



# Employer branding in organizations that internationalize logistics operation services in Bogota Colombia

*El employer branding en las organizaciones que internacionalizan servicios de operación logística en Bogotá Colombia*

Campo Elías López-Rodríguez<sup>1\*</sup>, Samir Ricardo Neme-Chaves<sup>2</sup>

<sup>1</sup>Corporación Universitaria Minuto de Dios – UNIMINUTO, Colombia

<sup>2</sup>Universidad Santo Tomás, Colombia

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## Abstract

The employer branding refersto brand management as an alternative to increase employee commitment and satisfaction with the organization. The objective of this research is to identify the perception that collaborators of organizations that internationalize logistics operation services in the city of Bogotá, Colombia have regarding the variousfactorsthat support the employer branding dimensions. To do this, Pearson’s correlation coefficient, simple correspondence analysis and symmetric normalization in the different associations obtained were used, which show that the participating companies have focused on training employees at the operational level, but they have neglected high and middle management employees; Younger employees believe they are well paid, not older ones. Finally, women consider that they have limits on the work they can carry out in these companies, unlike men

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*Keywords:* internationalization of services; logistics operation; internal customer; employee loyalty

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\* Corresponding author.

E-mail address: clopezr3@uniminuto.edu.co (C. E. López-Rodríguez).

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## **Resumen**

El employer branding hace referencia a la gestión de marca como una alternativa para aumentar el compromiso y satisfacción de los empleados con la organización. El objetivo de la presente investigación es identificar la percepción que poseen los colaboradores de las organizaciones que internacionalizan servicios de operación logística en la ciudad de Bogotá, Colombia respecto a los diversos factores que sustentan las dimensiones del employer branding. Para ello, se utilizó el coeficiente de correlación de Pearson, el análisis de correspondencias simples y la normalización simétrica en las diferentes asociaciones obtenidas, las cuales muestran que las empresas participantes se han centrado en el hecho de capacitar a los empleados de nivel operativo, pero han descuidado a los empleados de alta y media gerencia; los empleados más jóvenes consideran que están bien remunerados, no así los mayores. Finalmente, las mujeres consideran que tienen límites respecto las labores que pueden llevar a cabo en dichas empresas, a diferencia de los hombres.

*Código JEL:* C46, E24, M10, M12, M54

*Palabras clave:* internacionalización de servicios; operación logística; cliente interno; fidelización del empleado

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## **Introduction**

The importance of employer branding in 21st-century organizations lies in the prominence of their employees as one of the main stakeholders to whom the company must provide a value proposition that meets their expectations as an internal client, as stated by Kotler and Keller (2012). From their concept of holistic marketing, they highlight internal marketing as a strategic activity of companies, and even more so when the development of the new economy is based on knowledge and human capital (Villegas, Hernández, & Salazar, 2017). Thus, elements such as fair remuneration, a good working environment, safety, identification with the company, and a good health service, among others, are attributes that employees expect to find in their workplace (Sempértegui & Bravo, 2018).

The necessity for organizations to increase their productivity places collaborators in an important position for this purpose, it being evident that talented professionals generate value for the organizations to which they are linked but also develop high expectations that the companies must meet (Fernández-Lores, Avelló, Gavilán, & Blasco, 2014). The management's ability to satisfy their employees guarantees that the administrative processes, not only in the area of human talent but also in other management areas, run according to the dynamics of the market and the competitive environment (Hadi & Ahmed, 2018), assuring the optimization of strategies in the face of changes that arise in both the micro and the macro-organizational environment (Cardona-Arbeláez, Henríquez-Fuentes, Rada-Llanos, Martínez, & Bonnet, 2017).

Human talent defines the set of competencies that employees have; nevertheless, weak endomarketing strategies, which should act as a facilitator of the relation between the product, the service,

the brand, and the workers (Jiménez & Guardia, 2017), will be the main obstacles to potentiate human capital, in which all personnel competencies contribute significantly to companies' productivity, and even more so, when these have a global impact such as in organizations that internationalize logistics operation services. Therefore, Bilińska-Reformat and Stańczyk (2018) argue that internal marketing management requires a holistic view to turn it into a positive tool for the business and its reputation with stakeholders.

In the Colombian context, logistics operators are a recent outsourcing category, which has been positioning itself in the market thanks to the efficiency of logistics operations, the growing presence of economies of scale, the simplification of operations in the supply chain, and the decision to change fixed costs for variable costs (González Correa, 2015). Nonetheless, due to this reality, users and logistics service providers have faced several barriers that impact logistics performance in the country today in terms of infrastructure, customs management, and business management. A study by the National Planning Department - DPN (2016) highlights these barriers for users of logistics services as being high transportation costs, insufficient roads, ports, and airports, and the lack of logistics information systems. In the case of logistics service providers, the most important barriers are the lack of adequate areas for loading and unloading, poor road infrastructure, and the lack of human talent in logistics, the latter being the element related to the realities of employer branding in this economic activity.

From the above, it is intended to identify the perceptions held by employees of organizations that internationalize logistics operation services in the city of Bogota, Colombia, regarding the various factors of the dimensions of employer branding, seeking to improve the working environment within these through internal client loyalty, which has an important role in the development of strategic, tactical, and operational activities of these companies, taking into account what is proposed by Vega and Serna (2017) when they state that this concept originated as a product of research in the service sector, recognizing the need for managers to focus internally on both employees and clients.

