

Employer Branding and Employee Performance in Telecommunication Companies

Abstract

This study aims at investigating the direct and indirect effects of employer branding on employee performance through employee engagement for telecommunication companies' employees in Egypt. This research adopts a quantitative method as a research methodology. Hence, data were gathered from 365 telecommunication companies' employees in Egypt. The software (Warp PLS 7.0) was applied to test the research hypotheses.

The study findings showed that the dimensions of employer branding named Healthy work environment, Training and development, Work-life balance, Ethics and corporate social responsibility and Compensation and benefits have a significant direct positive effect on employee performance. Also, employer branding has a direct positive effect on employee engagement. Additionally, the results showed that employee engagement has a direct and significant positive effect on employee performance. Moreover, the results also showed that employee engagement partially mediates the relationship between employer branding and employee performance.

Keywords: Employer Branding, Employee Performance, Employee Engagement.

1. Introduction

This section's goal is to review the research that supports the study's structural framework. The researchers begin by going over the theories surrounding employer branding, employee engagement, and employee performance in the marketing literature. After that, the literature related to employer branding, employee engagement, and employee performance is reviewed, along with a comprehensive examination of the relationships between variables. The researchers conclude by providing examples of the study hypotheses and the suggested framework based on the literature review.

1.1. Employer Branding Overview

According to the American Marketing Association, a brand is any name, phrase, mark, design, or combination thereof that tries to distinguish the products and services of one particular vendor or groups of vendors from those of rival vendors (Schneider, 2018). Although the brand has always been concentrated on products, HR employers are now using it (Tanwar & Prasad, 2016).

Companies can get a competitive advantage by improving engaged employees who are devoted to the firm and whose participation is focused on accomplishing the company's superior goals by developing effective employer branding initiatives (Chawla, 2020).

Moreover, it helps in developing and enact a distinctive and appealing whole work experience for workers (Ewing et al. 2019; Roche, 2002; Lloyd, 2002).

1.2. Dimensions of Employer Branding

- 1.2.1. Health Work Environment.** Different researchers have a different perception of the working environment. The working environment is the climate of an organization where its employees carry out their tasks and duties (Danish et al., 2013), and includes other aspects such as quality, quantity, process, procedures and benefits (Jariko et al., 2017).
- 1.2.2. Training and Development.** Employees must be considered as human capital because they are the foundation of any business. Increased investment in them would have consequences that would raise performance expectations (Nassazi, 2013). The significance of training is evident in this. Planned training and technical initiatives aimed to raise the benchmark for competence, knowledge, and skill (Purwanto & Prasetya, 2021).
- 1.2.3. Work-Life Balance.** One of the major problems affecting the millennial workforce today is work-life balance, which is becoming more commonly known (Low & Chua, 2019). A condition where there is only a minor amount of friction between work and personal/family requirements is known as this (Luturlean et al., 2020). Organizations must create policies and initiatives that promote work-life balance so that individuals may concentrate on their jobs (Mondy & Martocchio, 2016). When people are able to lessen the amount of tension between their work and non-functional requirements, they can achieve this (Shane & Glinow, 2005).
- 1.2.4. Ethics and CSR.** The aim of many recent studies in the CSR literature has been to study them from an employee perspective (De Roeck & Maon, 2018; Kang et al., 2020). CSR is defined as "corporate responsibilities for the well-being of society" (European Commission, 2019). While Farouk et al. (2014) show corporate social responsibility as "practices that send signals and signals that an organization cares and cares and understands the value of employees. Additionally, CSR is frequently viewed as the way a company engages with its stakeholders, upholds their rights, and manages their tension (Story & Castanheira, 2019).
- 1.2.5. Compensation and Benefits.** Employees are compensated by monetary payments, a range of services, and additional perks provided by the company (Burack & Smith, 1982). , the compensation and benefits system define the relationship between the organization and the individual member by setting the terms of exchange, which motivates the employee to achieve more and places a greater emphasis on individual effort and growth (Kerr & Slocum, 2005).

1.3. Employee Engagement

Academicians have become interested in the concept of employee engagement from 2006 (Welch, 2011). Engagement is a goal to join up, immerse in, work hard, concentrate, and get involved (Macey et al., 2009). Also, Schaufeli et al. (2002) view employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.

Employee engagement is described as staff who are linked to the company's values and mission, feel inspired, bring energy, enthusiasm, and motivation to their jobs, and serve as advocates by Ewing et al. (2019). Employee engagement is a favorable mental state that encourages employees to engage themselves emotionally and cognitively with their work (Arslan & Roudaki, 2019).

