

Employer branding: A strategy to enhance organizational performance

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ABSTRACT

Employer branding has gained considerable interest in theory and practice, however, current hotel management literature has neglected to investigate the dimensional influence of employer branding on organisational performance through the mediating and moderating mechanism. To fill these gaps, based on the branding theory, this study aims to examine the sequential mediating role of organisational commitment, employer brand loyalty, and employee retention between employer branding dimensions and organisational performance. The results of this study led to the acceptance of all the direct and mediating hypotheses except one which is the mediating path of ethics and corporate social responsibility. The findings also revealed the insignificance of the moderating role of interdepartmental communication on employee retention and performance. The findings of this research highlight that by developing better employer branding standards, hotels can position themselves as top employers of choice to improve organisational performance.

1. Introduction

Due to the constantly evolving business landscape, intensified competition, and the impact of globalization; employee and talent management have raised quite challenging concerns for organisations to establish an employer brand (Elegbe, 2018b). This issue is not limited to the Western world alone as organisations in the East are also facing similar challenges in their quest to boost their performance through a robust employer brand (Bussin and Mouton, 2019; Butt et al., 2020). Thus, organisational managers must monitor and evaluate their organisation's reputation as it fosters employee commitment, loyalty, and the intention to stay with their organisation (Donkor et al., 2021a; Gilani and Cunningham, 2017).

Employer branding has emerged as a crucial tool for organisations to attract and retain talented employees in today's competitive business environment. It refers to the process of creating and communicating a unique image of the organisation as an employer, which can differentiate it from its competitors and retain the most talented and motivated employees (Bharadwaj et al., 2021; Mouton and Bussin, 2019). Employer branding, which is viewed as a strategic means to enhance an organisation's growth, originates from the branding theory ideology that emphasizes the strategic use of branding as the basis for a company's growth rather than just an individual strategy. (Melewar and

Nguyen, 2014; Yu et al., 2021). The branding theory provides a framework for understanding the importance of employer branding and its impact on organisational performance. By developing a strong employer brand strategy and investing in employee development and retention programs, organisations can create a positive work culture, increase employee loyalty, and their commitment to organisation, retain top talent, and enhance organisational performance (Bharadwaj et al., 2021). Thus, employer branding is a crucial aspect of human resource (HR), and it can significantly impact an organisation's performance.

The importance of employer branding in enhancing organisational performance has been widely recognized in the literature. The concept of employer branding is based on the premise that employees are an organisation's most valuable asset and that investing in their development and satisfaction can lead to better organisational outcomes (Dousin et al., 2021). Mouton and Bussin (2019), in their research, suggested five dimensions of employer branding: work-life balance (WLB), ethics and corporate social responsibility (ECSR), training and development (TD), healthy work atmosphere (HWA), and compensation and benefits (CB); and highlighted the importance of these dimensions as an essential to organisational commitment (Botella-Carrubi et al., 2021). Therefore, incorporating employer branding dimensions in HR policies can influence work-related determinants such as organisational commitment (OC), employer brand loyalty (EBL), employee retention (ER), and

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organisational performance (OP) (Donkor et al., 2021b).

To begin with organisational commitment, refers to an employee's emotional attachment to their organisation. When employees are committed to their organisation, they become more loyal and tend to be more productive, engaged, and willing to put in extra effort to achieve the organisation's goals (Koo et al., 2019). This leads to improved organisational performance (Haque, 2020). In addition, employer brand loyalty is another significant variable that increases employee retention and organisational performance level (Melayansari and Bhinekawati, 2020; Tomic et al., 2018). When employees are loyal to their organisation, both management and staff benefit from a positive working relationship formed by their loyalty (A. Ahmad et al., 2020). Thus, employee dedication toward work grows and employees are ready to stay in their organisation when a company's employer branding policies are practical and fair (Tseng and Wu, 2017). It is therefore essential to realize that employer brand loyalty plays a significant role in influencing employee retention and organisational performance (Yu et al., 2019). When an organisation can retain its employees, it reduces turnover and saves the costs associated with recruiting, hiring, and training new employees to improve organisational performance (Prasetyo et al., 2021). Hence, organisational performance is the key outcome of employee retention because retention makes people feel capable of taking their responsibilities and enhances their willingness to work (Melayansari and Bhinekawati, 2020). By effectively retaining its workforce, an organisation can prevent productivity losses and potentially benefit from a more productive workforce. (Al-Hajri, 2020; Prasetyo et al., 2021). Thus, when employees are committed to their organisation, loyal to its brand, and retained for long periods, they tend to perform better and contribute more to the success of the organisation.