In this way, the following formulation of the problem is proposed: What are the existing associations between the dimensions of employer branding and the sociodemographic factors of internal clients in organizations that internationalize logistics operation services in Bogota, Colombia? To this end, it is necessary to understand the conceptualization of the employer brand and logistics operation services, as well as to associate the dimensions and factors of its management with the age, gender, and hierarchical level of the human talent of the organizations that commercialize logistics operation services in the city of Bogotá. Finally, it is necessary to identify its benefits for productive sectors involving organizations internationalizing this economic activity in the Colombian capital.

## *Employer branding in organizations*

Branding is a concept with which organizations manage their positioning in the client's mind—whether internal or external—of what the brand represents and its differentiating characteristics compared to others existing in the market (Jayasinghe, 2017). From this postulate, companies must generate value for their stakeholders, including collaborators. This need to build employee loyalty arises from employer branding, defined as “the process of employer brand building where marketing principles are applied to human resources activities directed at the company's current or potential employees” (Dabirian, Paschen, & Kietzmann, 2019, p. 85). Such brand building, as Rani and Kumar (2011) point out, will enable organizations to obtain public recognition, thus turning them into attractive entities to work for, benefiting the employer's general reputation based on the employee's job satisfaction, who will promote such knowledge. This satisfaction is understood as “the comparison between the actual work and the expectations that the worker had generated in his position” (Sánchez-Sellero, M., Sánchez-Sellero, P., Cruz-González, & Sánchez-Sellero, F. 2018, p. 5).

Ergun and Tatar (2018) consider employer branding as an effective strategic decision, which adds value to organizations by linking their most valuable talent and human capital to their organizational structure, not only for the benefit of personnel management but also for the benefit of commercial, financial, and operational results (Blasco et al. 2014). Therefore, although for many years human talent management has been viewed as an operational, economic, and legal activity (García, Barros-Arrieta, & Valle-Ospino, 2018), the consumer relations perspective has seen the need to establish symbolic and even emotional relations between the organization and the employee (Ortegón-Cortázar & Royo-Vela, 2017).

For the nature of employer branding to be successful, organizations must have identified and put into practice the philosophy of orientation and knowledge of the customer and service (Sempértegui & Bravo, 2018; Vega & Serna, 2017), given the fact that organizations with motivation problems for the benefit of their employees are negatively and directly impacting external customer service, and their value proposition (Ergun & Tatar, 2018). This effect is transformed into levels of uncertainty and relational deterioration with suppliers, distribution channels, and other stakeholders (Robledo, Arán, & Pérez-Aranda, 2015).

Every significant employer branding project carries an emotional component, similar to the consumer engagement generated from conventional brand management (Bilińska-Reformat & Stańczyk, 2018). In order to achieve corporate objectives, this emotional bond must establish a mutual commitment between the organization and the employee, thus becoming a strategic relation, the genesis of unique competitive advantages (Fernández-Lores et al. 2014), which have an impact on business development, as proposed by Rani and Kumar (2011) when they say that “employer branding focuses on sales from two

perspectives: the internal sale to the employee of the value proposition offered by the company and the external sale to the labor market of reference” (p. 293).

Elements of human capital—people’s skills, knowledge, and experience—have meaningful economic value for organizations (Ergun & Tatar, 2018) and provide functional, economic, and psychological benefits as a value proposition to the employee (Fernandez-Lores et al., 2014). The above supports the importance of six relevant dimensions proposed by Cardona-Arbeláez et al. (2017) that enable employer branding to function assertively in an organization: staff recruitment, staff training, internal communications, staff motivation, job security, and staff retention.

Considering that employees expect the company where they work to offer them growth opportunities (Bednarska-Olejniczak, 2015), each of these programs must be segmented because the benefits expected by different groups of employees are not similar (Ergun & Tatar, 2018; Jayasinghe, 2017). Therefore, understanding the differences between human capital segments in organizations allows each of them to optimize recruitment and retention strategies (Hernandez, Espinoza, & Aguilar, 2016).

Fuentes-Jiménez (2009) proposes a management model for developing employer branding in organizations based on structuring five dimensions with their respective factors. The development dimension is comprised of the factors of skills development, client orientation, and new knowledge; the recruitment and retention dimension is comprised of recruitment, selection, and recognition; the job fit dimension is comprised of the adjustment of motivations, skills, and empowerment; internal communication as a dimension contains the organization’s objectives and goals, the results achieved, corporate axiology, and organizational changes. Finally, the external communication dimension comprises the organization in the macro-environment, product portfolio management, and prominence in the media.

### *Logistics operators*

Considering that organizational growth has a direct relation with the development of the supply chain for the satisfaction of clients, manufacturers, transporters, and all other stakeholders (Govindan, Soleimani, & Kannan, 2015), logistics operators are a link that enhances integrated management activities such as inventory management, storage, production, and distribution (Olivos, Carrasco, Flores, Moreno, & Nava, 2015). These types of organizations can be conceived as service providers specializing in developing the administrative process of logistics activities related to the supply chain (Galo, Ribeiro, Mergulhão, & Vidal, 2018).

