

THE IMPORTANCE OF FEEDBACK DURING THE RECRUITMENT PROCESS IN ATTRACTING AND RETAINING A CANDIDATE

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ABSTRACT

In the IT industry, there is a big need for specialized candidates, which leads to a strong competition between companies. In this new recruitment “war” it is vital to assess the importance of feedback during the recruitment process in attracting/retaining a candidate and how the lack of feedback affects Employer Branding, since feedback plays a major role in influencing the candidate’s opinion. Feedback generates attitudes, confidence and commitment in people; and is very important for the company’s strategy since it passes on fundamental values from the organization to the person.

The investigation focuses on an organisational context, using both a quantitative and a qualitative approach by means of two online surveys based on the *Google Forms* online platform and with the data analysis conducted with the statistical software SPSS and Excel spreadsheet software.

Under the scope of the theories of the authors included in the literature review, and who mention the importance of feedback and the impact it may have, and from the analysis of the data obtained with the two surveys, this study shows that feedback is important in attracting/retaining a candidate in the recruitment process and that the lack of feedback negatively affects Employer Branding. Having a feedback culture plays a very important role in ensuring the competitiveness of recruitment. When correctly used, it affects Employer Branding in a positive way.

Author Keywords

Recruitment, Feedback, Employer Branding, Attracting and Retaining.

1. INTRODUCTION

In the information technologies industry there is a high demand for candidates, which generates a lot of competition between companies in the attraction and retention of those candidates. According to the Eurostat – the EU Statistics Office¹, in (Eurostat, 2017), as detailed in Figure 1, in 2017 53% of ICT companies in the EU had difficulty in filling advertised vacancies. As we can see in Figure 2, this situation continued to be a difficulty in ICT in 2018.

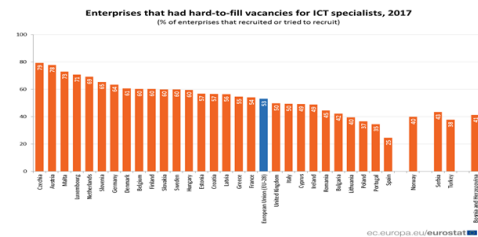


Figure 1.1 - Hard-to-fill vacancies for ICT specialists published in the Eurostat website (2017)



Figure 1.2 - Hard-to-fill vacancies for ICT specialists published in the Eurostat website (2018)

Given the mentioned difficulty in attracting and retaining candidates in ICT, and the strong competition between companies for those resources, the question is “What is the importance of feedback during the recruitment process in attracting/retaining a candidate and how does the lack of feedback affect Employer Branding?”

¹ <https://ec.europa.eu/eurostat>

1.1 Goals

The main goal of this research is to assess the importance of feedback in the attraction/retention of a candidate in the recruitment process and how the lack of feedback affects Employer Branding.

With the purpose of developing the general aim of this research, three main questions were set out: (1) Can feedback be an important aspect for the attraction/retention to the company? (2) How can feedback influence the behaviour of the candidate? (3) How does lack of feedback affect Employer Branding?

1.1 Methodology

The choice of a research method is directly linked to the nature of the issue under investigation (Morgan & Smircich, 1980). Case study research is commonly used in business management analysis where a particular phenomenon or practice in a company is looked into (Yin, 2009).

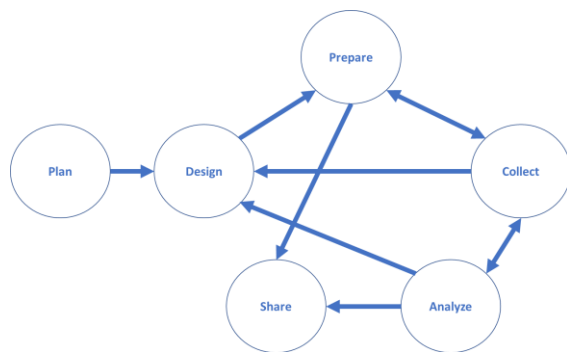


Figure 1.3 - Doing Case Study Research: A linear but iterative process from Yin (2009)

This research focuses on an organisation where the methodology used will gather data to provide answers to the questions raised (specifically 1, 2 and/or 3). The data was analysed in the following way: analysis of the Sparklegend recruitment process, use of the e-Staff² application and quantitative and qualitative analysis of the data obtained from the answers to the two surveys.

