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EMPLOYER BRANDING IMPACT ON EMPLOYEE BEHAVIOR AND ATTITUDES APPLIED STUDY ON PHARMATECUAL IN EGYPT

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ABSTRACT

This study is an exploratory study aims to investigate the impact of employer branding personality on employee differentiation, loyalty, satisfaction and affinity among organizations in Pharmaceuticals industry in Egypt. The survey was based on corporate character scale & employee behavior indicators that had been modified and used locally. The paper surveyed literature review of the employer branding (EB) concept and employee differentiation, loyalty, satisfaction and affinity & the pharmaceutical sector overview in Egypt. The study findings employer branding impact employee differentiation, loyalty, satisfaction and affinity as illustrated through paper. Which, deeply interwoven and opens up new questions to be explored by future research identified through paper.

Contribution/ Originality

This study one of very few studies which had investigated the Employer Branding phenomenon related to the human resources management approach, as the few empirical researches focused on the talent management and employee retention not the employee behaviors and attitudes especially in Arab country like Egypt.

1. INTRODUCTION

Today's business environment is changing in a high pace and so is the climate on the labour market (c.f. (Buck and Dworschak, 2003; Dew-Becker and Gordon, 2008; Gaddam, 2008)). In

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2001 McKinsey & Co stated in their report "War for Talent" that company are facing a difficulty in attracting and retaining great talents and that this will continue for at least two more decades.

The brand is considered one of the most important and valuable assets of a company (Backhaus and Tikoo, 2004). To most people a brand is directly connected to the company name, the products, services and the specific logotype. However, branding can also be used as a part of Human Resource Management (HRM) in order to attract new employees and to retain already employed members of the firm (Kunerth and Mosley, 2011). When applying branding to HRM, the concept is entitled "Employer Branding" (EB) (Backhaus and Tikoo, 2004) and the connection between the two concepts, HRM and EB, has been established. In 2001 the Conference Board made a report addressing the concept of EB where they compared the corporate- and employer branding methods. Some key findings from the report are that EB is strongly connected to HRM in transactional aspects, that EB is on a rise and companies were concentrating branding efforts towards employees, instead of solely towards the corporate brand as before.

The pharmaceutical sector in Egypt is one of the oldest strategic sectors in the country, founded in 1939 with the establishment of the Misr Company for Pharmaceutical Industries. The Egyptian pharmaceuticals and cosmetics sector is considered the largest in the region with regards to growth capacity and expansion during the coming five years compared to similar sectors in neighboring countries the industry has enjoyed a period of considerable development in recent years. There is a strong domestic production sector and, while the majority is destined for the domestic market and imports play an important role, Egypt has emerged as a leading exporter of pharmaceuticals to Arab, Asian and Eastern European markets. Public production, represented by the state-owned holding company HOLDIPHARMA, accounts for around one-tenth of sales by value and nearly two-tenths by volume.

Pharmaceutical prices in Egypt are based on a cost-plus formula, allowing for a profit margin of 15% on essential drugs, 25% on non-essential drugs and 40% or more on over-the-counter products. The formula, managed by the Ministry of Health and Population, guarantees positive returns for all companies operating in Egypt. Nonetheless, the new pricing system will link medicine prices in Egypt to those in 36 other countries, including Canada, European states and countries in the Persian Gulf. Providing the political situation stabilizes and the economy continues to perform well, the Egyptian pharmaceutical market at retail prices is expected to rise by a double-digit CAGR in US dollar terms between 2011 and 2016.Experts agree that, the Egyptian pharmaceutical industry is very positive: Rapid population growth and expansion in healthcare coverage and expenditures are key growth drivers, as are an increasing awareness of health issues and the modernization of the healthcare industry.

Egypt's exports of pharmaceuticals have grown steadily in recent years; topping USD 506 million in 2013 compared to USD 238 million in FY 2006/2007 which represents 2% of total exports of the Arab Republic of Egypt.