Globalization, economic openness, and commercial dynamism at the international level became, among others, the causes for logistics operators to begin to play a highly strategic role in foreign trade at the end of the 20th century (Valencia & Bernal, 2017). These organizations can develop various activities in the supply chain, such as transportation, storage, distribution, and inventory management, among others (López Rodríguez, Acosta Molina, Páez León, Sarmiento Páez, & Tafur Serrano, 2018). Logistics operators can develop two fundamental variables from the point of view of logistics chain management, and according to Orjuela, Ocampo, and Bulla (2005), the first is integrated management, where all logistics functions are carried out, from procurement to physical distribution, and the second is partial management, where the operator specializes in only one of the links in the supply chain.

The logistics sector has highlighted several premises in favor of its evolution during the coming years, within which Narváez-Pereda (2018) highlighted the logistics operator market, geographic distribution, outsourcing, and the emerging importance of business information systems. The technological processes incorporated into the various shipping lines and port systems have allowed the logistics sector to incorporate distribution and packing activities in line with the growth of international trade (Delfín-Ortega & Lenin-Navarro, 2015). Organizations that specialize in commercializing logistics operation services focus on the physical handling of goods, commercial intermediation, management, and logistics platforms (Orjuela et al. 2005), activities that, from the point of view of Olivos et al. (2015), dynamize the development of the private sector and the growth of various economic actors in a state or region.

It is important to highlight how these operators can offer different types of service in terms of logistics activities, as shown in Table 1.

Table 1  
 Logistics operators' service categories

Classification	Category	Description
According to the type of process	Dedicated logistics	This category exists when the logistics service is offered exclusively to a client after a study of particular needs.
	Shared logistics	With this category, the services offered are part of the logistics operator's catalog, which multiple companies can demand.
According to the site or physical location of the operation	Logistics in the company	This category is developed directly in the management areas of the company that contracts the service, providing its infrastructure to the logistics operator for the execution of the contract.
	Logistics outside of the company	In this category, the service is carried out at the logistics operator's facilities, which must be located at a different address from the client's.
According to human and	Own resources	In this category, the client's resources are used totally or temporarily, while the logistics operator uses service management.

technical resources	External resources	With this category, the resources for developing logistics services belong to the company or the operator and not to the clients.
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Source: created by the authors, adapted from Orjuela et al. (2005)

## Methodology

The Pearson Chi-Square statistical test was used, which is a nonparametric statistical system used for the significance testing of the null hypothesis of statistical independence between category variables in contingency tables (Gómez, 2008). The sample consisted of 384 employees of organizations that internationalize logistics operation services in Bogota, Colombia. Participants were selected from a non-probability convenience sample.

The instrument for collecting information was a survey built from the employer branding management model proposed by Fuentes-Jiménez (2009) divided into two parts. The first part presents seven items that aim to characterize the participants socio-demographically employing nominal questions. The second part presents twenty-four items that characterize the employer branding management model studied by means of Likert-type questions organized in five dimensions with their respective factors: development (training, client information, external client, and knowledge), recruitment and retention (recruitment, selection, new employees, extra payments, and recognition), job suitability (functions, skills, development of activities, internal client needs, and internal client needs,), internal communication (goals and objectives, achievement of results, opportunity for expression, and corporate axiology) and external communication (the organization in the macro-environment, product portfolio management, and media prominence).

The data collection was carried out in the first quarter of 2019, and the validation of the instrument was developed with a pilot test of 10% of the sample through the Cronbach's Alpha test, obtaining satisfactory results for each of its dimensions, as shown in Table 2. This statistical analysis was developed using the SPSS version 25.0 statistical package.

Table 2  
Reliability statistics for each dimension of the instrument

Instrument dimensions	Cronbach's alpha	Cronbach's alpha based on standardized items	Number of elements
Development	0.791	0.792	4
Recruitment and retention	0.802	0.801	5
Job suitability	0.875	0.882	4
Internal communication	0.823	0.824	7
External communication	0.807	0.808	4

Source: created by the authors

## Results

The ages of the participants ranged from 18 to 52 years old. The gender distribution was 51.2% female and 46.5% male. 5.5% have a basic high school education, 70.7% have technical and technological training, 23.4% have professional training, and 0.4% have specialized training. Regarding their employment status in their company, 56.9% have an indefinite-term contract, while 33.5% have a fixed-term contract. Finally, 59.7% of the population belongs to the operational level of the organization, 29.9% to middle management and 10.4% to top management.

The factors of the dimensions of the employer branding management model (Fuentes-Jiménez, 2009) were identified with a relevant level of association with age, gender, and hierarchical level within the organizations of the population studied. This is supported by Horstmann and Martín (2017) when they state that the new millennium is characterized by the scarcity of talent, which implies organizational challenges in the recruitment and selection processes due to the sociodemographic factors of the labor market.

Considering that the asymptotic significance (bilateral) from Pearson's Chi-square in the factors of the dimensions found is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted, finding significant relations at a level of 95% reliability and 5% error (Páramo-Morales, 2015). These associations are shown in Table 3.