In order to draw conclusions based on the questions raised at the beginning of the research, i.e. (1) Can feedback be an important aspect for the attraction/retention to the company? (2) How can feedback influence the behaviour of the candidate? (3) How does lack of feedback affect Employer Branding?, and in order to verify the use of feedback in the company's recruitment processes, a research plan was drawn, as illustrated in Figure 1.4. The company's

recruitment process and the use of the e-Staff application will be analysed and two surveys will be created, one for company employees and another one for candidates who apply to recruitment offers. The data obtained will be analysed with a view to reach conclusions.

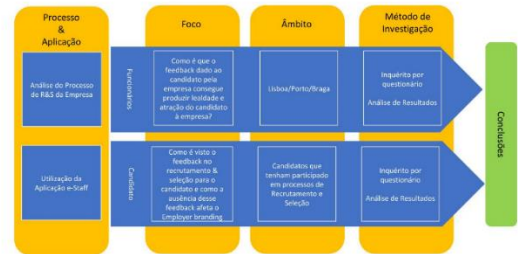


Figure 1.4 – Design of the research

2. STATE OF THE ART

2.1 Recruitment

2.1.1 What is recruitment?

Recruitment is the process used by a company to attract candidates for job offers that occur in a specific period and in sufficient numbers. It is aimed at candidates who have the necessary competencies for the job advertised (Mondy, 2011).

2.1.2 Recruitment Methods

The recruitment methods aim at encouraging candidates to apply for jobs advertised by the company. According to Armstrong and Stephen (2014), the success of attraction/retention is linked to the level of importance the information given, as part of the job offer, has for the candidates.

Interview is the selection technique used in the recruitment process since it is the most feasible in order to validate the CV, to clarify any questions and to adjust the candidate's expectations about the position being offered. This is a moment for assessment where the interviewer asks questions and the candidate provides information on himself. In this type of interview, there is only the interviewer and the candidate (Cunha et al, 2010). At this point, feedback can be provided to the candidate or not.

2.1.3 Sources for Recruitment

According to Armstrong and Stephen (2014), the Recruitment process takes place using a number of techniques with the main objective of advertising the job

² O e-Staff é um software de recrutamento (*Applicant Tracking System*) para os departamentos de RH e agências de recrutamento. Disponível em <http://www.datex-soft.com/>

offer by the organisation in order to attract the highest number of candidates possible.

2.2 Feedback

2.2.1 What is Feedback?

According to Jawahar (2006), Feedback is a process that is vital to the whole organisation (i.e. the company and its individuals). It has an impact on the attitudes, behaviour and performance of the employees. According to London and Smither (2002), people need feedback to evaluate their performance.

2.2.2 Information and Feedback System

The feedback flow mechanism in a company can be treated as the Laudon & Laudon's (2014) information model. It is described as a set of interrelated components that receive the information (application), process and store that information (Recruitment Process Environment) and distribute it (outputs) as feedback. These generate behaviours in the people assessed and support the decision-making and the management control within the organisation.



Figure 2.1 – Information and Feedback System, adapted from (Laudon & Laudon, 2014)

2.2.3 Types of Feedback

According to Tronco et al. (2017), the concept of feedback is usually something negative, a dressing-down or a comment about some inappropriate action. Nevertheless, feedback can also be used to recognise something positive.



Figure 2.2 – Types of Feedback, adapted from (Tronco, Tronco, & García, 2017)

Positive feedback – One of the most common types of feedback, it consists in reinforcing an action that was in some way positive. It is an incentive for the person to do the same more often.

Constructive feedback – A more rigid type of feedback, it is used to correct a wrong action which is not in accordance with the company objectives.

Insignificant feedback – A weak, vague or generic feedback without a purpose. In general, the person who receives it is not sure about its purpose. It has no impact on the recipient.

Negative feedback – A risky type of feedback, which can seriously endanger relationships.

2.2.4 Feedback Communication Formats

According to Stone e Heen (2014), there are two formats to communicate feedback: formal and informal.

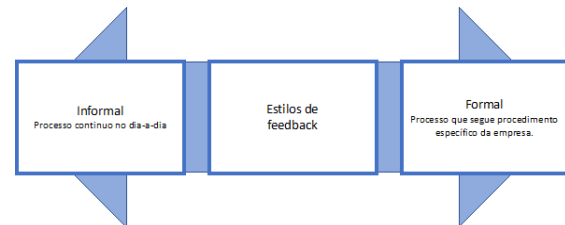


Figure 2.3 – Feedback styles, adapted from (Stone & Heen, 2014)

The Formal format to communicate feedback is based on face-to-face communication and occurs according to the organisation's own procedures. The Informal format is based on informal chats that happen on the normal day-to-day work of the organisation, usually without the need to be scheduled in advance, and can take place using an email or letter. This latter format avoids face-to-face contact.

