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**IS IT BENEFICIAL FOR ORGANIZATION TO EMPLOY BRANDING INTERNALLY?  
A STUDY TOWARD ENHANCING THE EMPLOYEE PERFORMANCE**

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**ABSTRACT**

This study aims at investigating the direct and indirect effects of employer branding on employee performance through employee engagement for telecommunication companies' employees in Egypt. This research adopts a quantitative method as a research methodology. Hence, data were gathered from 365 telecommunication companies' employees in Egypt. The software (Warp PLS 7.0) was applied to test the research hypotheses. The study findings showed that the dimensions of employer branding namely, healthy work environment, training and development, work-life balance, ethics and corporate social responsibility and compensation and benefits have a significant direct positive effect on employee performance. Moreover, employer branding has a direct positive effect on employee engagement. Additionally, the results showed that employee engagement has a direct and significant positive effect on employee performance. Moreover, the results also showed that employee engagement partially mediates the relationship between employer branding and employee performance. Finally, theoretical and practical implications were presented.

**KEYWORDS:** Employer Branding, Employee Performance, Employee Engagement.

## **1. INTRODUCTION**

Employer branding becomes important as it is about attracting, developing, and retaining the right talent, based on the image and reputation of an organization (Kashive et al., 2020).

The American Marketing Association defines a brand as any name, phrase, mark, design, or combination used in term of distinguishing the products and services of one vendor or groups of vendors from those of rival vendors (Schneider, 2018). Although the brand has always been concentrated on products, employers are now using it (Tanwar & Prasad, 2016), devoting interdisciplinary vision, treating human resources as customers, accurately internal ones.

Employer branding has been introduced from the marketing discipline to the realm of human resource management (HRM) as an important HR tool for attracting and retaining the best people (Stokes, 2015; Stokes et al., 2016; Valle, 2016; Meyer and Xin, 2017; Theurer et al., 2018; Deepa and Baral, 2019; Purusottama, 2019; Agarwal et al., 2021). It has been consistently associated with attracting talented resources to organizations (Ahmad et al., 2020). Some employer branding strategies may be digital to strengthen the brand (Keppeler & Papenfub, 2021).

Nowadays organizations face substantial obstacles as they engage in employer branding as a tool for talent acquisition (Yu et al., 2022). Employer branding is an approach that applies to the widest range of businesses (Thalgaipitiya, 2020). A strong brand is critically important as many organizations are currently amid the highest number of resignations since the early 2000s (Cook, 2021). It has multiple benefits for both the business and its wider ecosystem: it helps attract and retain the right employees, providing a broader competitive advantage (Eriksson et al., 2022). Thus, employer branding is a competitive strategy that adopted by organizations to promote themselves as attractive workplaces to increase the engagement and commitment of their current employees and to enhance their ability to attract highly qualified talents in globalized labor markets (Ta'Amnha, 2020).

When it come to the types of employer branding, we figure out two types; external employer branding, which concerns about employer branding strategies related to prospective employees, and internal employer branding that focuses on incumbents (Ahmed et al., 2022). Current research is concerned with internal employer branding.

On the other hand, there is a link between employer branding and corporate social responsibility (CSR) activities. The positive impact on attracting and retaining employees is particularly evident for those factors of CSR that directly affect employees, such as fair, safe, and good working conditions or training and career opportunities (Szegedi et al., 2023). Socially responsible

organization offers a discrimination free working environment and is concerned about occupational health and work life balance (Sorribes et al., 2021).

Previous studies discussed the effects of employer branding on employee performance (Buttenberg, 2013; Xia & yang, 2010; Wong, 2014). Additionally, research (Kusuma & Prasetya, 2017; Chawla, 2020; Yadav et al., 2020; piyachat et al., 2014; Love & Singh, 2011) found a strong positive effect of employer branding on employee engagement. Also, studies of (Ameen & Baharom, 2019; Dalal et al., 2012) indicated that employee engagement is a significant predictor of employee performance. Although, several research gaps persist.

However, previous studies have analyzed employee performance influenced by work-life balance (Hickman & Robison, 2020), compensation and benefits (Noe et al., 2003), training and development (Kuruppu et al., 2021), a healthy work environment (Pratama, 2014) and ethics and CSR (Biswas & suar, 2014). Current researchers have not found previous studies that addressed the direct and indirect impacts of employer branding dimensions (healthy work environment, training & development, work-life balance, ethics & CSR, and compensation & benefits) and employee engagement on employee performance dimensions (task, adaptive and contextual performance). Therefore, regarding the importance of employer branding and improving employee performance, the aim of this study is to investigate the factors affecting the improvement of employee performance by applying employer branding.

Hence, the questions that arise in this study are:

- What are the direct effects of employer branding dimensions (healthy work environment, training & development, work-life balance, ethics & CSR and compensation & benefits) on employee performance dimensions (task, adaptive and contextual performance), in telecommunication companies in Egypt?
- To what extent does employee engagement mediate the relationship between employer branding and employee performance in telecommunication companies in Egypt?