Besides the significance of the relationship between employer brand loyalty, employee retention, and organisational commitment, increased willingness to engage in interdepartmental communication (ID) has been observed as a variable of interest in this study (Rita et al., 2018). An employee's commitment towards organisation, retention, and organisation performance is strengthened greatly due to interdepartmental communication, which is the process through which knowledge and understanding are passed from one person to another, thus, making sure that the organisation's objectives are successfully met (Yu et al., 2019). Hence, effective interdepartmental communication is essential for building a strong organisational culture, enhancing employee commitment, improving retention rates, and ultimately improving organisational performance.

The term, employer branding, was first used in the early 20s, and since then it has become widely adopted by the global management community (Shrestha, 2020). Despite the growing importance of employer branding in enhancing organisational performance, there is a lack of research on the mediating role of employer brand loyalty, organisational commitment, and employee retention in this relationship. Although, researchers around the globe have explored the dimensions of employer branding but the studies are limited to specific sectors like the healthcare sector (Berry and Martin, 2018; Mouton and Bussin, 2019; Salameh et al., 2022); and the higher education sector (Hadi and Ahmed, 2018; Murmura et al., 2017). Hence, the present study aims to fill the gap by investigating the relationship between employer branding dimensions and organisational performance in the context of the hotel industry.

The hotel industry is a service-oriented sector, where the quality of service delivery is largely dependent on the skills, knowledge, and motivation of the workforce (Sarwar and Muhammad, 2020). Attracting and retaining talented and motivated employees is critical for organisational success in the industry. The hotel industry in Pakistan is also facing intense competition, with a large number of hotels operating in major cities (AlKahtani et al., 2021). Hence, developing an effective employer branding strategy can help hotels to differentiate themselves from competitors and attract customers who value a good working environment. Also, the hotel sector is one of the largest service sectors,

with the potential of contributing to the industry, society, and economy, but the retention and performance level is still low in this sector (Ashton, 2018). But unfortunately, despite the growing importance of employer branding in the hotel industry in Pakistan, there is limited research on the topic.

Existing studies have mostly focused on individual employer brandings dimensions, such as WLB and CB, rather than examining the overall impact of multiple dimensions on organisational performance with a sequential mediation-moderation mechanism. Also, the uniqueness of interdepartmental communication as a moderator lies in its ability to influence the relationship between organisational commitment and employee retention, and subsequently affect employee retention on organisational performance. It plays a crucial role in creating a cohesive work environment where different departments can work together effectively towards common goals. But unfortunately, there's a lack of effective interdepartmental communication in organisations, especially in the Asian setting (Prasetyo et al., 2021; Shaikh and Channa, 2022). Therefore, the study aims to fill these gaps by investigating the relationships between different employer branding dimensions on organisational performance through the mediating role of organisational commitment, employer brand loyalty, and employee retention; and evaluating the moderating effect of interdepartmental communication on organisational commitment and employee retention; and on employee retention and organisational performance in the hotel industry in Pakistan. Hence, there is a need to identify the loopholes and make organisations employer brands (Gilani and Cunningham, 2017).

The study is different from previous studies because it focuses specifically on the hotel industry in Pakistan, which has unique cultural and economic characteristics. Previous studies on employer branding in the hotel industry have mostly been conducted in Western contexts, where the cultural and economic factors may be different from those in the Eastern context (Dousin et al., 2021; Tumasjan et al., 2020). Therefore, the study can provide valuable insights into the effectiveness of different employer branding dimensions in the context of Pakistan's hotel industry. Moreover, the hospitality industry in Pakistan is highly competitive, with many hotels vying for the same pool of skilled workers (Yao et al., 2019). By developing a strong employer brand that emphasizes the above-mentioned dimensions, hotels can attract top talent and retain their existing employees. This can lead to increased productivity, higher job satisfaction, and reduced turnover rates.

