



Enriching the concept of employer branding: investigating its impact in the service sector

Journal:	Employee Relations
Manuscript ID	ER-02-2024-0076.R3
Manuscript Type:	Research Paper
Keywords:	Employer Branding, Organization Performance, Employee Brand Advocacy

Enriching the concept of employer branding: investigating its impact in the service sector

Abstract

Purpose - The purpose of this paper is to extend the research on employer branding (EB) by identifying elements of EB according to the perceptions of employees working in the service sector and investigating the impact of EB on employer of choice and organizational performance.

Design/methodology/approach - 544 respondents helped to test the model. The research considers development, growth opportunities, equality, and justice as new elements of EB along with organizational culture, salary, incentives, and work-life balance.

Findings - EB significantly influences employer of choice through organizational commitment and employer brand advocacy. Organizational performance is influenced by EB through job satisfaction and employee performance. Nevertheless, no significant relation was observed between EB and employer of choice through person-organization fit. The EB's impact on employee performance through employee retention was not significant.

Originality - The study suggests reflecting on the importance of the role played by new elements of EB and on the existence of a direct relationship between employee performance and EB. Despite the widespread belief that EB primarily serves as a recruitment tactic to attract candidates, this paper shows that the positive impacts on company performance stem more from outcomes related to current employees than from prospective applicants.

Keywords: Employer Branding; Organization Performance; Employee Performance; Employer Brand Advocacy.

1. Introduction

Employer branding (EB) has emerged as a critical area within human resource management (HRM) and marketing, advocating for strategic actions aimed at attracting, developing, and retaining key employees (Kaur & Shah, 2021; Kuepper et al., 2021). While traditional elements of EB, such as organizational culture, salary, and work-life balance, have been extensively studied (Gupta et al., 2011; Tanwar & Kumar, 2019), this paper introduces new dimensions—development, growth opportunities, equality, and justice—which have not been comprehensively explored in the existing literature. These new elements provide a fresh perspective on how EB can be leveraged to enhance organizational performance and establish an organization as an employer of choice, particularly in the service sector. While EB is not a new field of study, few scholars have defined other related elements, including employer of choice (Berry & Martin, 2018; Dabirian et al., 2019).

Research on employer of choice has primarily concentrated on job seekers (Saini & Jawahar, 2019). Rampl and Kenning (2014) also identified organizational culture as a significant predictor of employer of choice in an empirical study. Moreover, previous studies have highlighted the relationship between a few individual dimensions (organizational culture, salary, incentives) of EB with the employer of choice element (Saini & Jawahar, 2019; Tanwar & Kumar, 2019). However, it is unclear how EB and employer of choice are related. As EB is a complex topic with various tools instead of one HRM technique, there is the need to check whether employee performance is one of the main consequences of EB. Therefore, it is pertinent to check whether EB helps an organization become an employer of choice (Rampl & Kenning, 2014).

Besides, as EB has been declared a technique to attract talent to the organization (Devina et al., 2016; Maheshwari et al., 2017), it has become necessary to examine its linkage to employee retention, as there is limited research in this field (Arasanmi & Krishna, 2019; Matongolo et al., 2018). Although EB is a phenomenon that exists at the firm level, previous studies have focused generally on the consequences of EB in the form of employee job outcomes. Thus, there is a significant gap in the EB literature regarding the study of EB as being detrimental to organizational performance because the results at one stage of the analysis cannot easily be generalized to other levels of analysis, and therefore, “Blindly generalizing findings across levels of analysis is a fallacy” (Kozlowski & Klein, 2000, p. 213). Hence, the latest research, which indicates that EB

has a favorable impact on individual-level results, is insufficient. Consequently, it remains technically undetermined if EB affects firm-level results (Fasih et al., 2019). Therefore, a topic of great interest for researchers is whether EB influences organizational performance or not (Tumasjan et al., 2020).

Another gap in the EB literature is that most of the studies that have been conducted on EB and job outcomes, like commitment and performance, have focused on developed countries, thus creating enormous scope for researching its impact in developing countries (Kaur & Shah, 2021), where less research has been conducted related to EB. Hence, this research aims to extend the EB research by identifying key elements of EB according to the perceptions of employees in service firms and by investigating the influence of EB on employer of choice and organizational performance. Given the significance of EB and building upon the evidence discussed, it is valuable to examine the concept of EB further to supplement existing studies. Researchers are still refining and building understanding in the area of EB (Dabirian et al., 2019; Matongolo et al., 2018; Tumasjan et al., 2020), its elements and processes (Berry & Martin, 2018; Dabirian et al., 2019; Kaur and Shah, 2021), and its consequences (Arasanmi & Krishna, 2019; Maheshwari et al., 2017; Tanwar & Kumar, 2019).

The gaps which were found in the existing literature and practice. There are limited studies on EB that highlight and define elements of EB in the context of service firms (Berry & Martin, 2018; Dabirian et al., 2019; Matongolo, 2018; Tumasjan et al., 2020). Researchers in the past have studied EB from the perspective of potential employees; however, exiting employees in service firms have been ignored as a primary target audience (Chawla, 2020; Kaur & Shah, 2021; Saini & Jawahar, 2019). (ii) Furthermore, few studies are available that focus on the relationship between EB and employer of choice. Previous studies have mainly checked the influence of individual elements of EB on employer of choice. Therefore, it is pertinent to check whether EB (as a higher-order construct) helps the organization become an employer of choice (Arasanmi & Krishna, 2019; Devina et al., 2016; Maheshwari et al., 2017; Tanwar & Kumar, 2019). (iii) The literature on marketing and branding lacks empirical evidence about the influence of EB on organizational performance (Tumasjan et al., 2020). (iv) In addition, most of the studies on EB and job outcomes have been conducted in developed countries, thus creating enormous scope for exploring its impact in developing countries (Fasih et al., 2019).

Based on the literature on EB and taking into account the gaps in the literature and practice, the research objectives of this study are to explore the key elements of robust EB in service sector firms according to the perception of current employees and to investigate the influence of EB on employer of choice and organizational performance. The results of our research offer a variety of original insights. The research indicates first and foremost that managers need to consider EB as a dynamic phenomenon because it is contingent on many factors, such as the organization's culture, development and growth opportunities, salaries and incentives, work-life balance, and, finally, equality and justice. It implies that managers should be vigilant about the reputation of the company as an employer brand. The lesson for managers in service firms is that to survive and to enhance employee productivity and organizational performance, they need to concentrate on communication consistency to understand employees' beliefs, attitudes, impressions, and associations (Bapat et al., 2019; Wilkinson & Staley, 2019).

The findings of this study also support promoting the employer brand to current employees through financial, functional, and physiological benefits. Thus, contrary to extensively held beliefs that, in practice, EB is solely a recruiting tool used to attract candidates, this research demonstrates that the beneficial results in company success are caused by current employee-related outcomes instead of applicant-related outcomes (Poth & Munce, 2020; Timans et al., 2019).

2. Theoretical framework: Social Exchange Theory and Signaling Theory

The theoretical framework is built on two theories: social exchange theory and signaling theory. These theories were employed to explore the relationship between the selected major concepts, namely, EB along with its dimensions and consequences. Companies use signaling theory to indicate direct and indirect indications of intentions, ambitions, and motives (Dögl & Holtbrügge, 2014), which can help build a strong employer brand and prevent information asymmetry between the employer and its employees (Tanwar & Prasad, 2016a). However, reinforcement and contingent reciprocal linkages among performers in interdependent environments are part of social exchange theory (Tsarenko et al., 2018). Social exchange theory (Blau, 1968) suggests that EB results in comprehensive support from both parties engaged in the exchange process. Social exchange includes strengthening the contingent mutual relations between performers in interdependent contexts. The basic premise of social exchange theory is the norm of reciprocity. According to this norm, employees respond to positive behaviors with positive outcomes and vice

versa (Blau, 1968). Thus, when an organization offers economic, contextual, and psychological benefits to its employees, the employees consider them part of a positive exchange, and, therefore, they reciprocate by being more committed and satisfied (Tsarenko et al., 2018).

EB is about developing relationships with existing and prospective workers, and this is a two-way street. Furthermore, Natarajan et al. (2016) investigated employees' job outcomes as a return on EB efforts by the organization; they found that other forms of reciprocation, such as employee satisfaction and commitment, work performance, and other positive behaviors, have also been considered as an exchange for EB efforts. Reciprocal exchange is repetitive in nature, and scholars (Natarajan et al., 2016) emphasize the importance of organizations continuing to keep their promises by providing positive actions and benefits to employees to ensure favorable reciprocation from them in the long run.

On the other hand, organizations use signaling theory to indicate their intentions, objectives, and motivations (Tanwar and Prasad, 2016a), thus promoting the development of a powerful employer identity and avoiding knowledge asymmetry between the employer and existing employees (Spence, 1973). When employees recognize symmetry in the employer's promises and perceptions, employee satisfaction, commitment, and retention can be accomplished (Dögl & Holtbrügge, 2014). Signaling theory is also used as a framework for interpreting EB regarding employee satisfaction, commitment, and retention. Thus, the theory provides an understanding of how organizations may increase employee commitment, satisfaction, and performance by implementing an operative EB strategy (Reis et al., 2017).

While the majority of HR scholars have based their studies on signaling theory in the context of talent attraction and recruitment processes (Celani & Singh, 2011; Bergh et al., 2010), recent research has also applied the theory to EB (Alshathry et al., 2017; Taj, 2016). However, the studies covering EB have focused more on the potential employee than on current employees with regard to crucial workforce retention. According to Dögl and Holtbrügge (2014), the need for signaling occurs typically in competitive environments where organizations compete for scarce resources. Due to talent scarcity and an increased demand for a highly skilled workforce, companies face the challenge of retaining their current employees (Biswas & Suar, 2016; Maheshwari et al., 2017), which requires them to acknowledge the relevance of authentic signaling within the EB context (Taj, 2016).

2.1 Employer branding by signaling a solid employer brand.

A company aims to create an image of itself as a unique and desirable place to work among its present workers (Ewing et al., 2002; Taj, 2016). As a result, EB has evolved as a tactic for businesses to set themselves apart from their competition (Maheshwari et al., 2017; Taj, 2016). According to signaling theory, there is an information imbalance between the business and its present staff regarding EB. As a result, the company acts as a transmitter of brand signals received and interpreted by current personnel. Consequently, how workers interpret the signals presented is influenced by personal experiences and preferences, affecting outcomes such as employee behavior and attitudes toward the company (Taj, 2016). Furthermore, effective EB necessitates the organization giving distinct and authentic signals to its workers, clearly communicating their unique employment opportunities and values (Schlager et al., 2011). Employees can better internalize and comprehend the brand when they perceive brand signals to be clear, credible, and consistent. Furthermore, organizations can prevent potential ambiguous meanings and misinterpretations by employees, which leads to unintended results, if the employer brand is openly communicated through a powerful signal.

As a result, the elements that influence how workers understand signals are critical for businesses, as they aim to optimize the intended interpretation in order to produce desirable employee attitudes and behaviors (Taj, 2016), such as employee commitment and satisfaction, as well as performance (Tanwar & Prasad, 2016a). Even though these attitudes will be molded by direct contact with the brand values, brand signals are likely to affect potential and present workers (Tanwar & Prasad, 2016a; Wilden et al., 2010). By conveying its beliefs, rules, and goals through a strong employer brand, a company may overcome current workers' fears and doubts, resulting in increased employee satisfaction and commitment (Wilden et al., 2010). Existing employees can either gather information about the company through internal sources, e.g., supervisors, or external sources such as corporate reputation (Alshathry et al., 2017). While building this corporate knowledge, employees may increase their familiarity with the organization and create a more comprehensive picture of how others perceive the employer (Alshathry et al., 2017). It is in the company's interest to ensure that the information gathered by employees leads to positive associations with the employer brand to increase employee retention (Alshathry et al., 2017).

However, some associations that existed before the employees entered the company may be confirmed after the experience, whereas others will be modified, and new associations will be

created (Alshathry et al., 2017). In order to reduce negative associations with the employer brand, organizations need to ensure that the signals convey information about characteristics that distinguish themselves from their competitors to create in employees’ minds a corporate image of a unique employer (Backhaus & Tikoo, 2004; Dögl and Holtbrügge, 2014). These signals should always influence employees’ decisions and behaviors in favor of the company (Dögl & Holtbrügge, 2014). Signal content that has been found to determine a strong employer brand is characterized by social, economic, reputation, development, and diversity values (Schlager et al., 2011; Tanwar & Prasad, 2016b; Slavkovic et al., 2018).

A strong team spirit, skilled coworkers, and a friendly and polite atmosphere among supervisors and subordinates contribute to social value (Matongolo et al., 2018; Schlager et al., 2011). A decent wage, incentives, a reasonable number of vacation days, and good retirement benefits are all examples of high economic value (Gaylard et al., 2005; Matongolo et al., 2018). Development value refers to training and development opportunities and a robust mentoring culture (Ito et al., 2013; Schlager et al., 2011). Finally, occupational qualities, such as challenging and diverse tasks, are included in the diversity value (Biswas and Suar, 2016; Bjerke et al., 2007). By applying signaling theory to the concept of EB, awareness of the signal content’s relevance was raised, and, additionally, four specific values were identified in the literature. These values can be internally conveyed by a company to build a strong employer brand and therefore influence employees’ decisions and behaviors in favor of the organization, namely, employee satisfaction, commitment, and performance (Dögl & Holtbrügge, 2014; Slavkovic et al., 2018).

2.2. Development of Hypotheses

During the analysis of the dimensional framework of EB, previous literature on the employer brand centered on “recruitment” aspects for prospective workers when establishing their parameters (Tanwar & Prasad 2016a). According to the research undertaken by Lievens et al. (2007) and Edwards (2010), potential and current employees have different views of the employer brand, while Tanwar and Prasad (2016a) proposed that academics could rely on empirical studies when researching aspects of EB from current workers’ perspectives and acknowledged their effect and influence on employee perceptions, attitudes, and behaviour. In the previous literature, different dimensional constructs were demonstrated by most studies conducted with potential employees as the population for the study (Schlager et al., 2011). As Berthon et al. (2005) illustrated, an

organization's EB may be enhanced by emphasizing the main feature of its culture. Salaries and incentives represent an attractive pay system and a compensation plan; as they indicated successful coordination with various types of rewards improves the employer brand (Berthon et al., 2005). It can be argued that EB dimensions, particularly in selecting an employer, include organizational culture, salaries and benefits, opportunities, corporate social responsibility (CSR), and work-life balance. Schlager et al. (2011) showed that the attractiveness of EB across various industry sectors in developing countries is mainly affected by organizational culture and salary; they established variables related to employer brand attractiveness, drawing on historical field studies and focus groups, asking participants to define the factors they deemed significant when evaluating prospective employers. The authors described vital variables when adopting traditional scale-developing procedures: economic benefit (e.g., pay and incentives) and social value (e.g., corporate culture) (Schlager et al., 2011). Additionally, Srivastava and Bhatnagar (2010) established drivers of employer brand attraction from an analysis with participants from developing countries, which identifies different factors, such as consideration (e.g., the organization's interest in its workers), enablement (e.g., enabling employees to contribute their abilities), job development (e.g., prospects for advancement), and the integrity and fairness of their jobs.

However, these scales do not allow specific forecasts of which specific organizational characteristics are attractive employer brands (Tanwar & Prasad, 2019). A variety of studies also show that the organizational culture, incentives, and CSR are a part of company associations and may also influence the appeal of the employer brand (Lievens et al., 2007; Rampl & Kenning, 2014). The related studies reveal various conclusions concerning the impact of employer brand dimensions on employer brand attractiveness. The extent and importance of employers' brand dimensions have been shown to vary across various sectors (e.g., banking or the military context) or different cultural contexts. It may also be claimed that characteristics related to employer brands can typically be different across different industries. For example, physical exercise may be necessary for industries such as the military environment, while consumer contact would not be crucial. However, the case will most definitely be different in organizations in the financial sector, like banks. This perspective is also expressed in the research by Lievens (2007), who carried out more research on the qualities of their workers in the particular sectors they studied.

