the employee's choice by your organization rather than others?
B.	**"Career Development"**
	1. How is the career development handled by the organization?
	2. Which are the main criteria in the development of the career?
	3. Do the workers have, in advance, the information of how to achieve that progression?
	4. What is the importance given to the employee's continuous formation?
	5. Being the continuous formation one of the companies concerns, how does that reflet in the workers productivity and consequently, in their desire to stay in it long-term?
	6. Does the company worry about creating strategies to captivate the workers long-term?
	7. No opportunity for the employee to grow inside the company is, in your opinion, a valid reason to look for other jobs?
	8. When there exists the exchange of organizations at the initiative of the worker, is the investment made considered a waste or is there a monetization mechanism?
	9. How is the employee evaluated by the organization? And in which periods?
	10. Does the worker have access to the evaluation criterium?
	11. If required by the employees, is it possible to have a re-evaluation? Meaning, is the worker free to complain and defend its "grade"?
C.	**"Safety regarding their work situation"**
	1. Do you agree that the safety of the work position is an essential factor for the stability and consequent motivation of the employees?
	2. How does your organization demonstrate that safety to the worker?
	3. Which are the dominant contractual regimes?

	4. Are there any labor disputes?
	5. Do you have unionized workers? If yes, how is the relation with the unions managed?
	6. How does the organization manage the employee's justified absenteeism?
	7. In which ways does the company communicates its performance to the workers?
D.	**"Positive balance between work and personal life"**
	1. In your opinion, is productivity directly linked to the number of labor hours?
	2. Which is the company's position towards flexible work schedules?
	3. What is the organizations vision regarding telecommuting?
	4. In average, how many week hours do your employee's work?
	5. Does the company promote extraordinary hours?
	6. Do the workers carry out their activity outside the officially daily schedule?
	7. When it happens, is there any kind of compensation?
	8. What weight do you think the quality of an individual's personal and social life has on the professional performance?
	9. Which are the measures or strategies provided by the company to obtain a healthy balance between personal and professional life of the workers?
	10. How does the organization involve the employees' families in its recreational activities?
	11. Is there any benefit or activity arranged exclusively for the employees' families? Such as birthday gifts to the kids, merit scholarships, among others.
E.	**"Positive work atmosphere"**
	1. In which ways does a positive work atmosphere influence directly workers productivity?
	2. Are there dynamic living and working spaces in your building? If so, how are they?
	3. Does the organization practice team building actions? What is their regularity, and which are they?
	4. Are there more measures taken, in addition to those mentioned, to develop a positive work atmosphere?
	5. How does the company communicate this measures and actions to the employees?
F.	**"General Questions"**
	1. Is there an effort in trying to understand the reasons that lead a worker to trade your organization for other?
	2. In general, what added value these measures bring, inserted in your business policies, that turn your organization better comparing to others?
	3. Why do you deserve being in a pride place in the ranking of best Portuguese companies to work?

	4. In which ways some of your strategies and measures could be implemented in companies with less resources?

2.2.3. **Sample**

Considering the measure methods referred before, GPTW has come to a ranking of 30 organizations that exceeded in those surveys. For this research, the first 15 companies in this ranking were contacted. Only some of them answered positively and 5 interviews were conducted to 5 best workplaces in Portugal, the ones who have showed interest in participating in this research.

The organizations that accepted our invitation to participate in our study were:

Organization	Description	Nr. Workers	Location
Cisco	Organization in the field of technological information, which provides gadgets and networking solutions to service providers, allowing people to become closer in time, even if apart in distance. About 85% of internet traffic travel across Cisco's systems.	672	Lisbon
Abbvie	Biopharmaceutical company focused on discovering and delivering transformational medicine and products in several key therapeutic areas.	101	Lisbon

Centros de Formação Talento	Teaching body that presents their students with quality formation and training, helping their integration in the corporative world with a personalized service.	+/- 332	Porto
Grünenthal S.A.	Biopharmaceutical organization who positions themselves as the global leader in pain management.	43	Algés
GSK	Biopharmaceutical company driven by improving the quality of human life.	138	Lisbon

Table 4 - Interviewed best workplaces in Portugal
Source: Self Elaboration

2.2.4. **Proceeding**

After finishing all the questions for each dimension, emails were sent to either the department of human resources or marketing and communication of the different organizations, explaining the purpose and asking about their availability and interest to participate in our research. To the ones who said yes, a zoom meeting was booked. It was explained that this interaction would last between 45 minutes to an hour and the only thing the interviewed individuals had access to before the conversation were the dimensions.

The preference was not showing the entire interview before the interaction because it could influence the answers, become impersonal and objectivity of the answers could be lost.

This investigation doesn't look to the individual's performance or attitudes with a lot of attention. What was searched for were the answers to the questions made, with

as much objectivity as possible. However, the positions occupied by the individual's interviewed is important to understand the accuracy of this answers:

Organization	Position	Code	Date of Interview
Abbvie	Human Resources Director	Abbvie	02/02/2022
Centros de Talento e Formação	Chief Operating Officer - COO	CTF	14/03/2022
Cisco	Emerging Talent Recruiting	Cisco	09/12/2021
Grünenthal S.A.	Human Resources Manager	Grünenthal	13/01/2022
GSK	Communications and Government Affairs Lead	GSK	16/02/2022 10/03/2022

Table 5 - Individual's interviewed
Source: Self Elaboration

3. Results analysis

3.1. Dimension A – "Salary Conditions and Other Benefits"

With organizations turning their focus towards the inside – to their employee and to their structures – society's mindset is also beginning to change. However, for most of what can be called the "normal employee", what has more weight in the life changing decisions is the money and the benefits they take home in the end of the month, as has been for many years.

"Competitive salaries and benefits are important. Yet, people are interested in purpose. How companies take care of employees and their culture." GSK

"A competitive basis salary." GSK

"Our employees are continuously recognized. One of our benefits it's called "Connected Recognition", which is basically an acknowledgement that a worker can give its coworker." CISCO

"What brings motivation is the basis of the "Employee Experience". The experience that the employee has, identifying with the purpose of the organization, with the culture and values." ABBVIE

Medium salary

Forms of motivation

Other benefits

"That way, we can make them feel as part of the company and not a human resource." CTF

Communi-cation Channels

"Salary Conditions and Other Benefits"

Forms of reward

"It depends on the goal of the communication." GRÜNENTHAL

Company shares

Health Insurance

Salary expecta-tions

"We always try to meet people's salaries expectations and we can negotiate…" CTF

"It's an important component and the fact of having shares, turns the company a little bit "ours", in this broader perspective. However, I think that the feeling of belonging doesn't necessary go through there" ABBVIE

"The health insurance of our employees is included and it can also be extended to the household." GRÜNENTHAL

Figure 14 - Dimension A: Salary Conditions and Other Benefits
Source: Self Elaboration

3.1.1. "To have a comparative value, which is the company's medium salary?"

Most of the interviewed organizations couldn't answer this question, affirming they had no data about the medium salary practiced or that they were in doubt if it was acceptable by the company to share this data.

3.1.2. "With which regularity does the company benefit its workers, other than the monthly payment and which are the reasons why that happens?"

Nowadays, mainly in companies that have into consideration employer branding plans and techniques, the employee lives as part of the process. Recognition of people's good job seems to be the most important reward and the first step to all the others. The acknowledge that workers are also clients and stakeholders, that spread the word with information from the inside, is becoming more important each day.

Main answers
"Our employees are continuously recognized. One of our benefits it's called "Connected Recognition", which is basically an acknowledgement that a worker can give its coworker. It can be given by a manager, but it can also be assigned between colleagues. The hierarchic component doesn't exist." CISCO
"In addition to the basic salary, everyone is eligible for an annual incentive, which can vary between 5% to 21% of their annual salary. In the case of the sales force team, they have quarterly incentives." ABBVIE

"Every year, in May, we do a salary review, which means that every employee has a salary increase. That increase will be as larger depending on two things – performing evaluation and band position. Every year we receive a salary survey and make the necessary adjustments to ensure that our employees are earning in line with the market average." GRÜNENTHAL
"We have the Bonus Program, in which all employees are eligible, and it works by goals. The Reward Program, for when a worker does exceptional work. A program called Employee Recognition, in which the coworkers can recognize each other and stand in three different categories, bronze, silver and platinum. The benefits will depend in which category the worker stands. Once on platinum level, the employee receives an E-Card and a cash reward. We also have an Annual Innovation Performance Award, for the most impactful contributions. It is a more restrict area, only 10% of the workers are eligible for this award." GSK

Table 6 - Other benefits
Source: Self Elaboration

3.1.3. "Normally, what forms of rewards does the company use?"

Different types of rewards can be used depending on what is the goal. As said before, employer branding is a set of economical, functional and psychological benefits. To attract and retain employees it is necessary to understand what type of reward is more indicated to the person and the situation, meaning, the reason why the reward is being applied. If this recognition is well done, the probability of this individual influence others opinion in a positive way is huge.

Main answers
"We don't need any special occasion to celebrate something. Throughout the year we offer some gifts, treats and surprises. We do lunches and dinners and other activities. That way, we can make them feel as part of the company and not a human resource." CFT
"For office-based workers, we have free breakfast every day. Also, 29 days of vacation and their birthday. We mark important days, per example, with Christmas and Easter baskets." ABBVIE

Table 7 - Forms of Rewards
Source: Self Elaboration

3.1.4. "Is there a concern to meet the salary expectations of each worker? Towards what they state in the recruitment process as even their household situation."

Stating as an organization that makes employees feel as part of the process and as internal clients brings the weight of trying to meet these intervenient expectations. Assuming that the employer brand is well worked, at the time of the recruitment process, the organization will only be dealing with the right people for the job and finding themselves in the middle shouldn't be a problem. However, what has come to be understood is that salary is a big detail but inserted in a set of possibilities.

Main answers
"The external salary band is taken into consideration. The positions in the Portuguese market are researched every year but the salaries correspond to the persons experience and profile. Every year we do the monitoring, and we update the information, so that's how we know we remain competitive." GSK
"We always try to meet people's salaries expectations and we can negotiate, if possible, also for the company. Until now, we've always increased everyone's salary except in 2020, due to covid. The line of thinking was that it would be better to secure the conditions at the moment rather than risk it." CTF

Table 8 - Salary Expectations
Source: Self Elaboration

3.1.5. "Is the health insurance included in the employee's payment?"

All the organizations inquired include health insurance in the monthly payment of their employees. Even more, some of them extend their offer to the household or present that possibility for less than in the normal insurance landscape.

It can be assumed that these organizations know for a fact that this is a benefit very much valued and sensitive to all intervenient, as it is about health. In some cases, is above a raise or a premium or other monetary benefits.

Main answers
"Yes, it is. Also, it can be extended to the household, to the spouse and children, and we present two options: Nº 1 – There is an amount in flexible benefits that we offer

every year. If the employees wish, they can use this amount to pay for health insurance for their spouse and children. Nº 2 – A modality exists, in which every employee can discount every month for these individuals." GRÜNENTHAL
"It is included to the worker and also to the household, not only in terms of medical consultation, but also in co-payment of medication." GSK
"We have health insurance extendible to the family unit with co-payment by the company. The company co-pays 50% of the spouses and 80% of the children. Also, we have life insurance and a very interesting pension plan with the possibility of complementary retirement." ABBVIE

Table 9 - Health Insurance
Source: Self Elaboration

3.1.6. "Does the company offer shares to workers, as an award? It can be used to create a bigger feeling of belonging."

Some of the organizations don't even have the opportunity to give shares because they are a limited company. However, it is understood the importance of these gestures that serve as long term incentives but shouldn't be the reason why employees stay in the company.

Main answers
"Yes, we have a program that is connected to shares." CISCO
"From a certain grind, actions are effectively offered. As long-term incentives, are not immediately available. I think the sense of belonging goes far beyond the allocation of shares. The last thing we want is for people to be stuck with the organization because they get shares and eventually only leave when they are due." ABBVIE
"Yes but inserted in the grade structure, to specific positions." GSK

Table 10 - Company Shares
Source: Self Elaboration

3.1.7. "How are the rewards communicated to the companies intervenient?"