In addition, organisations in Pakistan are focused on customer branding rather than employer branding (Bhasin et al., 2019). However, there is a need to understand that a customer brand cannot be created until employer branding is there. The hospitality industry is customer-centric, and the quality of service that hotels provide is closely tied to their employees' experience (Úbeda-García et al., 2021). A committed and loyal workforce is more likely to provide better customer service, resulting in a positive impact on the customer experience (Ashton, 2018). Furthermore, a strong employer brand can also help enhance a hotel's reputation among customers and potential employees (Styvén et al., 2022). A hotel that is known for providing a healthy work atmosphere, work-life balance, fair compensation and benefits, ethical practices, and opportunities for training and development is more likely to be viewed as a desirable employer and a responsible corporate citizen. Most importantly, to the best of author's knowledge, this study is among the few studies to link branding theory in the context of HR, and the first theory to link it with employer branding dimensions to enhance organisation performance in Pakistan's hotel industry. Lastly, this study would help in meeting regulatory requirements. Many of the above-mentioned dimensions are also required by law in Pakistan, such as ethical practices and CSR (Asrar-ul-Haq et al., 2017). By prioritizing these dimensions, hotels can ensure compliance with regulatory requirements, avoid legal issues, and maintain a positive reputation in the industry.

Overall, the study has important theoretical and practical implications for the field of employer branding, as it provides insights into the

mechanisms through which employer branding dimensions can impact organisational performance in a specific context. Additionally, the study has practical implications for managers in the Pakistani hotel industry, as it can help them develop effective employer branding strategies that lead to improved OP through the development of EBL, OC, and ER. This study can provide valuable insights for hotel managers and policy-makers on how to develop effective employer branding strategies to enhance OP. By identifying the most effective employer branding dimensions in the context of Pakistan's hotel industry, the study can help hotel managers to allocate their resources more effectively and attract and retain talented and motivated employees. Furthermore, the study can contribute to the broader literature on employer branding by examining the effectiveness of different dimensions in a unique cultural and economic context.

2. Literature review and research hypotheses

2.1. The impact of employer branding on organisational commitment and employer brand loyalty

Employer branding is a set of tangible and intangible benefits given by the organisation through its HR policies to attract prospective employees and retain current employees (Tumasjan et al., 2020). Thus, it aids in enhancing organisational commitment which is the level of employees' engagement with their organisation (Gilani and Cunningham, 2017). Previous research work has focused on various dimensions of employer branding but the current research is focused on five dimensions, namely work-life balance, healthy work atmosphere, training and development, ethics and corporate social responsibility, and compensation and benefits because these dimensions are the essentials needed to for employees to be productive, both at a personal and professional level in the current dynamic environment (Mouton and Bussin, 2019).

Branding theory suggests that a company's brand image and reputation play a significant role in attracting and retaining customers (Melewar and Nguyen, 2014). Similarly, in the context of employer branding, a company's image and reputation also impact its ability to attract and retain employees (Shrestha, 2020). When employees perceive their organisation as having a strong brand image, they are more likely to develop a sense of commitment and loyalty toward the organisation (Tumasjan et al., 2020). This commitment, in turn, can lead to improved job performance, reduced turnover, and increased organisational citizenship behaviors (A. Ahmad et al., 2020). Therefore, a strong employer brand can help foster organisational commitment.

The first dimension of work-life balance implies maintaining equilibrium and balance between an employee's personal and work life and it is of great value to employees, which can be enhanced by arranging flexibility in the working hours, opportunities to work from home, or formulating family-friendly policies (Dousin et al., 2021). Hofmann and Stokburger-Sauer (2017) conducted a study to gauge the impact of work-life balance on the organisational commitment of employees and the result concluded that work-life balance significantly influences organisational commitment. The second dimension, a healthy work environment, is another important dimension of employer branding and has an important role in enhancing organisational commitment. Some of the factors of a healthy work atmosphere are an environmentally friendly atmosphere, healthy relationships with the employer, and equality in the workplace (Han and Hyun, 2019). Teo et al. (2020) stated that a healthy work environment is a construct of employer branding and has an effective and strong relationship with organisational commitment. In their study, a healthy work atmosphere was concluded to be the most significant dimension of employer branding which led to the highest level of commitment.