2.2.5 Feedback Dimensions

According to Stone & Heen (2014), regardless of the format to communicate feedback, we should always take into account three dimensions, which are applicable to giving and receiving feedback. These are the truth, the relationship and the identity.



Figure 2.4 – Feedback Dimensions adapted from (Stone & Heen, 2014)

2.2.6 Purpose of Feedback

According to Stone & Heen (2014) the main purpose of giving feedback is to promote learning, development and motivation. There are three purposes for giving feedback: “Appreciation”, “Coaching” and “Evaluation”. All three have to be present since each addresses a different set of human needs.

Table 1 – Classification of Feedback adapted from (Stone & Heen, 2014)

Estilo de Feedback	Objetivo de quem dá
Agradecimento ou “Appreciation”	Para reconhecer, relacionar, motivar, agradecer.
Orientação ou “Coaching”	Para ajudar o destinatário a expandir o seu conhecimento, a aperfeiçoar competências, melhorar capacidades.
Avaliação ou “Evaluation”	Para classificar em relação a um conjunto de níveis, para alinhar expectativas, para contribuir para uma tomada de decisões mais informada.

2.2.7 Reactions to Feedback

Reactions to feedback are one of the most relevant aspects of the recruitment process as stated in the research conducted by Jawahar (2006), which showed that being pleased with the feedback received on the evaluation of a particular task influences the effort and commitment that the person receiving it will apply from then on. This satisfaction will also include the task performed and the attitude towards the person giving the feedback.

2.2.8 The Culture of giving Feedback is a Trust Equation

According to Maister *et al.* (2001), in order to promote a culture of giving feedback, it is vital to establish an environment of trust and truth amongst people. At the beginning of the century, the authors of the book “The

Trusted Advisor”, created the formula called “Trust Equation”³.



Figure 2.5 - The Equation published on the website HBR (2015)

As shown in Figure 2.5, the purpose of this equation is to analyse the aspects that make the person more or less trust worthy in order to know which areas to develop with the aim to influence others and to have positive relationships with them.

2.2.9 Orientation of Feedback

According to London e Smither (2002), the orientation of feedback can evolve throughout time, from a more general construction which anticipates and generates reactions to almost all feedback and which can then move to the construction of more specific situations where the person becomes more selective in judging the source or type of feedback.

2.2.10 Feedback Management Cycle

According to Londo e Smither (2002), the feedback management cycle can have three steps:

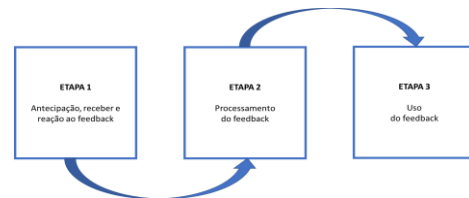


Figure 2.6 – Management feedback steps adapted from (London & Smither, 2002)

- Step 1, anticipation, receiving and reacting to feedback – The first step is about the before and after receiving feedback and it is about the anticipation, receiving and reacting to feedback.
- Step 2, processing feedback – The second step is called processing feedback and is based on a set of reactions that take place after receiving feedback. It can last for hours, days or weeks.

³ The Equation – A trust Equation for the Professional Service Firm obtained from the Harvard Business Review site at <https://hbr.org/2015/10/the-end-of-expertise>

- Step 3, use of feedback – The third and final step of the cycle has two purposes: to establish objectives and to follow progress.

2.2.11 The Supervisor/Interviewer Variable in Feedback

The supervisor/interviewer variable emphasizes the importance and quality of feedback and the reactions to it, taking into account the individual feedback and the company's feedback culture, i.e. these two components influence the way each person perceives and reacts to the feedback provided by the supervisor (London & Smither, 2002).

2.2.12 Satisfaction with Feedback

According to Zenger and Folkman (2014)⁴ satisfaction with feedback influences performance and is connected with the attitudes and intentions of the candidates. According to the research by Zenger and Folkman (2014), honest feedback can triple the level of commitment and retention of employees.