All these facets highlight that EB research is challenging and has a variety of outcomes depending on the research context and settings. The issue of the dearth of theoretical sources on employer branding was addressed in this work by analyzing EB in a broader context and considering its consequences. The paper identifies specific areas where more research is needed. In addition, the current research focuses on EB and its effects on employee choice and organizational performance. Moreover, the paper not only highlights a set of factors as dimensions of EB, but it also illustrates the outcomes of the EB in the next paragraphs.

2.2.1. Employer branding and person-organization fit.

The concept of person-organization fit refers to the alignment between an individual’s personal values, beliefs, and culture, and those of the organization (Lauver & Kristof-Brown, 2001). Research has demonstrated that a strong person-organization fit can lead to greater job satisfaction, organizational commitment, and overall employee well-being (Cable & DeRue, 2002; Kristof-Brown et al., 2005). This study hypothesizes that EB significantly enhances person-organization fit, as effective branding communicates the organization’s values and culture, attracting individuals whose personal values align with those of the organization. Consequently, employees who perceive a good fit are more likely to be satisfied with their jobs and committed to the organization (Edwards & Cable, 2009). Backhaus and Tikoo (2004) revealed that potential workers evaluate the employer’s brand image and relate it to their own beliefs and characteristics. Hence, a strong employer brand can recruit individuals with characteristics that are a good match for the organization. The employer brand serves as a method for communicating the organization’s values to its stakeholders, thus allowing workers to ensure they are compatible with its culture (Srivastava & Bhatnagar, 2010). As a result, the employer brand aids employees in determining whether or not they are a good fit for an organization based on their beliefs and personal qualities. Thus, this study suggests the following hypothesis:

H1: Employer branding has a significant influence on person-organization fit.

2.2.2. Employer branding and organizational commitment

Although most academics believe that having a committed workforce benefits a company, there is a lack of research into this issue (Meyer, 2014). Given its relative prominence within the literature on employee commitment, the idea of employee commitment in this study is interpreted through

the well-established three-component model proposed by Meyer (2014). Previous researchers identified three essential components of commitment to distinguish between the many mindsets that are thought to constitute commitment: affective commitment, normative commitment, and continuation commitment. By labeling these mindsets as components rather than types of commitment, it was acknowledged that employees could experience all three to different degrees (Meyer, 2014). Likewise, their implications for on-the-job work behaviors can vary due to the specific mindset, even though all three negatively influence voluntary employee turnover. Although the three different commitment components can be measured separately, the present study assesses commitment as one concept and does not distinguish between the different components. If the context in which employees work meets these needs, employees' intention to remain can be increased, and thus a robust affective commitment to the organization is created (Meyer, 2014). In contrast, when employees' needs are not satisfied, social obligations (normative commitment) and perceived costs (continuance commitment) may be the only reasons why they stay with their employer (Meyer, 2014).

Starting from these bases, previous studies have revealed a confident association between EB and organizational commitment (Ito et al., 2013; Kashyap & Verma, 2018). Hence, it is stated that the employer brand has a direct effect on such commitment (Slavkovic et al., 2018). By considering the five values of EB, the following hypotheses on the relationship between EB and organizational commitment were developed. Among the five values, Schlager et al. (2011) found that social values positively affect organizational commitment. The nature of the social values can determine whether an employee will be committed to or will leave the company (Kashyap & Verma, 2018). Companies that support a deferential environment, friendly relationships among employees, and a people-first attitude can enhance employee commitment (Schlager et al., 2011). Furthermore, factors such as having good relationships with superiors and co-workers have been shown to be crucial for enhancing organizational commitment (Gaylard et al., 2005). In turn, employees can feel connected and appreciated by others in the organization, thus fulfilling their need for relatedness and enhancing their commitment (Meyer, 2014).

Another aspect that is considered a forecaster of commitment is the economic value of an organization (Matongolo et al., 2018; Tanwar & Prasad, 2016b). A firm's economic value is associated with the economic benefits, including the salaries and incentives the employer gives the workforce. An economic value that contains an above-average salary, a compensation package,

job security, and promotional opportunities was found to support higher levels of employee commitment (Schlager et al., 2011). The research also argues for a significant association between development value and employee commitment (Tanwar & Prasad, 2016a). Development value, which includes development and growth opportunities through training, mentoring, and an empowering environment, is crucial for employee commitment (Hadi & Ahmen, 2018). By providing employees with development value, the organization ensures employees become motivated to remain with the organization for longer (Hadi & Ahmen, 2018). Hence, it is hypothesized as follows:

H2: Employer branding has a significant effect on organizational commitment.

2.2.3. Employer branding and employee retention

Due to the increasing workforce shortage, companies are working hard to attract, hire, and retain talents (Russell & Brannan, 2016). EB is the tool that helps companies to explain how they differ from their rivals (Ito et al., 2013). Similarly, EB improves organizational performance in the HRM context by assisting organizations in differentiating themselves from competitors in recruiting, commitment, and retention (Russell & Brannan, 2016). Moreover, EB raises employees’ loyalty and increases the chances of them working with the organization for a longer time (Jain & Bhatt, 2015). Gaddam’s (2008, p. 47) ‘Employer Brand Model’ states that satisfaction, commitment, retention, attraction, and the significant increase in performance of a company can all be related to the employer brand. This means that EB further enhances workplace success in recruitment, retention, and participation within the HR environment by helping organizations distinguish themselves from their rivals (Russell & Brannan, 2016). Fernon (2008) further argued that EB, if handled well, will attract better workers by creating a culture in which staff can experience the brand in different ways, such as growth and promotion, which also increases the likelihood of them remaining with the company (Jain & Bhatt, 2015).

In addition, the ‘Employer Brand Model’, which highlights that engagement, retention, performance, satisfaction, and attractiveness can all be related to the employer brand, shows the positive outcome of EB for a company (Gaddam, 2008). The paradigm acknowledges that EB improves staff retention and increases employee morale, and it was proposed that workers who

love working with a company remain with the organization for longer (Matthews & Holbeche, 2012). Therefore, it is hypothesized as follows:

H3: Employer branding has a significant positive effect on employee retention.

2.2.4. Employer branding and job satisfaction

Over the last few decades, job satisfaction has attracted much attention from scholars and practitioners (Davies, 2008). Part of the rising interest in employee job satisfaction is linked to employee job-related behavior. Scholars have discovered that satisfied workers are less likely to leave a firm, are absent less frequently, and are more productive at work (Backhaus & Tikoo, 2004). Besides, research has found that one of the most notable facets of worker satisfaction is the nature of the work (Antoncic & Antoncic, 2011). This facet includes the variety, challenges, and scope of the work (Schlager et al., 2011). The two-factor theory of motivation refers to this item as a motivator of employee satisfaction (Herzberg et al., 1959). Further, relationships among employees and those between employees and supervisors have been identified as two facets of employee satisfaction (Kashyap & Verma, 2018). While more recent studies have argued that employee relationships are part of satisfaction (Gaylard et al., 2005), Herzberg et al. (1959) considered this variable to be a hygiene factor, which can lead to either dissatisfaction or no-dissatisfaction. Besides employee relationships, scholars claim hygiene factors, such as salary, promotion, benefits, and rewards, are crucial for employee satisfaction (Bjerke et al., 2007).

Further, employees' relationships with co-workers and supervisors are essential aspects of assessing employee satisfaction (Bjerke et al., 2007). When employees perceive feelings of support, trust, and openness among co-workers and supervisors, higher levels of employee satisfaction will be achieved (Davies, 2008). In addition, a good organizational climate and culture can enhance employee satisfaction (Antoncic & Antoncic, 2011). It has also been found that employees who are dissatisfied with a company's social value are more likely to leave the organization (Kashyap & Verma, 2018). Another value that emerged as a satisfier is the economic value proposed by an organization (Antoncic & Antoncic, 2011). A higher salary was recognized as being directly associated with increased satisfaction (Schlager et al., 2011). Moreover, the benefit structure within an organization was revealed to be an antecedent of satisfaction (Tanwar & Prasad, 2016a). If the workforce perceives its employer to be offering fair and attractive benefits,

such as paid time off, medical coverage, or an appropriate number of holidays, the employees are more satisfied (Schlager et al., 2011). Thus, while monetary aspects play a critical role in employee satisfaction, non-monetary issues, such as job security, are also definitely connected to employee satisfaction (Antoncic & Antoncic, 2011). Hence, we hypothesize as follows:

H4: Employer branding has a significant influence on job satisfaction.

2.2.5. Person-organization fit and employer of choice.

The person-organization fit, which is a match between employee values and the organization and is also one of the results of the employer brand, is an antecedent of employee performance (Tanwar & Kumar, 2019). The person-organization fit has its roots in psychology, whereas brand emotions are derived mainly from the consumer branding literature. As a result, it is worth seeing if the person-organization fit functions as a bridge between the employer brand and the employee performance. Building on the previous research findings, it can be claimed that person-organization fit might operate as a mediating variable between employer brand characteristics and employee performance status or that it might be an antecedent of employee performance (Tanwar & Kumar, 2019). Consequently, the current study represents a step forward, since it claims that employer brand attributes, essential for an organization to improve employee performance, must construct a person-organization fit, leading to employee performance status formation. We therefore propose the following hypothesis:

H5: Person-organization fit has a significant influence on employer of choice.

2.2.6. Organization commitment and employer brand advocacy

Brand advocacy is created when the customer speaks favorably about the brand and so helps accelerate the recognition and popularity of new products. People who post or talk favorably about the brand are known as brand ambassadors or brand advocates (Commander, 2007). The brand advocacy theory can be generalized to HRM. It was suggested that ample information about the company should be accessible to an employee as a brand advocate. Indeed, the literature indicates that the organization’s commitment helps grow the organization’s activism for others (Babin & Boles, 1998; Mowday et al., 1979). Nevertheless, strongly committed workers can serve as brand

ambassadors to have a more significant impact of brand advocacy and present an accurate image of the company's culture and values to potential employees (Kimpakorn & Tocquer, 2009). Organizational commitment contributes to employer brand advocacy, as firmly committed employees go on to become brand advocates of the company among the wider community both inside and outside the organization (Tanwar & Prasad, 2016a). Furthermore, employees who become brand advocates add to the stable acquisition of talent and the strength of workplace satisfaction and commitment (Schweitzer & Lyons, 2008). Hence, we hypothesize as follows:

H6: Organizational commitment has a positive effect on employer brand advocacy.

2.2.7. Organization commitment and employee performance

Over the years, several researchers have paid considerable attention to the idea of organizational commitment. Porter et al. (1974) described organizational commitment as the degree of feeling and emotion people have for their organization. Moreover, Becker (1962) concluded that from 1960 to 1982, organizational commitment was referred to as the "side bet", while Porter et al. (1974) found that organizational commitment is a reference to the "exchange" principle. Bansal et al. (2001) held the same opinion as Porter et al. (1974), measuring the organization's commitment in line with employees' expectations, suggesting that employees might seek to accomplish their organizational goals, tasks, and priorities, as they are committed to their company. Besides, Yeh and Hong (2012) suggested that employee performance is compatible with the efficiency and the volume of the work, meaning that employee success is equivalent to the organization's competitiveness.

Other scholars showed that the individual's performances may be split into two sections, the first being the individual's result and the second being the individual's attitude in executing their activities towards goal achievement (Jiang et al., 2012; Balkin & Werner, 2023). Individual performance includes any employee whose job aims to fulfil the company's objectives, whether directly or indirectly, because the individual's acts directly or indirectly influence accomplishing the organization's goals (Motowidlo, 2003). Previous research has shown that organizational commitment has a significant impact on employee performance (Memari et al., 2013). For example, Meyer (2014) tested the relationship between organizational commitment and individual

performance and showed that there was a significant connection between organizational performance and commitment. Thus, it is hypothesized as follows:

H7: Organizational commitment has a substantial effect on employee performance.

2.2.8. Job satisfaction and employee performance

Some scholars have investigated the link between job satisfaction and employee performance, resulting in different definitions for both concepts. Price (2001) defined an employee’s performance as an influencing orientation toward his or her work. Different researchers have highlighted personal and environmental characteristics as crucial variables affecting employee performance and satisfaction (Dawal et al., 2009). Dawal et al. (2009), for example, argued that the person-environment model has the most acceptable explanatory meaning for interpreting employee performance through satisfaction. Furthermore, studies have shown that job satisfaction and employee performance are dependent on interactive relationships between a variety of factors, such as recognition, colleagues, workplace communications, the nature of the job, family benefits, the quality of the technology used in the organization, organizational strategies, structures and processes, compensation, promotion, personal development, and security. In general, job satisfaction is considered a central antecedent of employee performance (Dawal et al., 2009).

Employee job satisfaction and performance have also been studied. Satisfaction and comprehensive sensitivity to employees’ socio-emotional and physiological requirements are essential for achieving employee productivity and efficiency (Pugno & Depedri, 2009). As Judge et al. (2001) showed, employee job satisfaction has a positive relationship with critical elements, such as employee morale, employee engagement, and job performance. Pugno and Depedri (2009) also suggested that employers improve job satisfaction to enhance employee performance. Hence, the following hypotheses are formulated:

H8: Job satisfaction has a significant influence on employee performance.

H9: Job satisfaction has a significant influence on organizational performance.

2.2.9. Employee retention and employee performance

In several studies, the association between employee retention and employee performance has been established (Kar & Misra, 2013). Kar and Misra (2013) examined how the retention of employees influences the performance of employees across various industries, which is consistent with the findings of other scholars. Employee retention is vital for reducing the cost of turnover or recruiting and training employees in a company. Besides, when an employee suddenly leaves the organization, the loss of the relationships built by the employee for the company can also lead to a loss of business. Thus, Stovel and Bontis (2002) found excessive turnover can be detrimental to a company's performance, while Alexander et al. (1998) stated that a high voluntary turnover affects productivity by disturbing the organization's input/performance output process, which leads to decreased efficiency. As a result, productivity may be boosted by maintaining a helpful staff. Hence, we hypothesize as follows:

H10: Employee retention has a significant positive effect on employee performance.

2.2.10. Employer brand advocacy and employer of choice

Keller (1993) described brand advocacy as a constructive brand contact to accelerate market adoption and approval of the brand. As mentioned earlier, persons with strong opinions or favorable views about a brand are brand ambassadors or brand promoters (Commander, 2007). Men (2014) described employer brand advocacy as "volunteer assistance to external employee partners for brand organizations" (Men, 2014, p. 23). Employees as brand ambassadors or informal corporate spokespersons are more prominent in public relations companies (Dozier & Broom, 1995). Employees use their ties and networks to positively spread the brand's image to the public (Men & Stacks, 2013). From the perspective of HR management, employer brand advocacy also aims to recruit and retain talent (Shinnar et al., 2004).

Walz and Celuch (2010) claimed that brand advocacy involves spreading good words about the brand and positive word of mouth, which gives rise to solid relationships with the brand or business with stakeholders. The definition first discussed by Kennedy (1977) describes the vital influence of the employee's positive expression and use of favorable words to external stakeholders. When employees start sharing their positive experiences with employers to the outside world, potential employees take their views seriously. Thus, they are attracted to the organization while looking at how existing employees are happy with and praise the employer.

Similarly, in internal marketing, the brand support principle can be extended to HRM (Tanwar & Prasad, 2016a). Moreover, the brand advocacy literature has widely debated the role of brand advocacy for generating a positive image of the organization as a first-choice employer for potential employees (Kemp et al., 2012). Hence, we hypothesize as follows:

H11: Employer brand advocacy has a significant positive effect on employer of choice.

