



Employer branding and employee performance for Telecommunication Companies in Egypt

Research extracted from a master's thesis

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*Scientific Journal for Financial and Commercial Studies and Research
(SJFCSR)*

Faculty of Commerce – Damietta University

Vol.4, No.2, Part 1., July 2023

APA Citation:

Almehalawy, B. A. E.; Abdelhamid, T. A.; Ebied, A. Y. H. and Khashan, M. A. M.
(2023). Employer branding and employee performance for Telecommunication
Companies in Egypt, *Scientific Journal for Financial and Commercial Studies
and Research*, Faculty of Commerce, Damietta University, 4(2)1, 333-357.

Website: <https://cfdj.journals.ekb.eg/>

Employer branding and employee performance for Telecommunication Companies in Egypt

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Abstract:

This study aims to investigate the direct effect of employer branding on employee performance for telecommunication companies in Egypt, Employer branding represents a new concept in marketing, and it is considered one of the most beneficial strategies that are being adopted by organizations to retain, attract, and develop unique talents, it is how to apply the concept of branding in human resource management HRM through employee value proposition EVP. Employer branding is divided into external and internal branding. Employee performance is very crucial to attain organizational goals and it is a measure for the quality of human resources in the organization. so, the destination of employer branding is to acquire ongoing high performance. A questionnaire was used to collect data from 365 employees in telecommunication companies. Path analysis is employed to test the research hypotheses using Warp PLS 7.0. The results have confirmed that employer branding is positively related to employee performance. This study investigates both the direct and indirect influence of employer branding throughout the five dimensions on employee performance. This study provided a set of important recommendations for managers of telecommunications companies, where the study recommends the use of the employer branding in its dimensions by providing suitable working conditions for employees and provide sufficient opportunities for training. provide flexible working hours. Treat employees in a fair and respectful, funding cultural events and participating in charity. Provide an appropriate salary, prepare health insurance programs, and provide financial and non-financial rewards and privileges.

Keywords: Employer Branding, Employee Performance, Training, Work-life balance, Compensation.

1. Introduction

In recent years, employer branding represents a new concept in marketing, and it is considered one of the most beneficial strategies that are being adopted by organizations to retain, attract, and develop unique talents (Chawla, 2020). The idea of employer branding resembles the one of marketing which identifies that the organization markets its products and services to customers. Similarly, it must market itself to the employees who are called internal customers (Backhaus & Tikoo, 2004), to achieve the organizational objective and obtain a sustainable competitive advantage through employees in a changing business environment (Chawla, 2020).

Practically, employer branding is how to apply the concept of branding in human resource management HRM (Yadav et al., 2020) through employee value proposition EVP (Kashive et al., 2020), the strength of employer branding depends on its content through identifying employer brand elements, obviously (Tumasjan et al., 2020).

There are two types of employer branding: external and internal branding. Internal branding tries to attract existing employees while external branding focuses on potential employees, stakeholders, and the larger public (Yadav et al., 2020), so it is the way to make the organization a good place for employees to work (Dabirian et al., 2019).

On the other hand, performance is the heart of any organization, it refers to the comparison between work results and established standards (Dessler, 2008).

Employee performance is very crucial to attain organizational goals and it is a measure for the quality of human resources in the organization (Badrianto & Ekhsan, 2020).so the destination of employer branding is to acquire ongoing high performance not only attracting and retention talents (Wong, 2014). According to the researcher readings, some studies have examined the relationship between employer branding and employee performance, the studies of (Buttenberg, 2013; Xia & yang, 2010; Wong, 2014) affirmed the positive relationship between employer branding and employee performance. Also, other studies showed that 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). Therefore, there is a lack of the literature regarding the impact of employer branding and employee performance in telecommunication sector.

2. Literature and Hypotheses Development

2.1 Employer Branding

Employer branding has been defined as “an approach in which human resource management processes revolve around the creation, development and protection of the employer's brand rights in constant interaction with potential and existing employees to achieve sustainable competitive advantages in the labor market.” (Tumasjan et al., 2020).

Also, employer branding uses the principles of branding for HR job activities and the ways in which the organization should appear to current and potential employees (Rai, 2020). Besides employer branding philosophy that emerges from the marketing literature and is based on the basis that when organizations market their products or services to the external customer, they must market themselves to their internal customers (employees) so that they can differentiate themselves from other organizations and thus nurture a competent workforce that engages and focuses on achieving organizational goals (Backhaus & Tikoo, 2004). In addition, it is the most applicable technique without considering different sizes of organizations (Thalgaspitiya, 2020).