According to the data shown in Figure 2.7, we can see that, in average, the level of preference of the 899 participants is to avoid or even not receive negative/corrective feedback.

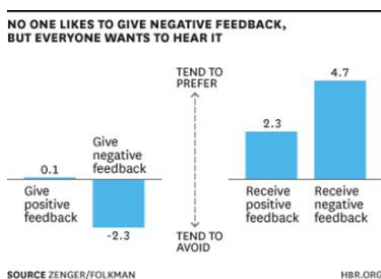


Figure 2.7 – Prefer to avoid receiving or giving corrective feedback, published in the HBR site (2014)

The research also shows a strong positive correlation between the level of trust people have and the preference for receiving negative feedback, as shown in Figure 2.8.

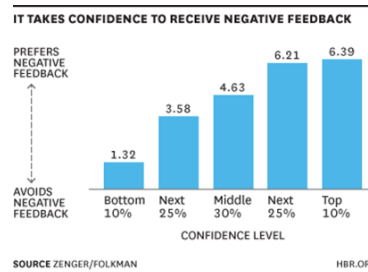


Figure 2.8 – Correlation between trust and positive feedback, published on the HBR site (2014)

The research also looked into the effects of feedback on people of different generations. As shown in Figure 2.9, all generations expressed aversion to giving negative/corrective feedback.

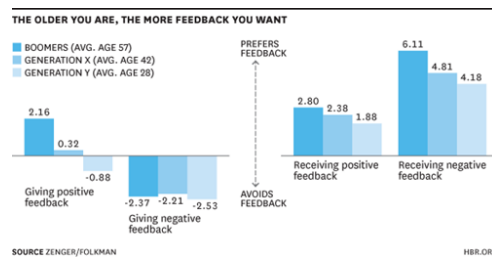


Figure 2.9 – Relationship between age and feedback published in the HBR site (2014)

2.3 Employer Branding

2.3.1 What is Employer Branding?

According to Mandhanya and Shah (2010), “Employer Branding is defined as a targeted, long term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm”.

2.3.2 Communication in Employer Branding

According to Lievens and Highhouse (2003), communication in Employer Branding should focus on an integrated vision because it is important to consider that, nowadays, we are all inter-connected and everything communicates with everything.

2.3.3 Employer Branding in Recruitment

According to Ito et al. (2013), Employer Branding focuses in several issues, such as understanding the preferences of the candidates when they join the company and how those preferences can influence their careers. This author believes that this tool is used as a means to

⁴ HBR, Zenger and Folkman, 2014 – obtained at <https://hbr.org/2014/01/your-employees-want-the-negative-feedback-you-hate-to-give>

attract/retain candidates and is increasingly being used.

As can be seen in Figure 2.10 and according with the Harvard Business Review⁵, Employer Branding takes a strategic importance for CEOs and HR and Marketing Directors.

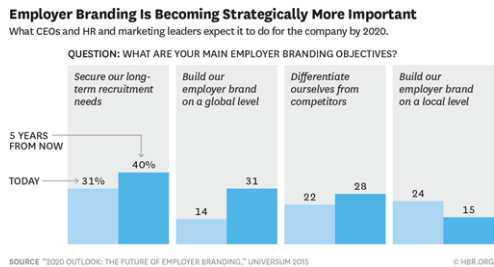


Figure 2.10 –Employer Branding objectives in recruitment, published on the HBR site (2015)

According to Dutton, Dukerich and Harquail (1994), when correctly used, Employer Branding attracts more candidates that are the most important resource for an organisation to grow, thus ensuring its success and sustainability.

2.3.4 Employer Branding – Combine and Standardize Values

For the companies that have a consolidated activity in the market, the Employer Branding challenge is to combine and standardize values and qualities in a way that all involved can relate to.

3. RESULTS AND DECISION

In order to comply with the main objective of this research, two online surveys were set up and sent by email to candidates and company employees requesting their cooperation. Between the 1st of February of 2019 and the 31st of May of 2019, data was received and inserted in the Google Forms platform. After that date, no more data was collected and the data available was exported onto an Excel file, moving on to the Result Analysis phase, using the SPSS statistical software and Excel.