The four mobile companies operating in the Egyptian market (Vodafone Egypt, Orange, Telecom Egypt "WE", Etisalat Egypt) have made huge investments to develop and modernize mobile phone networks in 2022. It was more than 60 Egyptian billion pounds. These companies represent a major player in the communications system and the Egyptian economy in general for its role in the provision of immediate and direct communication service.

Moreover, mobile phones number has expanded in Egypt during the recent period, in parallel with the expansion of competition among the four mobile operators which reflected positively on the cost of the service provided and the entry of the fourth-generation network.

The current study explores the extent of adopting employer branding concept in telecommunication companies in Egypt, since the telecommunications sector has a significant importance in developed and developing countries.

The current study addresses study variables and literature review as follows:

## **2. EMPLOYER BRANDING**

### **2.1 Employer Branding Overview**

The talent war led to the introduction of the employer branding in 1990 (Mosley, 2007), but Michaels (et al., 2001) argue that its implementation truly started in the early 2000s. Highly qualified and talented employees, according to Farooqui and Ahmed (2013) are an important resource that gives organizations an advantage over its rivals. At this point, employer branding attends, as it applies branding principles to HR functions and how the company should appear to both current and potential employees (Rai, 2020).

Similarly, Tumasjan et al. (2020) viewed employer branding as a strategy for achieving long-term competitive advantages in the labor market that centers human resources management processes around the creation, development, and protection of the employer's brandrights in constant interaction with both potential and current employees. Thus, the practice of presenting a clear vision of a business as a unique and desirable employer to prospective and current employees can be used to define employer branding (Ghielen et al., 2020).

Companies can get a competitive advantage by improving engaged employees who are devoted to the firm and whose participation is focused on accomplishing the company's superior goals by developing effective employer branding initiatives (Chawla, 2020). Moreover, it helps in developing and enacting a distinctive and appealing whole work experience for workers (Ewing et al. 2019; Roche, 2002; Lloyd, 2002).

### **2.2 Dimensions of Employer Branding**

#### **2.2.1 Health Work Environment**

Different researchers have a different perception of the working environment. The working environment is the climate of an organization where its employees carry out their tasks and duties (Danish et al., 2013), and includes other aspects such as quality, quantity, process, procedures and benefits (Jariko et al., 2017). According to Chan & Huak (2004), work environment should be formed based on how individuals express themselves socially, environmentally, physically, mentally, and emotionally within the workplace.

Additionally, creating a secure workplace for employees has been shown to encourage them, aid in goal-focus, and increase levels of engagement. As a result, employees frequently believe that their workplaces have a good impact on their physical and mental health (Agyemang & Ofei, 2013). Thus, it is expected that changing an employee's working environment can improve how well they do their jobs (Kaya & Karatepe, 2020).

Along similar lines various studies reveal that a significant factor in determining employee engagement is the meaningfulness of the workplace environment (Popli & Rizvi, 2016). Anitha (2014) asserts that there is a significant link between the environment and employee engagement. The degree of engagement for each individual working for the company can be determined by the work environment (Mohd et al., 2016).

### **2.2.2 Training and Development**

Employees must be considered as human capital because they are the foundation of any business. Increased investment in them would have consequences that would raise performance expectations (Nassazi, 2013). The significance of training is evident in this. Planned training and technical initiatives aimed to raise the benchmark for competence, knowledge, and skill (Purwanto & Prasetya, 2021).

The training focuses on enhancing the abilities required to meet organizational goals (Elnaga & Imran, 2013) as well as addressing any discrepancies between the ideal and optimal stage of development (Kum et al., 2014). In today's hyper competitive business, investing in staff education and training is crucial (Nel et al., 2004).

Kuruppu et al. (2021) view training as a highly committed practice of human resources symbolizing the richness and breadth of the training programs and activities offered by the organization. Also, Ehrhardt et al. (2011) said it refers to the employees' notion of the breadth of training facilities offered by their organizations.

Multiple academics have looked into the connection between employee engagement and training. According to Shuck and Herd (2012), training and development are crucial to the growth of firms and have a direct influence on employee engagement. The primary factor influencing an employee's performance is the function of training and development (Asim, 2013).

However, training allows employees to switch from their outdated skills, knowledge, and experience to the most recent ones (Purwanto & Prasetya, 2021). Successful firms must track progress across goals and targets and enhance employee overall performance (Rodriguez & Walters, 2017).

### **2.2.3 Work-Life Balance**

One of the major problems affecting the millennial workforce today is work-life balance, which is becoming more commonly known (Low & Chua, 2019). A condition where there is only a minor amount of friction between work and personal/family requirements is known as this (Luturlean et al., 2020).

Furthermore, Kar & Misra (2013) say that work-life balance is the extent to which a person is able to reduce conflicts between work requirements and those that are not work. Also, work-life balance, in its broadest sense defined by (Grzywacz & Carlson, 2019) as the fulfillment of expectations regarding the role that is negotiated and shared between the individual and his role-related partners in the fields of work and family/life.