Table-1. Projected Pharmaceutical Market, 2011-2015

	2011	2012	2013	2014	2015
Value USD billion	4.7	5.4	6.2	7	8
%GDP	2	2	1.9	2	2
% Health Expenditure	31	31	30.8	31.6	32.3
Per capita (USD)	54	61	69	77	86

Source: ESPICOM

So this study aimed to investigate the impact of employer branding personality on employee differentiation, loyalty, satisfaction and affinity among organizations in Pharmaceuticals industry in Egypt. The rest of the paper is organized as follows: Section two discusses the relevant literature. Section three presents research methodology, and data collection. Section four examines the results and analysis of this investigation. Finally, section5: concludes this paper by outlining limitations& recommendations for future research.

2. THEORETICAL BACKGROUND

2.1. The Foundation of Employer Branding

Since it was first coined in 1990 by Tim Ambler and Simon Barrow, as a way of combining branding techniques with human resource practices, employer branding has massively extended both in research and in number of companies applying it Barrow and Mosley (2005).

Employer branding is anchored in the resource based view recognizing that human capital is vital for organizational success (Backhaus and Tikoo, 2004). Whereas the past shortage of talent was rooted on in the economic boom and subsequent low unemployment rates, today's shortage is caused by other influences. Today's knowledge economy sets forth two main factors contributing to the current and especially future shortage of talented employees, namely demographic and sociological changes. Demographically, larger generations of employee are soon to retire and the generations taking over are significantly smaller. Sociologically, there is a need for technology, engineering and other science - related scholars but unfortunately not enough are educated within this area. Further, younger generation employees tend to change job much more frequently, which challenges organizations in terms of retaining key employees (Lodberg, 2011).

This is emphasized by Mosley (2007) who argued that the interest in employer branding is driven by a growing competition for the talent required by companies to realize their corporate ambitions. Therefore, organizations must differentiate themselves to attract an d retain employees (Lievens and Highhouse, 2003). Thus, a shortage of talented employees combined with organization's need for them has created a "warfor talent", which is the main contributor in the increased application and recognition of employer branding as an organizational discipline.

Kotler (1991) defines a brand as "a name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods and services of one seller or group of seller and to differentiate them from those of competitors".

The definition has primarily been used to describe product brands and the consumer's relationship to the focal product brand (Mosley, 2007). But according to recent marketing literature a brand has great impact on the company as an employer and how external stakeholders identify the organization, the corporate brand and the firm as a future workplace (Davies, 2008; Gaddam, 2008; Foster *et al.,* 2010). There is a clear emotional relationship between the employer and the employees based on brand image (Davies, 2008; Gaddam, 2008).

The concept of employer branding emerged in the 1990's and is said to originate from two separate theories: recruitment communication/branding and work psychology, especially the so called psychological contract. The two theories have later merged into what is today known as employer branding (Rosethorn, 2009).

According to Moroko and Uncles (2008) branding and EB are closely related. What characterizes a strong brand is mostly consistent with successful employer brands. The first article regarding the subject of EB, "The Employer Brand", was published in 1996 by Ambler and Barrow, where they define the concept as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company"(Ambler and Barrow, 1996). The research by Backhaus and Tikoo (2004) contributed to a further conceptualizing of the phenomena by creating a theoretical framework and they define EB as "the process of building an identifiable and unique employer identity" and the employer brand as "*a concept of the firm that differentiates it from its competitors*" (Backhaus and Tikoo, 2004). According to Sullivan (2004) employer branding is as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm".Rosethorn's definition from the article: "the employer keeping faith with the deak"(2009): Watson and Reissner (2010) has also defined employer branding as "...a set of attributes and qualities – often intangible- that makes an organization distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture".employer branding is the development and communication of an organization's culture as an employer in the market place"(Mandhanya and Maitri, 2010). "An employer brand is an essence the two-way deal between an organization and its people-the reason they choose to join and the reason they choose-and are permitted-to stay. Martin *et al.* (2011) further developed the concept and define it as "a generalized recognition for being known among key stakeholders for providing a high-quality employment experience, and a distinctive organizational identity which employees value, engage with and feel confident and happy to promote to others". Rosethorn, as well as Backhaus and Tikoo view Employer Branding as a competitive advantage whilst Ambler and Barrow, in their definition, focuses on Employer Branding rather as a tool to streamline the management and the executives.