Organizations, understood as collective constructions, need inescapably of a continuous communication process, known by all stakeholders. This process only makes

sense if adapted to the size of the company, type of personal interactions and always aiming to achieve the corporative goals.

The information will end up flowing without any effort, a friendly business environment will emerge, which will open space to quality team work to thrive and consequently, increase innovation, creativity and dynamism.

In the interviewed companies, the channels of communication are adapted to the size, as the ones which have less employees have a direct and personal type of communication and the ones which have more employees communicate by email, newsletter or even through letter, in more delicate issues.

Main answers
"We are a relatively small team at head office, 11 people, so the communication is simple, with a quick meeting in the meeting room. In a national level, we are a big team with about 300 formers and about 30 learning advisers and we inform through email or WhatsApp. We try to have a more direct and personal communication than email. We privilege more informal and personal means." CTF
"Some prizes are communicated directly by the managers. For other types of communication, we have letter templates that variate according to the topics." GRÜNENTHAL
"Normally, they are communicated by the manager, one to one. According to the "Connected Recognition", per example, the employee receives an email, and the direct manager receives an alert. In this case, the process is very transparent, my colleagues will definitely know about it. If we talk about a salary compensation, that is between the person and the manager. Sometimes, the communication goes through newsletter too, when it is to share some company achievement." CISCO

Table 11 - Communication Channels
Source: Self Elaboration

3.1.8. "According to your experience, which are the recompenses that influence more positively the workers motivation?"

Rewards are an important part of the retainment process. People like to be appreciated and noticed. Those recompenses come in a lot of different ways and should

be planned, having in mind different details about the individual in question such as the position and time in the firm, age, family household, the perspectives and goals, between others.

Main answers
"To me, the recompenses that influence more positively truly depend on the stage of the workers life. It can be money related such as a salary bonus, a sales incentive, a Christmas basket. It can be related to the daily life in the organization like an awesome office, a gym, participated sports activities, one day per week with massages in the working place. Or something related to learning, to lifelong learning. For instance, we have a day in the year, called "Development Day" dedicated to workshops, with external guests." GSK
"If we didn't have the activities we have, the team buildings, the birthday's celebrations, it wouldn't be the same. We work towards a family atmosphere. We try to be a family, celebrating all the victories with each other. Promoting flexible schedules, no rigid rules, we don't pressure the employees. We want people to be leaders, we are not always asking them to show results. We trust people and their work." CFT
"The sense of transparency of our Top Management is one of the best things, at the level of actions, of what is happening, at the level of our path and feedback on our performance. In addition, it's everything the organization can offer us in terms of flexibility, work life balance, well-being, personal development. All of these components together keep us motivated within the company and we are directly very productive in our function." CISCO

Table 12 - Forms of Motivation 1
Source: Self Elaboration

3.1.9. "Does the organization stand by the idea that the salary conditions and other benefits, that we've been talking until now, are the major factor that motivates the employee's choice by your organization rather than others?"

Every organization interviewed understands and states that the salary has to be a differentiative factor and that it is the first step to conquer and retain the indicated workers for each position. However, it can't be expected that a good or big salary is enough or the only that should matter. Both tangible and intangible benefits are important. Not only what people receive but how they feel.

Main answers
"In terms of bonuses, everyone always enjoys. The remuneration part is very important. I believe that other pharmaceuticals offer attractive salary conditions too. I think what people like the most about our company is the team spirit. The team building initiatives work very well with us and we always like to offer something after. The last one, it was an Apple Watch." GRÜNENTHAL
"What people receive monthly must be in the basis of the pyramid. This necessity must be fulfilled so organizations can focus on others. Nowadays, motivation doesn't come only because of benefits and compensations. Comes from the "employee experience". The worker needs to identify with the purpose, with the culture and the values. It is what motivates them, makes them wake up and go to work with satisfaction. Naturally, if they are underpaid, the base of the pyramid is missing. So, if this is an acquired value, it's not what motivates people." ABBVIE
"The big motivation must be joining a major technology company. Then comes everything else. Everything we can offer and that makes us a great place to work. In other words, this company is made by people who have a great sense of unity, mutual help, teamwork, a lot of transversalities at project level, so it ends up being very much because of it." CISCO

Table 13 - Forms of Motivation 2
Source: Self Elaboration

It was normally thought that candidates had to fight and compete for a place in the organization they wanted, or even to be inserted in the labor market. What we are experiencing now is a change of panorama. The "corporative image" concept takes companies out of the dark and the idea of being in a place of secrecy is being replaced with transparency.

Corporative image definitely tops the sense of competition, as it brings all stakeholders closer with organizations. It turns the company unique and desirable to those who share the same values, that connect with its identity, mission and vision.

However, it could be assumed that the recruitment process would get way easier. It does not, it becomes more objective. The candidates will be less, yet the majority will be suitable for the job. When the process is completed, this phenomenon, meaning the combination between the right workers and the suitable organization, brings more productivity and positive results, combine with happy and accomplished workers.

3.2. Dimension B – "Career Development"

Monetary benefits and others have a big weight in individuals' decisions, as we've seen before. However, when this dimension was thought, it was essential to answer a main question, that is if the thirst for knowledge is changing the labor scenario, due to what has been an exponential increase of students in higher education in the last decades.

"If an employee comes to us and says they don't think the evaluation is fair, we'll have to figure out what's going on." GRÜNENTHAL

"We do career management in a way that is very personalized to each employee." ABBVIE

"After the criteria are set by both parts, there is an "objective meeting" to make sure employees are accomplishing what it was set. The managers add a comment about these, and the employee has access to it." GSK

"Each employee is different, so that's an important thing to keep in mind." GSK

"It's a super peer, transparent and it's a two-way process." ABBVIE

"It depends a lot on the objectives of each of the functions. There is no set of skills that is transversal to all workers." CISCO

"Naturally, sometimes there is some resistance from employees because they are very busy, so we always try to understand which training courses add value and not just give one more course for the sake of it." GRÜNENTHAL

"An investment in an employee is never a waste. There was this phrase that was "it is better to invest in an employee and he leaves the company, that not to invest in him and he continues." GRÜNENTHAL

"For the employees, being able to develop and improve their skills is very motivating." CTF

"We listen effectively to people and we constantly think of strategies so that we can get closer to what our employees' needs are." CTF

Figure 15 - Dimension B: Career Development
Source: Self Elaboration

3.2.1. "How is the career development handled by the organization?"

In the prior dimension, "Salary conditions and other benefits", we saw that organizations have the concern of meeting workers expectations, as they benefit them for their performance, with current evaluations.

What was to be expected about the career development dimension, it would be that, that performance development would be tracked in big detail as well. However, any of the interviewed organizations have a settled career development program.

What exists in most of them is a talent management program, completely directed to people's characteristics, skills and motivations rather than on performances. Even on those organizations that didn't mention any existing program, the concern is on keeping the workers inside the organization moving up in the chain or horizontally. Of course, performances are important, they aren't overlooked and that's what keeps the company on working. However, nowadays, it is necessary to understand the curriculums are not that different from each other, and these personal details are as important as the academic qualifications.

Main answers
"We have a completely flexible career progression with no pre-defined stages. We no longer have level progression, we left that quite a few years ago. So, we have a very solid talent management process, where we map all employees which, from our point of view, is talent mapping and the career management is done from there. The time in each function and the opportunities derive from that talent management process and we don't have completely defined careers. It can happen that someone who is in a career in the medical area in a certain function moves to a function in the commercial area. Above all, we attempt to understand people's characteristics, competencies, and interests, and we try to match these interests to the organizations needs as much as possible, often challenging people to do things they hadn't even thought of doing but which we think can be of enormous added value, both for them and for the organization." ABBVIE
"There is no linear progression in our company, it depends on employees will, motivation, performance in a certain position and, our intention in wanting to grow or even wanting to try another position horizontally. In short, it depends on each one of us, what we deliver and the opportunities within the company itself." CISCO

"We carry a talent identification program and in those talents that we identify, they are always motivated by us, and we try to promote them to other functions that make sense. In Portugal, we aren't a very big structure, but some challenges arise abroad, and we are always alert." GRÜNENTHAL
"In our organization, there are a lot of different positions, so we designed a program settled on development opportunities, in which the workers may experience a different role temporarily. Also, a future leader program targeted to recent graduates, where they are able to try different functions and after three years they have a landing role, in a position they decide to fill and also, that is a company need. The Sprit Program, that it's a global rotation program and international programs, developed and offered by different countries are also a reality in our organization and a great opportunity." GSK
"It develops according to the work carried out and the possibilities of the company. We do not increase all at the same rate. It will happen in line with the work done, time in the company, to key performance indicators (KPI's) and other important criteria. It's a worthy increase, but a weighted and well-based one, obviously." CTF

Table 14 - Career Development Process
Source: Self Elaboration

3.2.2. "Which are the main criteria in the development of the career?"

The interviewed organizations don't have a standard development career plan. However, their majority look for given proof of value, motivation and will go towards the position and the company itself, learning skills, interpersonal competencies, the managers opinion, between others.

It can be assumed that the career development depends a lot more on the employee rather on the employer.

Main answers
"It is the performance. The potential identification, carried on by the managers and the individuals will." GRÜNENTHAL
"The programs that we talked before are very specific and each employee is different, so that is an important thing to keep in mind. Not all employees want to change roles, so we care about the development within their role too. With that said, we follow the

70-20-10 approach, that is: 70% learning on the job, with development of skills and abilities, achieved during the activities inherent to the function; 20% learning from others, with mentoring projects, internal coaching and others; and 10% trainee, resourcing to training programs and courses made available by GSK to its professionals." GSK
"There are no standard criteria. Inside this organization, there are a lot of different positions and that will change from one to another." CISCO

Table 15 - Development Process Criteria
Source: Self Elaboration

3.2.3. "Do the workers have, in advance, the information of how to achieve that progression?"

Concerning that all interviewed organizations have different progression standards, the information of how to progress is also shared in many divergent ways. Some assume that it is through a very informal type of communication, in which the information in consideration is transmitted directly by the manager. Others have a more formal and written communication.

Main answers
"We have an internal platform called "Keep Growing Campus", where our employees have access to every opportunity and the respective requirements, and they are also informed." GSK
"Employees are aware of this talent management process, it's all super transparent. They get feedback, they give feedback, and they say what they want, what it fits for them, and the organization responds to it. It's a super peer, transparent and it's a two-way process." ABBVIE
"Whenever opportunities arise, we try to promote people and give them more challenges but in fact there is no concrete plan because for the functions that we have is difficult." GRÜNENTHAL

Table 16 - Knowledge of Progression
Source: Self Elaboration

3.2.4. "What is the importance given to the employee's continuous formation?"

Expressed by all interviewed organizations, is the importance given to lifelong learning. One of the main criteria under evaluation in the individual's performance is the ability and the value that is given to continuous learning. That's what keeps the internal cycle moving. Internal cycle being understood as the changes and adaptations in the company's positions using the existing human resources. Regarding the speed of change in every organizational environment, the need of adaptation is becoming higher each day, and so is the demand of having employees that are able to fill existing roles or new ones. That is not possible without extensive, diagonal knowledge which comes from constant formation.

To understand these, its only necessary to imagine a doctor's career. Anybody wants to go to a consultation where this individual needs to go research for the answer of your problem in a book. That's why people look for a professional that is updated and has the hypotheses to the problems resolution at the tip of the tongue. Health is a delicate matter. However, that's how we should think regarding all professionals. It is possible, with the number of graduated people and the number of new research being conducted today, to search for organizations that have, as one of their politics, continuous learning.