Organizations must create policies and initiatives that promote work-life balance so that individuals may concentrate on their jobs (Mondy & Martocchio, 2016). Two ideas—achievement and happiness—support the concept of work-life balance (Wolor et al., 2020). People who are smart do not feel as happy or miserable as they should because someone should have both (Adnan, 2019).

Therefore, promoting work-life balance has a significant beneficial effect on society as a whole (Crompton & Lyonette, 2006; Macinnis, 2006; Abendroth & Dulk, 2011). On the other hand, employee engagement is impacted by work-life balance, according to Ahuja (2014). An organization's work-life balance strategy should give employees opportunity to maintain social connections with the community while also keeping costs, business turnover, and performance under control (Beauregard & Henry, 2009).

#### **2.2.4 Ethics and CSR**

The aim of many recent studies in the CSR literature has been to study them from an employee perspective (De Roeck & Maon, 2018; Kang et al., 2020).

CSR is defined as "corporate responsibilities for the well-being of society" (European Commission, 2019). While Farouk et al.(2014) show corporate social responsibility as "practices that send signals and signals that an organization cares and cares and understands the value of employees. Additionally, CSR is frequently viewed as the way a company engages with its stakeholders, upholds their rights, and manages their tension (Story & Castanheira, 2019).

Studies have shown that focusing on the socially responsible behavior of the organization enhances the employer branding (Okolocha, 2020). CSR as a brand dimension of an employer emphasizes its value as a competitive tool (Tanwar & Prasad, 2017; Sharma & Prasad, 2018; Carlini et al., 2019; Tanwar & Kumar, 2019). CSR also improves the quality of work-life of employees (Kim et al., 2020).

According to Lindhulm (2018), treating employees like assets and incorporating CSR into the workplace culture can have a good impact on motivation, trust, employee engagement, and performance. In addition, Chaudhary (2020) points out that the socially responsible activities of an organization that target employees are primarily focused on employee well-being also, can have a stronger impact on their performance.CSR has a favorable effect on employee performance and engagement (Bharadwaj & Yameen, 2020).

#### **2.2.5 Compensation and Benefits**

Employees are compensated by monetary payments, a range of services, and additional perks provided by the company (Burack & Smith, 1982).

Additionally, compensation includes all benefits, both financial and non-financial, that employees receive (Efendi et al., 2020). Additionally, group benefits, especially the fundamental ones like health, dental, disability, retirement, and life insurance, etc., that were sufficient in scope to meet both the employees' and their families' needs for financial security in the case of disability, retirement, or death (Rappaport, 2013).

On the other hand, it's critical that employees receive fair pay and be given the opportunity to make enough money to cover their living needs (Markos & Sridivi, 2010).

Furthermore, the compensation and benefits system define the relationship between the organization and the individual member by setting the terms of exchange, which motivates the employee to achieve more and places a greater emphasis on individual effort and growth (Kerr & Slocum, 2005).

Additionally, employers want to give workers the chance to develop and advance their careers. Employees are given the chance to better themselves in order to be more successful, efficient, and committed to the company and their jobs (Mohd et al., 2016).

The results of certain studies demonstrate that compensation and benefits have a good and considerable impact on employee performance (Sholihin, 2019; Safitri, 2018; Neo et al., 2003).

### **2.3 Employee Engagement**

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

An employee is one of the elements that cannot be replicated or imitated by competitors and is considered the most valuable asset if managed and shared appropriately. Therefore, no improvement initiatives taken by management can be fruitful without voluntary participation and staff engagement (Kompaso & Sridivi, 2010).

Additionally, the company needs to work on participation development and sponsorship, which calls for a partnership between the employer and the employee (Ameen & Baharom, 2019). The reciprocal relationship demonstrates that when a company actively engages its employees, those individuals do likewise by making independent efforts to increase the organization's performance (Robinson et al., 2004). The greatest theoretical justification for using social exchange theory to describe employee engagement comes from Saks (2006). (SET). SET can be used to illustrate the connection between employer branding and employee engagement (Slack et al., 2015).

Employee engagement is also regarded as a strategic resource and a driver of employee performance (Shuck & Reio, 2011). They put in a lot of effort to meet company goals because they understand how important their work is (Farrukh et al., 2019). The performance of both employees and organizations will be impacted by high levels of engagement (Christian et al., 2011; Anitha, 2014). One of the key factors promoting high levels of employee performance is employee engagement (Macey et al., 2009; Mone & London, 2010).

Effective employee engagement programs, according to Zainol et al. (2016), boosted commitment, motivation, and morale, which eventually improved employee performance.

## **2.4 Employee Performance**

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

The concept of employee performance is very critical for the success of any organization. Employee performance refers to an employee's financial or non-financial outcome that is directly related to the performance and success of an organization (Anitha, 2014). Güngör (2011) describes it as the level at which the individual factor in an organization influences the achievement of its goals. It reflects the outcome of work connected to success and failure in a company (Sopiah et al., 2020).