This research depends on the following dimensions of employer branding: health work environment, training and development, work-life balance, corporate social responsibility and compensation and benefits (Tanwar & Prasad, 2016). The working environment is the climate of an organization where its employees carry out their tasks and duties (Danish et al., 2013). Srivastava and Dar (2019) viewed training as a highly committed practice of human resources symbolizing the richness and breadth of the training programs and activities offered by the organization. Training and development represent all practices that can have a significant impact on employee

performance (Kanyua, 2021). Work-life balance is known as a condition in which there is only a small level of conflict between work and personal/family needs (Luturlean et al., 2020). Corporate social responsibility is practices that send signals and signals that an organization cares and cares and understands the value of employees (Farouk & Jassim Al-Din, 2014). Compensation is everything received by employees in the form of financial and non-financial compensation (Efendi et al., 2020). In addition, Group benefits, particularly basic benefits such as health, dental, disability, retirement, and life insurance, etc., which were comprehensive enough to cover the health care needs of employees and meet the financial security needs of them and their families in the event of disability, retirement or death (Rappaport, 2013).

2.2 Employee Performance

Performance is a picture of one's success in doing something (Handoko, 2001). Good job performance can be described as the expected result required from an employee in the organization (Philomena et al., 2020). Employee performance is the extent to which an employee contributes to the achievement of an organization's objectives. It has become a key tool in ensuring the quality employee performance (Ameen & Baharom, 2019). Therefore, employee performance at the micro level is usually conceived to be the activities and behaviors of the individual who plays a role in achieving the goals of the organization (Ahmad & Shahzad, 2011).

Ivancevich & Matteson (1996) emphasized that employee performance can be assigned as employees who do their best to achieve their exact work that ends up with a good result and performance. Al-Khalifa and Peterson (2004) argued that employee performance will increase if employees feel satisfied in their work and are motivated to do work.

2.3. Hypotheses Formulation

The relationship between study variables were clarified as shown in the following fig. (1).

The Relationship between Employer Branding and Employee Performance

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

The studies of (Wong, 2014; Buttenberg, 2013; xia & yang, 2010) revealed the positive effect of employer branding on employee performance through employment benefits or values. Research by (Gardner & Schermerhorn, 2004; Schermerhorn et al., 1990) supported that the importance of the ability and effort of employees in the link between organizational support and employee performance. So, employers must take care of their employees by making the organization a good place to work. Hewitt Associates (2004) confirmed that the best employer equals best staff equal best performance. So, the best employers had the most dedicated employees, and the most dedicated staff produced significant outcomes to the company. Moreover, good employer branding motivated them to work hard to pay back to the company (xia & yang, 2010). In support of this notion (Pratama, 2014) argued that the work environment has a significant influence on employee performance. 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, 2014) indicated that CSR had 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 aim of training is to maximize employees learning of new skill, knowledge, attitudes and behaviors to cope with the demand of dynamic business environments. Many previous studies have revealed that there is a positive relationship between training and employee performance. Therefore, training plays an importance role in improving quality of employees directly and effects on organizational performance (Kuruppu et al., 2021). Based on that, the study proposes the following hypothesis:

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

This hypothesis is divided into five sub-hypotheses:

H1a: there is a significant positive effect of healthy work environment on employee performance.

H1b: There is a significant positive effect of training and development on employee performance.

H1c: There is a significant positive effect of work-life balance on employee performance.

H1d: There is a significant positive effect of ethics and CSR on employee performance.

H1e: There is a significant positive effect of compensations and benefits.

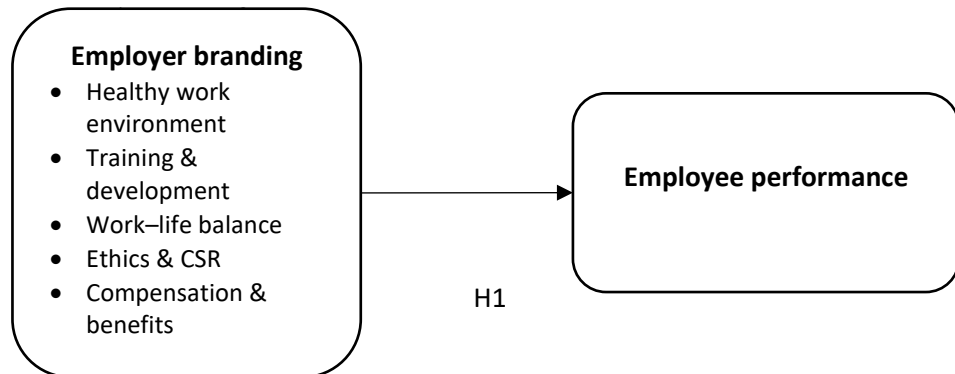


Figure (1): The conceptual framework of the study.