Main answers
"All our employees have access to a program of emotional intelligence and social skills. Over the years, we have created internal training courses so that people can develop in many ways. In addition, we offer employees training courses which are useful for them at function level." CFT
"We have global academies. Global training weeks with workshops, webinars, conducted by globally recognized experts for employees around the world. Locally, we try to find the specific development actions that correspond also to the individual needs, adapting to what they need to grow, develop, move towards a new step and that's inserted on the way we work." ABBVIE
"It is very important. It's something that we leave up to the employees, we want them to be proactive and mention what type of training they want to do and why. We give them space, which is directly linked to the progression part. If a person wants to progress, they may feel they need other types of tools in terms of training, whether technical or in terms of soft skills. There is a great offer in terms of training within the

company and of course we also have the mandatory training required to perform our function." CISCO
"In the sales area, the delegates are trained in all cycles, so at least three times a year. Whenever new directives come out, we also provide training, for instance we are experience a change in the sales part to a more digital ground. Internally, we have language training, currently Spanish and English. At the moment, we have a training program on constructive feedback, emotional intelligence and accepting mistakes, which employees identified as important subjects. Also, all employees have a personal development plan, which is something continuous and has individual work." GRÜNENTHAL
"We have a policy where the company reimburses part of the training if they decide to do it outside of the company, meeting specific requirements, of course. On the job, each role has different training program. Regional training development programs, within Spain, Portugal, and Israel. In the end of each year, every employee submits an IPT, that's what they compromise in achieving for the year that's beginning and the individual development goals are defined, in accordance with the manager. Also, there is the possibility for each employee to choose a mentor or a coach, from around the world, with the objective of having a wide-open vision. There exists another program named "Reverse Mentoring" which focus on the exchange of knowledge form different working existing areas at GSK." GSK

Table 17 - Continuous Formation 1
Source: Self Elaboration

3.2.5. "Being the continuous formation one of the companies concerns, how does that reflet in the workers productivity and consequently, in their desire to stay in it long-term?"

The continuous formation provides the employees a feeling of wider knowledge, keeping them more certain about the daily tasks that need to be fulfilled and confident about the true interests of the organization that is providing these formations, inserted in a win-win situation. It is implied that the more people know, more questions they have, whether placed on an organizational climate or at a more personal level and that is growth. So, following that line of thinking, it can be assumed that a worker will want to keep working in an organization that provides growth opportunities.

Main answers
"It is reflected in the short term. The moment we accept the training, the employee feels valued and that we are investing in their development. In the medium term, it is reflected because they realize that there is a serious concern in their evolution as a person. Not just an evolution in salary or duties, but an investment in their development as an individual, in accordance with the training." CTF
"Yes, I think it is important to keep employees motivated in what they do and give them tools and development opportunities within their role and their interests." GSK
"It is clearly reflected. We have a turnover rate of less than 1%." ABBVIE

Table 18 - Continuous Formation 2
Source: Self Elaboration

3.2.6. "Does the company worry about creating strategies to captivate the workers long-term?"

Defined long-term strategies of captivation weren't referred by any of the interviewed organizations. However, the attention given to the needs of each employee, the importance of recognition towards them and the focus of all companies in lifelong learning can all be considered as long-term captivation strategies.

Main answers
"Yes, there is a recognition we do every year connected with antiquity. The prices can be an engrave or a portrait of the person himself, a voucher to a nice restaurant, one salary or two salaries, regarding the years in the organization. In addition to that, we follow up on whether people are motivated and when we feel that they are not, we try to see what can be done. Sometimes we can't do it vertically, but it can always be assigned more responsibility, a new job title and all this together with a new salary package." GRÜNENTHAL

"We are constantly thinking about that. We try to understand people's feedback, how they feel in the company, if we could improve something, if it made sense for that person to change something in their role or department. We are always available to listen and improve, so it's never considered that there is nothing to be improved, there always is. As a company, a leader, a worker." CTF

Table 19 - Long-term Strategies
Source: Self Elaboration

3.2.7. "No opportunity for the employee to grow inside the company is, in your opinion, a valid reason to look for other jobs?"

All organizations agreed that not having an opportunity to grow inside the company is a valid reason to search other opportunities. However, climbing the career ladder can be the most important thing to one person as it can be the last thing on others mind, giving more importance to other details of the daily working life. With the market expansion and the facilities that applications such as Linkedin provide, it is now a lot easier to have an available job to which we can apply in a few moments.

Main answers
"What happens nowadays is that we are in a highly dynamic market, in global terms, in which if the person is not well within the organization, is not compensated, does not have an orientation at the level of well-being, for example, the person will change company. You may even have equal conditions but want to go to another environment. We, fortunately, are able to offer a very robust range of conditions that allow people a security of continuity." CISCO
"Growth is not only salary or function related. If people don't feel that the company cares about their personal growth, with their well-being, flexible working hours, not working overtime and not only having departmental evolutions, then yes, these are more than valid reasons to change company." CTF

Table 20 - Growing Opportunity
Source: Self Elaboration

3.2.8. "When there exists the exchange of organizations at the initiative of the worker, is the investment made considered a waste or is there a monetization mechanism?"

Turning people more capacitated and capable of doing their daily tasks at work is an added value to any organization. If it happens that, for some reason, an employee makes the decision of leaving its company and begin working in another project, what is essential is that the reasons of this exchange are ascertained and taken into consideration.

Also, and as ascertained by one of the interviewed organizations, an individual that enters a new company and exceeds at his tasks, takes the name of the prior workplace with him and so their reputation will only have to gain with this situation.

Main answers
"It is part of GSK policy and culture to invest in people's formation, helping them become more capable and motivated. Because of this it is never considered a waste. Actually, these changes are part of the market logic. That investment has been already monetized while the employee used the acquired knowledge at the organizations service." GSK
"We always do exit interviews, it's part of the practice. And the investment is not a waste. Everything contribution to the training, growth and development of human beings is never wasted. Therefore, if someone through the experience they had as an Abbvie collaborator, grew as a professional and as a person, this can never be seen as a waste. It is always a two-way contribution." ABBVIE
"We had a departure recently and that was not a waste because the success of that person in another company can also be our success. This person learned here, we were also a school. We invested in her, she learned with us, evolved professionally and had the opportunity to go to a project that, for her, is a professional evolution. She will always be an ambassador to our organization because of the experiences she lived here, the things she learned and so on. For us, that person being successful in the future is also a success." CTF

Table 21 - Exchange of Organizations
Source: Self Elaboration

3.2.9. "How is the employee evaluated by the organization? And in which periods?"

The different interviewed organizations end up having workers performing a lot of distinct roles which makes it hard to have settled equal evaluation standards for all.

With that said, the companies and the workers set their annual objectives, collaborative. When the evaluation moment comes, those results are cleared. The main way in which these results are ascertained is by the direct manager, that has been following the process throughout that same year.

Main answers
"The assessment is done on a continuous level and is evaluated depending on the function the person is in. It depends a lot on the objectives of each of the functions. There is no set of skills that is transversal to all workers." CISCO
"We evaluate all employees every year, by the end of February. The form is to look at those objectives defined annually and then we can see if the person is "developing, performing or exceeding." And the evaluation is based on that. Then there is a calibration between all managers to ensure that the evaluations are fair across the board. In other words, there is no space for a manager who is very nice and gives "exceeding" to everyone and another who is very demanding and gives "developing" to everyone." GRÜNENTHAL
"There is a "My Plan", where the individual and the corporative objectives are defined, in the end of each year, followed closely by the manager." GSK

Table 22 - Evaluation Terms 1
Source: Self Elaboration

3.2.10. "Does the worker have access to the evaluation criteria?"

As referred in the previous question, the companies and the employees set their annual goals together, so it can be assumed that all included parts of the process are fully aware of the evaluation criteria. This way, the focus given by the employees to the right tasks will be aligned with the focuses of the organization. It becomes easier to

provide the workers with the right tools with this knowledge, expecting better results and less surprises.

Summarizing, it can be affirmed that an open communication about the goals of the involved parts can contribute positively to final results and it's an important factor to have into consideration in every organization, as it doesn't need any investment.

Main answers
"In the departments with very specific Key Performance Indicators, yes, they have access to the criteria." CTF
"After the criteria are set by both parts, there is an "objective meeting" to make sure employees are accomplishing what it was set. The managers add a comment about these, and the employee has access to it. There is also another tool, in which the employees can fill a survey where feedback about the managers can be shared in a confidential way. This is a very powerful tool for both managers, to identify the areas of improvement and also for employees to share their view." GSK
"After the evaluation, there are feedback reunions with the employees, where the results are transmitted and explained, pointing which are the strong points and the ones that should be worked on, as the goals for the new year starting." GRÜNENTHAL

Table 23 - Evaluation Terms 2
Source: Self Elaboration

3.2.11. "If required by the employees, is it possible to have a re-evaluation? Meaning, is the worker free to complain and defend its "grade"?"

Following the information gathered in tables 22 and 23, it is logical that this organizations don't use a "grade" system. As the particulars about the individual's performance are shared directly by the manager, so are the complaints about it. However, to prevent unfairness, these organizations make sure that other parts are involved in the process.

Main answers

"There are no grades set. The results are shared in a conversation with the manager. Rather than that, there is a "Speek Up", that is a channel where the employees can send their complains about our code of conduct, informing the company that they aren't feeling comfortable, or they are concerned about a certain topic. This is treated in a confidential way by our global team." GSK
"It was never a question. If an employee comes to us and says they don't think the evaluation is fair, we'll have to figure out what's going on." GRÜNENTHAL
"I have no knowledge in this regard. As far as I know, there is no revaluation." CISCO

Table 24 – Revaluation
Source: Self Elaboration

The labor market is changing in a rhythm that is hard to keep up, becoming dynamic and less selfish, with the acknowledge that if the workers and the organization work as one it won't only benefit one but both. This means that the employees will be working motivated and happy, not only expecting their pay day and the company will see those employees as an important asset and not as easily replaceable.

Also adapting to this highly competitive market are the organizations mindsets. Some realizing the added values these changes can actually provide and others because they don't want to be left behind.

The employees have migrated to the center of every organization focus. It can be affirmed that it is cheaper and more profitable to keep an employee inside the organization even in a different position than letting them go and hire another, having to go through the whole process again.

So, it is very important that every objective, either corporative or individual, is shared through open communication. This way, the organization can provide the necessary tools to the employee such as the right formation, learning through different departments and from different colleagues, which increases the individual's general knowledge, the trust in the companies' good intentions, motivation, and results. The company which is providing these tools ends up creating a wildly versatile employee, with diagonal know-how, that can assist in much more than his original field.

Furthermore, having an employee evaluation concerning their results and personal growth is crucial to the individual and to the company. Although, no standardized career development program or even evaluation standards will be enough to the diversity of individuals. That said, the challenges with personalized development and evaluation plans will be much difficult yet adapted to each one.

Making the most of the employees that are already inserted in the organization, those who know the culture from inside and certain habits, with formation that suits them and the company, the internal cycle can keep moving, lowering the turnover rates.

That doesn't mean that new hirings wouldn't take place, on the contrary. With better trained workers, results will eventually show themselves and the company ends up growing.