Rosethorn and Ambler and Barrow describes the employer brand as something that creates an impression of the company as an employer while Rosethorn sees it as an identity maker for the company in its role as employer. Evidently, there are a number of Different views on how to use

employer branding and what results to expect but there is not yet one specific, accepted definition of the term. Common features of the definitions are the unique identity and values of the firm that are utilized to communicate how the firm differentiates as an employer. Based on the research presented EB is here defined as "a strategy of internal and external communication of the unique attributes that establishes the identity of the firm as an employer and what differentiates it from others, with the aim of attracting and retaining potential and current employees".

2.2. Benefits of Employer Branding

According to Taylor (2010) there are three main benefits of employer branding and those are related to recruitment, retention and performance. The benefit to recruitment is naturally to be able to attract the talents company is seeking. A strong employer brand would help to advertise the job opportunities and convey consisted messages that would reach the best talents. Similarly to consumer marketing campaigns, which aim to reach only certain, proper, consumers, employer branding helps the company to reach the most appropriate talents for them. Recruitment process may be really expensive and possessing a strong employer brand may reduce the costs. A company with strong employer brand has to advertise less and the advertisements do not have to be as tempting that they would have to be if the company name would not attract the candidates itself. The retention of employees is also one of the most important benefits that employer branding may bring. Naturally, if a company has a strong employer brand and it is seen as attractive and desirable employer, it makes it less appealing to look for another place to work at from an existing employee point of view. Another benefit that may be gained from a strong employer brand is enhanced performance. This relates to reduced absenteeism and improved work performance.

2.3. The Value of Employer Branding

As with other branding and HR activities it is difficult to measure the actual outcome and ROI; however the business case for applying employer branding is anchored in the attraction, natural selection, and retention of employees. As discussed above, employer branding has become a vital tool in the war for talent to ensure that organizations attract talented employees and retain key employees.

Externally, the employer brand functions to at tract employees and to create positive associations and enhance corporate image. Further, it also functions as a "selection tool" to ensure that the right kinds of employees are attracted and that potential employee who does not match the organizations is not attracted.

Internally, the employer brand generates value by creating a unifying and strong culture as well as increased employee satisfaction and commitment (Backhaus and Tikoo, 2004; Gaddam, 2008; Edwards, 2010).

Thus, the rationale behind employer branding is that it will indirectly have a positive influence on organizational profitability. Figure 2.1 below depicts this indirect correlation between employer branding and organizational profitability
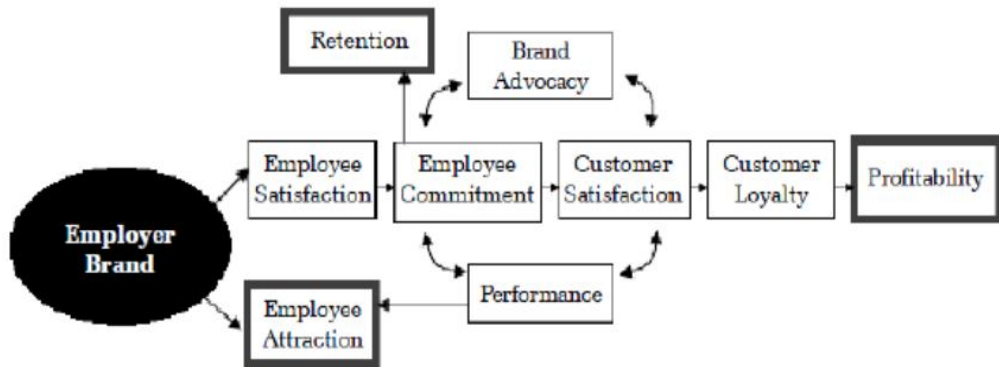

Figure-2.1. How employer branding create brand value for organisations. Adapted Gaddam (2008)

Gaddam (2008) posits that the employer brand has an indirect influence on the profitability through increased performance and commitment as well as increased customer satisfaction. Additional benefits includes more potential candidates, more internal recruitments, lower time-to-hire, lower cost-to-hire, lower absenteeism, increased job satisfaction and a positive spin-off effect on the organization's product and corporate brand (Beardwell and Claydon, 2010).