Source: Developed by the researcher based on literature review.

3. Research Methods

3.1. Samples and Data Collection

The study adopted positivism philosophy with a quantitative research method to confirm the proposed framework. This study utilized stratified sampling. Primary and Secondary data were used during this study. In this study, the primary data were collected from employees in telecommunication companies in Egypt using a questionnaire, when collected secondary data from existed material. According to Malhotra and Peterson (2001), questionnaire is the suitable method to collect quantitative primary data. Also, Saunders et al. (2009) illustrated that questionnaire is the most appropriate way for explanatory research.

The total number of employees in the four telecommunication companies is 5830. The researcher uses Decision Analyst STATS 2.0 application to determine the sample size which is 382. The researcher collects 365 questionnaires.

3.2. Measures

A questionnaire using 5-point Likert scales (5 = strongly agree to 1 = strongly disagree). is employed to collect measures for the main constructs.

Scales to measure each of the constructs are developed based on the prior literature and use existing scales where possible. Employer branding consists of (19) items scale of (Tanwar & Prasad, 2017) and Employee Performance consists of (16) 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. Results

4.1. Descriptive statistics

According to Table (4.1), Among 365 respondents, 35.9% (131) respondents are working in Vodafone Egypt, 19.5% (71) in Orange, 16.4% (60) in Telecom Egypt "we" and 28.2% (103) in Etisalat Egypt.

In terms of workplace, 17.5% (64) respondents are working in main center and 82.5% (301) in branches.

Also, 11.5% (42) of respondents are managers, 19.5% (71) are staff leader and 69.0% (252) are customer service agent.

According to respondent's years of experience 60.0% (219) are less than one year, 21.9% (80) are more than one year and 18.1% (66) are more than 5 years.

According to gender 64.7% (236) respondents are males, and 35.3% (129) respondents are females.

The majority of age groups 59.2% (216) respondents are aged from 20 to less than 30 years. 30.1% (110) respondents are aged from 30 to less than 40 years. 9.9% (36) respondents are aged from 40 to less than 50 years, and 0.8% (3) respondents are aged from 50 years or more.

4.2. Measurement assessment model

Internal consistency of the study constructs is measured through composite reliability (CR), Cronbach's alpha (A) and coefficients and square root of average variance extracted (AVE).

Dimension	Item Code	Alpha	AVE	CR
Health Work Environment	HWE	0.763	0.586	0.849
Training and Development	TD	0.923	0.813	0.946
Work-Life Balance	WLB	0.813	0.731	0.890
Ethics and CSR	EC	0.859	0.705	0.905
Compensation and Benefits	CB	0.830	0.670	0.889
Employee Performance	EP	0.900	0.770	0.931

The values of Cronbach's alpha (A) are accepted because it's higher than 0.8. As well, the values of AVE also higher than 0.5 and composite reliability (CR) higher than 0.8 which can be accepted according to (Fornell & Larcker,1981).

Likewise, discriminant validity is evaluated. The correlations between the factors and the square roots of AVEs, and also presents that the values of the square root of AVE are higher than the inter-constructs correlations (Fornell & Larcker, 1981). Thus, the discriminant validity is accomplished. Lastly, the measurement model satisfies all factors utilized to measure validity and reliability.

Model Fit Indices

Measure	Code	Estimate	P-Value	Acceptance Index
Average path coefficient	APC	0.153	< 0.001	P < 0.05
Average R-Squared	ARS	0.533	< 0.001	P < 0.05
Average block VIF	AVIF	3.386		AVIF > 5
Tenenhaus GoF	GoF	0.615		Large \geq 0.36

4.3. Structural Model and Hypotheses Testing

The following step was to test the research hypotheses through path coefficients and significance level to accept or reject the proposed hypotheses. The following table shows path coefficients and levels of significance for all research hypotheses and whether each hypothesis is accepted or rejected (Huber et al., 2008) stated that P- value It could be significant when P value \leq 0.05).