2.2.11. Employee performance and organization performance

Each employee has their own identity as an individual personality, and research has demonstrated that this uniqueness has a relationship with and influence on both their individual performance and on the organization where the employee works. For example, Mullen et al. (2017) discovered that a person’s age affected how safe they were at work and how well they performed. When older workers have more experience working with their co-workers, they will do well (Gellert & Schalk, 2012). In addition, workplace motivation may affect a person’s performance and work discipline (Prophet et al., 2017) as well as their organizational performance (Dobre, 2013). According to the theory of motivation and expansion, when an individual has a specific goal in mind, they may perform effectively and achieve their objectives. As previous studies have discussed, employee performance, which has a significant positive impact on organizational performance (Dobre, 2013), is affected by disparities in the essence of the internal factor of workers, and because employees are part of the firm, the influence on the firm’s performance is also affected (Hatane, 2015). Hence, the following hypotheses are proposed:

H12: Employee performance has a significant influence on organizational performance.

H13: Employer branding has a significant influence on employee performance.

The hypothesized associations are shown in Figure 1, while the definitions and the main references of the selected concepts are proposed in Table 1.

INSERT FIGURE 1 AND TABLE 1 HERE

3. Methodology

3.1. Sample and Data Collection

To achieve the study's objectives, a mixed-methods approach was adopted, combining qualitative interviews and focus groups with quantitative survey data collection. Initially, nine in-depth interviews were conducted with managers from prominent Pakistani service firms to identify key elements of EB and refine the study's conceptual framework. Following this, four focus groups comprising six participants each were held to further explore these elements from the perspective of non-managerial employees and first-line managers. This qualitative phase informed the development of a comprehensive survey instrument. The quantitative phase involved administering a structured questionnaire to 544 employees across various service firms in Pakistan. Snowball sampling was employed to reach participants with the relevant expertise and experience. The survey instrument included items measured on a 7-point Likert scale, covering dimensions such as organizational culture, development opportunities, work-life balance, salary and incentives, and equality and justice. Data were analyzed using SmartPLS to assess the reliability and validity of the constructs and to test the hypothesized relationships.

3.1.1. Qualitative study

Interviews - This study began with interviews to define and operationalize the key elements required to quantify the concept of the EB construct. This study held in-depth interviews with managers who were currently working in the service industries, thus allowing the researchers to deepen the knowledge of the subject and to gather attitude and behavior data related to the area of interest (Shiu et al., 2009). In this research, an interview guide was created that described EB as the subject of concern, balanced the interview with the main issues, and allowed the conversation to continue. The researchers contacted fifteen Pakistani service firms to find the best contact person(s) to discuss the research subject. Their consent to become part of the study was obtained. Of the fifteen firms approached, all responded via mail or e-mail, but five did not participate in the study because of their tight schedules. Therefore, ten in-depth personal interviews were conducted with the managers of different service firms in Pakistan. Almost all (9 out of 10) interviews were held face-to-face with actual respondents from the firms. The interviewees determined the location and the time of the interviews; with the exception of one manager who preferred a telephonic interview, the interviews were conducted at the participants' site of choice. The average interview

duration was 90 minutes, and all the interviews were recorded and then transcribed to ensure validity.

Focus groups - Researchers in marketing use the focus group technique as an excellent method of obtaining qualitative data (Fern, 1982). In this research, focus group interviews were conducted using purposeful sampling. There were four focus groups with six participants in each focus group (19 men and 5 women). An appropriate degree of group engagement was encouraged to stimulate dialogue and explore the idea of EB more explicitly. The respondents were aged between 24 and 52 years old, with an average age of 37 years, and were from culturally diverse communities, which makes the study more valuable (see Table 2ab).

INSERT TABLE 2ab HERE

In addition, the focus groups allowed the researcher to collect a significant number of answers on the subject of interest, as the participants were asked about their perception of EB. The questions were primarily unstructured and open-ended so that the respondents could answer from a range of dimensions. The data were collected from focus groups formed by the non-managerial employees and first-line managers working in service firms in Pakistan. The participants (employees and first-line managers) were invited to participate in the research to explore their opinions, views, beliefs, and behaviors toward EB. All qualitative data were audio-recorded and then transcribed verbatim to ensure research validity and reliability. The interview protocol was developed based on a thorough literature review and the definitions of the key terms. To confirm content validity, the questions were reviewed by six marketing scholars familiar with the study's context. Additionally, an interview guide was prepared to ensure comprehensive coverage of all relevant topics during the discussions (see Appendix 1). Following Easterby-Smith et al. (2002), the researchers maintained a professional dress code and employed various strategies to build trust with the managers. To assess the impact of validity and reliability on qualitative researchers' perceptions, the triangulation method was utilized in this study (Creswell & Miller, 2000). The coding process was structured around constructs and open codes identified in prior literature. The initial coding process was based on a "list of research questions, problem areas, and/or key variables that the researcher brings to the study" (Miles & Huberman, 1994, p. 58). According to earlier studies

(Huberman & Miles, 1994), coding involves three main steps: open, axial, and selective coding, which enhance data trustworthiness. For the data interpretation and synthesis, NVivo software was chosen, as it effectively manages data, identifies nodes, reveals interrelationships, discovers new nodes, and ensures consistency (Bazeley, 2007; Gibbs, 2002).

While the main topic of discussion was to highlight the key dimensions and outcomes of EB, the discussion also included the influence of EB on person-organization fit, employee job satisfaction, organizational commitment, employee retention, employer brand advocacy, employee performance, employer of choice, and organizational performance. The content validity of the items was done with the help of a panel of experts. The first version of the measurement items was discussed with seven faculty members and professionals working in the marketing or HRM departments.

3.1.2. Quantitative Study

We used established scales from previous research. Additionally, during the qualitative study, some modifications were made to ensure content and face validity. The items used in this study are shown in Table 1. Data were collected from employees, using a 7-point Likert scale based on how well they perceived the situation. Initially we employed a pilot study with 80 respondents to evaluate the uniformity and appropriateness of the items in the questionnaire. In the main study, we collected a sample of 544 employees. Table 3 presents the demographic characteristics of the respondents. Male respondents slightly outnumbered female respondents, with 59.4% being males and 40.6% females. Regarding age, 51.3% of the respondents were 25-34 years old, followed by 27.4% who were 35-44 years old, 11.2% who were 45 years or older, and 9.9% who were under 25 years old. In terms of educational qualifications, the majority of respondents, 92.3%, had a master's degree or higher, while 6.3% had a bachelor's degree. Regarding work experience, 37.9% of the respondents had 6 to 10 years of experience, 29.6% had 11 to 15 years, 23.2% had up to 5 years, and 9.4% had 16 years or more. Most respondents, 65.1%, were employed in public sector/government organizations, while 34.9% worked in private sector organizations. Additionally, 31.26% of the respondents were from distributive services firms, 30.88% were from producer services firms, and 37.86% were from social services firms.

INSERT TABLE 3 HERE

3.2. Analysis and model testing

We utilized partial least squares structural equation modeling (PLS-SEM) to test our research model, employing SmartPLS 3.2 software. PLS-SEM is particularly beneficial for complex models with numerous variables and indicators (Hair et al., 2014). Given the number of constructs and the sample size in our study, we determined that PLS-SEM was the most suitable method (Hair et al., 2011). The analysis includes separate evaluations of both the measurement model and the structural model.

Measurement Model

The measurement model was used to evaluate the reliability and validity of the construct measures. We subjected the research measurement items to a series of factor and reliability analyses as an initial assessment of their performance across the entire sample. SmartPLS was used to assess the reliability and validity of the constructs. Internal consistency reliability was measured using both Cronbach's α and composite reliability, with all items achieving an α and CR above 0.80, which is deemed satisfactory (Nunally & Bernstein, 1994). Convergent validity (AVE) and discriminant validity were also assessed for each construct (see Table 4). All constructs had AVEs above 0.50, indicating that the construct explains more than half of the variance of its indicators on average (Field, 2013). Furthermore, all indicators' outer loadings on their respective constructs were higher than their cross loadings, confirming discriminant validity (Chin, 1998).

INSERT TABLE 4 HERE

Common method variance (CMV) - Multi-collinearity is another issue in the data vetting process that needs to be tested. Multi-collinearity is said to occur in cases where independent variables are highly correlated to one another, which leads to a perverse impact on the statistical analysis, as it becomes difficult to establish apparent differences between the cause and the impact of independent variables (Hair et al., 2014). Multiple statistical techniques exist to check for multi-collinearity within the data, including the Pearson-Neymann correlation test, to establish a value between a negative value and a positive value. Values close to negative indicate a strong negative correlation, whereas values between positive ones indicate a positive correlation between

variables. Values close to zero indicate no or a weak correlation. Likewise, variance inflation factor values must be less than 10 with t-values greater than 0.10 to establish no co-linearity between variables (Hair et al., 2014). This research utilized a simple linear regression model to demonstrate insignificant levels of co-linearity between independent variables.

The weight and significance level of indicators depends on the collinearity of formative indicators (Hair et al., 2014). Moreover, the Variance Inflation Factor (VIF) value helps to verify the degree of collinearity. Thus, the recommended value of VIF is 5 (Hair et al., 2014); a value higher than 5 indicates there are problems of collinearity. The findings for this study reveal that all the VIF values are lower than the 5.00 benchmark, so multi-collinearity problems did not exist in the higher-order construct. The findings for the multi-collinearity of the second-order formative construct (EB) are given in Table 5.

INSERT TABLE 5 HERE

Structural Model Assessment

After validating the construct measures, we assessed the structural model results. Initially, we checked for collinearity among the constructs before estimating the path coefficients. We examined each set of predictors in the structural model for collinearity and found that all predictors had VIF values below 5. Following this step, we evaluated the significance of the path coefficients to explore the hypothesized relationships in the conceptual framework. The significance of all path coefficients was tested using 5,000 bootstrapping samples to generate t-statistics (see Table 6).

There are thirteen direct relationship research hypotheses, and the result of the structural model presents that nine out of the thirteen hypotheses of this research are supported. The person-organization fit is not significantly influenced by EB ($\beta=0.023$, $p > 0.05$), meaning H1 is not supported. The results show that EB has a significant positive effect on organizational commitment ($\beta=0.631$, $p < 0.000$). Furthermore, employee retention is significantly influenced by EB ($\beta=0.495$, $p < 0.000$), and EB has a significant positive influence on job satisfaction ($\beta=0.627$, $p < 0.000$), which supports H2, H3, and H4. However, person-organization fit does not influence employer of choice ($\beta=0.010$, $p > 0.05$). Hence, H5 is not supported. In addition, employer brand advocacy ($\beta=0.399$, $p < 0.000$) is significantly influenced by organizational commitment, whereas employee performance ($\beta=0.019$, $p > 0.001$) is not significantly influenced by organizational commitment.

Hence, this supports H6, while H7 is not supported. The results also demonstrate that employee performance is significantly influenced by job satisfaction ($\beta=0.195$, $p < 0.000$), and job satisfaction has a significant positive effect on organizational performance ($\beta=0.324$, $p < 0.000$), which means H8 and H9 are supported. Moreover, the result of H10 found employee retention does not significantly influence employee performance ($\beta=-0.001$, $p > 0.05$), so H10 is not supported, whereas the result showed that employer brand advocacy has a significant influence on employer of choice ($\beta=0.451$, $p < 0.000$), and employee performance has a significant positive effect on organizational performance ($\beta=0.230$, $p < 0.000$). Furthermore, the results of H13 revealed that EB has a significant effect on employee performance ($\beta=0.387$, $p < 0.000$).

INSERT TABLE 6 HERE

Finally, blindfolding helps to calculate the value of Q^2 (Stone-Geisser's) (Geisser, 1974; Stone, 1974), which presents an estimation condition for the cross-validated predictive relevance of the PLS path model. Furthermore, the Q^2 value also helps the researchers by providing a basis of predictive relevance other than computing the value of R^2 magnitude as a standard of predictive accuracy. Employing the procedure of blindfolding, the value of Q^2 of the latent construct in the PLS path model is attained. The values for Q^2 of all endogenous latent constructs except person-organization fit are greater than 0, signifying the overall predictive relevance of the PLS path model (Table 6). The goodness of fit in this study is 0.428, indicating that PLS models have significant global validity. It demonstrates that the theoretical model can account for 42.8 percent of the possible fit, indicating that the model is satisfactory (Table 7).

INSERT TABLE 7 HERE

5. Discussion

This study makes significant contributions to the field of EB by introducing and empirically testing new dimensions of EB—development, growth opportunities, equality, and justice—within the service sector context. Unlike previous studies that focused primarily on traditional elements of EB, our research provides a comprehensive analysis of how these new dimensions influence organizational performance and the employees' perception of an employer as an employer of choice. The findings not only advance the theoretical understanding but also offer practical

guidelines for organizations aiming to enhance their EB strategies. By addressing the gaps in the existing literature, this study provides a novel framework that can be utilized by HR professionals and researchers alike to better understand and implement effective EB practices. Five dimensions (organizational culture, development and growth possibilities, work-life balance, salary and incentives, and equality and justice) were identified when evaluating the qualitative data. The findings show that 10 out of 13 hypotheses were supported. Furthermore, the proposed conceptual framework was generally supported. Some of the findings contradict those of prior investigations by Arachchige and Robertson (2011), Roy (2008), and Tanwar and Prasad (2016b), as two new dimensions of EB were explored.

This research was inspired mainly by the need to clarify and conceptualize EB. Despite the importance of EB, it has not been well established as a topic of interest in the marketing literature (Dabirian et al., 2019; Matongolo et al., 2018; Tumasjan et al., 2020). Thus, to date, EB and its effect on employer of choice and organizational performance have not been adequately researched in terms of the perception of current employees in service sector firms (Chawla, 2020; Kaur & Shah, 2021). The findings differ from those of Berthon et al.'s original EB scale, which was developed in 2005. However, cultural differences can explain this disparity. Berthon et al. (2005) explored five factors: "interest value, social value, economic value, development value, and applications value" (2005, p.169) and highlighted five dimensions of EB: organizational culture, development and growth opportunities, work-life balance, salary and incentives, and equality and justice. The current study looked at development and growth opportunities, equality, and justice as a new dimension of EB in Pakistan and amended items in previously studied dimensions. The findings of this study underline the need for organizations to emphasize development and growth opportunities as a strategy for attracting and maintaining personnel. Moreover, fairness in resource allocation and equal treatment may generate more job-related outcomes. This is because Pakistan is one of the world's most diverse countries. The features of the development and growth aspects differ from one country to another, and, as Berthon et al. pointed out, "Cultural variations may have substantial ramifications for worldwide brand building" (2005, p. 169).

The new factors explored in this study can also be attributed to the prevalence of a western work environment. To begin with, let us consider development and growth opportunities. In service firms, employers place a high value on employee development. Indeed, statistics show that in Asia, countries firmly believe in fostering growth opportunities, with a percentage similar to

those in western countries (Deane, 2013). During the focus group interview, employees claimed that development was a key consideration when applying to different firms. Indeed, according to a survey by Taylor (2015), during job selection, employees prioritize the workforce receiving development and growth opportunities. In addition, work-life balance is one of the new dimensions of EB (Tanwar & Prasad, 2016a), and in the Pakistani context, this is considered an important component. This study found that cultural and social values shaped the different personal lives of workers. For example, working from home or leaving work during a family emergency are two new items in the work-life balance dimension of EB in the Pakistani context, and employees have to keep such domestic affairs in mind when choosing where to work.