Table 3  
 Statistical results of association in the factors of the dimensions of the employer branding management model

Variables	Factors of the dimensions of the employer branding management model	Asymptotic significance (bilateral) from Pearson's chi-square
Age	I receive information regarding the requirements of the company's clients.	0.000
	The activities and responsibilities of new employees are clearly defined.	0.001
	I am fairly remunerated according to my skills and training.	0.048
	The company offers the opportunity to receive extra income.	0.009
	The company recognizes employees for their achievements.	0.024
Gender	The company enables me to improve the processes I develop within it.	0.031
	The activities and responsibilities of new employees are clearly defined.	0.020
	The company offers the opportunity to receive extra income.	0.021



Hierarchical level within the organization	The company recognizes employees for their achievements.	0.018
	Employees can request a change of function and management area if they wish.	0.014
	The company's goals and objectives are disclosed to all employees.	0.001
	I am aware of the company's overall results.	0.013
	Threats that reach the company are communicated to employees.	0.021
	I receive information regarding the requirements of the company's clients	0.012
	The company offers me opportunities to increase my knowledge to their advantage.	0.049
	The company recognizes employees for their achievements.	0.039
Changes that will occur at a general level in the company are communicated in advance to all employees.	0.013	

Source: created by the authors

Simple correspondence analysis and symmetric normalization for the results obtained in Table 3 are presented below. Simple correspondence analysis summarizes important information in fewer dimensions (Fontalvo-Cerpa, 2015). For this case, there is a contribution to the total inertia higher than 80.0% between the first two dimensions, showing that the observed dependencies are adequately collected, thus proving that the variables are not independent (Sánchez-Sellero et al. 2018). With the development of the symmetric normalization method, the similarities and differences between the age of the participants, their gender, and their hierarchical level in the organization were identified and analyzed against the factors of the dimensions of the employer branding management model (Fuentes-Jiménez, 2009). Within the development of the symmetric normalization method, “for each dimension, the row scores are the weighted mean of the column scores divided by the matching eigenvalue, and the other way around for the column scores” (Sanchez-Sellero et al. 2018, p. 12).

Table 4

Analysis of simple correlations between the age of the internal client and their perspective on fair remuneration in the company

Dimensio n	Singula r value	Inerti a	Chi- squar e	Sig.	Inertia ratio		Singular value of trust Standar d deviatio n	Correlatio n 2
					Accounte d	Accumulate d		
1	.210	.044			.539	.539	.048	.084
2	.167	.028			.341	.880		
3	.096	.009			.111	.992		
4	.026	.001			.008	1.000		

Total	.082	31.60 4	.137 a	1.000	1.000
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a. 24 degrees of freedom

Source: created by the authors

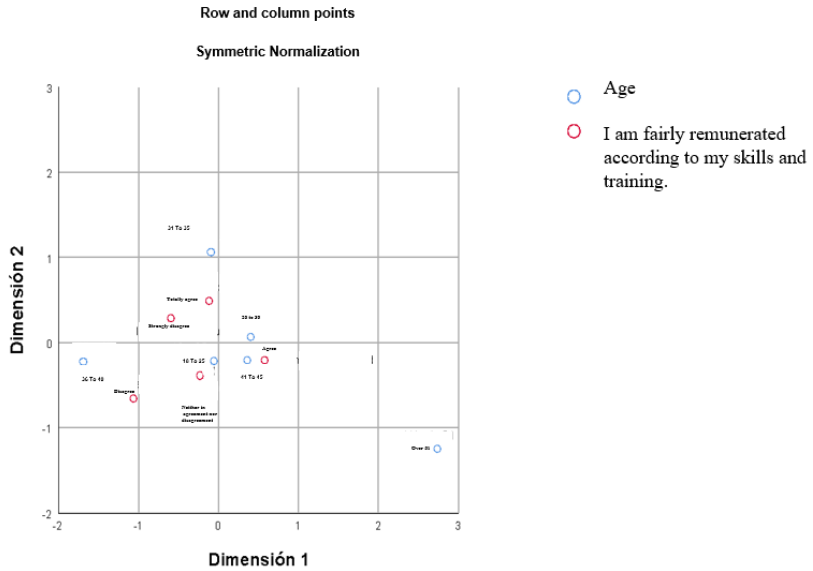


Figure 1. Symmetrical normalization between the age of the internal client and their perspective on fair remuneration in the company  
 Source: created by the authors

The results obtained and shown in Table 4 demonstrate that between the age of the internal clients of the organizations studied and their perspective on fair remuneration in the company, there is a level of explanation of the data on two dimensions with an inertia of 88.0% in terms of simple correspondence analysis in dimension reduction. Likewise, as shown in Figure 1, employees between 18 and 30 years old fully agree with the statement that they are fairly remunerated according to their skills and training. Those between 31 and 35 years of age agree with the same statement, while those between 36 and 40 years of age disagree with this statement. Employees between 41 and 45 stated that they neither agreed nor disagreed with this statement.

