



# Investigating the Effects Employer Brand on the Human Resource Agility through Mediating Role of Employer Brand Attractiveness and Internal Marketing in Company's Knowledge Base

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## Abstract

In today's business environment, organizations increasingly use branding as a strategic tool that this use of the brand has found a way in the field of human resource. The purpose of this paper is to study the relationship between employer's brand attractiveness and tendency of Iranian elites to emigrate. We examined the moderating role of migration possibility as well. Therefore, the purpose of this paper is to investigate the effect employer brand on the human resource agility in knowledge based companies in Kurdistan province in 2020. From methodological perspective, the present study is a survey-applied method based on descriptive-survey methods. Required data has been collected through combining and integrating several standard questionnaires with the use of formal reforms. The content validity of the factors was calculated by experts and then the validity of the test structure was confirmed using factor analysis methods. In order to analyze the collected data, Partial Least Square method (Smart PLS) was used. The results confirm the appropriateness of all research hypotheses and have a positive and significant relationship between effects employer brand on the human resource agility through mediating role of employer brand attractiveness and internal marketing in the research model. Also, according to the results the organization provided practical recommendations for managers and planners.

**Keywords:** Employer Brand, Employer Brand Attractiveness, Human Resource Agility, Internal Marketing, Telecom Industries

## 1. Introduction

Studies on the attractiveness of the employer brand have implemented different values for the employer brand. To measure the attractiveness of the employer brand, researchers have identified different factors that have been considered by the workforce (Kolle, 2011)<sup>1</sup>. Highhouse and Lievens (2003)<sup>2</sup> use of symbolic framework and tools to evaluate the symbolic framework and attractiveness of the employer brand, with payment and progress, security, work demands and toolkit and working conditions

as "description of the organization/work in terms of purpose, concrete, innovation, prestige, credibility and strength Several studies have used these scales to measure employer attractiveness (Van Hoyer et al., 2013; Kumar & Biswas, 2010);<sup>3</sup>. Employer attractiveness is a general assessment of the attractiveness of a job and organization and is closely related to the concept of employer brand (Broek, 2015)<sup>4</sup>. Employer attractiveness is defined as the benefits that a potential employee recognizes for working in a particular organization. Differentiation from competitors was achieved by using the employer

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brand in the organization (Wahba and Elmanadily, 2015)<sup>5</sup>. The organization with a good reputation and also with the dimensions of creating a customer brand identity, creates a transcendent culture in the organization. Dissimilar characteristics in the organization and the winners of the consumers have made a psychological contract and unwanted allocation of brand values. On the other hand, researchers have defined attractiveness and accuracy as the measure of their employer's successful business success. Accuracy refers to the synchronicity between the promised value within the concept of the employer brand, the organization and the actual work environment, and the values (Chhabra and Sharma, 2014)<sup>6</sup> and Mosley and Barrow (2011)<sup>7</sup>. Known benefits categorize employer brand attractiveness as emotional benefits and functional. Functional benefits include basic items such as security, equipment, pay and incentives, technology, work environment, etc. and emotional benefits include work experience, motivation, satisfaction and more (Gudergan et al., 2010)<sup>8</sup>.

## 1.1 Internal Marketing

A very important topic in the recent past has been defined by many different researchers. The term internal marketing was first used by Berry and then by others (Canhill D, 1997)<sup>9</sup>. Internal marketing, by definition, involves recruiting, developing, motivating, and retaining the best employees using jobs that meet their needs. In this definition, employees are the customers of the organization and the product that is sold to them is their job that must meet their needs and at the same time achieve the goals of the organization. (Hernandez and Calderon, 2017)<sup>10</sup>. Berry L.L described internal marketing as "The Employees as Customers" (Martna et al, 2009)<sup>11</sup>. In organizations, it is mainly human resource professionals who are responsible for leading internal marketing campaigns. Because internal marketing focuses on gaining value from employees, strong communication between the company and its employees is very important. The primary responsibility of each is to distribute information about the company's goals and strategies and then provide the necessary training and support to employees to achieve those goals (Wen, 2015)<sup>12</sup>. With an internal marketing strategy, employees are treated as if they are "regular customers within the organization" who must always be justified in terms of the vision and value of the organization as "customers outside the organization." The goal of internal marketing

is to coordinate every aspect of the organization's internal operations with each other to ensure that they are capable of delivering value to customers. If a company is able to perform its operations and tasks in a coordinated and standardized way, it is able to provide a good, better and more stable experience to its customers (Bermodez-Gonzalez et al, 2016)<sup>13</sup>. Employers who are satisfied invest more in their performance oriented and can produce productive result. Hoffman and Bateson (2015)<sup>14</sup> to meet the needs and priorities of foreign customers, internal marketing needs other dimensions such as understanding the needs of domestic customers in order to meet the needs and priorities of foreign customers.