The findings disclosed the influence of EB on employer of choice and organizational performance. These findings are consistent with prior studies and confirm the impact of EB on employer of choice (Edwards, 2010; Fulmer et al., 2003; Saini & Jawahar, 2019; Wilden et al., 2010) and organizational performance (Biswas & Suar, 2016; Tumasjan et al., 2020). The literature suggested that person-organization fit is one of the consequences of EB. H1 was supported by the previous research and by the information collected from the focus groups and interviews. Employees and managers working in the service sector stated during the interviews and focus groups their belief that EB generates a person-organization fit. In past research, EB tactics were thought to play a key role in developing person-organization fit if communicated effectively to employees (Boon et al., 2011). Furthermore, according to previous research, it is the cornerstone of a successful EB strategy, as EB significantly affects the person-organization fit (Wilden et al., 2010). However, contrary to previous studies (Srivastava & Bhatnagar, 2010; Tanwar & Kumar, 2019), this relationship was not supported by empirical analysis. The results show that person-organization fit does not act as an outcome of EB ($b = 0.023$, $p\text{-value} = 0.664$). The results further reveal that person-organization fit has no impact on employer of choice. Hence, there is no evidence ($b = 0.010$, $p\text{-value} = 0.859$) to support H5. These findings highlight that, while the employer brand aspects are important for better results, they do not always lead to a company becoming an employer of choice through person-organization fit. This contradicts the findings of the previous literature (Sivertsen et al., 2013; Tanwar & Kumar, 2019), and, therefore, the findings of this study do not support H1 and H5.

Like the earlier literature (Wilden et al., 2010), our results also confirm that organizations may obtain positive results, such as employee commitment, by demonstrating a strong employer

brand. Employee commitment may be facilitated through conveying EB values, such as organizational culture, salary and incentives, and work-life balance (Tanwar & Prasad, 2016b). Furthermore, the outcomes of this study are consistent with earlier research indicating that employees' commitment to their firm varies depending on their career stage (Hess & Jepsen, 2009). As a result, organizations should consider managing employee experiences throughout different career stages, as workers' perceptions of commitment and the value of job opportunities may alter over time (Hess & Jepsen, 2009). Thus, analysis of the qualitative data and the SEM results provides empirical proof concerning H2. Moreover, it offers statistical evidence to support this claim ($b=0.631$, $p\text{-value}=0.000$). Hence, there is sufficient evidence to say that, in a service organization, EB significantly influences organizational commitment. So, it can be stated that if current employees in service firms perceive a strong employer brand, the organization will have more organizational commitment. Consistent with previous research (Gilani & Jamshed, 2016; Sengupta et al., 2015), strong employer brands can help companies attract employees and retain them for longer. This finding is understandable since employees prefer to work in a pleasant setting where they are supported and cared for. As a result, a company should develop policies that will help it support, attract, and retain personnel.

This conclusion is in line with previous and recent research on the influence of EB on employees' long duration of stay with a company (Kundu & Lata, 2017). Moreover, employee retention is positively influenced by a supportive organizational culture, career growth, and work-life balance, according to Ghosh and Sahney (2011). Employees are more inclined to join and remain with a company that recognizes their accomplishments, cares about their work-life balance, and provides a supportive organizational culture (Muduli & Raval, 2018). Previous researchers have grasped the notion of EB in boosting employee retention (Vardaman et al., 2018; Wage et al., 2006); these studies also highlight the value of EB in retaining personnel in the service sector. As a result, if workers believe themselves to be a part of their company and are provided with a favorable work atmosphere as well as possibilities for development and advancement, they will not seek to leave their current positions (Wang et al., 2017). Furthermore, the study supports the claim that workers strongly identify with an organization's distinctive EB characteristics, which encourages them stay with the company (Kashyap & Chaudhary, 2019).

Our results are in accordance with Kim et al. (2012). Thus, the results show empirical proof to support H3. Moreover, our study obtained statistical proof to support this claim ($b=0.495$, p -

value=0.000). In addition, the findings support H4 completely. Meanwhile, this finding in this study supports those of prior studies (Schlager et al., 2011; Slavkovic et al., 2018), which found that EB strongly influences employee job satisfaction. Employees talked about how important it is to work in a safe and cooperative atmosphere. The findings add to what we already know about the relationship between EB and job satisfaction. The relevance of this study is that management should study their current EB strategy to develop various approaches to enhance job satisfaction. A well-designed work environment should be created that fosters job satisfaction due to an enhanced communication network among employees and the organization. Furthermore, employees are more likely to be satisfied with their jobs if given opportunities to grow (Kim et al., 2012). Hence, when employees are satisfied with these growth programs, this leads to increased job satisfaction. As a result, through various development programs, the employer should provide a good learning experience. Employees' requirements should be adequately analyzed, and their professional growth should be encouraged.

Consequently, organizations should offer professional development opportunities to meet their workers' professional needs (Chen et al., 2004). In addition, work-life balance enhances employee morale and satisfaction dramatically (Lockwood, 2003). It is also difficult to strike a work-life balance in the service industry because of the available positions, which often need individuals willing to work night shifts. As a result, offering employees alternate work arrangements and flexi-time solutions is critical to enhancing satisfaction. Consistent with previous studies (Katoen & Macioschak, 2007), highly committed workers should act as brand ambassadors, portraying a real image of the organization's culture and values to increase the impact of brand advocacy (Katoen & Macioschak, 2007). When it comes to the influence of EB on brand advocacy through organizational commitment, Kimpakorn and Tocquer (2009) stated that committed workers have to believe that their company is an excellent place to work, as this helps them become brand advocates. According to Kimpakorn and Tocquer (2009), passionate brand advocates may be formed by articulating the actual meaning of an organization's brand and delivering on brand promises. This study's findings support earlier research findings that commitment to an organization aids in developing advocacy for the organization (Babin & Boles, 1998). Thus, analysis shows empirical proof to support H6.

The results demonstrate that the findings of this study contradict those of earlier studies (Shannon, 2002; Richards et al., 2015) with evidence that there is no clear association between

high levels of organizational commitment and desirable employee performance. Committed employees in service firms have no encouragement and enthusiasm to meet their performance targets. The demographic characteristics of the study highlighted that the majority of the respondents were from public sector organizations, and a major portion of the respondents in universities. According to Higher Education Commission regulations, which are followed by all universities, there is no opportunity of promotion for university lecturers in universities. To move to a higher scale, they have to re-appear before the selection board with all the other candidates, and there is no weighting or preference for having work experience in the same university. Incentives are normally attractive, and lecturers enjoy a good status in society. Thus, they are committed to the organization due to higher job security and the lower burden of work. At the same time, they have less motivation to perform. Moreover, the performance measurement method is mostly subjective and is almost no threat to low performers.

This study found that because of the abovementioned reasons, organizational commitment does not influence employee performance. Thus, this study shows no empirical proof concerning H7. According to the key findings, employee performance and efficiency are achieved when there is a better degree of satisfaction among employees (Ammari et al., 2017; Shields, 2006). Because employee satisfaction boosts employee confidence, improves output quality, and boosts productivity, it is a win-win situation (Surujlal & Singh, 2003; Yee et al., 2008). Employees who are satisfied with their jobs are more likely to believe that the company will be more grateful in the long run, so they care more about the quality of their work and are more excited about their jobs, resulting in better task performance (Faragher et al., 2005; Yoon & Suh, 2003).

Significant study data suggest a favorable connection between employee satisfaction and customer satisfaction in the service sector (Bernhardt et al., 2000; Wangenheim et al., 2007). Offering workers an excellent internal working environment is likely to result in satisfied staff capable of providing a first-rate service to consumers (Chi & Gursoy, 2009). Customers will instinctively recognize and appreciate the outstanding service provided to them, resulting in an increase in positive behaviors, such as repeat purchases and higher recommendations (Koys, 2003). As a result, service organizations must devote the appropriate resources to employee satisfaction programs because satisfied employees are more likely to become the best performers. Thus, the analysis of qualitative data and the SEM results shows empirical proof concerning H8.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Previous researchers (Obiekwe et al., 2019; Pushpakumari, 2008) believed that satisfaction enhances employee performance, which could then lead to higher organizational performance. However, this study identifies the direct link between job satisfaction and organizational performance. Considering the non-financial performance of an organization, it can be assumed that in a service firm, one of the organization’s goals is to increase employee job satisfaction; hence, a proven increase in job satisfaction means that the organization has achieved its goals. Thus, analysis of the qualitative data and the SEM results shows empirical proof to support H9.

Contrary to previous studies (Kar & Misra 2013), employee retention does not influence employee performance. In Pakistan, in government organizations, employees are mostly retained by the organization due to greater job security and less motivation to enhance performance; there is no specific performance-management mechanism. Moreover, performance appraisal is necessarily subjective. Therefore, in such organizational settings, retention does not influence employee performance. Moreover, leadership behaviour and the job itself are not challenging employees to perform tasks to the best of their ability. Therefore, managers should make employees feel proud for being senior members of the organization. Furthermore, this is critical to those employees who remain with the organization for a longer period and may become bored with the routine job and environment (Alzoubi et al., 2020). The findings show that job satisfaction leads to improved employee performance but has no impact on employee retention. In service firms, it is also critical for top management and decision-makers to carefully assess the requirements of existing employees. As a result, having a good atmosphere encourages employees to engage with one another sufficiently and be glad to connect with supervisors and customers (Ammari et al., 2017). Thus, the results show no empirical proof concerning H10.

Consistent with the previous studies (Kemp et al., 2012), employer brand advocacy helps an organization to become an employer of choice. To win the war of talent in the current era, an organization needs to generate some magnetic power to attract potential employees. Gaining the rank of employer of choice is very important in the context of Pakistan. As a growing economy with low labor costs, Pakistan is attractive to local and foreign investors. Many new businesses like to hire employees working in leading firms. This is common practice in the service sector, as customers are attached to employees who provide excellent customer service. Sometimes, customers also switch from their existing brand when employees move to work for a new one. Therefore, being an employer of choice helps an organization not only to keep their talented

employees with them but also to attract new employees. Through many different channels, employees share the positive and negative aspects of their current employers. Good employment practices make an employee an advocate of the employer, and thus, this advocacy helps the organization to become an employer of choice in the labor market. Therefore, analysis of the qualitative data and the SEM results provides empirical proof concerning H11.

Similar to previous studies (Halldorsson, 2008; Kimberlee, 2019), analysis of the qualitative data and the SEM results shows empirical proof concerning H12. Employee performance refers to the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process or indirectly by providing it with needed materials or services. In the workplace, many different elements encourage the employee to perform a task. A supportive organizational culture, incentives, and organizational policies to balance employees' personal life and work life are factors that influence employees' attitude towards performing a task and putting more effort into achieving performance targets (Bodderas et al., 2011). Thus, analysis of the qualitative data and the SEM results shows empirical proof concerning H13.

6. Theoretical implications

The research makes a valuable contribution to the marketing and HRM literature, as researchers have been gradually giving more attention to EB (Dabirian et al., 2019; Kaur & Shah, 2021; Tanwar & Prasad, 2016a; Tanwar & Kumar, 2019). The contribution of this study is to offer a broader viewpoint on EB and employer of choice. Moreover, this is one of the few studies to empirically confirm the assumption that EB influences employer of choice and organizational performance (Biswas & Suar, 2016; Tumasjan et al., 2020). This study has highlighted the dynamic and interconnected essence of EB, and it claims that EB tends to be far subtler and more intertwined than any single HRM feature. It cannot be deployed as a set of isolated components and is expected to function efficiently on its own, especially in achieving the rank of employer of choice and enhancing organizational performance. To affect employee job-related outcomes, the diverse and numerous interconnected elements of EB and applicable moderating conditions may have to be handled and maneuvered in parallel, in a systemic and complementary manner. In addition, overcoming the limitations inherent in earlier scales of EB, this study has developed and validated the scale of EB in the perceptions of current employees in service firms.

Regarding the first research objective, this study confirms the elements of EB highlighted by previous researchers, which are organizational culture (Berthon et al., 2005; Munsamy & Venter, 2009), salary and incentives (Munsamy & Venter, 2009; Tanwar & Kumar, 2019), and work-life balance (Agrawal & Swaroop, 2009; Dabirian et al., 2017). The identification and addition of two new elements (i.e., development and growth opportunities, and equality and justice) in EB enhance the importance of EB, which is a significant contribution of this study to the existing knowledge. The scale presented by Berthon et al. (2005) to measure EB has a limitation in that it was designed using a sample of potential employees (students) and can be applied only to final-year college students with limited work experience (Tanwar & Kumar, 2019; Zhu et al., 2014). Development and validation of a scale for EB using the past literature and qualitative data is another important contribution of this study to knowledge. Referring to the second research objective, this study has presented some unique links to important constructs. Contrary to the findings of previous researchers (Srivastava & Bhatnagar, 2010; Tanwar & Kumar, 2019), this study highlights that person-organization fit does not have an impact on EB regarding employer of choice; in contrast, organizational commitment and employer brand advocacy result in the influence of EB on employer of choice (Arasanmi & Krishna, 2019; Maheshwari et al., 2017; Matongolo et al., 2018; Saini & Jawahar, 2019; Tanwar & Kumar, 2019). It means employer rankings based on employees' perceptions are related to employee recommendations (regarding employer of choice) indicating that employers are good at signaling employment opportunities to job seekers. Employment experiences are related to employee recommendations, indicating that they are also keeping promises made to employees.

Moreover, this study has established a direct link between EB and employee performance, which is a valuable addition to the existing understanding of the consequences of EB. This finding of the study further offers empirical evidence on the influence of EB on organizational performance. This conclusion is significant because academics have repeatedly assured employers about the importance of EB in maintaining good employee performance and organizational performance, either directly or indirectly (Kimberlee, 2019). Indeed, there is a substantial body of HRM research linking HRM strategies, systems, leadership, culture, and other factors to improve employee performance, some of which is through the influence of effective EB. The assumption that effective EB has a positive impact on employee performance is both expected and evidence-based.

7. Managerial Contributions

The literature on EB has concentrated on employee attraction and retention characteristics (Lievens et al., 2007). Furthermore, the concept of EB actions has been restricted to the roles of communicating the job values offered or employer brand development (Ewing et al., 2002), with very little attention paid to the impact of EB on employer of choice and organizational performance. Consequently, the first contribution of this study to existing knowledge is that it examines an aspect of employee engagement outside of the more commonly defined scope, providing additional information to the currently limited empirical literature regarding the influence of employee engagement on organizational performance and employer choice. The study, in particular, contributes to current understanding by providing detailed insight into (i) what the dimensions of EB are and (ii) how EB can affect employer of choice and organizational performance. The current research has looked at the antecedent factors that can help an organization's EB and has found that it can be made appealing and recognizable by integrating a strong organizational culture, offering growth opportunities in the organization and work-life balance benefits, and providing competitive salaries and lucrative incentives. Furthermore, once an organization develops a strong employer brand, talented employees are more likely to remain with it. The research also demonstrates how workplace branding aids in the development of employee work-related results and assists organizations in being an employer of choice. Additionally, improving EB activities would result in improved organizational performance.

Moreover, adding to the scientific knowledge in this field, the results have some significant consequences for EB practice. The first premise is that when developing and implementing an EB strategy, a company must consider the desired goal of increased employee and organizational performance, particularly in the formulation and fulfilment of employer brand promises. As a result, a company will be reminded of and called upon regularly to address the stated performance improvement targets. Another practical consequence is to approach being an employer of choice with pragmatism and apply the appropriate strategies. The employer of choice distinction may not always require being a separate and distinct employer from competitors, although this is feasible. Instead, an organization can function within a true network of preferred employers and can differentiate itself as a superior employer by continuously providing employee-valued benefits. The most important idea is that an employer must focus on aspects of EB that are employment

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

values or incentives within its reasonable scope of the provision, as shown by this study. This study helps a company to get a good idea of what is required to be an employer of choice.

Due to the fact that failing to do so would make it extremely difficult for the employer to fulfill its obligations, it is essential for the organization to advertise itself and provide employment opportunities that are consistent with the organization's authentic organizational nature, principles, and characteristics, as well as the organization's ability to fulfill its obligations. EB activities should be tailored to achieve the firm's organizational commitment to be successfully ranked as an employer of choice and to achieve individual and organizational performance improvement. The idea that any EB tactics that are successful or potentially informative at this time will not necessarily continue to be so in the future is a significant inference presented here. Tactics that are considered useful now could have an increased or reduced effectiveness when implemented in the future.