3.3. Dimension C – "Safety regarding their work situation"

The need of feeling safe is critical to every situation in a normal day to day of all human beings. Work, as it is such a huge part of these days, is no different. So, in this understanding, it is extremely important that organizations make their workers feel safe inside the environment.
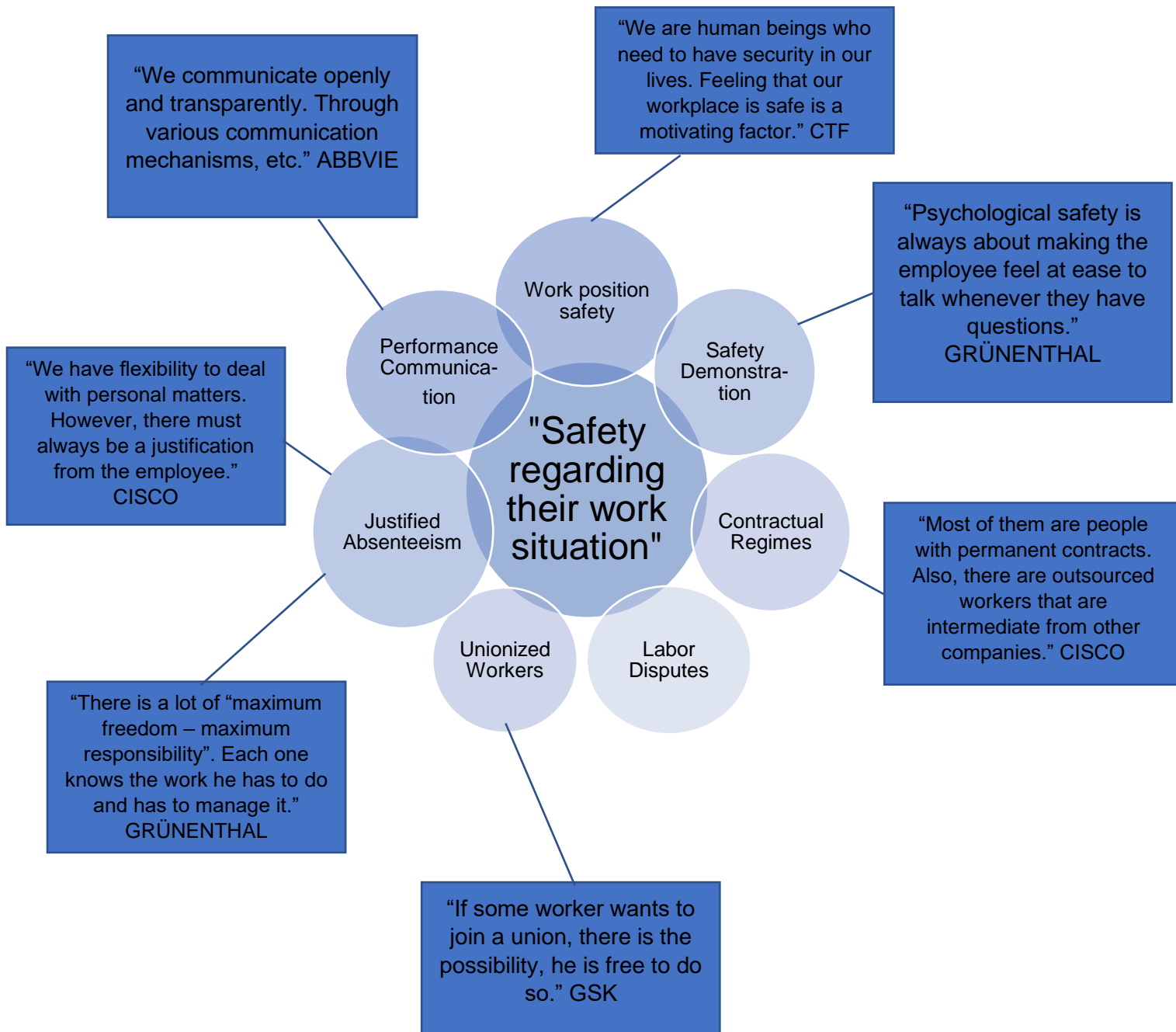
Figure 16 - Dimension C: Safety regarding their work situation
Source: Self Elaboration

3.3.1. "Do you agree that the safety of the work position is an essential factor for the stability and consequent motivation of the employees?"

All interviewed organizations share the same opinion, that people need to feel safe in all life situations to feel comfortable and work isn't an exception. Concerning the employer branding studies, if emotional engagement exists between both parts, ends up providing confidence, freedom, and well-being.

Main answers
"People know that the company will do everything to preserve their jobs and when it doesn't, it's because there is no other way. In other words, the company only resorts to restructuring when there is no other solution. I think people don't think about this on a daily basis and are focused on what they are going to do today, next week, next month, next quarter, next year and that is the focus." ABBVIE
"I agree completely. We are human beings who need to have security in our lives. Feeling that our workplace is safe is a motivating factor. However, security doesn't mean that you don't have to show results." CTF

Table 25 - Work Position Safety
Source: Self Elaboration

3.3.2. "How does your organization demonstrate that safety to the worker?"

Throughout these conversations with the organizations, it became clear that they are more attentive to these issues. Furthermore, this companies are realizing that this safety feeling depends on a lot of factors, one of them being the employee personality, which doesn't depend on their work as an organization. However, if employer branding techniques are used, in the long run, the employee's personality will be related to the companies' values and safety will emerge.

In addition, sharing the allowed and important information about the company with the employees, being them the first to know, will turn this relationship into a trust based on, which will provide immediately a safety sensation, necessary also with leaders and colleagues.

Main answers
"As a small company, all the workers have access to the information. We don't have a hierarchical structure and people have access to everything that happens in the company, projects, company objectives, results, etc. Having all the information, we think it's one of the factors for people to feel safe at work." CTF
"The "mother house" has been doing trainings about psychological safety, more for managers. And we've been talking a lot about it, people who feel safe in their work will naturally be more productive. Psychological safety is always about making the employee feel at ease to talk whenever they have questions. And to feel that they are an integral part of what they are doing. To feel that their opinion is validated and can be expressed." GRÜNENTHAL

Table 26 - Safety Demonstration
Source: Self Elaboration

3.3.3. "Which are the dominant contractual regimes?"

Permanent, open-ended, and full-time contracts are the dominant regime in all interviewed organizations.

Main answers
"We only have permanent contracts." ABBVIE
"Open-ended contracts." CTF
"Most of them are people with permanent contracts. Also, there are outsourced workers that are intermediate from other companies." CISCO
"Full-time contracts are the dominant ones. There is a lot of flexibility, per example, if I am taking a course, I can agree with my manager and start working earlier, so I can take the classes." GSK
"Open-ended contracts." GRÜNENTHAL

Table 27 - Contractual Regimes
Source: Self Elaboration

3.3.4. "Are there any labor disputes?"

All the interviewed individuals affirmed that either there were no labor disputes or that they had no information about that issue.

3.3.5. "Do you have unionized workers? If yes, how is the relation with the unions managed?"

There are no unionized workers in any of the interviewed companies.

Main answers
"If some worker wants to join a union, there is the possibility, he is free to do so." GSK

Table 28 - Unionized workers
Source: Self Elaboration

3.3.6. "How does the organization manage the employee's justified absenteeism?"

The organizations in consideration are adapted and able to provide their employees with flexible schedules. That's why, having a doctor's appointment or some issue with their children's being taken care of in labor hours it's possible. In general, as long as this absence can be justified and the daily, weekly or monthly objectives are achieved there is no trouble.

Main answers
"Within GSK we have a flexible culture of work, there are no big issue in that sense. There are flexible hours. If I'm sick but I'm able to work from home, that's ok. If I'm sick and I can't work at all, if a have a medical justification, that's also ok, obviously." GSK
"We manage it well. If the person does their job, there is no problem. Many times, people need to deal with some personal problem, go to consultations and for the organization there is no problem, as long as the work appears to be done, as long as the responsibility exists." CTF

"We have flexible working hours. It depends on manager to manager but for instance, I don't have to tell my manager when I will go to the doctor. He trusts me to go to the doctor and if I have work to do afterwards, I will do it. I have flexible working hours, with all the benefits and issues that entails." GRÜNENTHAL
"We don't have absenteeism." ABBVIE
"When an employee needs to be absent, he must justify that absence. We have flexibility to deal with personal matters. However, there must always be a justification from the employee. It is all managed between the employee and their manager." CISCO

Table 29 - Justified Absenteeism
Source: Self Elaboration

3.3.7. "In which ways does the company communicates its performance to the workers?"

In smaller or local organizations, this transmission of information is done on a conversation between the involved parts. Other means are also used as newsletters or emails.

In bigger scenarios, the results are actually published and shared with the general public. Directorates, emails, newsletters and meetings are also used in this matter, however not necessary. They are used to make the employee feel like the achievements are also theirs.

Main answers
"We communicate openly and transparently. Through various communication mechanisms, such as quarterly newsletters, through departmental directorates. Using all available tools." ABBVIE
"Cisco's results are public so anyone in the world can access the results." CISCO
"The "mother house", at the end of each cycle, communicates how we are doing and the values, what we have achieved and what we have not achieved. Locally, we do the same. Then we go through every single medicine at time, showing to the delegates what has been done." GRÜNENTHAL
"In the same way as we share other information, as said before." CTF

"As a publicly quoted company, our results are public. The global results are actually sent quarterly by email, by the global team communication. Locally, we also have our "Let's Talk", where we share the performances of the local team, and we have meetings whenever is needed. Furthermore, the delegates need to be always on top of their sales so, we share results to adapt and create strategies monthly." GSK

Table 30 - Performance Communication
Source: Self Elaboration

A huge part of people's lives is spent working. As in other issues of our lives, not feeling safe brings other bad feelings, that will eventually be linked with a certain situation, place, object, or person.

In organizations, every involved part is searching and fighting to achieve certain stipulated goals and it is crucial that the individual is secure in its own working position, being validated and acknowledge for his work, entitled to all essential information. If this does not happen, eventually a feeling of not belonging will be developed.

This security can be assured with small gestures such as not questioning the employee all the time about the work that is being done, giving them more freedom to make their own decisions, in this "maximum freedom – maximum responsibility" logic. And, once more, communication is very important. Having all necessary information and feeling safe to talk to managers and colleagues about all situations.

3.4. Dimension D – "Positive balance between work and personal life"

Nowadays, some organizations, mainly the ones which have the resources to develop their own internal research, learned to turn their attention to objectives and results rather than labor hours or restrict schedules.

Ultimately, these changes have good consequences towards the personal and social life of these workers, who have freedom to adjust the little time left in the day in a better away.

"In addition to the health insurance extendable to the whole family, as we talked before, we also have a support program for high school or university graduates with economic needs, which internally is also used by the worker itself or her/his children." GSK

"There is no need to work 10 hours. The curve is even in the other way around." GRÜNENTHAL

"It's the daily 8 hours. However, the entering, lunch and leaving hours are flexible." CISCO

"In the initiative that we developed to plant a tree and reforest a part of Portugal, families are involved. When possible, family and friends are invited in certain activities." CTF

"We implemented a project that's "Performance with choice" where people have the flexibility of working from home or from the office." GSK

"The issue of working 4 days plus Friday morning, so that people can have a longer weekend is one of the strategies and we find it very important. Also, we give an extra 2 days of vacation, and our employees can take them whenever they want." CFT

"People work 37h30m a week, but we work by objectives and not by the hour." ABBVIE

Benefits/ Activities for the families

Productivity

Flexible work shcedules

Employees family's involvement

"Positive balance between work and personal life"

Telecommuting

Strategies to a healthy balance

Working hours

Personal and social life wheight on professional performance

Activity outside the daily schedule

Extraordi-nary hours

"Sometimes it happens because there are some conferences at the weekend. When it does, the colleagues who go are rewarded for it." GRÜNENTHAL

"A balanced between life and work is key. All the dimensions of one's life may have an impact on the others, that is, decreasing that balance will naturally have an impact on motivation and all this management must be very individualized." ABBVIE

"As long as I deliver, it will depend on me to organize my work." CISCO

"It happens sometimes but the employees are always paid for it." GRÜNENTHAL

Figure 17 - Dimension D: Career Development
Source: Self Elaboration

104

3.4.1. "In your opinion, is productivity directly linked to the number of labor hours?"

All interviewed organizations stated that productivity is not directly linked to the number of labor hours and that, in fact, it can be the contrary, as concentration is only present for a reduced time.

Nevertheless, the key to work less hours and do the same number of tasks is management. Looking at which tasks must be taken care of, choosing which ones should be done depending on the time of the day, the fatigue level, the urgency and other aspects.

Main answers
"Not really. It's not based on how many hours who spend doing it, it's more how we do it." GSK
"Not necessarily. The productive person is the person who is focused, motivate and the person who delivers. Productivity does not mean long hours. In short, productivity has nothing to do with the number of hours. Now, if you are a highly productive person and you work a lot of hours, it's normal that productivity increases. However, I would say that it is not necessarily related." CISCO
"Not exactly. It is necessary to know how to manage it. There is no need to work 10 hours. The curve is even in the other way around." GRÜNENTHAL

Table 31 – Productivity
Source: Self Elaboration

3.4.2. "Which is the company's position towards flexible work schedules?"

In all cases, the number of working hours is stipulated in advance.

Despite that, the padrone that was found is that the employee needs to comply with those hours of work but can manage them as he wishes. If a necessity exists to get to the organization a little bit latter, there is no problem because those hours can be compensated in the afternoon.