The origin of the employer brand is in marketing and management. The employer brand is a multidisciplinary field of human resources. Brand is one of the most important assets of an organization (Tikoo and Backhaus, 2004)<sup>15</sup>. Today's organization invests generously in resources and efforts to achieve the status of "best employer" due to increased competition and selection of talented employees along with competition for new customers and higher market share (Edwards, 2009)<sup>16</sup>. To most people a brand is directly connected to the company name, the products, services and the specific logotype. However, branding could also be used as a part of HRM in order to attract new employees and to retain already employed members of the organization (Mosley and Kunerth, 2011)<sup>19</sup>. The employer brand trades the company's operating practices by creating a strong corporate image of the company in the markets and turning it into an attractive work environment (Ahmad and Daud 2016)<sup>17</sup>. Today's organizations are turning their intellectual assets into hard assets and physical resources. Increasing the level of importance for recognizing skills, workforce, and employee experience and knowledge employee are a source of value for the company and its shareholders (Gomes and Neves, 2011)<sup>18</sup>. That is why hiring and retaining employees has become a concern for organization (Arachchige et al, 2013)<sup>19</sup>.

A review of agility resources and literature shows that human resource agility should be based on leadership and an organizational culture (Gardner et al, 2011)<sup>20</sup>. Given that every organization needs a specific direction and vision and having a goal it alone is not enough for success, so to have lasting success, Organizations need to provide a level of agility in their members in order to increase themselves Adapt to the level of change and complexity in the environment. Manpower agility includes a set of

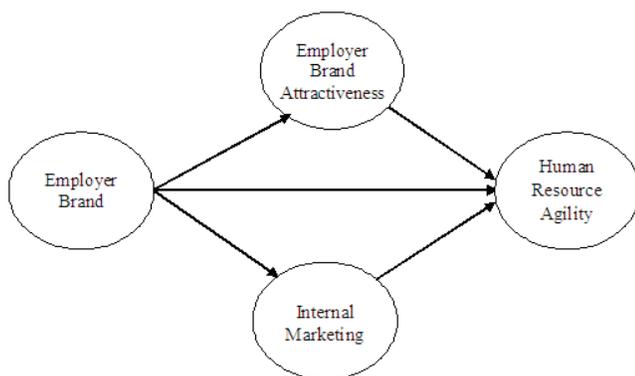
capabilities and competencies that cause the survival and development of the organization in the environment) (essential feature It is the existence of constant change and uncertainty (Abrisham Kar and Abdollahi, 2016)<sup>21</sup>, improving quality, increasing the learning curve, providing better customer service, economic dimension in all processes, then improving organizational culture, leads to economic excellence (Gopalakrishnan et al, 2015)<sup>22</sup> and a lack of agility can lead to significant damage to opportunities and even threaten the long-term survival of the organization (Qin and Nembhard, 2010)<sup>23</sup>. Unlike traditional methods, fast-moving methods on rely employees and their creativity to combat instability (Luzzini et al, 2015)<sup>24</sup>.

## 2. Research Model

The framework theoretical of the research is concepts model based on theoretical relation among a number of factors that are recognized as important in the research question. The concept model of the research with respect to the variables is shown in (Figure 1).

## 3. Research Methods

From a methodological point of view, this study is a descriptive survey. Due to the application of the results is in the category of applied research and is appropriate in terms of time and performance. How to distribute and analyze the questions is a cross-sectional research. The statistical population of the study includes. All 345 employees of company's knowledge base in the Kurdistan province. The sample size is 182 people due to the limited population according to Cochran's formula it was calculated and applied that after distributing the



**Figure 1.** Conceptual Model of Research.

questionnaires by simple random sampling method and in finally, 179 questionnaires (98% of the questionnaires) were returned and were used as the basis for the final analysis. In this study, multi-part and standard questionnaire was used to collect data.. In evaluating the measurement section or technical characteristics of the questionnaires (validity and reliability) from various methods, including determining the relationships between observed variables and variables it was used now. In this research, the validity of the content of the factors counted with the opinion of 10 of experts and exploratory factor analysis for multicomponent variables and validity and the mean of the structure using confirmatory factor analysis (according to the combined reliability coefficient) confirmed). The reliability of the measure was extracted based on preliminary studies including the distribution of variances the 30-sample prototype and Cronbach's alpha method obtained from its adaptation to the collected data were calculated and confirmed.