The potential positive effects of a successful brand are enticing, however, employer branding is a complex discipline positing several challenges in the environment in which it operates.

Additionally, a purpose of employer branding is to enhance the organizational culture. The basic assumption is that people who like working for the company will become advocates for it thus recommending it to friends and family (Watson and Reissner, 2010). Mosley (2007) agrees by acknowledging that engaged and satisfied employeesdeliver a better customer service experience (see Appendix 4 for links between employer branding, culture, loyalty and productivity).

According to literature human resource management, organizational strategy and leadership and marketing strategies can create a powerful employer brand (Kimpakorn and Tocquer, 2005). In order to build a successful employer brand companies should understand how stakeholders perceive the employer, analyses and interpret this information to understand what the company stands for and create a value proposition based on this. Hereafter the company should deliver this brand promise and measure its strength and employee perceptions continuously (Watson and Reissner, 2010). Strategic Organizational Discipline, which integrates various organizational disciplines such as HRM, management, strategic goals, CSR and marketing. Further it is a communicative discipline, which creates, negotiates and enacts long-term relationships between (potential/current) employees and organizations (Edwards, 2010; Aggerholm et al., 2011). This thesis therefore supports the definition of employer branding offered by Aggerholm et al. as this

is contemporary in its re-conceptualisation of the traditional branding-based discipline. Hence, employer branding is defined as a strategic branding process which creates, negotiates and enacts sustainable relationships between an organisation and its potential and existing employees under the influence of the varying corporate contexts with the purpose of co-creating sustainable values for the individual, the organization and society as a whole (Aggerholm *et al.*, 2011).

According to Lodberg (2011) for this development in employer branding to be successful, organizations should work with several "contact points" in an employee's journey through the organization. Thus, the strategically anchored employer brand is consistent and relationship building from the initial awareness of the organization throughout the recruitment process, the introduction process, the management and development in the organization, and lastly when an employee exits the organization. When considering customers, a brand provides its owner with two benefits: differentiation, so that the customer is less able to decide on price alone and a franchise (Davies, 1992), the latter stemming from customer satisfaction with the brand and loyalty to it. Customers choose to purchase for rational reasons but their emotional attachment is also important. These four attributes of a brand – the ability to differentiate, to create loyalty, to satisfy and to develop an emotional attachment – are, it is argued, also relevant to the employer brand. The effects of a brand are often referred to as its "equity", rooted in the customer's knowledge about the brand. Two factors contribute to brand knowledge:

(1) Awareness; and

(2) image (Keller, 1993).

Awareness is not at issue for existing employees and so the focus in this paper is therefore on image. Brand image concerns the associations held of a brand in memory; and brand personality, the projective technique used here, is one measure of these (Keller, 1998). Brand personality, the human associations we make with a brand, is a way of obtaining a holistic view of a brand's associations by using the metaphor of brand as person and applying the equivalent of a personality test to the brand. Two such measures have been developed to measure employee views (Davies *et al.*, 2002; 2004; Slaughter *et al.*, 2004) using human personality traits, similar to those used in assessing the personality of an individual. For example one corporate brand may be described as being more "honest" or more "daring" than another. The approach forms part of the psychological tradition, that languages develop groups of adjectives to describe the most important differences between significant objects. We personify brands, and a similar but not identical list of adjectives that we use to describe people exists for brand personality (Caprara *et al.*, 2001).

Corporate character, defined as how a stakeholder distinguishes an organization, expressed in terms of human characteristics, is a multidimensional construct, and its measurement scale has five main dimensions: competence, agreeableness, enterprise, chic, and ruthlessness (see Table 1).