The third dimension, training, and development, is a systematic process that aids in developing employees' competencies with the help of various learning experiences ultimately leading to bigger

accomplishments (Ibrahim and Yesiltas, 2021). The existing literature illustrates that employees always look for this element in their employer branding (Aunguroch et al., 2022). The provision of training & development enhances and polishes the skills of employees which results in higher commitment levels (Pailé and Valéau, 2021). Likewise, the study of Sung and Choi (2018) found a positive and significant correlation between organisational commitment and training and development.

Additionally, in a study conducted by Bouraoui et al. (2018), ethics and CSR are referred to as an organisation's moral values and social concerns toward its employees and society. The literature proposes that CSR has a positive influence on organisational commitment (Bharadwaj and Yameen, 2020; Murmura et al., 2017). Kim and Legendre (2021) advocated that CSR benefits organisations and attracts employees, which plays a significant role in strengthening employer branding. The last dimension of employer branding is compensation and benefits, which reveal the financial and non-financial benefits given to employees to bring flexibility to their work and enhance loyalty and commitment (Bharadwaj and Yameen, 2020; Jung et al., 2021).

There is a scarcity of research on employer branding in the context of the hotel industry, despite its significance. Studies are mainly focused on other sectors such as healthcare (Salameh et al., 2022). The issue of the absence of employer branding dimensions in Pakistani hotels remains to be present, and it is affecting the commitment level of employees (Yasin et al., 2023). Thus, from the literature, it can be concluded that employer branding dimensions positively impact organisational commitment because employees are more committed to their organisation when they consider their organisation as an employer brand. Hence, the following hypotheses are proposed:

H_{1a} : *Work-life balance positively impacts organisational commitment.*

H_{1b} : *Healthy work atmosphere positively impacts organisational commitment.*

H_{1c} : *Training and development positively impact organisational commitment.*

H_{1d} : *Ethics and CSR positively impact organisational commitment.*

H_{1e} : *Compensation and benefits positively impact organisational commitment.*

Employer branding is a tool for enhancing employer brand loyalty, when employees are given attractive incentives and human resource policies they develop loyalty for the brand they are working for, thus, employer branding leads to employer brand loyalty (Kim and Jang, 2021a). Employer brand loyalty has multiple benefits attached to it, as it helps in retaining existing employees and increases performance levels; also, employees only intend to stay in their organisation when they are loyal to their brand (Hofmann and Stokburger-Sauer, 2017).

Furthermore, employer branding and employer brand loyalty have a strong relationship. When organisations become a brand for their employees by providing facilities that are mandatory for them, such as a healthy work environment, and compensation and benefits, they ultimately become loyal to their brand (Yao et al., 2019). Employer brand loyalty has been seen as a variable of sensitive nature in the research, as loyalty develops when employees have a sense of affiliation with the organisation they are working in, and happens when their needs and wants are taken care of (Han and Hyun, 2019; Salameh et al., 2022). Thus, it can be said that employer branding leads to employer brand loyalty, as the positive relationships between employer brand loyalty and employer branding dimensions such as training and development (Ibrahim and Yesiltas, 2021); ethics, and CSR (Botella-Carrubi et al., 2021); healthy work atmosphere (Han and Hyun, 2019); work-life balance (Dousin et al., 2021); and compensation and benefits (Kim, Jang, 2021a) are evident from the research.

In the Pakistani context, employer branding has been found to positively influence employer brand loyalty among employees (Khan et al., 2021). Studies have also identified various factors that contribute

to the development of a strong employer brand in Pakistan, such as offering attractive compensation packages, providing career development opportunities, and promoting a positive work culture (Butt et al., 2020; Salameh et al., 2022; Zeesahn et al., 2020). Overall, the literature suggests that developing a strong employer brand can lead to higher levels of employer brand loyalty and ultimately result in improved organisational outcomes in the Pakistani context. Hence, from the literature, it can be concluded that employer branding dimensions positively impact employer brand loyalty, and this study proposes the following hypotheses:

- H_{2a}.** *Work-life balance positively impacts employer brand loyalty.*
H_{2b}. *Healthy work atmosphere positively impacts employer brand loyalty.*
H_{2c}. *Training and development positively impact employer brand loyalty.*
H_{2d}. *Ethics and CSR positively impact employer brand loyalty.*
H_{2e}. *Compensation and benefits positively impact employer brand loyalty.*