8. Conclusions, Future Research, and Research Limitations

It is important to note that the study has some limitations. In the first instance, there are factors that may impact the validity of the findings, and in the second instance, there are factors that may affect the transferability of the findings. A variety of factors can influence the significance of a study's results. An example of these factors would be the timing and manner in which data are processed, the source of the data, and the analysis of that data. The self-reporting aspect of survey respondents is one consideration that could influence the validity of the results in this sample. Respondents were encouraged to anonymously share their thoughts on their company's EB efforts as well as their job-related results and levels of performance. Talking about one's own performance may lead to some biases, as people normally rate themselves as high performers. Thus, any respondents may be influenced by social desirability bias as a result of such a personal request, meaning they will provide an unnecessarily optimistic account of how they performed. Although these respondents may have felt secure knowing that their responses would not be checked, there may have been a tendency to give more socially acceptable answers, or it could be that they genuinely believed their output was better than it actually was. In addition, there is the possibility that certain respondents may have been concerned about their responses being read by someone in a managerial position, in which case, the respondents might lie positively to prevent them being seen in a negative light.

1
2
3 The study adopted a mixed-methods approach, which is often criticized on the grounds of
4 reliability and validity. In particular, proponents of the mixed-methods approach argue about its
5 suitability for contemporary business research. However, it should be noted that this study has
6 employed suitable statistical methods and presented sound justifications for the choice of those
7 statistical methods. Therefore, it can be argued that appropriate methods are sufficient to prove the
8 reliability and validity of this research project.
9

10
11
12 A wider variety of in-depth studies will be necessary to decide if there are consistencies in
13 establishing employers of choice through EB. In doing so, these employers of choice will also
14 certainly show more specific, difficult-to-match tactics that continue to distinguish them from their
15 competitors and enable them to retain a competitive edge. Such research would enrich our
16 understanding of the types of strategies used, and it would also allow us to decide if there is a
17 similar approach to decision-making to denote the organization an employer of choice.
18 Furthermore, with a more diverse sample, including employees of manufacturing firms, we will
19 be able to re-run the quantitative analysis to see if the pattern in the findings for the effect of EB
20 on employee performance remains consistent. If this is the case, it will support our conclusion that
21 EB has a significant impact on employee and organizational performance. If not, it is crucial to
22 figure out how and when the behavior changes. When comparing the performance of employees
23 in deemed-opposite groupings of organizations, the results are usually considerably different than
24 when comparing the results of individuals in various categories within the same organization.
25 Where practicable, performance verification can extend beyond workers' subjective perceptions
26 to more measurable and concrete results. Future studies are required to examine the financial
27 performance of organizations rather than perceived performance. Additionally, further studies
28 should be conducted to determine the impact of the employer brand image-identity difference on
29 employee performance.
30

31
32 It is possible that future research could build upon the current study by incorporating tests
33 of moderation mechanisms in order to develop a more comprehensive understanding of the
34 relationships examined. Research could examine how different variables, such as organizational
35 culture and leadership style, might moderate the impact of employer branding on organizational
36 performance. This would provide deeper insights into the conditions under which employer
37 branding is most effective and could help to develop more tailored strategies for different
38 organizational contexts. Additionally, longitudinal studies could be conducted to examine the
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

long-term effects of employer branding on employee attitudes and behaviors. This would help to capture the dynamic nature of employer branding and its impact over time, providing a more nuanced understanding of its role in achieving sustained organizational performance.

References

Alexander, J. A., Lichtenstein, R., Oh, H. J., & Ullman, E. (1998). A causal model of voluntary turnover among nursing personnel in long-term psychiatric settings. *Research in Nursing & Health*, 21(5), 415-427.

Alshathry, S., Clarke, M., & Goodman, S. (2017). The role of employer brand equity in employee attraction and retention: A unified framework. *International Journal of Organizational Analysis*, 25(3), 413–431.

Antonicic, J. A., & Antonicic, B. (2011). Employee loyalty and its impact on firm growth. *International Journal of Management & Information Systems (IJMIS)*, 15(1).

Arasanmi, C. N., & Krishna, A. (2019). Employer branding: perceived organizational support and employee retention – the mediating role of organizational commitment. *Industrial and Commercial Training*, 51(3), 74-183.

Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of Marketing*, 62(2), 77-91.

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.

Bagozzi, R. P. (1994) *Principles of marketing research*, Blackwell Publishers, Cambridge, UK.

Balkin, D. B., & Werner, S. (2023). Theorizing the relationship between discretionary employee benefits and individual performance. *Human Resource Management Review*, 33(1), 100901.

Bangwal, D., & Tiwari, P. (2019). Environmental design and awareness impact on organization image. *Engineering, Construction and Architectural Management*, 26(1), 29-45.

Bansal, H. S., Mendelson, M. B., & Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of Quality Management*, 6(1), 61-76.

Bapat, V., Greenwood, K., & Maughan, M. (2019, October 7). Research: People want their employers to talk about mental health. *Harvard Business Review*

- 1
2
3 Becker, G. (1962). Investment in human capital: A theoretical analysis. *Journal of Political*
4 *Economy*, 70(5), 9-49.
- 5
6 Bergh, D. D., Ketchen, D. J., Boyd, B. K., & Bergh, J. (2010). New frontiers of the reputation
7 performance relationship: insights from multiple theories. *Journal of Management*, 36, 620-
8 632.
- 9
10
11 Berry, A., & Martin J. (2018). An exploratory analysis of employer branding in healthcare.
12 *International Journal of Pharmaceutical and Healthcare Marketing*, 12(1).
- 13
14 Berthon, P., Ewing, M., & Hah, L. (2005). Captivating company: dimensions of attractiveness in
15 employer branding. *International Journal of Advertising*, 24(2), 151-172.
- 16
17 Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal*
18 *of Business Ethics*, 136, 57–72.
- 19
20 Bjerke, R., Ind, N., & De Paoli, D. (2007). The impact of aesthetics on employee satisfaction and
21 motivation. *EuroMed Journal of Business*, 2(1), 57-73.
- 22
23 Blau, P. M. (1968). Social exchange. *International Encyclopedia of the Social Sciences*, 7(4), 452-
24 457.
- 25
26 Celani, A., & Singh, P. (2011). Signaling theory and applicant attraction outcomes. *Personnel*
27 *Review*, 40(2), 222-238.
- 28
29 Chawla, P. (2020). Impact of employer branding on employee engagement in business process
30 outsourcing (BPO) sector in India: mediating effect of person–organization fit, *Industrial*
31 *and Commercial Training*, 52(1), 35-49.
- 32
33 Churchill, G. A. (1979). A paradigm for developing better measures of marketing constructs.
34 *Journal of Marketing Research*, 16(1), 64-74.
- 35
36 Commander, C. (2007). Transforming employees into brand advocates. Forrester leadership
37 boards. CMO group. Accessed on 18/03/2023.
- 38
39 Dabirian, A., Berthon, P., Kietzmann, J. (2019). Enticing the IT crowd: employer branding in the
40 information economy. *Journal of Business & Industrial Marketing*, 34(7), 1403-1409.
- 41
42 Dabirian, A., Kietzmann, J., & Diba, H. (2017). A great place to work!? Understanding crowd
43 sourced employer branding. *Business Horizons*, 60, 197—205.
- 44
45 Davies, G. (2008). Employer branding and its influence on managers. *European Journal of*
46 *Marketing*, 42(5/6), 667-681.
- 47
48
49
50
51
52
53
54
55
56
57
58
59
60

- Dawal, S. Z., Taha, Z., & Ismail, Z. (2009). Effect of job organization on job satisfaction among shop floor employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics*, 39(1), 1-6.
- Devina, M., Astrini, M. R., & Syaebani, M. I. (2016). Employer branding strategies effects on job pursuit intention of business school undergraduates: case study of oil companies in Indonesia. *Journal of Entrepreneurship, Business and Economics*, 4(2), 1-39.
- Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of Applied Socio-economic Research*, 5(1), 53.
- Dögl, C., & Holtbrügge, D. (2014). Corporate environmental responsibility, employer reputation and employee commitment: An empirical study in developed and emerging economies. *The International Journal of Human Resource Management*, 25(12), 1739-1762.
- Dozier, D. M., & Broom, G. M. (1995). Evolution of the manager role in public relations practice. *Journal of Public Relations Research*, 7(1), 3-26.
- Edwards, M.R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 39(10), 5-23.
- Ewing, M., Pitt, L., de Bussy, N. & Berthon, P. (2002). Employment branding in the knowledge economy, *International Journal of Advertising*, 21, 3-22.
- Fasih S. T., Jalees T., Khan, M. T. (2019). Antecedents to employer branding, market forces. 14(1).
- Fern, E. F. (1982). The Use of Focus Groups for Idea Generation: The Effects of Group Size, Acquaintanceship, and Moderator on Response Quantity and Quality. *Journal of Marketing Research*, 19(1), 1-13.
- Fernon, D. (2008). Maximising the power of the employer brand. *Admap*, 494, 49.
- Fulmer, I., Gerhart, B. & Scott, K. (2003). Are the 100 best better? An empirical investigation of the relationship between being a “great place to work” and firm performance. *Personnel Psychology*, 56(4), 965-993.
- Gaddam, S. (2008) Modeling employer branding communication: The softer aspect of HR marketing management. The Icfai University Press.
- Gaylard, M., Sutherland, M., & Viedge, C. (2005). The factors perceived to influence the retention of information technology. *South African Journal of Business Management*, 36(3), 87-97.
- Gellert, F., & Schalk, R. (2012). Age-related attitudes: the influence on relationships and performance at work. *Journal of Health Organization and Management*, 26(1), 98-117.

- Gupta, S., Navare, J., & Melewar, T. C. (2011). Investigating the implications of business and culture on the behaviour of customers of international firms. *Industrial Marketing Management*, 40(1), 65-77.
- Hadi, N., & Ahmed, S. (2018). Role of employer branding dimensions on employee retention: Evidence from educational sector. *Administrative Sciences*, 8(3), 44.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). A primer on partial least squares structural equation modeling (PLS-SEM). Sage Publication (Vol. 46). Sage Publications Ltd.
- Hatane, S. E. (2015). Employee satisfaction and performance as intervening variables of learning organization on financial performance. *Procedia-Social and Behavioral Sciences*, 211, 619-628.
- Herzberg, F., Mausner, B., & Synderman, B. S. (1959). *The motivation to work*, Wiley & Sons.
- Holbeche, L., & Matthews, G. (2012). *Engaged: Unleashing your organization's potential through employee engagement*. John Wiley & Sons.
- Ito, M., Gutiérrez, K., Livingstone, S., Penuel, B., Rhodes, J., Salen, K., & Watkins, S. C. (2013). *Connected learning: An agenda for research and design*. Digital Media and Learning Research Hub.
- Jain, N., & Bhatt, P. (2015). Employment preferences of job applicants: unfolding employer branding determinants. *Journal of Management Development*, 34(6), 634-652.
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376.
- Kar, S., & Misra, K. C. (2013). Nexus between work life balance practices and employee retention- The mediating effect of a supportive culture. *Asian Social Science*, 9(11), 63.
- Kashyap, V., & Verma, N. (2018). Linking dimensions of employer branding and turnover intentions. *International Journal of Organizational Analysis*, 26(2), 282-295.
- Kaur R., & Shah R. (2021). Employer branding at armed forces: current and potential employees' perspective. *European Journal of Training and Development*, 45(1), 798-819.

- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22.
- Kemp, E., Childers, C. Y., & Williams, K. H. (2012). Place branding: creating self-brand connections and brand advocacy. *Journal of Product & Brand Management*, 21(7), 508-515.
- Kennedy, S. H. (1977). Nurturing corporate images. *European Journal of Marketing*, 11(3), 119-164.
- Kim, K. H., Jeon, B. J., Jung, H. S., Lu, W., & Jones, J. (2012). Effective employment brand equity through sustainable competitive advantage, marketing strategy, and corporate image. *Journal of Business Research*, 65, 1612–1617.
- Kimpakorn, N., & Tocquer, G. (2009). Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand. *Journal of Brand Management*, 16(8), 532-544.
- Klein, K. J., & Kozlowski, S. W. (2000). From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational research methods*, 3(3), 211-23
- Krejcie, R., & Morgan, D. (1975). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(1), 607–610.
- Kuepper, D. M., Klein, K., & Voelckner, F. (2021). Gamifying employer branding: An integrating framework and research propositions for a new HRM approach in the digitized economy. *Human Resource Management Review*, 31(1), 100686.
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person–job and person–organization fit. *Journal of Vocational Behavior*, 59(3), 454-470.
- Lievens, F., Van Hove, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18, 45-59.
- Maheshwari, V., Gunesh, P., Lodoros, G., & Konstantopoulou, A. (2017). Exploring HR practitioners' perspective on employer branding and its role in organizational attractiveness and talent management. *International Journal of Organizational Analysis*, 25(5), 742-761.
- Malhotra, N. & Birks, D. (2000). *Marketing research: An applied approach*, Prentice-Hall
- Matongolo, A., Kasekende, F., & Mafabi, S. (2018). Employer branding and talent retention: Perceptions of employees in higher Education institutions in Uganda. *Industrial and Commercial Training*, 50(5), 217-233.

- Memari, N., Mahdiah, O., & Marnani, A. B. (2013). The impact of organizational commitment on employees' job performance. A study of Meli bank. *Interdisciplinary Journal of Contemporary Research in Business*, 5(5), 164-171.
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 28(2), 264-284.
- Men, L. R., & Stacks, D. W. (2013). The impact of leadership style and employee empowerment on perceived organizational reputation. *Journal of Communication Management*, 17(2), 171-192.
- Meyer, J. P. (2014). Employee commitment, motivation, and engagement: Exploring the links. *The Oxford handbook of work engagement, motivation, and self-determination theory*, 33-49.
- Mohammad, J., Quoquab, F., Halimah, S., & Thurasamy, R. (2019). Workplace internet leisure and employees' productivity: The mediating role of employee satisfaction. *Internet Research*, 29(4), 725-748.
- Motowidlo, S. J. (2003). Job performance. *Handbook of psychology: Industrial and Organizational Psychology*, 12(4), 39-53.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mullen, J., Kelloway, E. K., & Teed, M. (2017). Employer safety obligations, transformational leadership and their interactive effects on employee safety performance. *Safety Science*, 91, 405-412.
- Natarajan, T., Balasubramaniam, S. A., & Srinivasan, T. (2016). Relationship between internal branding, employee brand and brand endorsement. *International Journal of Business and Management*, 12(1), 95.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603.
- Poth, C., & Munce, S. E. P. (2020). Commentary—Preparing today's researchers for a yet unknown tomorrow: Promising practices for a synergistic and sustainable mentoring

- approach to mixed methods research learning. *International Journal of Multiple Research Approaches*, 12(1), 56-64.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.
- Pugno, M., & Depedri, S. (2010). Job performance and job satisfaction: an integrated survey. *Economia Politica*, 27(1), 175-210.
- Rampl, L. V., & Kenning, P. (2014). Employer brand trust and affect: linking brand personality to employer brand attractiveness. *European Journal of Marketing*, 48(2), 218-236.
- Reis, G. G., Braga, B. M., & Trullen, J. (2017). Workplace authenticity as an attribute of employer attractiveness. *Personnel Review*, 46(8), 1962-1976.
- Russell, S., & Brannan, M. J. (2016). "Getting the Right People on the Bus": Recruitment, selection and integration for the branded organization. *European Management Journal*, 34(2), 114-124.
- Saini, G. K., & Jawahar, I. M. (2019). The influence of employer rankings, employment experience, and employee characteristics on employer branding as an employer of choice. *Career Development International*, 24(7), 636-657.
- Schlager, T., Bodderas, M., Maas, P., & Cachelin, J. L. (2011). The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation. *Journal of Services Marketing*, 25(7), 497-508.
- Schweitzer, L., & Lyons, S. (2008). The market within: A marketing approach to creating and developing high-value employment relationships. *Business Horizons*, 51(6), 555-565.
- Shinnar, R. S., Young, C. A., & Meana, M. (2004). The motivations for and outcomes of employee referrals. *Journal of Business and Psychology*, 19(2), 271-283.
- Shiu, E., Hair, J. J. F., Bush, R. P., & Ortinau, D. J. (2009). *Marketing research*, McGraw-Hill.
- Slavkovic, M., Pavlovic, G., & Simic, M. (2018). Employee recruitment and its relationship with employee satisfaction: verifying the mediating role of the employer brand. *Economic Horizons*, 20(2), 125-137.
- Smithson, J. (2000). Using and analysing focus groups: limitations and possibilities. *International Journal of Social Research Methodology*, 3(2), 103-119.
- Spence, M. (1973). Job market signalling. *The Quarterly Journal of Economics*, 87(3), 355-374.