The competence dimension could be important in increasing satisfaction for both employees and customers, because organizational effectiveness is a major signal a company gives to the

market (Brown Tom and Peter Dacin, 1997). Employees will be pleased to be associated with a reliable, leading organization. Job security, for example, has a positive effect on employee satisfaction, while perceived job Insecurity will cause dissatisfaction and promote labor turnover (Arnold Hugh and Daniel Feldman, 1982). The agreeableness dimension includes trust, which has strong links to customer Satisfaction with companies, including those in the retail sector (Deepak et al., 2002). Retail customers value the helpfulness, friendliness, and fairness of treatment by frontline staff members (Westbrook Robert, 1981). Agreeableness is important for employees, because trust is significantly correlated with job satisfaction and organizational commitment (Pillai et al., 1999). Differences in how employees perceive organizational justice (fairness in pay, decision making, and treatment) explain differences in their satisfaction (Price and Mueller, 1986). The perceived fairness of the application of pay and promotion rules is a key predictor of salesperson job satisfaction (Dubinsky and Levy, 1989). The enterprise dimension includes items such as "innovative" and "up to date." Because the retail sector is typified by constant change (Godley, 2003), enterprise should be relevant to market success. Retailers persistently seek ways of reducing cost (Lal and Rao, 1997), but because competitors can replicate many cost reduction strategies, most retailers seek to differentiate themselves through image by advertising, changing the layout or design of their stores, and introducing their own brands. Customers are motivated by more than just price, and even in food retailing, a large segment exists that seeks variety (Bellenger and Korgaonkar, 1980).

However, constant change can be a source of personal stress for employees (Cooper and Payne, 1988),and change has been shown to 140 have a negative effect on employee job satisfaction in retailing (Broadbridge et al., 2000).

The Chic dimension concerns organizational prestige, employees' views of how outsiders view their companies (Mael and Ashforth, 1992), which is significantly correlated with employee satisfaction (Herrbach and Mignonac, 2004).

Table-2. Corporate brand characteristics

Agreeableness	Enterprise	Competence	Chic	Ruthlessness
Cheerful	Cool	Reliable	Charming	Arrogant
Pleasant	Trendy	Secure	Stylish	Aggressive
Open	Young	Hardworking	Elegant	Selfish
Straightforward	Imaginative	Ambitious	Prestigious	Inward-looking
Concerned	Up to date	Achievement-oriented	Exclusive	Authoritarian
Reassuring	Exciting	Leading	Refined	Controlling
Supportive	Innovative	Technical	Snobby	
Agreeable	Extravert	Corporate	Elitist	
Honest	Daring			
Sincere				
Trustworthy				
Socially responsible				

Source: Davies et al. (2004)

In the retail sector, our choice of empirical context, "esteem" is positively correlated with job satisfaction for both shop floor employees (Donnelly James and Michael Etzel, 1977) and store managers (Harvey Reed and Robert Smith, 1972). This dimension should also be important in satisfying customers, because strong brands act as symbols and being associated with them signals status and wealth (Vigneron and Lester Johnson, 1999).

Ruthlessness can be expected to have a negative influence on both employee and customer satisfaction. Organizations can be "controlling" to the point at which they become totalitarian (Schwartz Howard, 1987). At the extreme, such organizational traits can become "sociopathic"; organizations are given to negative actions and to being manipulative (Daneke Gregory, 1985).

There is limited literature to guide expectations on what aspects of brand personality might be most influential with employees and, in the absence of any clear direction, a more exploratory approach was adopted in the following empirical study.

No initial assumptions were therefore made about which dimensions of brand personality would be salient for each outcome.

Brand and differentiation, the original objective for branding (a burn on cattle or a mark on bricks) was to distinguish the ownership or origin of one item from other similar items; hence the traditional association of branding with differentiation. A brand name is more than just a label to differentiate (Gardner and Levy, 1955), but differentiation is still the essence of branding (Aaker, 2003). Marketing campaigns seek to differentiate the brand by positioning it as superior on one or more attributes relevant to the customer (Pechmann and Ratneshwar, 1991). Differentiation reduces price competition and is consequently seen as a source of competitive advantage at the corporate level, where it is one of three generic strategies (Porter, 1980). Employees as well as customers like to be associated with distinctive organisations (Dutton *et al.*, 1994). One role of the employer brand should be then to distinguish the employer in the minds of employees. Hence the first hypothesis:

*Hypothesis1: Employer branding positively impacts the employee differentiation *

Brand loyalty refers to a customer's propensity to purchase the same product over time (Jacoby and Chestnut, 1978) and differs somewhat from employer brand loyalty. While there are examples in business-to-business markets of long-standing relationships and examples in employment of short term contracts, switching brands in a consumer market can be done relatively frequently and at little cost to the individual. Switching employers involves far higher costs and is done only every few years (respondents to the study reported here had spent an average of 12.9 years with their employer).