Table 5

Analysis of simple correlations between the age of the internal client and their perspective on the existence of employee recognition in the company

Dimensión	Singular value	Inertia	Chi-square	Sig.	Inertia ratio		Singular value of trust	
					Accounted	Accumulated	Standard deviation	Correlation
1	231.	.054			.601	.601	.045	-.100
2	163.	.027			.298	.900	.046	
3	093.	.009			.097	.997		
4	017.	.000			.003	1.000		
Total		.089	34.296	.080 <sup>a</sup>	1.000	1.000		

a. 24 degrees of freedom

Source: created by the authors

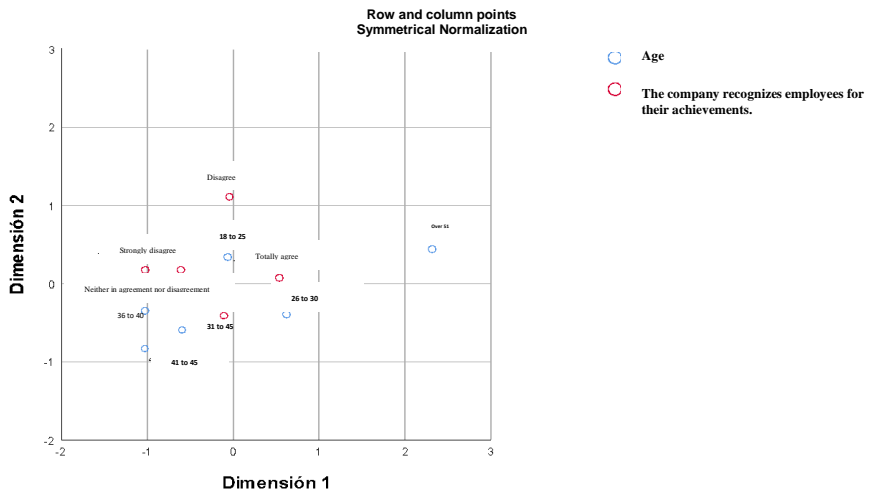


Figure 2. Symmetrical normalization between the age of the internal client and their perspective on the existence of employee recognition in the company

Source: created by the authors

Table 5 shows that between the age of employees and their perspective on the existence of employee recognition in the company, there is a level of explanation of the data on two dimensions with an inertia of 90.0% in terms of simple correspondence analysis in dimension reduction. Employees between the ages of 26 and 30 totally agree that the company recognizes their achievements, while internal clients between the ages of 36 and 40 totally disagree. Employees between 31 and 35 agree with this statement, as shown in Figure 2.

Table 6

Analysis of simple correlations between the gender of new employees and the identification of their responsibilities upon joining the company

Dimensio n	Singula r value	Inerti a	Chi- suar e	Sig.	Inertia ratio		Singular value of trust	
					Accounte d	Accumulat ed	Standar d deviatio n	Correlatio n 2
1	.207	.043			.914	.914	.044	-.043
2	.064	.004			.086	1.000	.048	
Total		.047	18.11 2	.020 a	1.000	1.000		

a. 8 degrees of freedom

Source: created by the authors

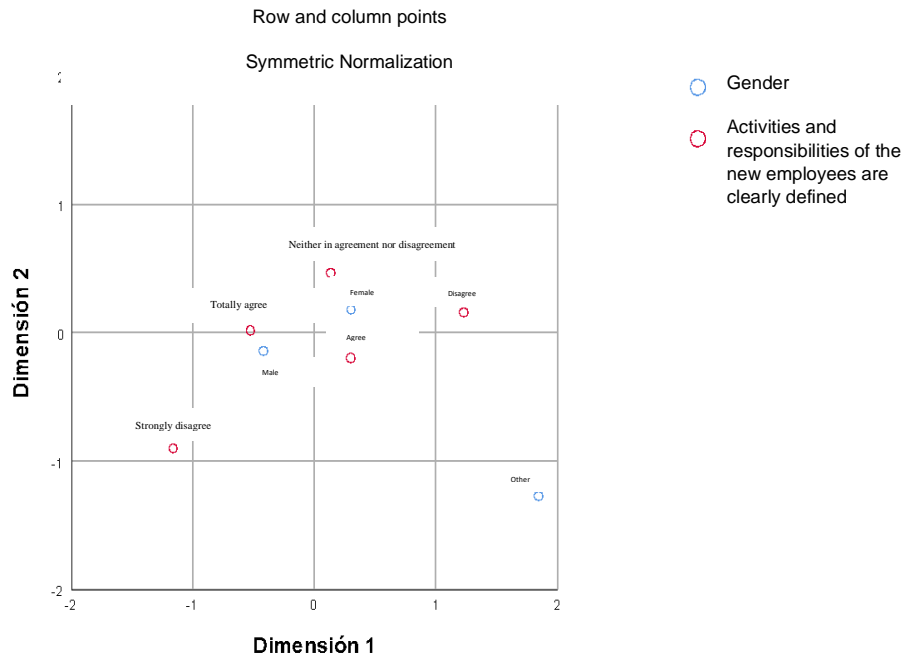


Figure 3. Symmetrical normalization between the gender of new employees and the identification of their responsibilities upon joining the company

Source: created by the authors

It is observed that among the gender of the new employees and the identification of their responsibilities upon joining the company, there is a level of explanation of the data on two dimensions

with an inertia of 100.0% in terms of simple correspondence analysis in reduction of dimensions, according to Table 6. Likewise, Figure 3 shows that male employees fully agree with the statement that the activities and responsibilities of new employees are clearly defined, while female employees neither agree nor disagree with this statement.