Main answers

"Our working hours are defined in the employment contract. People work 37h30m a week, but we work by objectives and not by the hour. Therefore, what matters is the achievement of these. People have the freedom to manage their time according to their commitments." ABBVIE
"We have a stipulated timetable, which in our company is important as we work with the client, with trainees who need to know how they can get to the providers and the collaborators. However, we are flexible, as long as the work is done." CTF
"It's the daily 8 hours. However, the entering, lunch and leaving hours are flexible." CISCO
"We have flexible working hours. With the delegates it really makes a lot of sense since, sometimes, they can only be with the doctors at the end of the day. Nevertheless, this has advantages and disadvantages." GRÜNENTHAL
"A very important part of our organization are the medical delegates, and their schedules are aligned with the clients' schedules. For the rest, those who work from the office, it's 8 hours per day. However, if we need to arrive a little latter there is no problem, instead of leaving at 5pm, we leave at 6pm. On Fridays, we always end up working at 3pm, so people work 37 hours per week." GSK

Table 32 - Flexible work schedules
Source: Self Elaboration

3.4.3. "What is the organizations vision regarding telecommuting?"

Since the beginning of the pandemic, a lot of organizations were forced into changing their working ways so that they wouldn't have to close completely. The ones capable of managing this change would provide their employees with the necessary means and decide if their presence was even necessary in the office for one or two days of the weak.

This system that was thought to be years away from our reality, in particular the Portuguese one, was forced on us by an external factor. However, after interviewing these organizations, it can be assumed that all of these will stick with this type of reality, at list in a hybrid way.

If a balance is found, teleworking can be used as an advantage. It will result into employees with less travel expenses and with more time to manage daily tasks, which eventually will decrease levels of stress and make happier workers. Going to the office

is still important, it is necessary to continue nurturing the relationships between colleagues and managers, being able to have brainstorm meetings and collaboration.

It is expected that the companies, that have the possibility considering the industry they are inserted, turn their work into hybrid, at least. As long as the results keep appearing, it brings advantages to both parts involved.

Main answers
"Before the pandemic, I was already working 85% of my time from home. The remaining 15% I would go to the office or to events with universities. So, we have the tools to work from home and all the tools in terms of equipment and well-being. There are functions that will have to go to the office more than others. Nevertheless, human contact is crucial to foster the sharing of ideas, teamwork, collaboration and so on, but we work very well from home." CISCO
"As a result of the pandemic, we implemented a project that's "Performance with choice" where people have the flexibility of working from home or from the office. What is advised is that people come at least two days to the office, so there is more interactivity. However, this is no obligation, it's really the employee's choice." GSK
"First of all, even before the pandemic we always had a very flexible approach to work and people would stay at home if needed or if preferred. For now, we are not implementing any specific policy related to teleworking. Our matrix working model thrives a lot on interaction and 90% of our employees do not want to stay home." ABBVIE
"We agree with hybrid working, however, according to the functions that are performed here in the company we couldn't have everyone telecommuting constantly. Nevertheless, if any worker needs to stay at home for a week, there is no problem." CTF
"Delegates don't have telework. They have no office space. They do their work at home, in the car an in the hospitals. In terms of the people in the offices, we implemented the hybrid working model and the idea is to keep it. It allows us to exchange ideas with colleagues in the office, but it also allows us to have more management of our personal life and we save on travel time as well." GRÜNENTHAL

Table 33 – Telecommuting
Source: Self Elaboration

3.4.4. "In average, how many week hours do your employee's work?"

Most organizations with which we had a conversation assumed that their employees work 40 hours, what's regular in the Portuguese reality.

Main answers
"The daily 8 hours. On Fridays, we always end up working at 3pm, so people work 37 hours per week." GSK
"People work 37h30m a week, but we work by objectives and not by the hour." ABBVIE
"40h of work per week. Normal working hours – 8h. Minimum work period – 6, maximum – 10. Flexible component compensation must be applied by the end of the month." GRÜNENTHAL

Table 34 - Working hours per week
Source: Self Elaboration

3.4.5. "Does the company promote extraordinary hours?"

None of the organizations promote extraordinary hours. However, sometimes this is unavoidable due a big workflow or to external factors to the regular work, such as conferences, events, or conventions, between others.

When this happens, the employees are rewarded. The forms of reward can vary depending on the company. What these organizations shared was that it can be monetary rewards, those used days being added to the holiday period or taken in the next week.

Main answers
"No. Sometimes it happens because there are some conferences at the weekend. When it does, the colleagues who go are rewarded for it." GRÜNENTHAL
"The company doesn't promote it. However, there is flexibility to start working at 4am and finish it still by morning. Can happen being extremely necessary to do extraordinary hours, or because the work volume is big or because the person itself couldn't manage it, it is that workers responsibility. When there is a weekend event, those days are compensated." GSK

3.4.6. "Do the workers carry out their activity outside the officially daily schedule?"

Normally and taking into consideration the example of these companies, workers don't carry their activity outside the officially daily schedule. However, with the overview of work changing, giving more attention to achieving goals rather than working hours, individuals may have to do a meticulous management of their time.

It can happen that is necessary to work more hours in a week and in the next one, not so much. It can also be an employee's choice, as one is more productive at night or in the early morning.

Main answers
"There are employees who exercise. That also depends on the flexibility that the company gives. As long as I deliver, it will depend on me to organize my work. I don't expect any kind of compensation from the company. When I do it, I can also go during working hours to solve personal problems. As long as we deliver on our side, we are not required to do anything on the company's side." CISCO
"The organization ends up leaving up to the person to figure out how they want to manage their working hours, it doesn't interfere much. One of the points most valued by our staff, as perceived in our surveys, is the flexible work." GSK

Table 36 - Activity outside the daily schedule 1
Source: Self Elaboration

3.4.7. "When it happens, is there any kind of compensation?"

When the need of working outside the officially daily schedule exists on the company's initiative, employees are compensated.

Main answers
"It happens sometimes but the employees are always paid for it." GRÜNENTHAL

Table 37 - Activity outside the daily schedule 2
Source: Self Elaboration

3.4.8. "What weight do you think the quality of an individual's personal and social life has on the professional performance?"

Individuals spend an enormous amount of their everyday time performing tasks, either inserted in their jobs or in their personal life. Quality of life can be understood as having a good balance between these two and it's only possible if the company can understand the workers needs towards their personal and social life. When someone isn't experiencing a good period in any of these parts of life, it will end up being demonstrated on the other side.

Having this into consideration, in a way that the organization can make the employees life more balanced and easier, will bring happiness, motivation and ultimately better results. These measures need to be inserted in the organizations culture and policy, so that they can be applied to each worker in an individualized manner by their managers, direction and others singled out for this purpose.

Once again, there is a need for the company to be very attentive to the level of employee satisfaction, in order to work on this balance, always bearing in mind everyone's personal and professional characteristics.

Main answers
"A balanced between life and work is key. All the dimensions of one's life may have an impact on the others, that is, decreasing that balance will naturally have an impact on motivation and all this management must be very individualized. In other words, whether the companies are larger or smaller, everyone has a manager, a direction, which has the responsibility of noticing when people are going through a more difficult moment and try to do everything within reach to seek that balance." ABBVIE

"I would say it's a big burden. Let's see, we are giving our contribution to an organization but then we also feel that the organization contributes to our personal life. As much as we feel passionate about what we do, we end up working to then transpose that into our personal life. If the company gives us good benefits so that we have a good work life balance and we also manage to make good use of our personal life, then of course people will always feel motivated." CISCO

"It cannot be quantified. However, in the conversations that managers have with the employees and in the satisfaction surveys that we do, we feel that it is highly valued by people. They end up feeling more motivated and therefore, more willing to give that extra mile, knowing that they have flexibility to balance their personal and professional schedules, that they have more freedom." GSK

Table 38 - Individual's personal and social life weight on the professional performance
Source: Self Elaboration

3.4.9. "Which are the measures or strategies provided by the company to obtain a healthy balance between personal and professional life of the workers?"

One of the most appreciated measures when it comes to finding this healthy balance is being able to provide the workers with a longer weekend, granting them with a free Friday afternoon or Monday morning. It can be affirmed that this is one of the most popular measures between workers.

Taking care of employee's health with psychology consultations and gym partnerships. Being able to make them feel like they can work from anywhere, which creates a freedom sensation. Individuals do give a lot of importance to the smaller things too, like not having any problem when someone needs to be absent to go to a consultation or to take care of their children.

Main answers
"The issue of working 4 days plus Friday morning, so that people can have a longer weekend is one of the strategies and we find it very important. Also, we give an extra 2 days of vacation, and our employees can take them whenever they want." CFT

"As a result of our "performance with choice" initiative, we had workers who stopped living in Lisbon and moved to alentejo or the north because they don't have to come to the office every day. Also, there is the "check ins", which each manager is advised to do once a month, that is a conversation to understand what can be improved, to understand how the employee feels, their needs and dynamics. We also have a set of platforms aimed at work life balance, in which we have lectures, courses, recommendations and the opportunity to be accompanied, anonymously, by psychology professionals or others, if necessary." GSK
"Free psychology consultations, flexible working hours, hybrid working hours, facilities for absence during consultations and exams. Wellness and wellbeing group. On a global level, the promotion of activities such as gymnastics at work, healthy cooking, and partnerships with gyms." GRÜNENTHAL
"Since the beginning of the pandemic, there is an initiative "Day for Me", that is basically an extra day on the top of the holidays we have. Sometimes, it may be Mondays or Fridays and we end up with a longer weekend. We have another initiative "Time to Give", which are 5 days a year where we do voluntary work, whether its social or environmental work. We still receive our salary." CISCO

Table 39 - Strategies to a healthy balance between personal and professional life
Source: Self Elaboration

3.4.10. "How does the organization involve the employees' families in its recreational activities?"

Embracing the employees' families in a moderated way into the organizations culture and activities will provide the individuals inserted in this working atmosphere with a different view of their colleagues, managers, direction, a more humanized side, as they can see each other with their beloved ones.

These initiatives will most likely help with teamwork challenges, developing the sense of mutual help and empathy, ending up creating better relationships between people who work together every day, which is very important and can be much more productive.

Main answers

"In the initiative that we developed to plant a tree and reforest a part of Portugal, families are involved. When possible, family and friends are invited in certain activities." CTF
"The "Family Day", which occurs on Saturdays and families are invited to come, bringing their children to visit the office and do other activities. Also, we are attentive to the family conditions concerning the car we provide. People with 3 or more children have the option of choosing a 7-seater car." ABBVIE
"Before the pandemic, actually near Christmas, the human resources department organized an entire day with activities for the workers children, divided in age groups. If the school is closed, the employee can bring its kid to the office." GSK

Table 40 - Employees' family's involvement
Source: Self Elaboration

3.4.11. "Is there any benefit or activity arranged exclusively for the employees' families? Such as birthday gifts to the kids, merit scholarships, among others."

All the interviewed organizations have, at least, one benefit that is or can be extended to the family of the employee, more particularly, the health insurance. Other than that, there are Christmas presents, school programs to which kids can apply and help with their school materials.

Main answers
"There is an award, that when a worker receives it, can choose to receive a part of it as a student cheque or a nursery school cheque. Also, a part of health insurance. Christmas presents for the children, until they reach the age of 16." GRÜNENTHAL
"In addition to the health insurance extendable to the whole family, as we talked before, we also have a support program for high school or university graduates with economic needs, which internally is also used by the worker itself or her/his children." GSK
"We have a lot of activities. Christmas party for the employees' children and a Christmas basket, which is a gift for the whole family. In the beginning of the school year, we offer the backpack and there are drawing competitions also. For those who are finishing their degrees, there are activities so they can get more familiarized with the world of work." ABBVIE

Table 41 - Benefits/activities for the employees' families
Source: Self Elaboration

All labor sectors have different needs, some demand to have their machines and people working for 24 hours in a row and others may not even need to have physical facilities. It is in this differences that a good balance and management are required.

Organizations and society itself, are coming to the knowledge that labor hours doesn't equal productivity or even results. The curve works the other way around. Flexible work schedules, when it can be applied, can be the secret to higher levels of productivity. This means more responsibility on the employee's shoulders. However, it also means more freedom to deal with personal and social issues.

In the last years the reality has change a lot with the pandemic and what should be a far reality, turned into the fastest solution, telecommuting. It's a matter that still divides opinions, yet most interviewed organizations affirm that have adopted hybrid work. This way, an equilibrium is set between staying at home and going to the office.