Having judged these as the most pertinent issues for this investigation, both surveys (Part 4 in Survey 1 and Part 2 in Survey 2) try to establish the truthfulness of the following statements:

- 1) The supervisor/interviewer influences the way we perceive and value the feedback received;
- 2) An honest feedback can triple the professionals' commitment and retention;
- 3) Feedback should be provided during the course of

the interview;

- 4) Feedback promotes the candidate's learning, development and motivation;
- 5) Feedback improves the candidate's attitude, during a period of at least 6 months;
- 6) Negative feedback should not be provided;
- 7) The company should monitor regularly the feedback provided to a candidate;
- 8) Feedback should be linked to goals.

The sample established for Survey 1 was 130 individuals (candidates to employment vacancies), 65 of which were male and 65 female, which is the total number of candidates to job offers at Sparklegend during the period of time the survey was running. 101 replies were received, which makes it a significant response with 77.69% of the total, both males and females, with ages between 25 and 56, working on IT, the majority of which with university degrees, and from the Lisbon or Greater Lisbon areas.

Of the 101 replies, none of the individuals mentioned ever having received a negative feedback, which for them would reduce the value or disqualify the vacancy for which they were applying. From the results, 42.6% (N= 43) never received any type of feedback, 24.8% (N= 25) received insignificant, weak, vague, generic and pointless feedback, 12.9% (N= 13) received positive feedback which did not mention any areas for improvement, and 19.8% (N= 20) received constructive feedback, pointing out the positive aspects and encouraging improvements and to do things better.

The respondents assessed the level of attraction/retention of a company that provides feedback of the recruitment interviews. From the results, 89.1% (N= 90) gave a negative response, of which 33.7% (N= 34) chose the most negative classification (value= 1) and 55.4% (N= 56) gave a classification of (value= 2). As to which type of feedback the respondents prefer, 99% (N= 100) chose constructive feedback, 10.9% (N= 11) prefer positive feedback and, interestingly, 8.9% (N= 9) chose negative feedback, in the understanding that this type of feedback means "depreciating or disqualify the position".

Concerning the probability of the respondents applying again to a job offer in a company where no feedback on the recruitment interview was provided, 75% gave a negative answer, of which 48% chose "unlikely" 27% chose "very unlikely". Interestingly, 22% chose "likely" and 3% chose "very likely".

The respondents admitted that lack of feedback on the recruitment interviews had a negative impact on Employer Branding, and strongly undermines the company's

⁵ Harvard Business Review, at <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding>

attraction/retention of candidates.

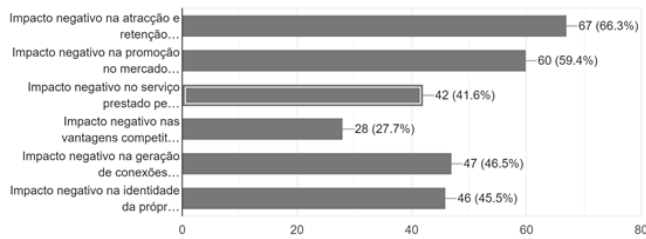


Figure 3.1 – Q1 – The impact of lack of Feedback in Employer Branding

- Negative impact in the attraction and retention of candidates – is chosen by 66.3% (N= 67) of the respondents;
- Negative impact in the promotion of the employer branding in the employment market – is chosen by 59.4% (N= 60) of the respondents;
- Negative impact in the service provided by the employer branding – is chosen by 41.6% (N= 42) of the respondents;
- Negative impact on the competitive advantages given by the employer branding – is chosen by 27.7% (N =28) of the respondents;
- Negative impact in the creation of future connections and loyalty towards the employer branding – is chosen by 46.5% (N = 47) of the respondents;
- Negative impact in the culture of the organisation as promoted by the employer branding – is chosen by 45.5% (N= 46) of the respondents.

On the matter of whether giving feedback on the recruitment interview promotes and increases the attractiveness of employer branding for the candidate, 90.1% of the respondents assessed this positively, with 46.5% choosing the value= 3 and 43.6% the value= 4.

On whether receiving feedback on the interview generates trust and commitment towards Employer Branding, 96% (N= 97) of the respondents replied positively, with 55.4% (N= 56) choosing the highest positive value (value= 4) and 40.6% the value= 3.

In Survey 2, the sample was 20 individuals (permanent employees of the company Sparklegend). This survey had a total of 14 answers, which is a significant sample since it represents 70% of the total, aged between 25 and 56 and all having technical positions in the company.

When asked about the type of feedback that the company should give to candidates in recruitment processes in order to promote loyalty and attraction/retention, 100% believe the company should choose constructive feedback.