Path Coefficients

H	Independent Variable	Dependent Variable	Path Coefficients	P value	Result
H1	EB	EP	0.338**	< 0.001	Accepted
H1a	HWE	EP	0.116**	0.010	Accepted
H1b	TD	EP	0.083	0.047	Accepted
H1c	WLB	EP	0.183**	< 0.001	Accepted
H1d	EC	EP	0.090*	0.035	Accepted
H1e	CB	EP	0.075*	0.067	Accepted

Effect size values where it can be (0.02, 0.15, and 0.35) representing (weak, moderate, strong) respectively. The value of effect size (f^2) is calculated. Values are shown in the following table:

Effect size values

H	Independent Variable	Dependent Variable	f^2
H1	EB	EP	0.483
H1a	HWE	EP	0.118
H1b	TD	EP	0.050
H1c	WLB	EP	0.182
H1d	EC	EP	0.061
H1e	CB	EP	0.046

As shown in table, the hypothesis H1 is supported where employer branding ($\beta= 0.338$, $P< 0.001$; $f^2= 0.483$) have a direct, positive, and significant, influence on employee performance.

The hypothesis H1a is supported where healthy work environment ($\beta= 0.116$, $P=0.010$; $f^2= 0.118$) have a direct, positive, and significant, influence on employee performance.

Hypothesis H1b, is also supported as training and development ($\beta= 0.083$, $P= 0.047$; $f^2= 0.050$) have a direct, positive, and significant, influence on employee performance.

Hypothesis H1c, is also supported work-life balance ($\beta= 0.183$, $P< 0.001$; $f^2= 0.182$) have a direct, positive, and significant, influence on employee performance.

Hypothesis H1d, is also supported as ethics and CSR ($\beta= 0.090$, $P= 0.035$; $f^2= 0.061$) have a direct, positive, and significant, influence on employee performance.

Hypothesis H1e, is also supported compensation and benefit ($\beta= 0.075$, $P= 0.067$; $f^2= 0.046$) have a direct, positive, and significant, influence on employee performance.

So, the hypothesis H1a, b, c, d, e is supported.

5. Discussion and Conclusion

Our findings are in the same line with previous studies' results which indicated that the positive effect of employer branding on employee performance (Davis, 2005; Xia & Yang, 2010; Buttenberg, 2013; Wong, 2014; Aldousari et al., 2017).

Many researchers have considered the health work environment as an indicator of employee performance (McCoy & Evans, 2005; Agyemang & Ofei, 2013; Pratama, 2014; Leekha et al., 2014).

This immediate result is in agreement with a variety of analysis (Handoko, 2001; Asim, 2013; Purwanto & Prasetya, 2020; Kanyua, 2021) confirmed that training and development have a significant positive effect on employee performance.

Besides, many studies (Beauregard & Henry, 2009; Anwar et al., 2013; Mendis & Weerakkody, 2017) which found that work-life balance have a positive effect on employee performance.

CSR affect positively on employee performance (Klein & Dawar, 2004; Biswas & Suar, 2014; Chaudhary, 2018; Lindholm, 2018; Carlini & Grace, 2019).

The research of (Safitri, 2018; Sholihin, 2019) which concluded that compensation and benefits have appositive and significant effect on employee performance.

The study aims to investigate, elaborate, and discuss in detail the impact of employer branding on employee performance in the context of telecommunication employees in Egypt. Therefore, a model containing these two constructs was developed based on the extant literature review. Furthermore, the research methodology employed to test the model is discussed. The study adopted the deductive approach and the quantitative research method, the data collection instrument utilized in the study was the questionnaire. The questionnaire was directed to a group of telecommunication employees in Egypt, 365 questionnaires were collected. Further, the study employed warp PLS 7.0 to test the research hypotheses. The measurement model's goodness of fit, validity, and reliability were all examined by the researcher, and the measurement model demonstrated an acceptable degree of validity and reliability. Furthermore, the structural model

was constructed, and research hypotheses were evaluated, with the findings indicating that all research hypotheses were approved.

Telecommunication employees in Egypt showed high levels of performance by utilizing employer branding (Healthy work environment, Training and development, Work-life balance, Ethics and CSR, Compensations, and benefits) Furthermore, they believe that employer branding would enhancing their performance.

5.1 Theoretical and practical implications

This study investigates the direct influence of employer branding throughout the five dimensions on employee performance.

Moreover, this study sheds light on the significance of employer branding and how They employee performance. The study shows that the five dimensions positively influence the employees' performance 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.