All organizational practices, rules, and structural elements have a significant impact on how well a person or an organization performs. The level of an employee's contribution to the accomplishment of organizational goals is known as employee performance. It is now a crucial instrument for ensuring quality employee performance (Ameen & Baharom, 2019).

Arinanye (2015) asserts that productivity, efficiency, effectiveness, quality, and workplace attendance are the main success indicators. It is the overall success of a specific task as determined by previously chosen accuracy, cost, and speed standards.

According to a number of studies, fostering employee engagement is a key strategy for boosting employee performance (Anitha, 2014). In a similar vein, employee performance affects a person's ability to succeed at work after making the necessary effort, which is connected to obtaining a fulfilling career and engaged profile (Karakas, 2010).

Al-Khalifa and Peterson (2004) contend that increased motivation and job satisfaction will improve employee performance. According to Pratham (2014), the workplace atmosphere has a big impact on how well employees perform.

## **2.5 Dimensions of Employee Performance**

### **2.5.1 Task Performance**

Task performance, according to Borman and Motowidlo (1997), is the efficiency with which job holders carry out their given duties, realizing the accomplishment of the organization's mission while compensating organization and individual correspondingly.

Additionally, task performance is defined as an employee's efficiency in carrying out his or her primary duties or role-based tasks (Conway, 1999).

Due to its relationship to the effectiveness of the entire activity, employee task fulfillment performance is of the utmost importance to human resource management within a business (Varshney & Varshney, 2020). Fundamentally, it is an accumulation of employee accomplishments, including effective task planning to finish duties on time, a focus on maximizing results while



minimizing effort, giving priority to vital activities over less important ones, and efficiently completing jobs with minimal time and effort (Koopmans et al., 2013; Koopmans et al., 2014).

Employees that are actively involved in their work are thought to perform it well, be persistent, and take on physically and psychologically demanding tasks (Ismail et al., 2019). They devote more time and effort to their work, pay greater attention to and concentrate more on their duties, and have a stronger emotional bond with the tasks that make up their role (Rich et al., 2010). CSR has a considerable beneficial impact on task performance (Kim & Kim, 2020).

### **2.5.2 Adaptive Performance**

The ability of a person to adjust to changing work environments is the general definition of adaptive performance (Hesketh & Neal, 1999).

Adaptive performance has been poorly described in earlier studies. Some articles refer to adaptive performance as a behavior, while others define it as a willingness or ability to adapt, in addition to also calling it performance adaptation and adaptive expertise (Jundt et al., 2015). According to many experts (Heinze & Heinze, 2020; Sweet et al., 2015), adaptive performance refers to a person's or a group's capacity to alter thoughts and actions in order to adjust to changing circumstances. According to some definitions, however, adaptive performance refers to workers changing "their behavior to match the needs of a new scenario or event or a changed environment." (Pulakos et al., 2000)

According to Jundt et al. (2015), adaptive performance behaviors are typically aimed at preserving performance levels or reducing performance reductions as a result of change" and that making these changes may call for organizational and interpersonal adjustments in order to succeed.

The modern workplace is dynamic and ever-changing, and employees' capacity to learn new skills and adjust to new situations has emerged as a key factor in helping businesses achieve their innovative goals. However, prior research has mostly demonstrated that task performance and contextual performance, an aspect of adaptive performance, are an element of overall performance generally (Han & Williams, 2008; Johnson, 2001; Varshny & Varshny, 2020).

According to earlier research, after workers achieve a certain level of proficiency in the tasks given to them, they attempt to modify their attitudes and behaviors to fit the various demands of their job positions (Huang et al., 2014).

### **2.5.3 Contextual Performance**

Contextual performance is the individual's discretionary conduct that supports task performance but is not acknowledged by the official incentive structure of the organization (Organ, 1988; Manrique & Ding, 2017). It is stated to increase working group effectiveness by lowering conflict, doing extra tasks, and following rules, ultimately resulting in a favorable and social context for the business (Aboagye et al., 2020).

Additionally, it has been well demonstrated that constructive work attitudes, such as work engagement, are important predictors of contextual performance (Organ & Ryan, 1995). An engaged employee is thought to work with a sense of emotion, which translates into not only good performance but also the behavior of the additional role, according to Kahn (1990). Employee engagement has been shown to improve job performance (Tensay & Singh, 2020).

Employee task and contextual performance are positively evaluated as a result of the high degree of engagement among employees (Bakker et al., 2007). Participation in work has a favorable impact on context-specific performance (Bakker et al., 2004; Saks, 2006).

Additionally, because contextual performance is based on extra-role behavior, such as assisting workmates and superiors even when not requested, it follows that if employees are unhappy with any aspect of their job, including their salary, policies, tools, or training, they may not demonstrate contextual performance in their work (Rubaca & Khan, 2021).

As long as the organization offers the necessary resources and an enabling atmosphere, organizations that promote continuous learning expect their people to ultimately be responsible for recognizing their own performance (Budhiraja, 2021; Anggara et al., 2019)

According to preliminary research on contextual performance, interpersonal facilitation is the primary factor that influences contextual performance. According to the study by Pradhan et al. (2017), continuous learning encourages employee empowerment, which improves employees' contextual performance.