Table 2 – Correlations between supervisor/interviewer and the importance of feedback at Sparklegend

Correlações entre variáveis dependentes 2.1

	1	2	3	4	5	6	7	8
1. O supervisor/intervistador influencia a forma como participamos e valorizamos o feedback recebido.	1	.548*	.043	.577*	.481	-.344	.750**	.484
2. Um feedback honesto pode triplicar o compromisso a a retenção de profissionais	.548*	1	-.471	.000	.372	-.189	.411	.141
3. O feedback deve ser dado no decorrer da entrevista	.043	-.471	1	.149	.029	-.244	-.043	-.300
4. O feedback promove a aprendizagem, desenvolvimento e motivação do candidato	.577*	.000	.149	1	-.196	-.149	.289	.447
5. O feedback melhora a atitude do candidato, ao longo de pelo menos 6 meses	.481	.372	.029	-.196	1	-.234	.708**	.175
6. Deve evitar-se comunicar feedback negativo	-.344	-.189	.244	-.149	-.234	1	-.559*	-.633**
7. Deve ser feito pela empresa um acompanhamento regular do feedback dado ao candidato	.750**	.411	-.043	.289	.708**	-.559*	1	.420
8. Em que medida concorda ou não com as seguintes afirmações sobre o feedback: O feedback deve estar associado a metas	.484	.141	-.300	.447	.175	-.633**	.420	1

* A correlação é significativa no nível 0,05 (2 extremidades).
 ** A correlação é significativa no nível 0,01 (2 extremidades).

- The supervisor/interviewer influences the way we perceive and value our feedback. It is also strongly associated with receiving an honest feedback, which triples the commitment and increases the retention of employees as well as promotes learning, development and motivation of the candidate and is also linked to regular feedback given by the supervisor/interviewer.
- Honest feedback can triple the commitment and retention of the employees and is obviously linked to the supervisor/interviewer who influences it.
- Feedback promotes learning, development and motivation in the candidate and is linked to the supervisor/interviewer. The level of receptiveness and appreciation depends on how it is delivered.
- Feedback improves the candidate's attitude for a period of at least 6 months and is particularly linked to regular monitoring of feedback by the supervisor/interviewer.
- Regular monitoring of feedback provided to the candidate is associated with avoiding delivering negative feedback. It is also highly linked to the supervisor/interviewer who delivers the feedback and to the attitude of the candidate for a period of at least 6 months.
- Attaching goals to feedback provided by the supervisor/interviewer is linked with avoiding delivering negative feedback. Providing less negative feedback results in a higher acceptance of goals.

In relation to the impact in the company, 71.4% (N= 10) of the respondent employees admitted the existence of negative impact in attracting/retaining candidates and 71.4% (N= 10) admitted a negative impact in creating future connections and loyalty to the Sparklegend brand. From the data collected, 35.7% (N= 5) admitted a negative impact in the promotion of the Sparklegend brand in the labour market.

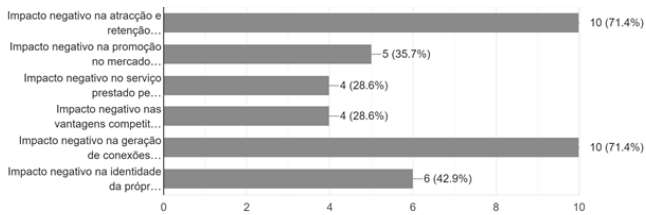


Figure 3.2 – Q2 – Impact of lack of feedback in Sparklegend's recruitment

4. CONCLUSION AND FUTURE WORK

From cross-examination of the information collected during the research, it is possible to conclude that the candidates believe that having a positive experience with feedback from a company will be an attraction criterion when looking for a job. 85% of the respondents replied positively to this question.

As for the statement that "Giving feedback on how the interview went as a rule in the recruitment process promotes and ensures that Employer Branding is more attractive to the candidate." 90.1% of the respondents agreed with it. It was also possible to conclude that 89.1% of the candidates do not recognise any attraction/retention in the cases of companies that do not provide feedback on how the interview went. Therefore, we can conclude that feedback is an important attraction/retention criterion for the candidates.