Various factors can influence the employee to leave an organisation, or to remain despite being dissatisfied. Employees who have greater opportunity to voice dissatisfaction are less likely to quit (Spencer, 1986). An intention to quit is related to job stress, lack of commitment to the employer, and job dissatisfaction (Mellor *et al.*, 2004). Most labour turnover models include a significant impact of affective factors, including organisation commitment, well-being and job

satisfaction (Steel, 2002; Steel *et al.*, 2002). Job satisfaction and organizational commitment are frequently assumed to influence the decision to leave (Winterton, 2004) but the influence of the corporate brand on this process, probably the most significant affective factor in an organisation, is never considered. To assess the potential relevance of its role in creating loyalty, a second hypothesis is proposed:

.Hypothesis2: Employer branding positively impacts the employee loyalty

Brand and satisfaction, one role of a brand is to create and enhance satisfaction. Satisfaction predicts future behavior towards the brand (Mittal and Kamakura, 2001) and, as explained above, satisfaction with the job and with the employer are useful predictors of an intention to leave an organisation. Employees who are more satisfied also create better relationships with customers (Heskett *et al.*, 1997). Customer satisfaction is often measured in commercial surveys by using multi-attribute scales, each attribute representing one aspect of the desired product or service (Wirtz, 2003). Work on employment issues tends to focus on job satisfaction and on its links to employee behavior, rather than on satisfaction with the employer, but job satisfaction is less likely to be influenced by the employer brand than will be overall satisfaction with the company. One important role of the employer brand should then be to promote employee satisfaction, hence:

Hypothesis3: Employer branding positively impacts the employee satisfaction

Branding and affinity strong brand elicits an emotional response from a consumer (Yeung and Wyer, 2004). The level of arousal, the quality of consumption experience and the emotional attachment to a brand all influence the consumer's affective evaluation (Tsai, 2005). The emotional attachment of the employee to their employer is normally assessed by measuring commitment (Steel, 2002), the desire to maintain one's membership of an organisation (Meyer and Allen, 1991), or the allied construct of identification (Riketta, 2005), the linking of the organisational member to his/her self-concept by feeling a part of the organization and having pride in membership.

Recognizing the importance of commitment and identification goes some way to recognizing that an organization can be viewed usefully through an emotional lens and not just through the lens of rationality (see, for example, (Fineman, 1993). As the success of branding is concerned with promoting an emotional response from the target, the employer brand should promote an effective response from the employee. Hence:

Hypothesis4: Employer branding positively impacts the employee affinity

3. METHOD

3.1. Study Type

This research can be considered as explanatory from purpose perspective.

3.2. Study Population and Sampling

The study population consists of the Pharmaceutical market sector in Egypt, for the difficulty of measuring the population as whole we selected a sample of 369 managers working in 9 organizations from sector.

The sample size was estimated according to Tabachnick and Fidell (2007) formula.

N>50+8M

N=number of participants

M=no. of IVs

N>50+8*9

N>122

3.3. Questionnaire and Reponses Rate

The study instrument is a questionnaire consists of 3 parts: 1st part: Consists of 43 statements measured corporate brand personality, 2nd part measured employee behavior attitudes, 3rd demographic information for the sample. The statements are assessed by using Likert scale of five points scale ranging from 1"highly agree" to 5"highly disagree". The Corporate Character Scale (Table I), was used to measure the managers' brand associations.Perceived differentiation was measured with two items: that the firm had a "distinct identity" and a "unique personality". Satisfaction with the organization was measured using two items, overall satisfaction and willingness to recommend the company to others. Affinity was measured with two items: "pleased to be associated with" and "I feel an affinity with" the employer. (Davies, 2008)

Cornbrach's alpha coefficient was applied to estimate the reliability of studied variables, where alpha values reveal the reliability and the internal consistency between the selected dimensions of the studied variables. For the corporate brand personality the agreeableness subscale consisted of 12 items(α=.650),the enterprise subscale consisted of 9 items(α=.704),competence subscale consisted of 8 items (α=.701),chic consisted of 8 items(α=.696),ruthlessness subscale consisted of 6 items(α=899).