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, update employee's knowledge through training and development by Providing sufficient opportunities for training, supporting career development efforts, conducting career-planning discussions, organizing various conferences, workshops, and training programs on regular basis and giving needed and updated courses. Third, helping

employees to balance between work and life by using flexible schedules when necessary, providing flexible working hours and offering 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. 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.

5.2. 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 '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.

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Questionnaire:

First: Do you work in one of the mobile telecommunication companies in Egypt? Yes () No ()

Second: What is your company name?

Vodafone Egypt () Orange ()

Telecom Egypt "we" () Etisalat Egypt ()

Third: As a unique employee in your field, please kindly mark (√) for the appropriate choice for the availability of study elements in the group around you in the field of work.

1- Employer branding:

Statements	Totally Agree	Agree	Unspecified	Disagree	Totally Disagree
Health work environment					
1- My workplace is largely stress-free.					
2- My colleagues take up my responsibilities while I'm not there.					
3-My organization gives employees the chance to collaborate in teams.					
4-My business provides a local sports facility.					
Training and Development					
5- My company organizes various training programs on a regular basis.					
6- My company provides online courses.					
7- My company organizes workshops.					

Statements	Totally Agree	Agree	Unspecified	Disagree	Totally Disagree
8- My company offers the possibility of professional development.					
Work- life Balance					
9- My company offers a flexible schedule.					
10- My company offers the opportunity to work from home for some jobs.					
11- My company allows some time off when necessary.					
Ethics and corporate social responsibility					
12- My company cares about environmentally supportive social responsibility programs.					
13- There is a confidential procedure to report misconduct at work.					
14- Employees are expected to follow all rules and regulations.					
15- My company has a fair attitude towards employees.					
Compensation and benefits					
16- My company offers a good salary.					
17- My company provides overtime pay.					
18- My company offers social benefits such as health insurance.					
19- My company offers trips as a mean of motivation.					

2- Employee performance:

Statements	Totally Agree	Agree	Unspecified	Disagree	Totally Disagree
20- My colleagues used to maintain high standard of work.					
21- My colleagues know how to set priorities.					
22- My colleagues can handle multiple tasks for achieving organizational goals.					
23- My colleagues complete their work on time.					
24- My colleagues can come up with creative ideas at work.					
25- My colleagues cope well with organizational changes.					
26- My colleagues could handle change in their position nicely whenever the need occurred					
27- My colleagues can think in a flexible way.					
28- My colleagues love to handle extra responsibilities.					
29- My colleagues work to keep their job knowledge up to date.					
30- My colleagues communicate effectively for solving any problem.					
31- My colleagues always participate in group discussions and business meetings.					

الدور الوسيط لمشاركة الموظف في العلاقة بين العلامة التجارية لصاحب

العمل وأداء الموظف: دراسة تطبيقية على شركات الاتصالات في مصر

أ.ب.سمة علاء الدين المحلاوي؛ د. طلعت أسعد عبد الحميد؛ د. أحمد يحيى عبيد؛ د. محمد خشان

ملخص الدراسة

استهدفت هذه الدراسة فحص التأثير المباشر وغير المباشر للعلامة التجارية لصاحب العمل (بيئة عمل سليمة، التدريب والتطوير، الموازنة بين الحياة الشخصية والعمل، الاخلاقيات والمسؤولية الاجتماعية للشركات، التعويضات والحوافز) على أداء الموظف من خلال توظيف ارتباط الموظف بالتطبيق على موظفي شركات الاتصالات في مصر.

واعتمدت الدراسة على قائمة استقصاء لجمع البيانات من موظفي شركات الاتصالات بمصر، وقد بلغت عدد القوائم الصحيحة ٣٦٥. وتم استخدام البرنامج الإحصائي (Warp PLS 7.0) لاختبار فروض الدراسة.

وأشارت النتائج إلى وجود تأثير معنوي إيجابي مباشر لأبعاد العلامة التجارية لصاحب العمل على أداء الموظف. كما توصلت إلى وجود تأثير معنوي إيجابي للعلامة التجارية لصاحب العمل على ارتباط الموظف. وأكدت النتائج وجود تأثير معنوي إيجابي لارتباط الموظف على أداء الموظف. بالإضافة إلى وجود تأثير معنوي إيجابي غير مباشر لأبعاد العلامة التجارية لصاحب العمل على أداء الموظف عند توظيف ارتباط الموظف.

الكلمات المفتاحية:

العلامة التجارية لصاحب العمل؛ أداء الموظف؛ ارتباط الموظف؛ بيئة عمل سليمة؛ التدريب والتطوير.