### **3 Conceptual Frameworks**

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

#### **3.1 Employer Branding and Employee Performance**

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

Expectancy theory finds that employees who are motivated by the three conditions: expectancy, valence, and instrumentality will positively affect employee performance which leads to specific outcomes for the employee that is personally valued (Burawat, 2015).

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

Hewitt Associates (2004) finds that the best employer equals best staff equals best performance. So, the best employers had the most dedicated employees, and the most dedicated staff produced significant outcomes for the company. Moreover, good employer branding motivated them to work hard to pay back to the company (xia & yang, 2010). A study by Buttenberg (2013) confirms the positive impact of employer branding on employee performance via the value of employee marketing initiatives.

Research conducted by Pratama (2014) states that the work environment had a great influence on employee performance. Training and development represent all practices that can have a significant impact on employee performance (Kanyua, 2021). Moreover, achieving a better work-life balance improves employee performance (Mendis & Weerakkody, 2017).

Also, Compensation is a powerful tool for aligning employee interests with organizational goals. The link between performance and reward sends strong messages about what the organization feels is important (Noe et al., 2003).

Whereas Biswas & Suar (2016) indicate that CSR has a positive effect on employee performance. CSR involves a company's commitment to ethical behavior, economic development, improvement in the quality of life for employees, and the local community (Moir, 2001). Engaging in CSR activities fulfilled a company's external and internal issues which affect the performance (Klein & Dawar, 2004).

The study of Wong (2014) reveals the positive effect of employer branding on employee performance through employment benefits or values. The findings were that employer branding positively enhanced employee commitment, engagement, task performance and employee performance.

Employees' adaptive performance can also lead to organizational outcomes including managing change, organizational learning, and keeping up with changing customer expectations (Dorsey et al., 2010). Joung et al. (2006) investigated that training can enhance adaptive performance.

Also, contextual performance is based on extra-role behavior to help colleagues and supervisors even when not asked, it means, if employees are dissatisfied with their job on the whole or any of its aspect (salary, policies, equipment, training, etc.) they may not show contextual performance (Rubaca & khan, 2021). Consequently, the researcher develops the first hypothesis as follows:

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

This hypothesis is divided into three sub-hypotheses:

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

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

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

### **3.2 Employer Branding and Employee Engagement**

Leader-member exchange theory indicates the relationship between leaders and group members. High leader-member exchange reflected high levels of engagement, information exchange, interaction, trust, respect, support, mutual influence, and rewards (Bauer & Green, 1996), which in turn affected organizational outcomes (Tziner et al., 2012).

The relationship between employer branding and employee engagement can be explained through social exchange theory (Slack et al., 2015).

To build up a strong employer brand, organizations must propose some values such as economic, social, ethical, and comfort values, to create a positive perception about the organization to achieve high levels of engagement. So, there is a great influence between employer branding and employee engagement (Biswas & Suar, 2013).

In this aspect, Tanwar & Prasad (2016) states that employer branding was considered as a talent attraction and engagement strategy for existing and prospective employees. So, organizations are using innovative means to recruit unique talents and retain them. Employer branding helps to attract the right employee for the organization, with the strategy of employer branding employees will have the best place to work, so they will achieve high levels of engagement and retention (Memon et al., 2018).

According to Kumar et al. (2014) the reviews of the last ten years of literature about the effect of employer branding on employee engagement, employer attractiveness, and employee retention. The findings showed the positive effect of employer branding on employer attractiveness, employee engagement, and employee retention.

Besides, the research of (Chawla, 2020) highlights the effect of employer branding, person organizational fit, and employee engagement. The results also revealed that there is a positive effect on the relationship between employer branding and employee engagement with partial mediating of person organizational fit.

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

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

### 3.3 Employee Engagement and Employee Performance

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

The findings of many studies indicate that employee engagement is a significant predictor of employee performance. So, organizations must develop employee engagement, which requires a two-way relationship between organization and employee to promote employee performance. (Hickman & Robison, 2020; Ameen & Baharom, 2019; Kumar & Pansari, 2014; Anitha, 2014; Dalal et al., 2012).

Employees that are deeply engaged in their work are thought to perform it well, be persistent, and take on physically and psychologically demanding tasks (Ismail et al., 2019). They work more intensely on their tasks for longer periods of time, give more attention to and focus on responsibilities, and are more emotionally attached to the tasks that make up their role (Rich et al., 2010).

Employee engagement has a positive influence on adaptive performance (Marlow, 2016). Also, it has been shown to improve job performance (Tensay & Singh, 2020).

The high level of engagement among employees leads to a positive assessment of the task and contextual performance of employees (Bakker et al., 2007). There is a positive relationship between participation in work and contextual performance (Bakker et al., 2004; Saks, 2006).