Table 7

Analysis of simple correlations between the gender of internal clients and their perspective on the opportunity to receive extra income in companies

Dimensión	Singular value	Inertia	Chi-square	Sig.	Inertia ratio		Singular value of trust Standard deviation	Correlation
					Accounted	Accumulated		
1	.178	.032			.678	.678	.048	.095
2	.123	.015			.322	1.000	.058	
Total		.047	18.036	.021a	1.000	1.000		

a. 8 degrees of freedom

Source: created by the authors

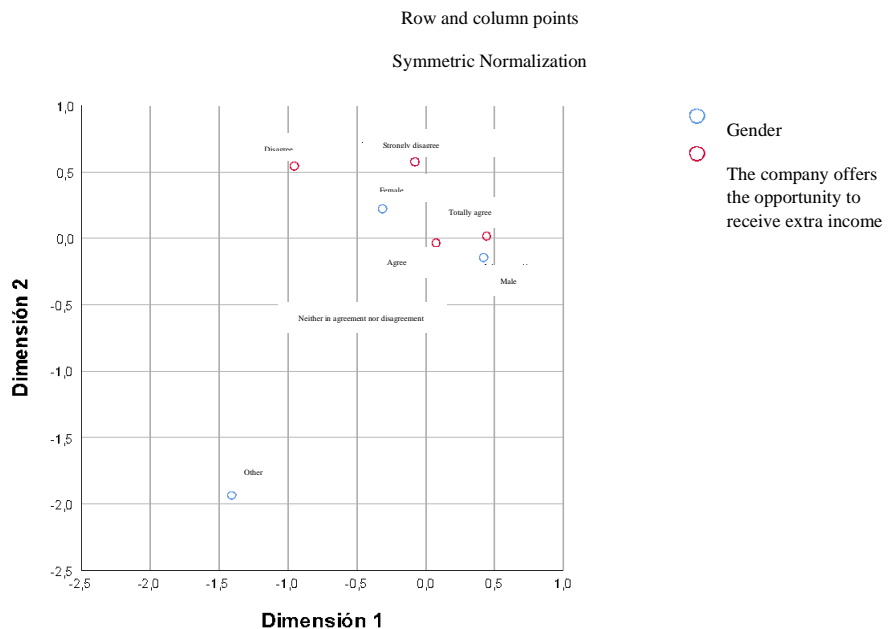


Figure 4. Symmetrical normalization between the gender of the internal client and their perspective on the opportunity to receive extra income in companies

Source: created by the authors

Table 7 shows that between the gender of the internal client and their perspective on the opportunity to receive extra income in the companies, there is a level of explanation of the data on two dimensions with an inertia of 100.0% in terms of simple correspondence analysis in dimension reduction. Figure 4 shows that male employees totally agree with the statement that the company offers the opportunity to receive extra income, while female employees totally disagree with this statement.

Table 8

Analysis of simple correlations between the employee's gender and the possibility of requesting a change of job in the company

Dimensión	Singular value	Inertia	Chi-square	Sig.	Inertia ratio		Singular value of trust Standard deviation	Correlation 2
					Accounted	Accumulated		
1	.197	.039			.779	.779	.048	.068
2	.105	.011			.221	1.000	.065	
Total		.050	19.200	.014 <sup>a</sup>	1.000	1.000		

a. 8 degrees of freedom

Source: created by the authors

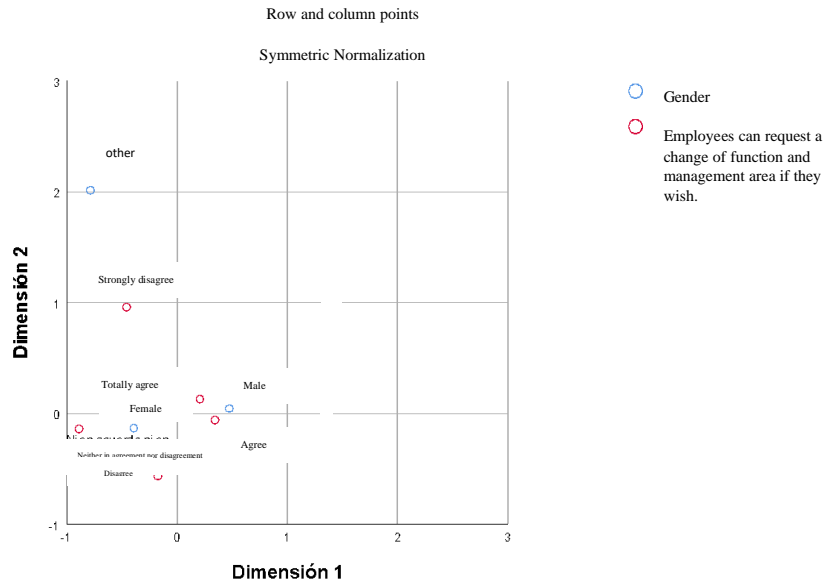


Figure 5. Symmetrical normalization between the employee's gender and their possibility of requesting a change of jobs in the company

Source: created by the authors

It is observed that between the gender of the employees and the possibility of requesting a change of jobs in the company, there is a level of explanation of the data on two dimensions with an inertia of 100.0% in terms of simple correspondence analysis in dimension reduction, according to Table 8. Figure 5 also shows that male employees agree with the statement that, if the employee wishes, they can request a change of functions and a change of management area; on the contrary, the female gender disagrees with this.