Portuguese people work, by law, in average for 40 hours per week. If we do a quick math problem, in which it is understood that a week has 168 hours, we can subtract 56 hours sleeping, 40 hours working plus two hour per day to eat and hygiene, that's a total of 14 hours, which leaves us with 58 hours for tasks, to play with our children our pets, to watch a movie, play a game or go out. With the panorama being directed to objectives this can change, lowering the weekly work hours. Of course, when employees are needed either to events, conferences and others, their presence is expected and required being compensated monetarily or with days off.

All dimensions of one person's life have effect on the others. That said, personal and social life of individuals has a lot of weight in the professional performance. If one is upset about some personal issue probably doesn't feel like going to work and consequently the performance won't be as good as it should. If the organization doesn't provide the employee with personal time, this balance won't be managed as it should, as well. That's why flexible work hours, hybrid working, psychologic support, between other strategies are so appreciated by the workers and are so important, providing the needed balance.

Furthermore, there is little that makes people happier than cherishing our family. Including them in some activities will create a sense of union inside the organization and empathy and mutual help will emerge. Offering some benefits will show the employee how much the company is dedicated to making him feel happy and fulfilled.

3.5. Dimension E – "Positive Work Atmosphere"

In our social and personal lives, we choose the ones whom we get along. When inserted in an organization, that choice is not possible and building a work relationship can be a challenge. Despite that, it is very important that a good atmosphere is created. It helps increase the willingness to go to work and motivation, ultimately making the tasks easier, both as a group and individually.

"It is done through a company-wide announcement saying, "Save the date, etc.". Yet, naturally, there are alerts by the direct management." GRÜNENTHAL

"Above all, the people you work with ends up being the main thing. A good organizational climate ends up being directly linked to several factors such as creativity, motivation, job satisfaction, between others." CISCO

"In addition to that, we have our "Mindfulness room", filled with bamboo walls, massage chairs, fish tanks. When someone needs to relax or be in a more creative environment, they can use that room." GSK

Positive work atmosphere and productivity

Communication measures

Dynamic spaces

"Positive Work Atmosphere"

Positive work atmosphere measures

Team building actions

"For example, someone who is moving to Lisbon and needs help finding a house, our employees help a lot and there is always someone available." CISCO

"We don't have an annual plan of activities, but throughout the year we think of funny dynamics to do all together, to spend quality time with each other." CTF

Figure 18 - Dimension E: "Positive Work Atmosphere
Source: Self Elaboration

3.5.1. "In which ways does a positive work atmosphere influence directly workers productivity?"

All interviewed companies agree that a positive work atmosphere has an enormous influence on the productivity of the workers.

If inserted on a good and healthy environment, individuals are expected to prosper and so is their work, in an independent and in a group situation. This way, it is also anticipated that the weight of going to work every day is less.

To the organization, a positive work atmosphere also brings several advantages, such as the desire of the individual on keep working inside this environment for a longer period.

Main answers
"It influences. Above all, I think that what most influences people's way of being, and working is that they can be themselves. In other words, there is an organizational culture that allows people to be themselves. Only that way, they will be 100% comfortable." ABBVIE
"It influences a lot, obviously. People getting along in the workplace, having a more familiar environment, in our case, has a great impact on productivity. That way, individuals don't feel the weight of leaving home and going to work because they go to a healthy, happy environment." CTF
"People will feel much more motivated being in a better environment. There are better interactions, better collaboration between colleagues and obviously that makes for happiness at work as well.   Above all, the people you work with ends up being the main thing. A good organizational climate ends up being directly linked to several factors such as creativity, motivation, job satisfaction, between others." CISCO
"If the environment is not positive, people can't be focused on their work. A toxic environment, where people don't feel like working, generates much more buzz and lack of concentration." GRÜNENTHAL
"It is a two-way road, in which we must create the conditions for people to feel motivated and then we believe people are much willing to contribute. There are 3 pillars of our human resources policy that help creating a good environment: Be You program, that promotes equity, diversity, and a non-judgmental culture; Feel Good program, that focuses in physical and psychological health; and the Keep Growing program, which is about the development part.   The organization provides workers with all the tools they need to feel good and make their colleagues feel good as well." GSK

Table 42 - Positive work atmosphere and productivity
Source: Self Elaboration

3.5.2. "Are there dynamic living and working spaces in your building? If so, how are they?"

The creation of these dynamic living and working spaces in the organization building is a very important part of any strategy aiming to create a positive work

atmosphere. Spaces should be created having in mind the purpose they were imagined to. So, these spaces should be taken into consideration if the goal is to foster relationships for people to work better together.

Main answers
"In GSK, all workers, including directors, work in open spaces. We also have, obviously, meeting rooms. In addition to that, we have our "Mindfulness room", filled with bamboo walls, massage chairs, fish tanks. When someone needs to relax or be in a more creative environment, they can use that room. Apart, of course, from the gym, table football room, coffee points where there is coffee, tea, fruits. A canteen and an outside deck." GSK
"There are televisions available. A room with a completely different format/layout to stimulate creativity. Cups on the floors to encourage people to meet. Also, the office itself has spaces that we call collaborative spaces where people can chat in a more informal way. Some coffee stations too." ABBVIE
"Yes, there are. Leisure areas, coffee corners, where there are sofas so that you can relax a little more. There are also spaces to play games, like a PlayStation. These spaces end up helping creativity, collaboration and increase networking between colleagues from other teams." CISCO

Table 43 - Dynamic spaces
Source: Self Elaboration

3.5.3. "Does the organization practice team building actions? What is their regularity, and which are they?"

Team building actions help in formation of strong bonds between coworkers, as challenges are purpose to these individuals inserted in different exercises, which will eventually turn teamwork into an easier task.

Main answers
"We don't have an annual plan of activities, but throughout the year we think of funny dynamics to do all together, to spend quality time with each other." CTF
"When team building actions are carried out, it is to enhance teamwork. This is something we don't need to do because people work as a team, and this is clearly a strong point in the organization. We do promote joint celebration activities. And fun activities, involving teams producing videos and doing things but not with the goal of team building. It's with the goal of promoting employee experience and making people feel good, joyful moments." ABBVIE
"Each department has its own budget for targeted actions. On a global level, we carry out team building actions that are more focused on volunteering. We have the "Orange Day", where all employees have a paid day off work to do a volunteering action. Before the pandemic, we tried to do it together." GSK

Table 44 - Team building actions
Source: Self Elaboration

3.5.4. "Are there more measures taken, in addition to those mentioned, to develop a positive work atmosphere?"

Purposing activities to the employees shows that the organization is interested in the well-being of their working life but also in their personal and social interactions. Also, if these measures relate to the culture of the company is a way to integrate new individuals and to keep the others embraced.

Main answers

"There is a great integration, a spirit of help within the company. There is a lot of help from those who already in the company to newcomers, both on a professional and personal level. For example, someone who is moving to Lisbon and needs help finding a house, our employees help a lot and there is always someone available." CISCO
"For example, enroll employees in races. We have picnics and wine tastings. Sports activities. Company events where we do trainings, this year was the Talent Summit." CTF

Table 45 - Positive work atmosphere measures
Source: Self Elaboration

3.5.5. "How does the company communicate these measures and actions to the employees?"

As it was asserted before, communication is one of the most important issues and should be considered a priority to companies, adapting it concerning goals, size of the company, importance of the message, between others.

Being able to create a message that is objective, simple and understandable by all is what is intended. In the case of team building actions, it also should be thrilling.

Main answers
"It is done through a company-wide announcement saying, "Save the date, etc.". Yet, naturally, there are alerts by the direct management." GRÜNENTHAL
"We have the annual meeting where all organization is invited and we a team in charge of contacting the employees and sending the invitations. Normally, the actions are per area, and it is the person or the team organizing this activity who is responsible for informing the rest of the team." GSK
"Everything is transmitted directly and in person and then there is a confirmation email." CTF

Table 46 - Communication measures
Source: Self Elaboration

Positive work atmosphere has a great influence on the productivity of workers, which is directly linked to motivation, one attracts the other.

It can be asserted that a good atmosphere in the workplace has its major and direct influence on teamwork and tasks in which a group is required. Non the less, it can also influence the way individuals look at their job, what they feel about it, especially each one's desire to go to work every day, such as keep working to that organization for a long period of time.

There are dynamic and living spaces that will help in the creation of bonds with coworkers and the organization itself, such as activities that employees will understand as developed to improve their own well-being. The goal is that these workers will not only look to their company as a place of work but as an entity that cares about their needs, about their daily happiness, health, and balance.

If the measures inserted by each organization translates its culture and values, after some time things will end up being effortless such as welcoming new members to the organizational environment and keeping the others engaged and feeling good.

Once more, communication has a major impact in the initiatives. Primarily, how this news reaches people is very important because it will dictate the way they are understood. From there on, the way this news was perceive will also dictate the willingness and attitude with which people face these novelties and consequent activities. It is understood that direct communication is effective, yet it can't be enough regarding the size of the organization. If that's the case, news should be handled inside each department.

3.6. Dimension F – "General Questions"

"When someone is leaving the company voluntarily, we have an exit interview. The objective of this interview is gathering information, that as a company, we must have, that is feedback." GSK

"You have to have will and look at management in general, at strategy, at how that strategy is planned for the medium and long term and the weight that people have in the organization. It is perfectly possible but there needs to be a different mindset." ABBVIE

Turnover reasons

"General Questions"

Measures in companies with less resources

Added value

Pride place in ranking

"There are a lot of companies that have very old policies and mindsets, and benefits end up not being enough. However, it isn't necessary to give huge benefits like some big companies give. It is necessary to have imagination." CISCO

"People's motivation, sense of presence, family and team always translates into higher productivity. In other words, whenever people are happy, well in their place and doing what they like, there are always benefits for the company itself. Like a chain reaction." GRÜNENTHAL

"Not only we care about the final consumer but also with our employees in the same level. Organizations aren't a collection of walls, they are a gathering of people. Mainly, is important that they can feel the company is theirs and not just of their leaders. They can play and active role in the company." CTF
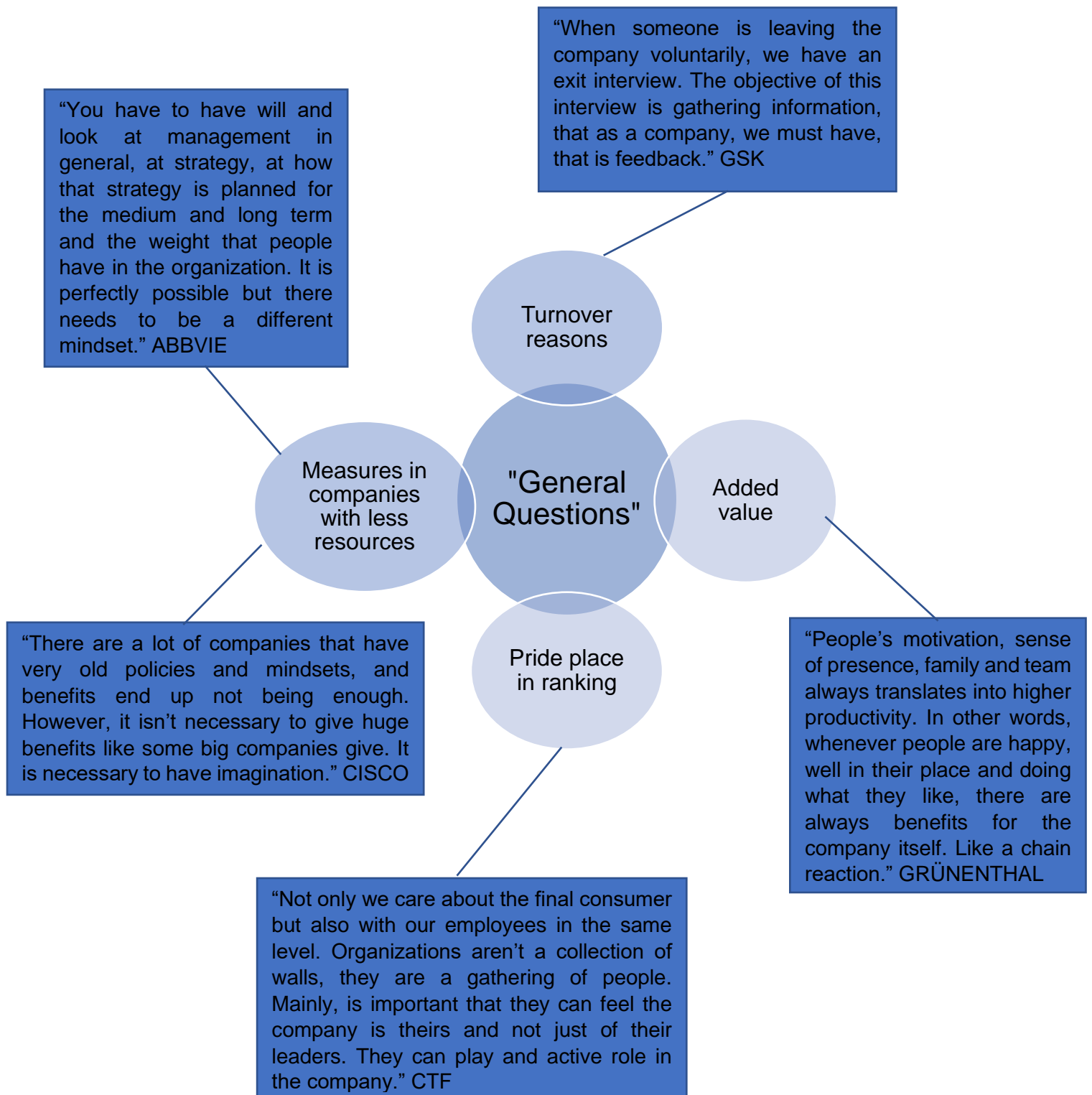
Figure 19 - Dimension F: "General Questions"
Source: Self Elaboration

3.6.1. "Is there an effort in trying to understand the reasons that lead a worker to trade your organization for other?"