The findings of Some empirical Studies (Leiter & Bakker, 2010; Christian et al., 2011; Richman, 2006; Macey & Schneider, 2008; Fleming & Asplund, 2007; Holbeche & Springett, 2003) propose that the high degrees of employee engagement improve task performance, discretionary effort, productivity, continuance commitment, affective commitment and levels of psychological climate. Consequently, the researcher develops the third hypothesis as follows:

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

This hypothesis is divided into three sub-hypotheses:

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

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

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

### 3.4 The Mediating Role of Employee Engagement on Employer Branding and Employee Performance

Employee engagement plays a mediating role in many studies. piyachat et al., (2014) confirmed that employee engagement mediated the effect of employer branding on discretionary effort.

According to Lee et al. (2014) shows that employee engagement fully mediated the effect of employer branding and job satisfaction and employee loyalty.

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

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

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

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

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

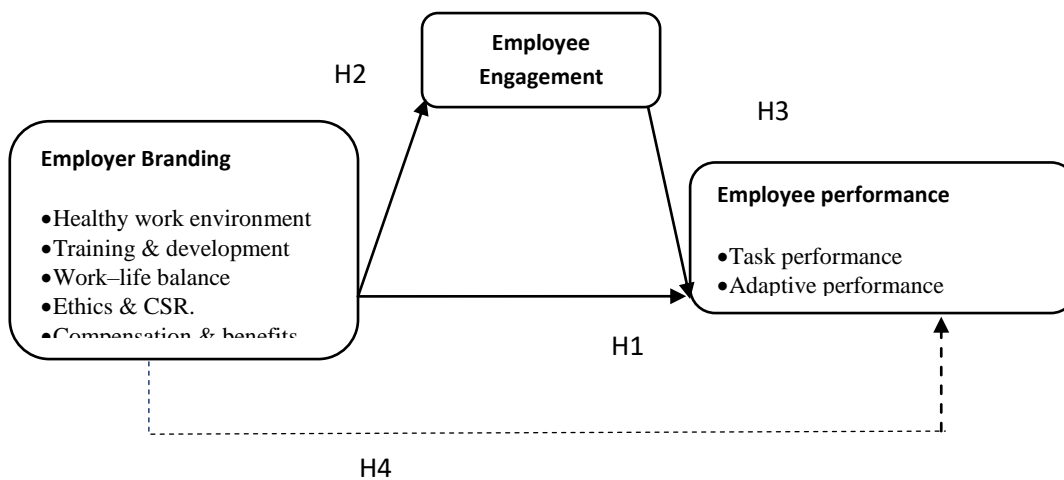
This hypothesis is divided into three sub-hypotheses:

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

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

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

**The current study adopts the conceptual framework as shown in Figure (1)**



**Figure 1:** The conceptual framework of the study  
**Source:** Developed by the researcher based on literature review.

#### 4 METHOD

To test the hypotheses, we conducted an online Questionnaire format directed to the employees in telecommunications companies in Egypt in April 2022. In addition, A deductive approach is selected in this research because it is suitable for quantitative research method and it has the ability to analyze the association between two or more variables (Saunders et al., 2009). Also, quantitative research is used to obtain more accurate information because it can be easily replicated, and, unlike qualitative data, can be analyzed using sophisticated statistical techniques (Frechtling, 2002).

##### 4.1 Population and Sample Size

The population of this study is employees of telecommunication companies in Egypt. The researcher collects data through web-based questionnaire. The researcher uses a simple random sampling and collects 365 questionnaires.

**Table 1: Demographic characteristic profile of respondents (N=365).**

Company Name		
Vodafone Egypt	131	35.9
Orange	71	19.5
Telecom Egypt "we"	60	16.4
Etisalat Egypt	103	28.2
<b>Total</b>	<b>365</b>	<b>100.0%</b>
Workplace		
Main Center	64	17.5
Branch	301	82.5
<b>Total</b>	<b>365</b>	<b>100.0%</b>
Administrative Level		
Manager	42	11.5
Staff Leader	71	19.5
Customer Service Agent	252	69.0
<b>Total</b>	<b>365</b>	<b>100.0%</b>
Years of Experience		

<b>Less than 1 year</b>	219	60.0
<b>More than 1 year</b>	80	21.9
<b>5 years and more</b>	66	18.1
<b>Total</b>	365	100.0%
<b>Gender</b>		
<b>Male</b>	236	64.7
<b>Female</b>	129	35.3
<b>Total</b>	365	100.0% continue ↓
<b>Age</b>		
<b>less than 30 years</b>	216	59.2
<b>From 30 to less than 40</b>	110	30.1
<b>From 40 to less than 50</b>	36	9.9
<b>50 years and more</b>	3	.8
<b>Total</b>	365	100.0%
<b>Educational Level</b>		
<b>Bachelor's degree</b>	311	85.2
<b>Postgraduate</b>	54	14.8
<b>Total</b>	365	100.0%

#### 4.2 Measures

A questionnaire using 5-point Likert scales (5 = strongly agree to 1 = strongly disagree). is employed to collect measures for the main constructs. Scales to measure each of the constructs are developed based on the prior literature and use existing scales where possible. Employer branding consists of (19) items scale of (Tanwar & Prasad, 2017), Employee Engagement consists of (4) items scale of (Schaufeli & Bakker, 2003) and Employee Performance consists of (12) items scale of (Pradhan & Jena, 2017). The other section requires the respondents' general information which includes the employee's workplace, administrative level, years of experience, gender, age, and education. All the questions that are mentioned above are closed-ended.