Table 9  
 Analysis of simple correspondences between the hierarchical level of the internal client in the organization and their perspective on the training received in the company

Dimensio n	Singula r value	Inerti a	Chi- suar e	Sig.	Inertia ratio		Singular value of trust Standar d deviatio n	Correlatio n
					Accounte d	Accumulate d		
1	.141	.020			.776	.776	.052	.071
2	.076	.006			.224	1.000	.037	
Total		.025	9.585	.295 <sub>a</sub>	1.000	1.000		

a. 8 degrees of freedom

Source: created by the authors

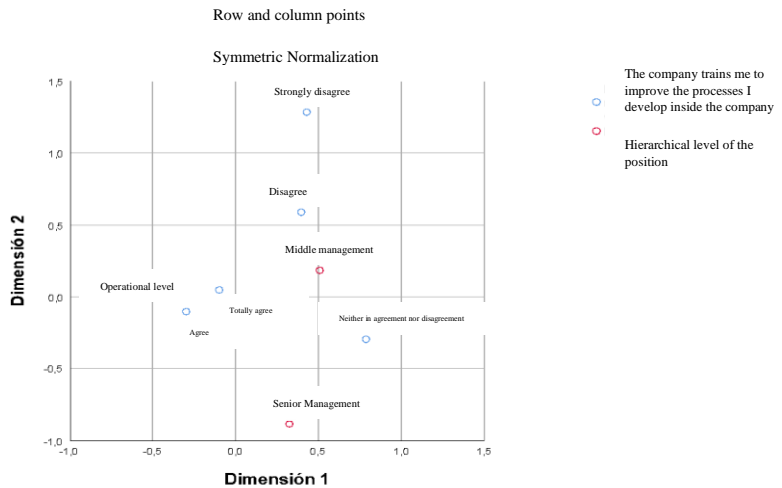


Figure 6. Symmetrical normalization between the hierarchical level of the internal client in the organization and their perspective on the training received in the company

Source: created by the authors

Table 9 shows that between the hierarchical level of the internal client in the organization and their perspective on the training received in the company, there is a level of explanation of the data on two dimensions with an inertia of 100.0% in terms of simple correspondence analysis in dimension reduction. Figure 6 shows that the employees who belong to the operational level agree with the statement that the company trains them to improve the processes they develop within it, those who are part of middle management disagree with this statement, and the employees who are part of top management state that they neither agree nor disagree with this fact.

## **Conclusions**

The development and knowledge of employees are some of the most efficient ways to obtain a competitive advantage (Hwang, 2012); nevertheless, the companies participating in this research process have focused on training operational-level employees, but the perception of top and middle management collaborators is the absence of training programs, which is an opportunity for improvement for organizations that internationalize logistics operation services in the Colombian capital, taking into account that employees, regardless of their level of training or degree of responsibility in the organization, should have the opportunity and the perception that they are developing their competencies, thus improving the possibility of keeping the best talent in the companies (Theurer, Tumasjan, Welpe, & Lievens, 2018).

The factor related to remuneration is one of the main interests of employees in their search for better salaries (Fuentes-Jiménez, 2009). Although employees between 18 and 35 stated that the companies recognize their work and that the remuneration is fair, older people do not feel satisfied with these elements. The possibility of generating extra income can improve the employer's brand perception leading to higher levels of internal client retention (Bussin & Mouton, 2019); nevertheless, this reality may be caused by the work experience since it is the more adult employees who consider that there is no adequate remuneration because they should be better remunerated, a situation that supports the conception that fair remuneration is given not only by the position and responsibility but also the perception from the worker's experience (Bussin & Mouton, 2019; Moroko & Uncles, 2009).

Regarding the segmentation of the internal client, it was found that female employees felt more limited in changing their tasks according to their tastes and interests, which is the opposite of what was expressed by the male gender. Given the above, it is important to highlight the relevance of gender segmentation in employer branding processes since each segment has different expectations, which employers should consider concerning the value proposition previously offered in the recruitment, selection, and hiring processes (Moroko & Uncles, 2009).



Considering the results obtained, the need to identify and segment the internal client based on variables such as age, gender, and hierarchical level in the organization is highlighted. Considering the factors related to the dimensions of the employer branding management model, elements such as development, recruitment and retention, job suitability, and internal and external communication enhance the image of the employer brand in the labor market, not only in the sector of internationalization of logistics operation services but also in other economic activities.

From the recognition of the above perspectives of internal clients in organizations that internationalize logistics operation services in the city of Bogota, Colombia, the concern arises to develop research processes related to human capital management and employer branding in other productive sectors, involving not only the perception of employees but also other stakeholders such as shareholders, suppliers, and consumers. In this way, an approach will be obtained for the market orientation of the companies, an element that allows them to be prepared for the dynamics of the current business environment, which is influenced by globalization, technological development, social responsibility, and humanization (Neirotti & Pesce, 2019). These elements should guide the value proposition of organizations that wish to enter international markets, achieving an optimal and privileged positioning in the labor market with the management of the employer brand.