Feedback is a very important tool for organizations in a lot of situations but especially when a worker decides to leave it by choice. If a worker exchanges a company for another, it is necessary to understand why that is happening to act concerning those reasons. Providing the better conditions possible to obtain the so wanted long lasting relationships between intervenient.

Main answers
"Yes. Normally, we always have an exit interview, where we ask what went well, less well, what can be improve, etc." GRÜNENTHAL
"Yes. We don't have much experience in that sense but when it happened, we had that concern. Understanding the reasons for that departure is important, obviously." CTF
"Yes. When someone is leaving the company voluntarily, we have an exit interview. The objective of this interview is gathering information, that as a company, we must have, that is feedback. You never know when you are going to meet again, in another organization, another project. Is important for the company to know the reason why the employee is leaving, how it felt in the company but also to understand what can be improved, for people that are staying." GSK

Table 47 – Turnover reasons
Source: Self Elaboration

3.6.2. "In general, what added value these measures bring, inserted in your business policies, that turn your organization better comparing to others?"

Motivation is one of the key words. Being able to balance the goals that the organization presents with the goals of each individual motivates the employees and makes them think about the company not only as an employer. As organizations understand that the most important added value brought by all measures is motivation, they also understand that motivation creates high levels of productivity.

Main answers
"Everything we implement is to serve the people who on the other hand serve the organization. What I believe is that we have all the right people to achieve our ambition. To be able to make a difference in the lives of the patients we serve, because that is what we work for every day, to have a positive impact on the sustainability of the health system in Portugal, to ensure that innovative medicines reach Portuguese patients. We believe we have the right people to do this and perhaps having the right people is a result of the way they feel in the organization. We always have very ambitious goals, but we manage to get people to do as much as they can and to feel that the goals are their own." ABBVIE
"If we have motivated people with good productivity, it will skew the company's results. Therefore, a company is made of people, people make the organization. If people are motivated, satisfied, and productive, that will link directly with the company's results, which will lead to the company's success globally." CISCO
"People's motivation, sense of presence, family and team always translates into higher productivity. In other words, whenever people are happy, well in their place and doing what they like, there are always benefits for the company itself. Like a chain reaction." GRÜNENTHAL

Table 48 - Added value
Source: Self Elaboration

3.6.3. "Why do you deserve being in a pride place in the ranking of best Portuguese companies to work?"

Some companies are determined to present and apply strategies and measures that are able to give a new perspective to others and effectively change the Portuguese business environment.

Like as it should be, taking as an example the organizations, which have the better results, that have a corporative identity and brand image that stands out, which endomarketing programs, organizational climate and other motivational factors are taken into consideration so their employees want to keep working for them in the long run, is the beginning for the others that want to improve. Giving the best conditions to the internal public is also providing the best service for the external one.

Main answers
"GSK is new in the Portuguese environment, and I think that the people are very happy to work with us because of the purpose and culture of the company but also, they love working with their colleagues. The collaboration among different areas and colleagues is what people are really happy about. As a health care organization, we care about our patients. But we couldn't care about our patients, without caring about our employees and that's part of the culture." GSK
"I think I have answered for everything that has been said. But if I had to identify just one aspect, I would say that is the identification that people have with the purpose of the organization. This identification is completely embodied in the level of engagement, in the level of motivation, in the identification that people have with the organization, and this is what contributes the most." ABBVIE
"We spend a lot of our lives working. If we don't feel happy and well, nothing in our lives will really be right. We have that concern, that people feel good here with us, that they are happy at work, that they can evolve personally and professionally, that they can feel at home and that we can grow together. This is a genuine concern. Not only we care about the final consumer but also with our employees in the same level. Organizations aren't a collection of walls, they are a gathering of people. Mainly, is important that they can feel the company is theirs and not just of their leaders. They can play and active role in the company." CTF
"In addition to all the measures I have already spoken about, there is also this concern for improvement. There is always a search for what we can do better so that employees continue to be motivated and want to be with us. I think that this issue of always looking for what to do, more and more. And communication is also extremely important." GRÜNENTHAL
"I think our conversations sums it up. After all the measures, I think it's obvious and I don't have nothing else to ad." CISCO

Table 49 - Pride place in ranking
Source: Self Elaboration

3.6.4. "In which ways some of your strategies and measures could be implemented in companies with less resources?"

It can be assumed that having well stablished values and culture is the first step, that way the attention won't go in different directions. Then, a change of mindset, imagination, innovation, focus and truly caring about the people that provide for the company. Using communication to understand in which ways things can be improved, what has to be changed, individual goals and how they can be inserted and mingled with corporative goals.

A daily happy and healthy environment can be worth more than some benefits and rewards. Non undoing, when people deserve it, they should be rewarded but the quality of the day to day has a lot of weight.

It can all begin by simple things as having a volunteering day, a day to have a snack all together, some activity requiring teamwork, letting people take a Friday afternoon once a month, between others. All these activities should be studied, so it can be understood if they are providing the results that were expected.

Main answers
"We started the company a short time ago and with few resources and from the beginning we have done team buildings, activities that cost almost nothing. Sometimes you just have to be creative to be able to go a little outside the box and motivate the employees. It's not only the salary that is important, is everything else such as good atmosphere, not having too much pressure, not always feeling controlled. Financial resources aren't necessary to do this but will and focus are." CTF
"I think that is mainly about mindset. There are a lot of small things that can make a change like helping the other, your colleagues, liking what you do. Those small things can make a difference. I don't want to say that the economical part isn't important because it is a lot. However, there are a lot of things and actions that can be done and that comes from mindset changes, come from the company's culture." GSK
"With covid, organizations have an opportunity that otherwise would only be possible in 5 or 10 years of giving more quality of life to their employees and in the surface, that doesn't cost a thing. There are a lot of companies that have very old policies and mindsets, and benefits end up not being enough. However, it isn't necessary to give huge benefits like some big companies give. It is necessary to have imagination." CISCO
"Feedback is the cheapest and easiest form of motivation. That is, if we can give constant feedback to people and motivate them it is very easy. Then we have team building actions that don't need to cost that much. We even did some coffee and connects which I was responsible for. Or every week an employee brings a cake to share. There are things that people do with pleasure, and everyone is happy. There are easy things, and you don't need a lot of money. This feedback and motivation thing is very important. The feedback itself and the way you give it and the way you manage the team, sometimes brings much more motivation than any team building and gift we can give." GRÜNENTHAL
"Obviously we have some benefits and measures that require investment and some companies with fewer resources will have more difficulties but above all, the mindset of how we look at people, how we involve them, how we make the business happen can be implemented in any company. You have to have will and look at management in general, at strategy, at how that strategy is planned for the medium and long term and the weight that people have in the organization. It is perfectly possible but there needs to be a different mindset." ABBVIE

Table 50 - Measures in companies with less resources
Source: Self Elaboration

The interviewed organizations were able to get the best places in the "2021's Best Workplace in Portugal" ranking. It can be understood that they give a lot of value to their human resources and their turnover rates are very low.

It can be assumed that communication is a matter to give attention to, as a lot of attention is given to feedback. To provide better working conditions to those who remain working for the organization and the ones who are coming, an exit interview is a good strategy.

Organizations can't work without human resources and individuals like to be appreciated. Perhaps, some workers won't mind giving more to receive more. That's why an individualized treatment is required in order to understand what are these person needs and expectations, combined with the company's needs.

In order to get to the point where this is possible, a straight and stablished culture and values are needed. Once this is done, strategies have to be created to improve in each opportunity.

4. Conclusions

Concerning the research goals stablished on Table 2, it can be considered that they have been achieved. Yet, in order to clarify the conclusions, they were divided in the dimensions that were studied before.

Referring to the 1st specific goal – "Verify if the knowledge of organizational communication can bring helpful tools to companies and their relationship with employees." – several tools were referred by the interviewed organizations in all dimensions and stated to affect positively all intervenient.

The 2nd specific goal – "Comprehend and imply that there are alternative structures that can be used by any type and any size company, inserting a feeling of belonging from the employees towards the organization." – shows itself by the diversity of companies interviewed and the number of employees each one has.

Additionally, in each dimension it can also be stated that there are initiatives pursued by the organizations that are low maintenance and others that require more financial commitment.

Concerning the 3rd specific goal – "Identify the barriers that can put a curb on the development of the communication." – it can be stated that in all dimensions barriers were identified concerning communication. More than that, solutions to those barriers were discussed and mentioned.

Speaking of the stated general goal, – "Understand how the adaptation of alternative structures in companies, based on organizational communication knowledge, can be helpful in building long lasting relationships inserted in the organizational climate. – it was assumed by all interviewed organizations that turning the focus to the employees, supported by personalized and alternative structures, increases motivation, which brings productivity and ultimately, better results.

Main Conclusions	
Dimension A – "Salary Conditions and Other Benefits"	• Corporative image tops the sense of competition, bringing all the involved parts closer, taken into consideration the process and the ones that depend on it.

	• A good salary and monetary rewards aren't replaced, however a change of paradigm is happening with candidates and employees looking for equal values.
	• A transparent corporative image and a search for identity in the first place, will eventually turn the recruitment process easier and the organizations surrounded by the right stakeholders.
	• Communication becomes important in this dimension mainly when there is a need to meet the objectives each of the intervenient.
Dimension B – "Career Development"	• The acknowledgment that the company and the employee have to work as one.
	• An urgent adaptation of mindset is necessary for organizations not to be left behind and this change is focused on creating the right conditions to the workers.
	• Companies need to put the employee in the center, providing them with information through an open communication and with the right tools so that each one of them have diagonal know-how, becoming versatile.
	• Personalized development plans, the internal cycle can keep moving, lowering the turnover

	rates and maintaining workers motivated. • Transparent communication.
Dimension C – "Safety regarding their work situation"	• A feeling of secureness is essential so people can have a good mental state to work towards the stipulated goals. • Small gestures are very important to be able to provide employees with this feeling. Communication, again, is an essential tool as people should feel they are informed and involved. • In the last years and with the newest ways of work, "maximum freedom – maximum responsibility" logic has been used. The level of trust in this process has to be elevated and so, a sense of security is also assured.
Dimension D – "Positive balance between work and professional life"	• It is essential to think that all dimensions of one person's life have effect on the others and so, it is necessary that organizations find strategies to provide workers with the best balance level possible. • Flexible work hours, hybrid working, psychological support, between others. • Having the indicated communication tools. • Including the employees' families in some of the corporative

	activities can be a good and inclusive strategy.
Dimension E – "Positive work atmosphere"	• A good work atmosphere has a direct influence on all tasks in which teamwork is necessary. • It is extremely important to have positive work atmosphere when it comes to people wanting to go to work every day with excitement. • For the atmosphere to thrive, dynamic work and living spaces can be build inside the installations, creating a more familiar environment, as group activities.
Dimension F – "General Questions"	• Using feedback as a powerful tool, so mistakes aren't repeated and are able to be fixed. • Motivation, developed throughout a lot of different measures, is the start of a long-lasting relationship, as the worker is happy and productive, and the organization is thrilled to receive the results. • Taking the best companies to work as an example and adapting endomarketing strategies, the organizational climate and motivational factors is the right thing to do. While doing it, it is important to stay focused on maintaining a corporative identity and brand image, always keeping values and the culture in mind. As said before, giving the best conditions to the internal public is

| | providing the external public with the best service possible. |
| | • A change of mindset is the first adaptation that an organization needs to start changing and that doesn't cost anything, as top companies can be taken into consideration and strategies can be applied. Creating a win-win situation to employees is the best trick as effort won't be forced. Motivation will emerge, productivity will increase, and results appear. Focusing in measures that will make people feel as an integral part of the company and not only as an asset. |

Table 51 - Main Conclusions
Source: Self Elaboration

All approached dimensions are taken into consideration by the interviewed organizations in their culture. It is asserted by all of them that the employee has developed a bigger level of importance over the last years and is now in the center. As it was said before, it is understood that satisfying the worker is, in an indirect way, satisfying the customer. The trick is to look at them as internal clients and not as means or assets to achieve some objective.