As for how the feedback is provided by companies to the candidates in a recruitment process, 42.6% said they never received any type of feedback; 24.8% received insignificant feedback; and only 19.8% received constructive feedback. It was recorded also that 75% of the candidates agree that feedback should always be given. Lastly, we can see that the employees have a clear preference for receiving feedback, regardless of the type, which is in line with the conclusions of the research by Zenger & Folkman (2014).

With regards to the type of interview mostly used, it was possible to see that face-to-face interviews are the majority, which indicates a preference for human contact and proximity in this type of processes. The candidates do not consider important the use of new technologies to support the recruitment process, such as video, artificial intelligence and/or virtual reality. This might be an indication of some reluctance or mistrust towards technologies in processes where people are assessed.

In relation to how feedback is delivered, e-mail or letter seem to be the most common way to deliver feedback to a candidate on how the interview went, which means that the preferred means of communication is informal. As for the survey delivered to the company employees, these seem to prefer the use of formal communication means, i.e. face-to-face.

From the suggestions/improvements registered, we can conclude that many refer to the importance feedback has on a recruitment process; that feedback should be as constructive as possible, with emphasis on positive aspects that can promote improvements. We can also say that these suggestions are in line with Stone & Heen (2014), who defend that feedback should have three purposes: "Appreciation", "Coaching" and "Evaluation".

As for how feedback can influence the behaviour of a candidate, the survey delivered to the candidates registered the following: (1) lack of feedback causes loss of empathy with the recruiter; (2) feedback is the responsibility of the company and should always be given since it stimulates the development of the candidate; (3) feedback influences the attitude of the candidate; (4) feedback contributes to an improvement in future participations in recruitment processes. It was possible to determine that 96% of the candidates believe that receiving feedback on how the interview went generates trust and commitment to Employer Branding.

On what concerns the importance of feedback in attracting/retaining candidates within a recruitment process and how the lack of feedback affects Employer Branding, from both surveys delivered, it was possible to ascertain the following: (1) 66.3% of candidates and 71.4% of employees believe there is a negative impact in the attraction and retention of candidates; (2) 59.4% of the candidates and 35.7% of employees believe there is a negative impact in the promotion of the employer branding in the labour market; (3) 41.6% of candidates and 28.6% of employees believe there is a negative impact in the services provided by the employer branding; (4) 27.7% of candidates and 28.6% of employees believe there is a negative impact in the competitive advantages given by the employer branding; (5) 46.5% of candidates and 71.4% of employees believe there is a negative impact in the creation of future connections and loyalty towards the employer branding; (6) 45.5% of candidates and 42.9% of employees believe there is a negative impact in the identity of the organisational culture of the employer branding.

Following the previous paragraph, 63% of the candidates said they probably would not recommend a company that does not give feedback on how the interviews went, and 75% said they probably would not apply again to a job vacancy advertised by a company that does not give feedback on how the recruitment interview went.

Looking into the company's recruitment process and the use of the e-Staff application, it is clear that there are two moments when the company can provide feedback to the candidate. The first one is on the interview, at the end of which the superior/interviewer can provide the candidate with feedback on how the interview went. The second

moment is when the customer interviews the candidate and informs the company of their decision to accept or refuse the candidate. At this point, the company can provide the candidate with that feedback. The e-Staff application allows for additional information to be recorded, for example the result of the interview can be recorded as feedback to be provided to the candidate. It also allows for semi-automatic sending processes to be set up with a set of instructions that can also be used to send feedback to the candidate by email.

In spite of the possibilities allowed for by the e-Staff applications, it seems feedback is not always given to the candidate. It is left to whoever is responsible for the opportunity to decide whether or not to do it. The lack of feedback to the candidate regardless of the status of the recruitment process, is detrimental to the company, namely in the level of future attractiveness it has for those candidates. This may be an aspect for future improvement.

As for the conclusion drawn from this research, first of all it is based on the theories and authors included in the literature and who defend the importance of feedback and the impact it may have. Secondly, from the data obtained with the two surveys, we can conclude that feedback is important in the attraction/retention of a candidate in a recruitment process and also that lack of feedback does affect employment branding negatively. Having a feedback culture is beneficial both for candidates and for the company.

4.1. Future Work

As further work, research could be conducted taking into account a larger target population and other companies. In this case, only candidates and employees of the company Sparklegend were included but it would be interesting to increase the number of participants so as to obtain more data and to allow for a much more thorough interpretation and analysis of the data. This would allow to verify if the perception differs from company to company so as to contribute to the implementation of feedback mechanisms and culture in the organisations.

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