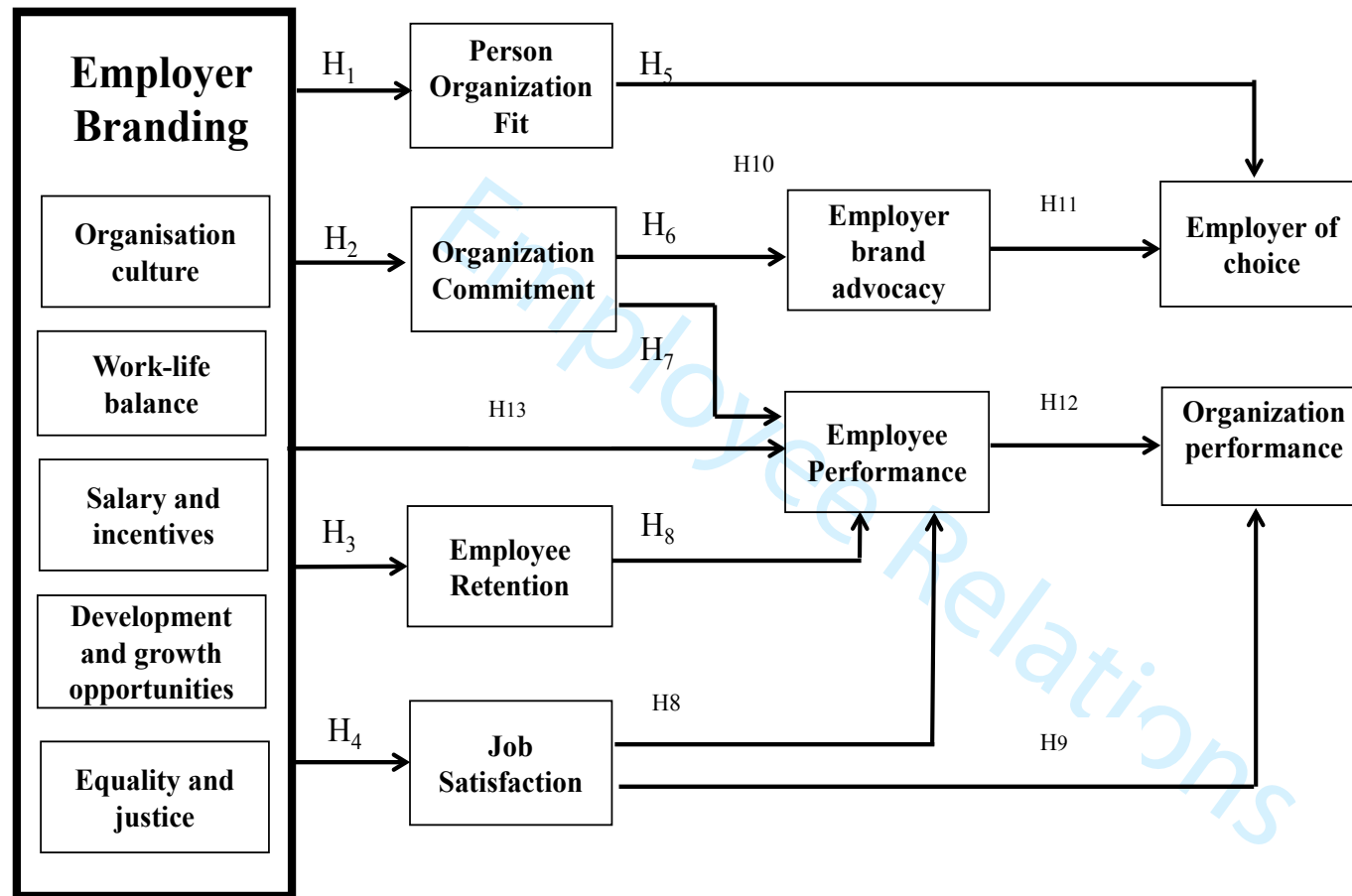
- 1
2
3 Srivastava, P. and Bhatnagar, J. (2010). Employer brand for talent acquisition: an exploration
4 towards its measurement. *Vision*, 14(1/2), 25-34.
5
6 Stovel, M., & Bontis, N. (2002). Voluntary turnover: knowledge management–friend or foe?
7 *Journal of Intellectual Capital*, 3(3), 303-322.
8
9 Taj, S. A. (2016). Application of signaling theory in management research: Addressing major gaps
10 in theory. *European Management Journal*, 34(4), 338-348.
11
12 Tanwar, K., & Kumar, A. (2019). Employer brand, person-organization fit and employer of choice:
13 Investigating the moderating effect of social media. *Personnel Review*, 48(3), 799-823.
14
15 Tanwar, K., & Prasad, A. (2016a). The effect of employer brand dimensions on job satisfaction:
16 gender as a moderator. *Management Decision*, 54(4), 854-886.
17
18 Tanwar, K., & Prasad, A. (2016b). Exploring the relationship between employer branding and
19 employee retention. *Global Business Review*, 17(3), 186–206.
20
21 Taylor, C. (2015). *Hegel and modern society*. Cambridge University Press.
22
23 Timans, R., Wouters, P., & Heilbron, J. (2019). Mixed methods research: what it is and what it
24 could be. *Theory and Society*, 48, 193–216.
25
26 Tsarenko, Y., Leo, C., & Herman, H. M. (2018). When and why do social resources influence
27 employee advocacy? The role of personal investment and perceived recognition. *Journal of*
28 *Business Research*, 82, 260-268.
29
30 Tumasjan, A., Kunze, F., Bruch, H., & Welpe, I. M. (2020). Linking employer branding orientation
31 and firm performance: Testing a dual mediation route of recruitment efficiency and positive
32 affective climate. *Human Resource Management*, 59(1), 83-99.
33
34 Turban, D. B. (2001). Organizational attractiveness as an employer on college campuses: An
35 examination of the applicant population. *Journal of Vocational Behaviour*, 58(2), 293–312.
36
37 Walz, A. M., & Celuch, K. G. (2010). The effect of retailer communication on customer advocacy:
38 The moderating role of trust. *The Journal of Consumer Satisfaction, Dissatisfaction and*
39 *Complaining Behavior*, 23, 95-110.
40
41 Wilden, R. M., Gudergan, S. & Lings, I.N. (2010). Employer branding: strategic implications for
42 staff recruitment. *Journal of Marketing Management*, 26(1-2), 56-73.
43
44 Wilkinson, I. A. G., & Staley, B. (2019). On the pitfalls and promises of using mixed methods in
45 literacy research: Perceptions of reviewers. *Research Papers in Education*, 34(1), 61-83.
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Yeh, H., & Hong, D. (2012). The mediating effect of organizational commitment on leadership type and job performance. *The Journal of Human Resource and Adult Learning*, 8(2), 50.

Employee Relations

Figure 1. Research Model



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 1. Definitions of constructs, concepts, Item measurement and Reliability

Constructs	Items	
Organizational Culture	Definition: A system comprises values shared by each member of an organization (Tanwar and Prasad, 2016ab).	
	My organization offers good internal training opportunities.	Tanwar and Kumar (2019); Tanwar and Prasad (2016)
	In my organization, friendly relationships exist among individual co-workers.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Sedighi and Loosemore (2012); Tanwar and Kumar (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	My organization follows the rules and regulations.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Tanwar and Prasad (2016); Supported with qualitative study
	My organization offers recognition from the management.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Tanwar and Kumar (2019); Tanwar and Prasad (2016i)
	My organization provides job security.	Dabirian and Diba (2017); Sedighi and Loosemore (2012); Tanwar and Kumar (2019); Tanwar and Prasad (2016i); Supported with qualitative study
	In my organization, bosses are supportive.	The qualitative study
Development and Growth Opportunities	Definition: Possibility of building career and promotion opportunities within the organization (Rampl, 2016).	
	My organization provides career opportunities.	Lievens et al., (2005); Lee and Bruvold (2003); Rampl (2014); Weng and Hu (2009)
	My organization has good promotion opportunities.	Lievens et al., (2005); Rampl (2014); Weng and Hu (2009); Supported with qualitative study
	My organization provides the chances for career building.	Lee and Bruvold (2003); Rampl (2014); Weng and Hu (2009)
	In my organization, every employee has equal opportunities for career advancement and career-building.	The qualitative study
	My organization has a plan for individual (skills) development.	The qualitative study
	In my organization, there is a policy of employee rotation to various jobs/roles to grow and develop my skills.	The qualitative study
	My organization has a defined promotion policy.	The qualitative study
Work-Life Balance	Definition: Equilibrium between the person's personal and official life (Tanwar and Prasad, 2016ab).	
	My company offers flexibility in terms of working hours.	Kumari and Saini (2018); Tanwar and Prasad (2016a); Tüzüner and Yüksel (2009); Supported with qualitative study
	My company offers smart working option.	Carlier et al., (2012); Kumari and Saini (2018); Tanwar and Prasad (2016i); Supported with Qualitative study
	My company offers paid parental annual leave.	Kumari and Saini (2018); Tanwar and Prasad (2016i); Tüzüner and Yüksel (2009); Supported with qualitative study
	In my organization, employees are allowed to leave the workplace in case of a family urgency.	Carlier et al., (2012); Kumari and Saini (2018); Tanwar and Prasad (2016); Supported with qualitative study
	My company offers different on-site sports activities.	Kumari and Saini (2018); Tanwar and Prasad (2016)
	Definition: Overall compensation package including compensation, perks, and other benefits offered by an employer to motivate employee (Tanwar and Kumar, 2019).	

Salaries and Incentives	My company offers above-average compensation and benefits.	Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization gives additional benefits to inspire employees.	Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization provides a good compensation package.	Berthon et al., (2005); Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization offers overtime pay.	Tanwar and Prasad (2017)
	My organization offers medical and insurance coverage for staff members.	Tanwar and Prasad (2017)
	My organization offers attractive retirement benefits.	The qualitative study
Equality and Justice	Equality and justice in the workplace involve fair and unbiased treatment of employees in resource distribution, procedures, and respect (Colquitt et al., 2001; Greenberg, 1990; Thibaut & Walker, 1975).	
	The work schedule is reasonable (I am not overburdened at work).	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
	My organization distributes rewards quite fairly.	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
	My supervisor/line manager treats me with kindness.	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
Organization Commitment	Definition: Organization commitment is a force psychological bond with an organization and expression of employees to remain a member of an organization (Kim et al., 2012).	
	It was my good decision to choose the organization where I am working today.	The qualitative study
	I suggest my friends join my organization.	The qualitative study
	I am motivated to carry on working for my company.	The qualitative study
	I share my thoughts with my friends about the fact that the company where I am currently working is an excellent working environment.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991); Supported with Qualitative study
	I pay attention to the future of my company.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991);
	I am willing to put more effort to work for this organization.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991); Supported with Qualitative study
Job Satisfaction	Job satisfaction is the employees' attitude and feeling towards their job and other mechanisms of a job at the workplace (Bangwal and Tiwari, 2019; Tanwar and Prasad, 2016ab).	
	I think that my salary is fair.	Homburg and Stock (2005); Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	I am pleased to work with my colleagues in my organization.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	I think that the working conditions of my organization are adequate.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016i); Supported with Qualitative study
	I am pleased with my job in my organization.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016i); Supported with Qualitative study
	I like the feeling of accomplishment created by the job in my organization.	Fernandes and Moreira (2019); Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a);
	Overall, I am pleased with my organization.	Homburg and Stock (2005); Menidjel (2017); Tanwar and Prasad (2016a)
	Employee retention is the effort and determination to keep a desirable employee who contributes towards the success of the organisation (Tanwar and Prasad, 2016ab).	

Employee Retention	I think I have a future within my company.	Govaerts (2011); Kyndt et al., (2009); Tanwar and Prasad (2016a); Supported with Qualitative study
	I'm willing to work for my company for the next five years.	Govaerts (2011); Kyndt et al., (2009); Tanwar and Prasad (2016i); Supported with Qualitative study
	I have several opportunities to use my skills.	Govaerts (2011)
	My colleagues want to stay with my organization for a longer time.	The qualitative study
	If I would like to change job, I would look first at the available positions within my current organization.	Govaerts (2011); Kyndt et al., (2009)
Employer Brand Advocacy	Definition: Voluntary favorable communication, promotion, and spreading a positive word of mouth of organization brand by employees to external stakeholders (Men and Stacks, 2013; Men, 2014).	
	I have the best possible information about my organization.	Kim et al., (2001); Tanwar and Prasad (2016i);
	I share my thoughts with other people about my past experience with my organization.	Kemp (2012); Kim et al., (2001); Tanwar and Prasad (2016i)
	I invite others to join my organization.	Chiosa and Anastasiei (2018); Kemp (2012); Supported with Qualitative study
	I speak favorably about my organization.	Chiosa and Anastasiei (2018); Tanwar and Prasad (2016i); Supported with Qualitative study
Employee Performance	Definition: Employee performance is the use of time effectively by an employee to achieve desired outcomes (Mohammad et al., 2019).	
	It is not difficult for me to fulfil my work obligations.	Mohammad (2019); Paterson (1992); Supported with Qualitative study
	I usually meet work deadlines at work.	Mohammad (2019); Paterson (1992)
	I usually leave the office after completing my work.	Mohammad (2019); Paterson (1992)
	I add value to my work in my organization.	Aboelmaged (2018); Paterson (1992)
	I am an effective worker.	Aboelmaged (2018); Paterson (1992); Supported with Qualitative study
Employer of Choice	Definition: An EOC can be an organization for which a potential employee desires to join and remain with to have some unique benefits (Tanwar and Kumar, 2019).	
	My organization is one of my first choices as an employer.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	In my opinion, my organization is the most attractive employer.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	I wanted a job with my current organization.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	It was my dream to join my current organization.	The qualitative study
Organization Performance	Definition: Organizational performance is defined as goal achievement, the behavior of organization participants, and the relationship of organization with its environment (Kim et al., 2012)	
	in my organization, Compare to last five years	
	Customers' satisfaction increased.	Kim and Gray (2017); Supported with qualitative study
	The number of customers is growing.	Kim and Gray (2017); Supported with qualitative study
	Employee satisfaction increased.	Gomes and Carvalho (2017); Kim and Gray (2017)

	Quality in products/services increased.	Gomes and Carvalho (2017); Kim and Gray (2017); Supported with qualitative study
Person-Organization Fit	Definition: A match of employee's values, needs, and ideas with that of organization enhances more attraction of organization (Tanwar and Kumar, 2019).	
	My skills reflect the skills that my organization looks for in HR.	Tanwar and Kumar (2019); Memon et al. (2018).
	I feel my organization suits my style of working.	Tanwar and Kumar (2019); Memon et al. (2018).
	I think my values are a good fit for my company.	Tanwar and Kumar 2019; Memon et al., 2018.
	My values match those of current employees in an organization.	Tanwar and Kumar 2019; Memon et al., 2018.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 2a: The details of in-depth interviews with managers

Interview position	Interview approx. duration	Topics discussed
Managers in service sector firms		The understanding of employer branding. The key dimensions of employer branding. The general perception about employer branding and its outcomes. Discussion of organization culture, CSR, WLB, and salary and incentives used in employer branding. The main perceived impacts of employer branding on the employer of choice. The main perceived impacts of employer branding on person-organization fit, job satisfaction, commitment, and employee retention. The main perceived impacts of employer branding on organizational performance.
Marketing Manager	90 min.	
Dean, Social Sciences	90 min.	
Regional Manager	60 min.	
Senior Registrar	60 min.	
Human Resource Manager	60 min.	
Assistant Vice President	60 min.	
Regional Manager	90 min.	
Additional Registrar	90 min.	
Director of Business School	90 min.	
Manager Agri-Finance	60 min.	