Showing the workers that their participation is meaningful and necessary, providing them with information and rewarding them if their results are positive. Once this new vision is settled in the corporative environment, employees will have a different perception of the company itself, product or service that is being sold, looking at it as a fruit of their work and effort, resulting in feelings as pride and sense of belonging. Therefore, the corporative and brand image will also gain from it. The identity of the organization plus the image of all stakeholders involved in the process results in the reputation of the organization.

The organizational environment is undergoing major changes and the companies that can't keep up will, eventually, be left behind. The corporative image build by an organization will attract individuals that relate with it, turning the recruitment process much more assertive and not that expensive.

Organizations with less resources will have a more difficult path, however monetary benefits and rewards aren't the only way of compensation. Concerning the interviewed organizations, salary conditions and other benefits are very important, however a lot of importance is being given to purpose and employer experience. It is extremely important that companies be aware of these changes, having imagination and motivation to insert themselves into this new concept of organizational environment.

With such level of importance attributed to topics that are so determining to the employee and to the organization, the communication between the department and employee was never more important. It is possible to stablish a quality in communication the moment when, per example, the worker is asking about a change of position or a wage increase, which can settle the employee's behavior towards the organization from that point forward and even determine the decision of leaving or not.

A lot of importance is also being attributed to lifelong learning, as employees seek to continue learning while at their job. This is a win-win situation. The organization provides the working with knowledge as it is automatically applied in their daily working lives. Also, formation is given for the employees to be able to work with and in other departments beyond their initial training, being able to achieve a diagonal know-how.

At this point, importance should be given to what employees wish their next step is, within the options thought by the company as indicated. Keep in mind that every person has a different personality and life goals, so this process has to be personalized. That's when an assertive and attempt communication is needed. Providing transparency in which are the possibilities and aren't.

As this happens, not only means that the organization has more suitable, dynamic and multi-layered workers but also that their career development can reach other levels. People can now be moved inside the company, at it is its need and also the employees wish, making the internal cycle. It can be affirmed, that long lasting relationships can originate from the investment in continuous formation.

Furthermore, to invest in workers, having no fear of redundancies and wasted investment, is showing them that they can feel safe regarding their work situation. In 2020, one in every four Portuguese presented symptoms of burnout. This is one of the

reasons that psychological safety is so important in the workplace, and it is essential that organizations aren't managed based on a culture of fear. Having permanent contracts to most of the workers and good conditions independently of the type of contract.

Psychological support should be provided if the organization has possibility of it. Also, when responsibility is given to the employee, both in terms of schedules and in terms of duties, a sense of security will end up emerging, "maximum freedom – maximum responsibility", as information needs to be shared through the right channels to the right people in a much more organized way.

That last term can also be applied to a positive balance between work and personal life. As jobs became to be more specialized and specific, more freedom has been given to workers in a general view. With telecommuting being pushed on organizations by covid, it has accelerated a process that would only become real in the next years. Also, there is some controversy with this term, as it is said that with the right conditions this is achieved without effort.

With this change of scenario, people started to work from home and in a lot of cases it has been understood that there is no necessity of travelling to the workplace every day. Also, the idea of productivity being directly linked to labor hours is more distant. The possibility of working partly from home and by objectives, working less hours is a major step to achieving the so much wanted balance between work and personal life. Of course, not all areas of work are able to have people working from home but that are other ways to lighten the workload.

The majority of interviewed organizations stated that hybrid work has good results. Additionally, that they work by goal achievement and not by working hours. It exists a previous stipulated working schedule, however it can be very flexible when that is an external commitment. If the need of working beyond this schedule appears, employees will be compensated in some way.

To be able to have a healthy communication insert in this newest scenario, the organizations have to exceed themselves in imagination and research. There are a lot of different tools available for the purpose, so the problem is choosing and not adapting.

All dimensions of one's life will have influence on the others. So, if the organization provides this flexibility and comfort, the personal and social part of it will improve. This is also a factor taken into consideration by people when a place of work is being chosen and when exists the possibility of trading the organization for other.

Organizations need to keep in mind that not only the word of mouth is a very important form of publicity as nowadays evaluations by employees can also be read online.

The personal and social part of our lives can be very appreciated by individuals so, when employees' families are involved in certain recreational activities and are taken into consideration in other important moments, it will eventually display to all the individuals a more humanized side of the organization and of all those who are part of the process.

Having access to a health insurance provided by the company is one of the most appreciated measures, yet when it is extended to the household it becomes exceptional and a differentiator factor. For those companies with less resources, other cheaper measures can be applied such as Christmas baskets, a day in the office, a volunteering action, guidance for the kids who have finished high school or university, between others. This is the case in which imagination is needed.

Until this moment, some important factors in the organizational environment have been exposed and analyzed. In addition to those and not least, relations between colleagues and a positive work atmosphere are actually decisive to an individual's process towards the place of work. From the beginning while the adaptation exercise is on course, coworkers can define the image one has about the organization, about the leaders, the culture and values. In brief, a lot of the employees' route in the company can be defined by the initial times, type of communication and perceptions.

Beyond that faze, a good organizational environment can have a direct influence on motivation and consequently on productivity. This can be a crucial factor in the daily urge to go to work and in the willingness to work in group situations or even with other departments. Group work situations can develop great results with the help of brainstorming processes which help in being creative, having ideas "outside the box" and problem-solving.

Conditions should be created so individuals can prosper, which will motivate them to contribute even more to the company. Dynamic working and living spaces can play a great role in the creation of good social and working relationships. A time for people to know each other and feel at home is so important as the time for them to develop ideas together. Getting to know the strengths and weaknesses of the ones that work every day by side to side will create a sense of complementary, making the task easier, literally speaking.

In addition to the creation of these spaces, team building actions can be developed from time to time. It may seem that some companies don't need these initiatives, however they are a good way to get individuals out of their working routine, perhaps even throwing some challenges at them. It shows workers that the organization actually takes the time to think and the resources to provide new and different things, making them more engaged with the company.

All these efforts made with the goal of achieving a good environment and a positive work atmosphere, involving the companies' culture and values, will ultimately create a sense of belonging. Employees will cease to look at the organization as a workspace, but as a group of people who care about their happiness, phycological and physical balance and health in general.

Notice that communication is the key factor in all of these possible and positive changes, towards this new organizational landscape, present in each interaction. Settling the companies' culture and values is also settling the way workers are treated through communication and the channels that are going to be chosen.

If long lasting relations want to be built it is crucial to keep in mind that, in the first-place culture and values of the company must be stablished and no longer a matter of secrecy. Transparency about what are the company matters will attract the right candidates. Not only this will help obtaining the proper workers to the company as it will keep them interested in the purpose, the actions and the work itself. Productivity and results will emerge from this way of handling the employer brand.

Secondly, strategies must be conceded keeping in mind the growth of the individual and the organization, turning this process into a win-win situation. The way they are shared must be clear and, in a good scenario, as individualized as possible. In small and medium companies, this process is relatively simple. When talking about big organizations, communication can be handled first with managers and then shared inside each department. Endomarketing strategies must be considered as the leaders of the organizations work to turn the employees into its allies, aiming for them to provide their services with excellence.

In third place, attributing responsibility to educated or experienced employees will make them proud of their work situation and of their employer, which will reflect positively to the personal and social part of life, as they are all connected. Rewards should be applied when necessary. They can be in the form of monetary benefits, but it is important to settle that this is not the only or, in some cases, the most important form of reward.

Finally, organizations should fight for a good environment between coworkers and other stakeholders. As said before, brainstorming processes are very important to creativity and problem-solving. The brightest idea can come from a worker that isn't even within that particular subject. Also, looking at the people present in the workspace in a more familiar way will help in the will of going to work.

Other than that, as massages aren't decoded by all individuals in the same way, it is crucial that information flows between all involved in the process, with the minimum noise. There is no right way for the information to flow, there is an indicated way to each organization, so there is a definite need to evaluate and evolve. A change of mindset is clearly necessary. Creating long lasting relations is to look at the employees as equal, contributive and critical parts aiming the same goals. Feedback is a very serious tool that can and should be used to established what are the needs and fears of each individual and the organization, perhaps in every finished project or in short periods of time. Motivation will arise into the organizational environment if these happens, which will bring productivity and positive results.

In conclusion, the internal efforts applied by all interviewed organizations to create alternative structures also show external results, as they are successful and rising companies.

Limitations and Further Research Lines

For this study to take place and because a qualitative method of research was more indicated, the organizations present in the GPTW ranking "Best Workplaces in Portugal 2021" had to be reached. Emails with requests were sent to the first fifteen organizations of that ranking, in which five were the ones that agreed to be present at an exploratory interview. Inevitably, it was a very lengthy process to receive the acceptations, schedule the online interview and having it done, finally. This was the first limitation to be found. However, even with only five organizations, the obtained results were sufficient, efficient and expected.

The survey that was developed has a great diversity of dimensions and consequently of questions regarding different areas. The interviewed individuals had the knowledge to answer almost all of them, however in some exceptional cases, they stated not having the know-how to answer such question.

There are a lot of further and amazing lines of research that can be conducted from this initial survey.

General equality is still an open argument in the XXI century and so, it would be very interesting to understand how this alternative and new structures can be adapted depending on the person's gender and towards this fight for equality in the workplace. In my opinion and thinking of the Portuguese scenario, a lot of surprises would emerge mainly when talking about the "Salary Conditions and other benefits" dimension.

Concerning different countries in distinguished fazes of development, it would be interesting to understand the knowledge that exists regarding some organizational topics that are used more recently or for a longer time, in others.

Also, understanding what individuals value, depending on their times of life. What are the expectations on their 20's, what changes when the 30's arrive, and other types of responsibility come to the fore. In the 40's and 50's, the concerns are different and from there on. To keep it simple, every organization should create a "persona", a stereotyped person, used a lot in the marketing field, created to be the ideal buyer of some product or the customer of some company. Doing this for internal clients would also help in their treatment inside the organization and in the recruitment processes.

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Appendices I

Email sent to the organizations asking for their participation:

"O meu nome é Maria Marinho e sou aluna do Mestrado em Marketing do Instituto Politécnico de Viana do Castelo. Encontro-me, neste momento, a realizar a minha dissertação.

Posto isto propus-me, com base num estudo desenvolvido pela Great Place to Work, a estudar o ranking dos 30 melhores lugares para trabalhar em Portugal 2021. O objetivo é, ao contrário de inúmeros trabalhos realizados até ao momento, analisar estas empresas do ponto de vista das mesmas e não dos seus colaboradores.
(Nome da Empresa) encontra-se no top 15 deste ranking e por isso gostaria de entrevistar um dos representantes da parte dos recursos humanos ou marketing da empresa, como acharem mais apropriado.
Se pretender mais esclarecimentos, disponha.

Fico a aguardar atentamente a sua resposta.
Obrigada."