Table-3. Reliability analysis for study dimensions

Variable	Cronbach's Alpha
Agreeableness	.650
Enterprise	.704
Competence	.701
Chic	.696
Ruthlessness	.899
Differentiation	.556
Loyalty	.712
Satisfaction	.596
Affinity	.712

While for the employee behavior the differentiation subscale consisted of 2 items (α=.556), loyalty subscale consisted of 5 items (α=.712), satisfaction subscale consisted of 3 items (α=.596), and affinity subscale consisted of 2 items (α=.712).

Cronbach's alpha for the 5 corporate brand personality items and employee's behavior 4 items were .785 and .717 respectively which are highly reliable.

The selected sample was a convenience sample of 369 managers working for organizations in Pharmaceutical industry in Egypt, the sample was as follows:79.4% males,20.6% females, 12.7% of sample aged in range 26-30 years, 33.3%% of sample aged in range 30-40 years, 33.3% of sample aged in range 41-45 years, 18.8% of sample aged in range 41-45 years, 6.5% of sample aged in range 46-50yearsThe entire sample working in full time jobs, 88% of the sample had working experiences 16-20years and 12%had working experience more than 20 years. The entire sample married and has children.75% of the sample had bachelor degree in commerce and law, 25%had master. The study conducted in 2 months, the survey yielded a total of 369(51.7%) & returned questionnaires 191 from the whole sample.

3.4. Data Analysis Technique

SPSS 16 software was used for the analysis of data, according to the study question: What is the impact of organizational structure dimensions on the organizational trust levels?.Which was leaded to use the regression analysis method to build the model through which Employer branding is tested to check their significance and impact on employees' behaviors? But it was found that there are some variables are not significant, which means that their impact disappears in the presence of other variables.

So stepwise regression procedure was employed to ascertain the proposed relationships between the independent variables and the dependent variable as will be seen in the next section.

4. THE FINDINGS

4.1. Regression Analysis and Model

A multiple regression was performed in order to assess if the employer branding (EB) significantly predicted employee's attitudes.

The results of the regression indicated the following:

Hypothesis1: Employer branding positively impacts the employee differentiation

As mentioned in table (4) the results of regression indicated that the employer branding explained 47.5% if the organization differentiation (R^2=0.47.5, F (1,110.127) = 7.184, p < .01). It was found that Chic significantly predicted different ion (β=1.66, p<.01) as did enterprising (β=-.792, p<.01) & ruthlessness (β=.679, p<.01).

Table-4. Summary of Stepwise Regression Analysis for Variables Predicting Differentiation (N = 369)

Variable	Model 1		
	B	*SE B*	*β*
Constant	-1.309	.292	
Enterprise	-.792	.356	-.332
Ruthles ness	1.663	.082	.433
Chic		.260	.954
Agreeableness			
Competence			
R²	.475		
F	110.127**		

Hypothesis2: Employer branding positively impacts the employee loyalty

As mentioned in table (5) the results of regression indicated that the employer branding explained 74.9% of employee loyalty ($R^2=0.749$, F (3,216.272), p < .01). It was found that enterprising significantly predicted loyalty ($β=1.02$, p<.01) as did chic ($β=-.625$, p<.01).