1.4. Employee Performance.

Performance is a picture of one's success in doing something (Handoko, 2001). Also, it is an ongoing contribution of the employee to the improvement of the organization and predicts employee productivity (Sonaike, 2018).

The concept of employee performance is very critical for the success of any organization. Employee performance refers to an employee's financial or non-financial outcome that is directly related to the performance and success of an organization (Anitha, 2014). Güngör (2011) describes it as the level at which the individual factor in an organization influences the achievement of its goals.

2. Conceptual Framework

After reviewing the previous studies, this section will discuss the relationships between the study variables in order to develop the conceptual framework and the research hypotheses.

2.1. Employer Branding and Employee Performance.

The social identity approach show how membership in social groups affects the self-concept through social identification and belongingness to a group (Mael & Ashforth, 1992). It is applied in several areas in organizational behavior one of them is motivation and performance (Knippenberg, 2000).

According to Aldousari et al. (2017) study which reveals the positive impact of employer branding on productivity and performance. Research by (Gardner & Schermerhorn, 2004; Schermerhorn et al. (1990) support that the importance of the ability and effort of employees in the link between organizational support and employee performance. So, employers must take care of their employees by making the organization a good place to work.

Consequently, the researchers develop the first hypothesis as follows:

H1. There is a significant positive effect of employer branding on employee performance.

This hypothesis is divided into three sub-hypotheses:

H1a. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, compensations and benefits) on task performance.

H1b. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, compensations and benefits) on adaptive performance.

H1c. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, Compensations and benefits) on contextual performance.

2.2. Employer Branding and Employee Engagement

The relationship between employer branding and employee engagement can be explained through social exchange theory (Slack et al., 2015). Social exchange theory displayed with the term win-win situation, that benefits would be exchanged among parties. So, by applying this

concept employer provides employees with different values to attain positive attitudes from employees which lead to high levels of engagement (Tsai & Wu, 2010).

The findings of many studies focus on the positive relationship between employer branding and employee engagement (Alniac & Alniac, 2012; Kunerth & Mosley, 2011; Kusuma & Prasetya, 2017; Love & Sing, 2011; Martin et al., 2005; Burawat, 2015; Amelia & Nasution, 2016; Yadav et al., 2020). Consequently, the researchers develop the second hypothesis as follows:

H2. *There is a significant positive effect of employer branding on employee engagement.*

2.3. Employee Engagement and Employee Performance

Demerouti and Cropanzano (2010) argue that engagement can lead to better performance. These findings are supported by the increased number of studies about the positive relationship between engagement and individual performance (Halbesleben, 2010). A study by, Mone and London (2010) suggests that Performance management and employee engagement producing performance increments may be best achieved by orienting the performance management system to promote employee engagement and describes a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement at each stage (Gruman & Saks, 2011).

Consequently, the researchers develop the third hypothesis as follows:

H3. *There is a significant positive effect of employee engagement on employee performance.*

This hypothesis is divided into three sub-hypotheses:

H3a. *There is a significant positive effect of employee engagement on task performance.*

H3b. *There is a significant positive effect of employee engagement on adaptive performance.*

H3c. *There is a significant positive effect of employee engagement on contextual performance.*

2.4. The mediating role of Employee Engagement between Employer Branding and Employee Performance.

Employee engagement plays a mediating role in many studies. piyachat et al., (2014) confirmed that employee engagement mediated the effect of employer branding on discretionary effort. According to Lee et al. (2014) shows that employee engagement fully mediated effect of employer branding and job satisfaction and employee loyalty.

Similarly, samo et al. (2020) reveals the fully mediating role of employee engagement on the relationship between employer branding and employee retention.

In addition, Hardy et al. (2020) indicates the positive effect of employer branding on discretionary effort with the significant role of employee engagement as a mediator.

Along similar with, Chung and Angeline (2010) view that job resources affect positively on employee performance through employee engagement.

The researchers agree with the studies that verified employee engagement can play a mediating role and based on all the above hypotheses (H1, H2, H3), the researchers propose that employee engagement as an ideal mediator between employer branding and employee performance. This study suggests that employer branding affects employee engagement, and in turns, influences employee performance. Consequently, the researchers develop the fourth hypothesis as follows:

H4. Employee engagement mediating the significant effect of employer branding on employee performance.

This hypothesis is divided into three sub-hypotheses:

H4a. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, compensations and benefits) on task performance through employee engagement.

H4b. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, compensations and benefits) on adaptive performance through employee engagement.

H4c. There is a significant positive effect of employer branding (healthy work environment, training and development, work-life balance, ethics and CSR, compensations and benefits) on contextual performance through employee engagement.