## 4. Findings

According to the results of descriptive tests related to demographic variables (gender, level of education and age) of managers, the number of men (75%) compared to women (25%); and most of them have a master's degree (59%); and in terms of age in the range of 25 to 35 years (66%), which should be considered in the application of research results. In fact, the main criterion value T statistics confirm or refute the hypotheses.

In (Figure 2), there are significant numbers for the four research variables in this study. According to the chart above, significant numbers are also greater than 1. 96. Therefore, it can be said that the research hypotheses have been confirmed. Also, the positive beta coefficient according to (Figure 2) is positive for all hypotheses, which indicates the positive and direct effect in hypothesis. The overall results obtained are shown in (Table 1).

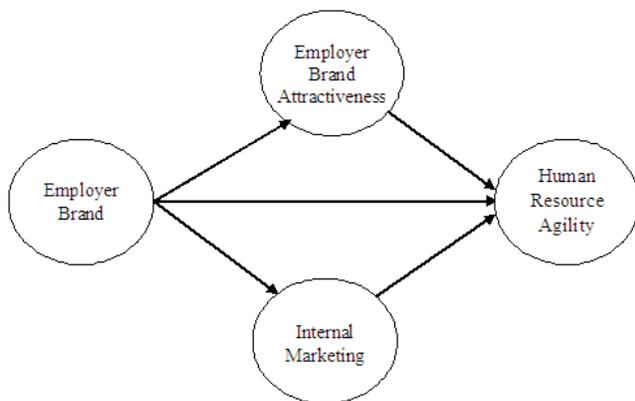
## 5. Research Conclusions

If companies, especially start-ups, are not innovative, they can hardly survive in such a dynamic and changing environment. In order to achieve sustainable performance and be safe in such an environment, capable innovation organizations are able to cope with increasing complexity and change, respond to challenges more quickly and in addition to offering new products, have better market

opportunities than companies without innovation (Jimenez-Jimenez and San Z, 2011)<sup>25</sup>.

Accordingly, the results indicate that all the hypotheses presented in the research are substantially confirmed. This factor causes more attention to ethics in the organization and strengthens the ethical approach in organizations. Agility is not possible without the help and use of knowledge and skills of employees. In short, it should be said that employees should be equipped with the following capabilities: And unfamiliar, adaptable and decision-making ability in ambiguity and uncertainty, communication skills and interdisciplinary and interdisciplinary, the spirit and culture of change and entrepreneurship, lifelong learning capacity, critical thinking skills, interdisciplinary work ability, future-oriented, innovation ability, acceptance of change and new ideas and technology (Sparrowe, 2005)<sup>26</sup>.

By becoming the primary employer, the brand has changed the priorities of the target workforce groups and changed overtime. According to the results of the study, the economic values provided by organizations are not valuable or determine the motivation of applications and organizational identification of candidates compared to the classical employer's view of attracting in best talent.



**Figure 2.** Internal model of path analysis in a significant number state.

The result of this research is valid only for the knowledge-based sector, but to generalize the results of this research in different sectors to compare the signs. For future research, the relationship between employer brand and other variables of organizational behaviors such as work interaction behavior, organizational citizenship, organizational commitment, etc. can be done. The employer's brand activities can be examined in future research. Finally, the impact of employer brand attractiveness on improving the productivity of the hiring process can be analyzed to show the role of the employer brand variable.

According to the research findings, managers of organizations and companies in the country as employers, they can reduce the tendency to emigrate by strengthening the attractiveness of their employer brand. The country's elites should be effective and actively play a role in attracting and retaining them. Therefore, in order to promote the attractiveness of the employer brand of domestic organizations, based on the indicators studied in this study, suggestions in the field of each of the dimensions presented. In the economic dimension, providing job security and improving service compensation systems; the door development dimension, improvement of career promotion systems and recognition of values Individual; in terms of innovation, creating challenging work environments and new work methods; in terms of deployment, providing a customer-oriented and humanitarian environment; and in the social dimension, Creating supportive and happy work environments can lay the groundwork for attractive organizations.

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**Table 1.** Results test hypotheses

Direction	Path coefficient	T	Result
H <sub>1</sub> : Employer Brand à Employer Brand Attractiveness	0.758	3.241	confirmation
H <sub>2</sub> : Employer Brand à Internal Marketing	0.874	2.427	confirmation
H <sub>3</sub> : Employer Brand Attractiveness à Human Resource Agility	0.459	2.235	confirmation
H <sub>4</sub> : Internal Marketing à Human Resource Agility	0.651	2.314	confirmation
H <sub>5</sub> : Employer Brand à Human Resource Agility	0.354	3.220	confirmation

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