Table-5. Summary of Stepwise Regression Analysis for Variables Predicting Loyalty (N = 369)

Variable	Model 1		
	B	*SE B*	*β*
Constant	-.679	.127	
Enterprise	1.02	. 59	.686
Ruthlessness	.289	.055	.295
Chic	-.625	.128	.954
Agreeableness	.169	.079	.166
Competence	.398	.065	.055
R²	.749		
F	216.272**		

Table-6. Summary of Stepwise Regression Analysis for Variables Predicting Satisfaction (N = 369)

Variable	Model 1		
	B	*SE B*	*β*
Constant	.321	.181	
Enterprise	-.2011	.228	-1.91
Ruthlessness	.849	.079	.794
Chic	1.722	.183	.1.398
Agreeableness	-.245	.113	-.213
Competence	.512	.094	.616
R²	.600		
F	109.078**		

Hypothesis3: Employer branding positively impacts the employee satisfaction

As mentioned in table (6) the results of regression indicated that the employer branding explained 60% of employee satisfaction ($R^2=0.6$, F (1,216.2109.078), p < .01). It was found that enterprising significantly predicted satisfaction ($β=-2.01$, p<.01) as did chic ($β=1.7$, p<.01).

Table-7. Summary of Stepwise Regression Analysis for Variables Predicting affinity (N = 369)

Variable	Model 1		
	B	**SE B**	**β**
Constant	-.235	.121	
Enterprise	-2.456	.053	-1.36
Ruthlessness	2.101	.076	1.769
Chic	1.852	.063	1.852
Agreeableness	-.1.877	.153	-1.526
Competence	1.063	.122	1.196
R^2		.844	
F		391.415**	

Hypothesis4: Employer branding positively impacts the employee affinity

As mentioned in table (7) the results of regression indicated that the employer branding explained 84.4% of employee satisfaction (R^2=0.844, F (1,391.415), p < .01). It was found that enterprising significantly predicted satisfaction (β=-2.456, p<.01) as did ruthlessness (β=2.101, p<.01), agreeableness (β=-1.877, p<.01), chic (β=-1.852, p<.01), competence (β=1.06, p<.01).

5. FINDINGS & CONCLUSIONS

From the results analysis, it concluded that employer branding impact employee differentiation, loyalty, satisfaction and affinity. Satisfaction is predicted by agreeableness, enterprising and chic, while differentiation is predicted by a combination of enterprising, chic and ruthlessness, loyalty predicted by enterprising and ruthlessness, and affinity predicted by a combination of all employer branding corporate responsibility.

Also, it is noted from the analysis also the enterprising is the most common element that impact employee differentiation, satisfaction, loyalty and affinity. Enterprising negatively affecting satisfaction, differentiation and affinity.

The study findings contradicted with Davies (2008) as the mentioned that the competence not affect employee behavior .But in our study it is concluded that affinity impacted positively by competence which may be due to the culture.

Brand differentiation in the eyes of customers makes price comparison more difficult and reduces price sensitivity. Is the same true for the employer brand? Are employees willing to trade a lower salary to work for a business they see as being more chic and agreeable? Some employers at least will be interested in investigating such a possibility.

Thus far internal marketing or marketing to employees has had two main foci, especially in service industries:

(1) aligning employee views of the corporate brand and their behavior to what is being promoted externally to customers (e.g. (Vallaster and De Chernatony, 2005)); and

(2) Treating employees as "customers" who need to be communicated to, so that they have a favorable view of their employer. Clearly managing the employer brand is a complex task, an observation that leads to a final question of relevance to both employers and researchers: who

should be responsible for managing the employer brand? There is some empirical evidence as to how to promote the employer brand internally (e.g. (Hickerman *et al.*, 2005)) and how external promotion such as sports sponsorship may also influence employees, but noconsensus on the coordination of customer and employer branding. There are various and often competing perspectives, including expanding the role of marketing or a greater understanding of branding issues among HR professionals (e.g. (Martin and Beaumont, 2003)). Others argue for a new role, that of reputation manager (e.g.(Davies *et al.*, 2002)) responsible for co-coordinating internal and external branding and to all stakeholders. Certainly there is value in managing the employer brand and a potential danger if no function accepts or is given responsibility for it.

With regard to limitations faced this study firstly: survey collection problems because it was difficult to collect the whole sample. Second, the scarcity of the previous study in this topic to support the structure of the study.

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