#### 4.3 Measurement Model Analysis

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

#### 4.4 Structural Model Analysis

Before proceeding to test the model, by using eight model fitting parameters; those parameters are: the average path coefficient (APC), the average R-squared (ARS), the average variance inflation factor (AVIF), Tenenhaus GoF (GoF), Simpson's paradox ratio (SPR), R-squared contribution ratio (RSCR), statistical suppression ratio (SSR) and nonlinear bivariate causality direction ratio (NLBCDR). Kock (2013) showed that APC and ARS are acceptable if the (P-value > 0.05), while AVIF is acceptable if their value is less than (5). The (GoF) of the model = 0.615, which is considered a large value (large  $\geq 0.36$ ) (Henseler, 2017); the (SPR) = 0.826, which is ideal (acceptable if  $\geq 0.7$ ) (Kievit et al., 2013); the (RSCR) = 0.959, which is also ideal (acceptable if  $\geq$



0.9)(Henseler, 2017); the (SSR) = 1.000, which is accepted (acceptable if  $\geq 0.7$ ); and finally, the (NLBCDR) = 1.000, which is accepted also (acceptable if  $\geq 0.7$ ) (Kock, 2015). Consequently, the structural model fit was supported.

**Table 2: Measurement items loadings, Reliability and Convergent Validity Assessment.**

	Item Code	Mean	Std. Deviation	Factor Loading	Alpha	AVE	CR
Employer Branding		3.7322	0.83749				
Health Work Environment	<b>HWE</b>	3.5751	0.88743		0.763	0.586	0.849
	<b>HWE1</b>	3.50	1.231	0.852			
	<b>HWE2</b>	3.97	1.063	0.762			
	<b>HWE3</b>	4.09	0.891	0.718			
	<b>HWE4</b>	2.74	1.430	0.723			
Training and Development	<b>TD</b>	3.8352	1.08142		0.923	0.813	0.946
	<b>TD1</b>	3.84	1.211	0.902			
	<b>TD2</b>	4.07	1.175	0.939			
	<b>TD3</b>	3.52	1.317	0.868			
	<b>TD4</b>	3.92	1.099	0.896			
Work-Life Balance	<b>WLB</b>	3.7433	0.89003		0.813	0.731	0.890
	<b>WLB1</b>	3.62	1.118	0.919			
	<b>WLB2</b>	3.67	1.333	0.767			
	<b>WLB3</b>	3.77	1.064	0.873			
Ethics and CSR	<b>EC</b>	3.7576	0.89103		0.859	0.705	0.905
	<b>EC1</b>	3.65	1.130	0.904	continuo↓		
	<b>EC2</b>	3.50	1.196	0.814			
	<b>EC3</b>	3.79	0.915	0.813			
	<b>EC4</b>	4.09	0.998	0.824			
Compensation and Benefits	<b>CB</b>	3.7500	0.96555		0.830	0.670	0.889
	<b>CB1</b>	3.49	1.126	0.886			
	<b>CB2</b>	3.41	1.402	0.885			
	<b>CB3</b>	4.35	0.913	0.638			
	<b>CB4</b>	3.28	1.388	0.841			
Employee Engagement	<b>EE</b>	3.6379	0.85724		0.864	0.712	0.908
	<b>EE1</b>	3.76	0.913	0.876			
	<b>EE2</b>	3.74	0.842	0.795			
	<b>EE3</b>	3.66	1.160	0.812			
	<b>EE4</b>	3.76	1.063	0.887			
Employee Performance	<b>EE</b>	3.8632	0.72137				
Task Performance	<b>TP</b>	3.9590	0.79000		0.900	0.770	0.931
	<b>TP1</b>	3.93	0.914	0.876			
	<b>TP2</b>	3.92	0.925	0.795			
	<b>TP3</b>	3.98	0.887	0.812			
	<b>TP4</b>	4.01	0.874	0.887			
Adaptive Performance	<b>AP</b>	3.6793	0.73393		0.823	0.655	0.883
	<b>AP1</b>	3.45	1.121	0.888			

	<b>AP2</b>	3.83	0.934	0.810			
	<b>AP3</b>	3.43	1.126	0.756			
	<b>AP4</b>	4.01	0.819	0.778			
Contextual Performance	<b>CP</b>	3.9514	0.80584		0.880	0.736	0.918
	<b>CP1</b>	3.82	0.968	0.904			
	<b>CP2</b>	4.04	0.948	0.782			
	<b>CP3</b>	4.06	0.887	0.863			
	<b>CP4</b>	3.89	0.956	0.878			