Table 2b: The details of participants in focus groups

Number of participants	Interview occupation	Age range	Interview approx. length	Topics discussed
6	Chairman/ HODs of various departments, University	37-52	90 min.	The understanding of employer branding. The key dimensions of employer branding. The general perception about employer branding and its outcomes. Discussion of organization culture, CSR, WLB, and salary and incentives used in employer branding. The main perceived impacts of employer branding on the employer of choice. The main perceived impacts of employer branding on person-organisation fit, job satisfaction, commitment, and employee retention. The main perceived impacts of employer branding on organization performance.
6	Employees at Bank Ltd	29-41	90 min	
6	Sales Team	24-36	90 min	
6	Assistant Sales Managers	31-43	90 min	

Table 3. Demographic characteristics of respondents

	Frequency	Percentage
Gender		
Male	323	59.4
Female	221	40.6
Education		
Bachelor	34	6.3
Master or above	502	92.3
Age		
Up to 5 years	126	23.2
6-10 years	206	37.9
11-15 years	161	29.6
16 or more years	51	9.4
Sector		
Public	354	65.1
Private	190	34.9
Type of organization		
Distributive services firms	170	31.26
Producer services firms	168	30.88
Social services firms	206	37.86

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 4. Definitions of constructs, concepts, Item measurement and Reliability

Constructs	Items	Loading	α	CR	AVE
Organization Culture	My organization offers good internal training opportunities.	0.951	0.907	0.931	0.695
	In my organization, friendly relationships exist among individual co-workers.	0.722			
	My organization follows the rules and regulations.	0.822			
	My organization offers recognition from the management.	0.828			
	My organization provides job security.	Removed			
	In my organization, the bosses are supportive.	0.829			
Development and Growth Opportunities	My organization provides career opportunities.	0.911	0.922	0.944	0.735
	My organization has good promotion opportunities.	0.796			
	My organization provides opportunities for career building.	Removed			
	In my organization, every employee has equal opportunities for career advancement and career-building.	Removed			
	My organization has a plan for individual (skills) development.	Removed			
	In my organization, there is a policy of employee rotation to various jobs/roles to grow and develop my skills.	Removed			
	My organization has a defined promotion policy.	0.863			
	Definition: Equilibrium between the person's personal and official life (Tanwar and Prasad, 2016ab).				
Work-Life Balance	My company offers flexibility in terms of working hours.	0.930	0.904	0.933	0.687
	My company offers the smart working option.	0.818			
	My company offers paid parental annual leave.	0.834			
	In my organization, employees are allowed to leave the workplace in case of a family emergency.	0.775			
	My company offers different on-site sports activities.	0.780			
Salaries and Incentives	My company offers above-average compensation and benefits.	Removed	0.911	0.937	0.758
	My organization gives additional benefits to inspire employees.	Removed			
	My organization provides a good compensation package.	0.947			
	My organization offers overtime pay.	0.853			

	My organization offers medical and insurance coverage for staff members.	0.864			
	My organization offers attractive retirement benefits.	0.814			
Equality and Justice	The work schedule is reasonable (I am not overburdened at work).	0.889	0.883	0.928	0.811
	My organization distributes rewards quite fairly.	0.902			
	My supervisor/line manager treats me with kindness.	0.902			
Organization Commitment	I made a good decision to choose the organization where I am working today.	0.869	0.894	0.927	0.772
	I suggest my friends join my organization.	Removed			
	I am motivated to carry on working for my company.	0.865			
	I share my thoughts with my friends about the fact that the company where I am currently working offers an excellent working environment.	0.872			
	I pay attention to the future of my company.	0.884			
	I am willing to put more effort into working for this organization.	0.903			
Job Satisfaction	I think that my salary is fair.	0.885	0.906	0.927	0.681
	I am pleased to work with my colleagues in my organization.	0.803			
	I think that the working conditions of my organization are adequate.	0.836			
	I am pleased with my job in my organization.	0.807			
	I like the feeling of accomplishment created by my job in my organization.	0.812			
	Overall, I am pleased with my organization.	0.806			
Employee Retention	I think I have a future within my company.	Removed	0.910	0.933	0.758
	I'm willing to work for my company for the next five years.	0.919			
	I have several opportunities to use my skills.	Removed			
	My colleagues want to stay with my organization for a longer time.	0.895			
	If I were wanting to change jobs, I would look first at the available positions within my current organization.	0.795			
Employer Brand Advocacy	I have the best possible information about my organization.	0.926	0.948	0.960	0.798
	I share my thoughts with other people about my past experiences with my organization.	0.913			
	I invite others to join my organization.	0.890			
	I speak favorably about my organization.	0.842			

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Employee Performance	It is not difficult for me to fulfil my work obligations.	0.912	0.863	0.901	0.792
	I usually meet work deadlines at work.	0.915			
	I usually leave the office after completing my work.	0.867			
	I add value to my work in my organization.	Removed			
	I am an effective worker.	0.863			
Employer of Choice	My organization is one of my first choices as an employer.	0.927	0.922	0.945	0.818
	In my opinion, my organization is the most attractive employer.	0.860			
	I wanted a job with my current organization.	0.921			
	It was my dream to join my current organization.	0.908			
Organization Performance	Customers' satisfaction increased.	Removed	0.915	0.937	0.749
	The number of customers is growing.	0.901			
	Employee satisfaction increased.	0.929			
	Quality of products/services increased.	0.904			
Person-Organization Fit	My skills reflect the skills my organization looks for in HR.	0.893	0.88	0.896	0.744
	I feel my organization suits my style of working.	0.954			
	I think my values are a good fit for my company.	Removed			
	My values match those of current employees in an organization.	0.775			

Table 5: VIF and tolerance effect of constructs

Constructs	Dependent variable: Organization Performance		Formative Construct: Employer Branding	
	Tolerance	VIF	Tolerance	VIF
Organizational culture	0.555	1.802	0.904	1.107
Development and growth opportunity	0.669	1.495	0.778	1.285
Work-life balance	0.638	1.567	0.829	1.206
Salary and incentives	0.554	1.804	0.668	1.496
Equality and justice	0.685	1.460	0.711	1.407
Person-organization fit	0.962	1.040		
Organization commitment	0.529	1.890		
Job satisfaction	0.473	2.116		
Employee retention	0.644	1.552		
Employee brand advocacy	0.602	1.661		
Employee performance	0.636	1.572		
Employer of choice	0.410	2.438		

Table 6: Path Coefficients

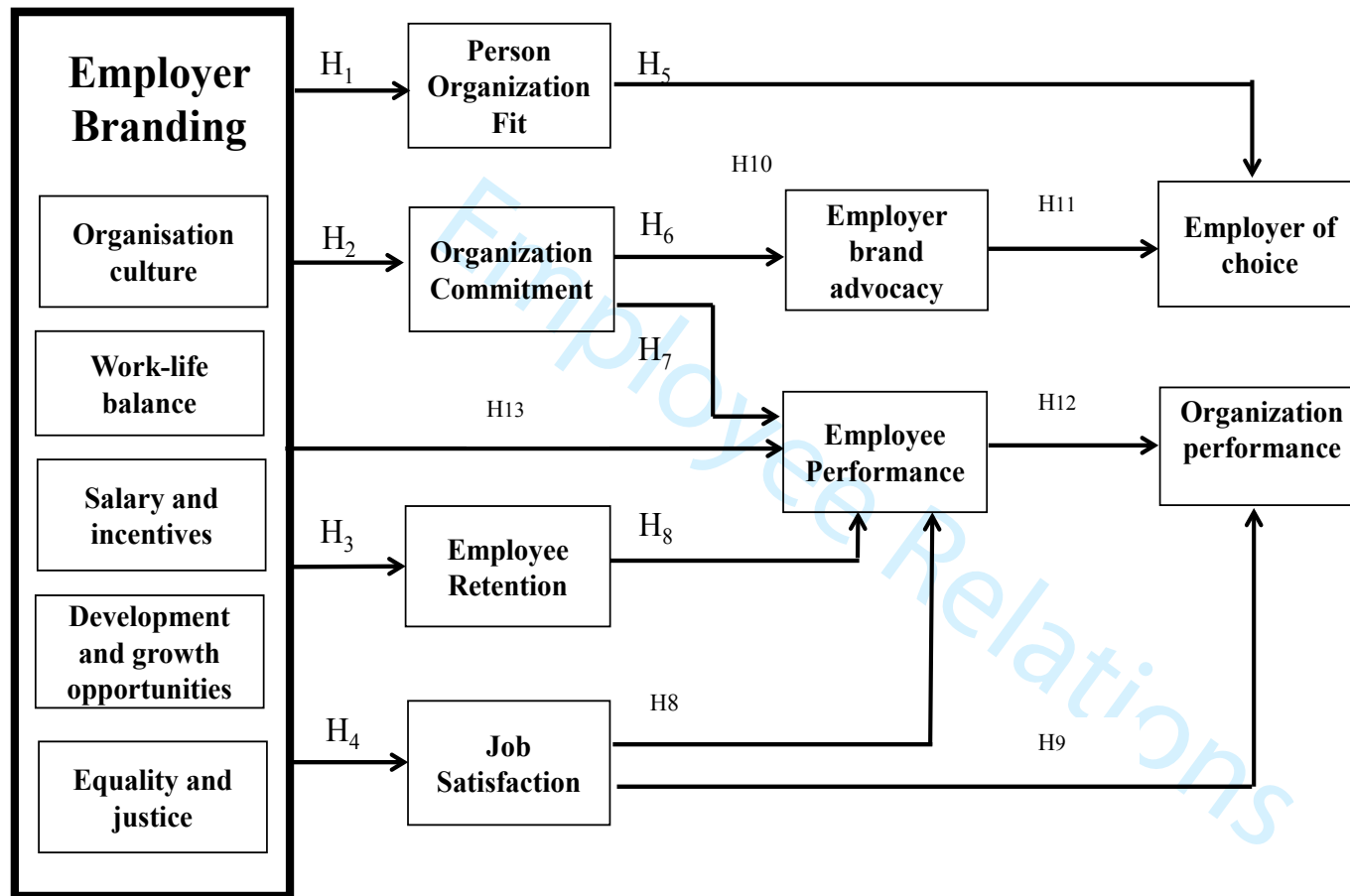
Hypotheses	Relationship	Path Coefficient	T- Statistics	P-Value	Result
H1	EB → POF	0.023	0.435	0.664	Not approved
H2	EB → OCM	0.631	11.147	0.000	Approved ***
H3	EB → ER	0.495	7.268	0.000	Approved ***
H4	EB → JS	0.627	9.944	0.000	Approved ***
H5	POF → EOC	0.010	0.178	0.859	Not Approved
H6	OCM → EBA	0.399	5.305	0.000	Approved ***
H7	OCM → EP	0.019	0.395	0.693	Not Approved
H8	JS → EP	0.195	4.435	0.000	Approved ***
H9	JS → OP	0.244	5.983	0.000	Approved ***
H10	ER → EP	-0.001	0.011	0.991	Not Approved
H11	EBA → EOC	0.451	5.662	0.000	Approved ***
H12	EP → OP	0.230	5.119	0.000	Approved ***
H13	EB → EP	0.264	5.472	0.000	Approved ***

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 7: Model Predictive Relevance

Constructs	Q ² (=1-SSE/SSO)	R ²	GoF
Employer Branding			0.4285
Employee Brand Advocacy	0.116	0.159	
Employer of Choice	0.163	0.204	
Employee Performance	0.226	0.295	
Employee Retention	0.199	0.245	
Job Satisfaction	0.245	0.393	
Organization Commitment	0.307	0.399	
Organization Performance	0.152	0.225	
Person Organization Fit	-0.002	0.001	

Figure 1. Research Model



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 1. Definitions of constructs, concepts, Item measurement and Reliability

Constructs	Items	
Organizational Culture	Definition: A system comprises values shared by each member of an organization (Tanwar and Prasad, 2016ab).	
	My organization offers good internal training opportunities.	Tanwar and Kumar (2019); Tanwar and Prasad (2016)
	In my organization, friendly relationships exist among individual co-workers.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Sedighi and Loosemore (2012); Tanwar and Kumar (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	My organization follows the rules and regulations.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Tanwar and Prasad (2016); Supported with qualitative study
	My organization offers recognition from the management.	Dabirian and Diba (2017); Gilani and Cunningham (2017); Tanwar and Kumar (2019); Tanwar and Prasad (2016i)
	My organization provides job security.	Dabirian and Diba (2017); Sedighi and Loosemore (2012); Tanwar and Kumar (2019); Tanwar and Prasad (2016i); Supported with qualitative study
	In my organization, bosses are supportive.	The qualitative study
Development and Growth Opportunities	Definition: Possibility of building career and promotion opportunities within the organization (Rampl, 2016).	
	My organization provides career opportunities.	Lievens et al., (2005); Lee and Bruvold (2003); Rampl (2014); Weng and Hu (2009)
	My organization has good promotion opportunities.	Lievens et al., (2005); Rampl (2014); Weng and Hu (2009); Supported with qualitative study
	My organization provides the chances for career building.	Lee and Bruvold (2003); Rampl (2014); Weng and Hu (2009)
	In my organization, every employee has equal opportunities for career advancement and career-building.	The qualitative study
	My organization has a plan for individual (skills) development.	The qualitative study
	In my organization, there is a policy of employee rotation to various jobs/roles to grow and develop my skills.	The qualitative study
Work-Life Balance	My organization has a defined promotion policy.	The qualitative study
	Definition: Equilibrium between the person's personal and official life (Tanwar and Prasad, 2016ab).	
	My company offers flexibility in terms of working hours.	Kumari and Saini (2018); Tanwar and Prasad (2016a); Tüzüner and Yüksel (2009); Supported with qualitative study
	My company offers smart working option.	Carlier et al., (2012); Kumari and Saini (2018); Tanwar and Prasad (2016i); Supported with Qualitative study
	My company offers paid parental annual leave.	Kumari and Saini (2018); Tanwar and Prasad (2016i); Tüzüner and Yüksel (2009); Supported with qualitative study
	In my organization, employees are allowed to leave the workplace in case of a family urgency.	Carlier et al., (2012); Kumari and Saini (2018); Tanwar and Prasad (2016); Supported with qualitative study
	My company offers different on-site sports activities.	Kumari and Saini (2018); Tanwar and Prasad (2016)
	Definition: Overall compensation package including compensation, perks, and other benefits offered by an employer to motivate employee (Tanwar and Kumar, 2019).	