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## **Annex**

### **Data collection instrument**

#### *Dynamics of employer branding in organizations that internationalize logistics operation services in Bogota, Colombia*

Kind regards. This survey is being conducted to obtain primary information for a research project titled “Dynamics of employer branding in organizations that internationalize logistics operation services in Bogota, Colombia,” led by the researchers Campo Elías López-Rodríguez Samir Ricardo Neme-Chaves. Your participation is voluntary, will be kept confidential, and will only be used for statistical and academic purposes. There are no right or wrong answers. The following related questions must be answered with only one answer:

1. What is your age range?

- a. From 18 to 25 years old
- b. From 26 to 30 years old
- c. From 31 to 35 years old
- d. From 36 to 40 years old
- e. From 41 to 45 years old
- f. From 46 to 50 years old
- g. Over 51 years old

2. What is your academic background?

- a. High school diploma
- b. Technician
- c. Technologist
- d. Professional
- e. Specialist
- f. Master
- g. Doctor

3. What is your gender?

- a. Male
- b. Female
- c. Other

4. What is your marital status?

- a. Single
- b. Married
- c. Common law union
- d. Divorced
- e. Widower

5. What is or was your employment status with the company?

- a. Fixed-term contract
- b. Indefinite-term contract
- c. Service order
- d. Hourly labor contract

6. How long have you been or were you employed with the company?

- a. Less than a year
- b. One to two years
- c. Three to four years
- d. Five to six years
- e. Seven years or more

7. To which hierarchical level do you belong, or did you belong within the company?

- a. Senior Management
- b. Middle management
- c. Operational level

The following is a series of relatively short sentences to enable you to describe how you perceive the organization in which you work. To do so, you must answer as honestly as possible to each of the following sentences, according to how you think or act, considering the following scale: 1= Totally disagree; 2= Disagree; 3= Neither agree nor disagree; 4= Agree; 5= Totally agree.

		Development				
8	The company enables me to improve the processes I develop within it.	1	2	3	4	5
9	I receive information regarding the requirements of the company's clients	1	2	3	4	5
10	I know that clients expect the company's services to be of high quality	1	2	3	4	5
11	The company offers me opportunities to increase my knowledge to their advantage.	1	2	3	4	5
Recruitment and retention						
12	The recruitment process for new employees is clear and adequate.	1	2	3	4	5
13	The activities and responsibilities of new employees are clearly defined.	1	2	3	4	5
14	I am fairly remunerated according to my skills and training.	1	2	3	4	5
15	The company offers the opportunity to receive extra income.	1	2	3	4	5
16	The company recognizes employees for their achievements.	1	2	3	4	5
Job suitability						
17	Employees can request a change of function and management area if they wish.	1	2	3	4	5
18	The company is concerned with assigning functions according to the skills and competencies of each employee.	1	2	3	4	5
19	I have the freedom and autonomy to take relative decisions concerning my work activities.	1	2	3	4	5
20	The company has different programs to meet the needs of its employees.	1	2	3	4	5
Internal communication						
21	The company's goals and objectives are disclosed to all employees.	1	2	3	4	5
22	I know the results of the work area in which I operate.	1	2	3	4	5
23	I have the opportunity to express my points of view concerning the activities of the area where I work.	1	2	3	4	5
24	I am aware of the company's overall results.	1	2	3	4	5
25	Changes that will occur at a general level in the company are communicated in advance to all employees.	1	2	3	4	5
26	Changes that will occur specifically in the work area in which I work are communicated in advance to all employees.	1	2	3	4	5
27	I clearly understand the company's mission, vision, objectives, policies, and values.	1	2	3	4	5
External communication						
28	The opportunities that come to the company are communicated to the employees.	1	2	3	4	5
29	Threats that reach the company are communicated to employees.	1	2	3	4	5
30	New product launches are initially communicated within the company and only then to the clients.	1	2	3	4	5
31	The company involves employees in communication strategies.	1	2	3	4	5

## **Informed consent**

The purpose of this document is to receive consent to use the information resulting from the surveys, to expand the information on employer branding management in organizations that internationalize logistics operation services in Bogota, Colombia. The statistically representative sample for the research is 384 surveys (confidence level of 95%, margin of error of 5%, and positive and negative variability of 50%) addressed to the internal clients of the organizations that internationalize logistics operation services in Bogota, Colombia. It is important to know your perception of the information you provide since it will contribute to the compilation of information for the sector and the industry of the Colombian capital and comply with the objective set out in the research. The instrument used is a survey with multiple choice questions with a single answer and a Likert scale; this instrument will be tabulated and will generate information trends for analyzing behaviors concerning the variables studied. Your consent to using the information is the decision of each of you and will be approved by the conformity of this document. If you would like to obtain the results of the survey, please contact the researcher Campo Elías López Rodríguez [clopezr3@uniminuto.edu.co](mailto:clopezr3@uniminuto.edu.co)

For consent, you will fill out and agree that:

- I have been informed of the objectives of the research.
- Corresponds to the section where the Consent is signed.
- It includes clear and precise information about the research, regarding the purpose of the study, form of participation, benefits, voluntary participation, right to know the results, right to withdraw from the study at any time, confidentiality, information from the IR, the Sponsor, and the Scientific Ethical Committee.

I ACCEPT Yes \_\_\_\_ No \_\_\_\_