3. Method

To test the hypotheses, we conducted an online Questionnaire format directed to the employees in telecommunications companies in Egypt in April 2022.

3.1. Population and sample size

The population of this study is employees of telecommunication companies in Egypt. The data has been collected through web-based questionnaire. The researchers use a simple random sampling and collects 365 questionnaires.

3.2. Measures

A questionnaire using 5-point Likert scales (5 = strongly agree to 1 = strongly disagree). is employed to collect measures for the main constructs. Scales to measure each of the constructs are developed based on the prior literature and use existing scales where possible.

4 Measurement model analysis

The validity of the measurement model depends mainly on two elements: the construct validity and the level of model goodness of fit (Blunch, 2012). Furthermore, the validity and reliability of the measurement model should be investigated before examining the significance of the relationships in the structural model (Fornell & Lacker, 1981).

5 Results of hypotheses testing

The results are reported in Table 1&2:

Table .1 The direct effect

H	Predictor Variables	Dependent Variables	<i>B</i>	P-Value	Results
H1	EB	EP	0.338**	< 0.001	supported
H1a	HWE	TP	0.090*	35	Partially supported
H1a	TD	TP	0.039	0.218	
H1a	WLB	TP	0.259**	< 0.001	
H1a	EC	TP	0.083	0.047	
H1a	CB	TP	-0.001	0.493	
H1b	HWE	AP	0.160**	< 0.001	Partially supported
H1b	TD	AP	-0.035	0.244	
H1b	WLB	AP	0.178**	< 0.001	
H1b	EC	AP	-0.047	0.173	
H1b	CB	AP	0.075	0.067	
H1c	HWE	CP	0.116**	0.010	Partially supported
H1c	TD	CP	0.032	0.262	
H1c	WLB	CP	0.183**	< 0.001	
H1c	EC	CP	0.024	0.313	
H1c	CB	CP	0.075	0.067	
H2	EB	EE	0.791**	< 0.001	supported
H3	EE	EP	0.447**	< 0.001	supported
H3a	EE	TP	0.414**	< 0.001	supported
H3b	EE	AP	0.363**	< 0.001	
H3c	EE	CP	0.443**	< 0.001	

Table.2 The indirect effect

H	Predictor Variables	Mediator Variable	Dependent Variables	B	P-value	Results
H4	EB	EE	EP	0.353**	<0.001	supported
H4a	HWE	EE	TP	0.100**	0.002	partially supported
H4a	TD	EE	TP	0.044	0.107	
H4a	WLB	EE	TP	0.039	0.137	
H4a	EC	EE	TP	0.185**	<0.001	
H4a	CB	EE	TP	0.008	0.411	
H4b	HWE	EE	AP	0.087*	0.007	partially supported
H4b	TD	EE	AP	0.039	0.138	
H4b	WLB	EE	AP	0.034	0.169	
H4b	EC	EE	AP	0.162**	<0.001	
H4b	CB	EE	AP	0.007	0.422	
H4c	HWE	EE	CP	0.107**	0.001	partially supported
H4c	TD	EE	CP	0.047	0.092	
H4c	WLB	EE	CP	0.041	0.121	
H4c	EC	EE	CP	0.198**	<0.001	
H4c	CB	EE	CP	0.009	0.405	

6 Study implications

This study is the first study, which investigates both the direct and indirect impact of five dimensions of employer branding on employee performance through employee engagement. Moreover, this study sheds light on the significance of employer branding and how they improve employee engagement as well as employee performance. Firstly, the study shows that the five dimensions positively influence the employees' engagement by providing healthy work environment, organizing training and development programs, helping employees to balance between work and personal life, applying ethical rules and concerning about CSR programs, offering financial and non-financial benefits and some benefits. As a result, companies can achieve employee' engagement. The findings of relationships between employer branding and employee engagement add to the growing body of empirical work on the positive side of the employee engagement interface. Secondly, this study contributes to the understanding of employee performance by task, adaptive and contextual performance.

Finally, the results of this study have important implications for future employer branding research. Where the study findings also show that employer branding by defining employer value proposition will reflect positively on employee engagement. This in turn will increase their performance.

7 Limitations and Future Research

The current study provides such a significant, useful theoretical and practical implications and recommends that future studies could implement the qualitative method through using person-to-person interviews to obtain more obvious results concerning the improvement of employees 'engagement and performance. The researchers would select a quantitative research methodology to perform the research. It is somehow negative since it limits the application and the high accuracy of the outcome.

The data has been gathered from Egyptian telecommunication companies (as an example of a developing country). Therefore, drawing a comparison between telecommunication companies in both developed and developing countries would result in significant findings and contributions.

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