Salaries and Incentives	My company offers above-average compensation and benefits.	Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization gives additional benefits to inspire employees.	Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization provides a good compensation package.	Berthon et al., (2005); Tanwar and Kumar (2019); Tanwar and Prasad (2017); Turban (2001).
	My organization offers overtime pay.	Tanwar and Prasad (2017)
	My organization offers medical and insurance coverage for staff members.	Tanwar and Prasad (2017)
	My organization offers attractive retirement benefits.	The qualitative study
Equality and Justice	Equality and justice in the workplace involve fair and unbiased treatment of employees in resource distribution, procedures, and respect (Colquitt et al., 2001; Greenberg, 1990; Thibaut & Walker, 1975).	
	The work schedule is reasonable (I am not overburdened at work).	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
	My organization distributes rewards quite fairly.	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
	My supervisor/line manager treats me with kindness.	The qualitative study, Colquitt et al., (2001); Greenberg, (1990)
Organization Commitment	Definition: Organization commitment is a force psychological bond with an organization and expression of employees to remain a member of an organization (Kim et al., 2012).	
	It was my good decision to choose the organization where I am working today.	The qualitative study
	I suggest my friends join my organization.	The qualitative study
	I am motivated to carry on working for my company.	The qualitative study
	I share my thoughts with my friends about the fact that the company where I am currently working is an excellent working environment.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991); Supported with Qualitative study
	I pay attention to the future of my company.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991);
	I am willing to put more effort to work for this organization.	Arasanmi and Krishna (2019); Karia (2019); Meyer and Allen (1991); Supported with Qualitative study
Job Satisfaction	Job satisfaction is the employees' attitude and feeling towards their job and other mechanisms of a job at the workplace (Bangwal and Tiwari, 2019; Tanwar and Prasad, 2016ab).	
	I think that my salary is fair.	Homburg and Stock (2005); Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	I am pleased to work with my colleagues in my organization.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a); Supported with Qualitative study
	I think that the working conditions of my organization are adequate.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016i); Supported with Qualitative study
	I am pleased with my job in my organization.	Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016i); Supported with Qualitative study
	I like the feeling of accomplishment created by the job in my organization.	Fernandes and Moreira (2019); Homburg and Stock (2005); Karia (2019); Tanwar and Prasad (2016a) ;
	Overall, I am pleased with my organization.	Homburg and Stock (2005); Menidjel (2017); Tanwar and Prasad (2016a)
	Employee retention is the effort and determination to keep a desirable employee who contributes towards the success of the organisation (Tanwar and Prasad, 2016ab).	

Employee Retention	I think I have a future within my company.	Govaerts (2011); Kyndt et al., (2009); Tanwar and Prasad (2016a); Supported with Qualitative study
	I'm willing to work for my company for the next five years.	Govaerts (2011); Kyndt et al., (2009); Tanwar and Prasad (2016i); Supported with Qualitative study
	I have several opportunities to use my skills.	Govaerts (2011)
	My colleagues want to stay with my organization for a longer time.	The qualitative study
	If I would like to change job, I would look first at the available positions within my current organization.	Govaerts (2011); Kyndt et al., (2009)
Employer Brand Advocacy	Definition: Voluntary favorable communication, promotion, and spreading a positive word of mouth of organization brand by employees to external stakeholders (Men and Stacks, 2013; Men, 2014).	
	I have the best possible information about my organization.	Kim et al., (2001); Tanwar and Prasad (2016i);
	I share my thoughts with other people about my past experience with my organization.	Kemp (2012); Kim et al., (2001); Tanwar and Prasad (2016i)
	I invite others to join my organization.	Chiosa and Anastasiei (2018); Kemp (2012); Supported with Qualitative study
	I speak favorably about my organization.	Chiosa and Anastasiei (2018); Tanwar and Prasad (2016i); Supported with Qualitative study
Employee Performance	Definition: Employee performance is the use of time effectively by an employee to achieve desired outcomes (Mohammad et al., 2019).	
	It is not difficult for me to fulfil my work obligations.	Mohammad (2019); Paterson (1992); Supported with Qualitative study
	I usually meet work deadlines at work.	Mohammad (2019); Paterson (1992)
	I usually leave the office after completing my work.	Mohammad (2019); Paterson (1992)
	I add value to my work in my organization.	Aboelmaged (2018); Paterson (1992)
	I am an effective worker.	Aboelmaged (2018); Paterson (1992); Supported with Qualitative study
Employer of Choice	Definition: An EOC can be an organization for which a potential employee desires to join and remain with to have some unique benefits (Tanwar and Kumar, 2019).	
	My organization is one of my first choices as an employer.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	In my opinion, my organization is the most attractive employer.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	I wanted a job with my current organization.	Highhouse et al., (2003); Sivertzen (2013); Tanwar and Kumar (2019)
	It was my dream to join my current organization.	The qualitative study
Organization Performance	Definition: Organizational performance is defined as goal achievement, the behaviour of organization participants, and the relationship of organization with its environment (Kim et al., 2012)	
	in my organization, Compare to last five years	
	Customers' satisfaction increased.	Kim and Gray (2017); Supported with qualitative study
	The number of customers is growing.	Kim and Gray (2017); Supported with qualitative study
	Employee satisfaction increased.	Gomes and Carvalho (2017); Kim and Gray (2017)

	Quality in products/services increased.	Gomes and Carvalho (2017); Kim and Gray (2017); Supported with qualitative study
Person-Organization Fit	Definition: A match of employee's values, needs, and ideas with that of organization enhances more attraction of organization (Tanwar and Kumar, 2019).	
	My skills reflect the skills that my organization looks for in HR.	Tanwar and Kumar (2019); Memon et al. (2018).
	I feel my organization suits my style of working.	Tanwar and Kumar (2019); Memon et al. (2018).
	I think my values are a good fit for my company.	Tanwar and Kumar 2019; Memon et al., 2018.
	My values match those of current employees in an organization.	Tanwar and Kumar 2019; Memon et al., 2018.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 2a: The details of in-depth interviews with managers

Interview position	Interview approx. duration	Topics discussed
Managers in service sector firms		The understanding of employer branding. The key dimensions of employer branding. The general perception about employer branding and its outcomes. Discussion of organization culture, CSR, WLB, and salary and incentives used in employer branding The main perceived impacts of employer branding on the employer of choice. The main perceived impacts of employer branding on person-organization fit, job satisfaction, commitment, and employee retention. The main perceived impacts of employer branding on organizational performance.
Marketing Manager	90 min.	
Dean, Social Sciences	90 min.	
Regional Manager	60 min.	
Senior Registrar	60 min.	
Human Resource Manager	60 min.	
Assistant Vice President	60 min.	
Regional Manager	90 min.	
Additional Registrar	90 min.	
Director of Business School	90 min.	
Manager Agri-Finance	60 min.	

Table 2b: The details of participants in focus groups

Number of participants	Interview occupation	Age range	Interview approx. length	Topics discussed
6	Chairman/ HODs of various departments, University	37-52	90 min.	The understanding of employer branding. The key dimensions of employer branding. The general perception about employer branding and its outcomes. Discussion of organization culture, CSR, WLB, and salary and incentives used in employer branding The main perceived impacts of employer branding on the employer of choice. The main perceived impacts of employer branding on person-organisation fit, job satisfaction, commitment, and employee retention. The main perceived impacts of employer branding on organization performance.
6	Employees at Bank Ltd	29-41	90 min	
6	Sales Team	24-36	90 min	
6	Assistant Sales Managers	31-43	90 min	

Table 3. Demographic characteristics of respondents

	Frequency	Percentage
Gender		
Male	323	59.4
Female	221	40.6
Education		
Bachelor	34	6.3
Master or above	502	92.3
Age		
Up to 5 years	126	23.2
6-10 years	206	37.9
11-15 years	161	29.6
16 or more years	51	9.4
Sector		
Public	354	65.1
Private	190	34.9
Type of organization		
Distributive services firms	170	31.26
Producer services firms	168	30.88
Social services firms	206	37.86

Table 4. Definitions of constructs, concepts, Item measurement and Reliability

Constructs	Items	Loading	α	CR	AVE
Organization Culture	My organization offers good internal training opportunities.	0.951	0.907	0.931	0.695
	In my organization, friendly relationships exist among individual co-workers.	0.722			
	My organization follows the rules and regulations.	0.822			
	My organization offers recognition from the management.	0.828			
	My organization provides job security.	Removed			
	In my organization, the bosses are supportive.	0.829			
Development and Growth Opportunities	My organization provides career opportunities.	0.911	0.922	0.944	0.735
	My organization has good promotion opportunities.	0.796			
	My organization provides opportunities for career building.	Removed			
	In my organization, every employee has equal opportunities for career advancement and career-building.	Removed			
	My organization has a plan for individual (skills) development.	Removed			
	In my organization, there is a policy of employee rotation to various jobs/roles to grow and develop my skills.	Removed			
	My organization has a defined promotion policy.	0.863			
	Definition: Equilibrium between the person's personal and official life (Tanwar and Prasad, 2016ab).				
Work-Life Balance	My company offers flexibility in terms of working hours.	0.930	0.904	0.933	0.687
	My company offers the smart working option.	0.818			
	My company offers paid parental annual leave.	0.834			
	In my organization, employees are allowed to leave the workplace in case of a family emergency.	0.775			
	My company offers different on-site sports activities.	0.780			
Salaries and Incentives	My company offers above-average compensation and benefits.	Removed	0.911	0.937	0.758
	My organization gives additional benefits to inspire employees.	Removed			
	My organization provides a good compensation package.	0.947			
	My organization offers overtime pay.	0.853			

	My organization offers medical and insurance coverage for staff members.	0.864			
	My organization offers attractive retirement benefits.	0.814			
Equality and Justice	The work schedule is reasonable (I am not overburdened at work).	0.889	0.883	0.928	0.811
	My organization distributes rewards quite fairly.	0.902			
	My supervisor/line manager treats me with kindness.	0.902			
Organization Commitment	I made a good decision to choose the organization where I am working today.	0.869	0.894	0.927	0.772
	I suggest my friends join my organization.	Removed			
	I am motivated to carry on working for my company.	0.865			
	I share my thoughts with my friends about the fact that the company where I am currently working offers an excellent working environment.	0.872			
	I pay attention to the future of my company.	0.884			
	I am willing to put more effort into working for this organization.	0.903			
Job Satisfaction	I think that my salary is fair.	0.885	0.906	0.927	0.681
	I am pleased to work with my colleagues in my organization.	0.803			
	I think that the working conditions of my organization are adequate.	0.836			
	I am pleased with my job in my organization.	0.807			
	I like the feeling of accomplishment created by my job in my organization.	0.812			
	Overall, I am pleased with my organization.	0.806			
Employee Retention	I think I have a future within my company.	Removed	0.910	0.933	0.758
	I'm willing to work for my company for the next five years.	0.919			
	I have several opportunities to use my skills.	Removed			
	My colleagues want to stay with my organization for a longer time.	0.895			
	If I were wanting to change jobs, I would look first at the available positions within my current organization.	0.795			
Employer Brand Advocacy	I have the best possible information about my organization.	0.926	0.948	0.960	0.798
	I share my thoughts with other people about my past experiences with my organization.	0.913			
	I invite others to join my organization.	0.890			
	I speak favorably about my organization.	0.842			

Employee Performance	It is not difficult for me to fulfil my work obligations.	0.912	0.863	0.901	0.792
	I usually meet work deadlines at work.	0.915			
	I usually leave the office after completing my work.	0.867			
	I add value to my work in my organization.	Removed			
	I am an effective worker.	0.863			
Employer of Choice	My organization is one of my first choices as an employer.	0.927	0.922	0.945	0.818
	In my opinion, my organization is the most attractive employer.	0.860			
	I wanted a job with my current organization.	0.921			
	It was my dream to join my current organization.	0.908			
Organization Performance	Customers' satisfaction increased.	Removed	0.915	0.937	0.749
	The number of customers is growing.	0.901			
	Employee satisfaction increased.	0.929			
	Quality of products/services increased.	0.904			
Person-Organization Fit	My skills reflect the skills my organization looks for in HR.	0.893	0.88	0.896	0.744
	I feel my organization suits my style of working.	0.954			
	I think my values are a good fit for my company.	Removed			
	My values match those of current employees in an organization.	0.775			

Table 5: VIF and tolerance effect of constructs

Constructs	Dependent variable: Organization Performance		Formative Construct: Employer Branding	
	Tolerance	VIF	Tolerance	VIF
Organizational culture	0.555	1.802	0.904	1.107
Development and growth opportunity	0.669	1.495	0.778	1.285
Work-life balance	0.638	1.567	0.829	1.206
Salary and incentives	0.554	1.804	0.668	1.496
Equality and justice	0.685	1.460	0.711	1.407
Person-organization fit	0.962	1.040		
Organization commitment	0.529	1.890		
Job satisfaction	0.473	2.116		
Employee retention	0.644	1.552		
Employee brand advocacy	0.602	1.661		
Employee performance	0.636	1.572		
Employer of choice	0.410	2.438		

Table 6: Path Coefficients

Hypotheses	Relationship	Path Coefficient	T- Statistics	P-Value	Result
H1	EB → POF	0.023	0.435	0.664	Not approved
H2	EB → OCM	0.631	11.147	0.000	Approved ***
H3	EB → ER	0.495	7.268	0.000	Approved ***
H4	EB → JS	0.627	9.944	0.000	Approved ***
H5	POF → EOC	0.010	0.178	0.859	Not Approved
H6	OCM → EBA	0.399	5.305	0.000	Approved ***
H7	OCM → EP	0.019	0.395	0.693	Not Approved
H8	JS → EP	0.195	4.435	0.000	Approved ***
H9	JS → OP	0.244	5.983	0.000	Approved ***
H10	ER → EP	-0.001	0.011	0.991	Not Approved
H11	EBA → EOC	0.451	5.662	0.000	Approved ***
H12	EP → OP	0.230	5.119	0.000	Approved ***
H13	EB → EP	0.264	5.472	0.000	Approved ***

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

Table 7: Model Predictive Relevance

Constructs	Q ² (=1-SSE/SSO)	R ²	GoF
Employer Branding			0.4285
Employee Brand Advocacy	0.116	0.159	
Employer of Choice	0.163	0.204	
Employee Performance	0.226	0.295	
Employee Retention	0.199	0.245	
Job Satisfaction	0.245	0.393	
Organization Commitment	0.307	0.399	
Organization Performance	0.152	0.225	
Person Organization Fit	-0.002	0.001	

Enriching the concept of employer branding. Investigating its impact in the service sector

Highlights

This study extends employer branding (EB) research by identifying elements of EB according to the perceptions of employees working in the service sector and investigating the impact of EB on employer of choice and organizational performance.

This study use a sample of 544 respondents to test the model.

The research considers development, growth opportunities, equality, and justice as new elements of EB along with organizational culture, salary, incentives, and work-life balance.

This study states that EB significantly influences employer of choice through organizational commitment and employer brand advocacy.

This study shows that organizational performance is influenced by EB through job satisfaction and employee performance.

The study suggests reflecting on the importance played by new elements of EB and on the existence of a direct link between EB and employee performance.

Enriching the concept of employer branding: investigating its impact in the service sector

LETTER TO REVIEWERS

Dear Editor and reviewers,

We would like to kindly thank you for your evaluation and for the constructive and copious suggestions which have helped us to improve the draft significantly.

Editor	Responses
Comments	
The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript. As you will see the reviewer who had the remaining concerns is now happy to accept your paper. On this basis could I please ask you to give your paper one good last copy and then submit a clean copy, which I will then be happy to accept for publication.	Thanks a lot for your comment. Our paper has reviewed by a professional copy editor

Reviewer I	
Comments	Responses
1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes.	Thanks for all your great comments. All your detailed suggestions have helped us to revise our paper with the aim of improving the understanding of the topic to the reader. You provided very clear amendments, and it was so easy to work on our paper following your guidance.
2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes.	
3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Reasonably fine.	
4. Results: Are results presented clearly and analysed appropriately? Do the	

conclusions adequately tie together the other elements of the paper?: Yes.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: Yes.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Clarity of communication is much better in this version.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

Employee Relations