**Table 3:** Factor Correlation Matrix with Square Root of AVE

	HWE	TD	WLB	EC	CB	EE	TP	AP	CP
HWE	<b>0.766</b>								
TD	0.798	<b>0.902</b>							
WLB	0.641	0.548	<b>0.855</b>						
EC	0.813	0.835	0.593	<b>0.839</b>					
CB	0.833	0.807	0.616	0.833	<b>0.819</b>				
EE	0.735	0.700	0.541	0.773	0.693	<b>0.844</b>			
TP	0.610	0.524	0.522	0.569	0.513	0.673	<b>0.878</b>		
AP	0.617	0.522	0.504	0.514	0.532	0.647	0.804	<b>0.810</b>	
CP	0.634	0.572	0.551	0.581	0.587	0.693	0.803	0.806	<b>0.858</b>

## 5. RESULTS OF HYPOTHESES TESTING

The results are reported in Table 4 and 5:

**Table 4:** The direct effect

H	Predictor Variables	Dependent Variables	B	P-Value	Results
<b>H1</b>	EB	EP	0.338**	< 0.001	Partially supported
<b>H1a</b>	HWE	TP	0.090*	35	Accepted
<b>H1a</b>	TD	TP	0.039	0.218	Rejected
<b>H1a</b>	WLB	TP	0.259**	< 0.001	Accepted
<b>H1a</b>	EC	TP	0.083	0.047	Accepted
<b>H1a</b>	CB	TP	-0.001	0.493	Rejected
<b>H1b</b>	HWE	AP	0.160**	< 0.001	Accepted
<b>H1b</b>	TD	AP	-0.035	0.244	Rejected
<b>H1b</b>	WLB	AP	0.178**	< 0.001	Accepted
<b>H1b</b>	EC	AP	-0.047	0.173	Rejected
<b>H1b</b>	CB	AP	0.075	0.067	Accepted
<b>H1c</b>	HWE	CP	0.116**	0.010	Accepted
<b>H1c</b>	TD	CP	0.032	0.262	Rejected
<b>H1c</b>	WLB	CP	0.183**	< 0.001	Accepted
<b>H1c</b>	EC	CP	0.024	0.313	Rejected
<b>H1c</b>	CB	CP	0.075	0.067	Accepted

<b>H2</b>	EB	EE	0.791**	< 0.001	Supported
<b>H3</b>	EE	EP	0.447**	< 0.001	Supported
<b>H3a</b>	EE	TP	0.414**	< 0.001	Accepted
<b>H3b</b>	EE	AP	0.363**	< 0.001	Accepted
<b>H3c</b>	EE	CP	0.443**	< 0.001	Accepted

**Table 5: The indirect effect**

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

## 6. THEORETICAL & PRACTICAL IMPLICATIONS

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

This study provides significant practical implications and guidelines for telecommunication companies' top management. The study suggested that telecommunication companies could improve employee's performance via enhancing their engagement and developing suitable employer branding strategy. First, creating a health work environment by Providing proper working condition for employees, for example: internet cafeteria, mini library, rest room, canteen, encouraging employees to work in teams, specializing an hour for a break in order to minimize workplace stress, providing autonomy to its employees to make decisions, improving connection between employees, enhancing the interaction between employees, rewarding employees when they do good work and employers and supporting and motivating employees in times of failure. Second, supplying enough opportunity for training by supporting initiatives for career development, conducting conversations about career planning, regularly planning different conferences, workshops, and training sessions. Giving needed and updated courses. Third, helping employees to balance work and life by using flexible schedules when necessary, providing flexible working hours and offering the opportunity to work from home in limited cases. Fourth, Treating employees in a fair and respectful way. Fourth, establishing code of ethics and paying attention to CSR programs for a company through Putting confidential procedure to report misconduct at work, financing cultural events, participating in charity actions, using local products and energy-efficient equipment and hiring young staff for training. Fifth, providing employees with all possible compensations and benefits by offering an adequate salary, providing overtime pay, setting up health insurance programs, providing financial and non-financial rewards and privileges and providing some dependents for employees. Sixth, supporting employees to reach high levels of engagement by collaborating with employees to establish goals. assisting employees in realizing how their work contributes to the broader strategy and direction of the business, offering an adequate level of respect, fostering an environment of empowerment and trust among employees, support for innovation and creativity, encouragement to enhance productivity, honoring points of view and ideas, paying attention to employee contribution and responding to needs and issues, giving the ability to make decisions and the necessary resources. Finally, evaluating the performance of employees by setting performance and development goals, providing ongoing feedback and recognition, conducting mid-year and year-end appraisals, conducting an effective performance appraisal discussion and managing employee development.

## **7. LIMITATIONS AND FUTURE RESEARCH**

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

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

The current empirical study investigated the effect of employer branding on employee performance generally, the researcher suggests that future research should focus on this relationship during the hard times of COVID-19 pandemic.

Moreover, the study focuses on employee engagement as a complete domain. The future research work could elaborate on the three dimensions of employee engagement as antecedents of employer branding.

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