2.2. The influence of organisational commitment on employer brand loyalty

Organisational commitment is essential for an organisation and its employees because it is considered a significant factor in making employees loyal to their organisation (Donkor et al., 2021b). Employees also have an effective level of loyalty towards the organisation if their relationship with the organisation is strong. As a result, employees are more inclined to put more effort into their work and can come up with unique solutions that lead to the success of their organisation (Al Adresi and Darun, 2017a). A similar correlational relationship is also found in other studies from the past literature. According to the research of Berberoglu (2018a, 2018b), the implementation of employer branding dimensions is a bonus point for an organisation as it helps in achieving organisational commitment which ultimately enhances employees' loyalty to their organisation. According to Yao et al. (2019), determining an employee's commitment to stay is crucial for determining if they will continue to be loyal to a company or not. According to academic studies on organisational commitment, there is a positive correlation between loyalty and commitment (Tseng and Wu, 2017; Yao et al., 2019).

Hence from the literature, the following hypothesis is put forth:

- H₃.** *Organisational commitment significantly influences employer brand loyalty.*

2.3. Organisational commitment, employee retention, and organisation performance

For many firms, the scarcity of highly trained workers signals difficult times for organisations. As a result, many firms frequently view retaining efficient employees as their top priority (Mouton and Bussin, 2019). Yao et al. (2019), in their study, postulated that organisations should continuously monitor employee retention and implement strategies proactively. Further, Yu et al. (2019), claimed that managers and researchers should concentrate on retention rather than turnover intention is not only easier to assess compared to turnover but also involves identifying the factors that motivate employees to stay.

Moreover, employees who comprehend and strongly identify with a company's values and strategies are committed to their organisation and don't intend to leave the organisation. Therefore, it is crucial to appreciate and honour high performers to win their loyalty and ensure their continued employment with the company (Haque, 2020). Employees who are less emotionally or mentally committed may act more negatively, and they are also more likely to quit their jobs (Prasetyo et al., 2021). Besides retention, numerous studies in the literature have examined organisational commitment to ascertain how they relate to organisational performance. The employees must be considerably more dedicated to achieving the organisation's goal for it to be successful (Koo

et al., 2019). According to the findings of their studies, Berberoglu (2018a, 2018b) and Yu et al. (2019) found a link between organisational commitment and organisational performance. When employees have a strong sense of organisational commitment, they work hard to achieve organisational goals when they feel that their needs are taken care of. This increases employees' likelihood of working for that company for a longer period as well as boosting their productivity (Yu et al., 2019). Businesses must retain their finest employees given the increasingly competitive nature of work to increase organisational performance (Yao et al., 2019). Hence, it is proposed that:

- H₄.** *Organisational commitment significantly influences employee retention.*
H₅. *Organisational commitment significantly influences organisational performance.*

2.4. Employer brand loyalty, employee retention, and organisational performance

Employees' attachment to the brand they are working for is known as employer brand loyalty (Tomic et al., 2018). Employee retention is a result of loyalty to the employer brand, the actual experiences, the business culture, and the value of the employees (Kim and Legendre, 2021). Employer brand loyalty is reduced by an organisation's promise breach (Stojanovic et al., 2020). An organisation becomes less appealing to employees when employer brand loyalty declines as a result of a mismatch between perceived and actual image. Thus, employer brand loyalty helps in employee retention (Elegbe, 2018b). Another outcome of employer brand loyalty is increased organisational performance. There is a sizable body of theoretical and empirical research on how employees' loyalty to their organisation affects organisational performance (Stojanovic et al., 2020; Tomic et al., 2018). According to Mouton and Bussin (2019), employer brand loyalty has a significant impact on how well a firm performs. Employee loyalty to their employer's brand results in productivity, and profitability, and these variables have a significant positive association (Tomic et al., 2018).

Moreover, the significance of employee attitudes, including employee loyalty, and their impact on organisational performance have largely been overlooked (Elegbe, 2018b). Loyal employees are more capable and have a direct impact on delivering quality work which positively impacts organisational performance (Stojanovic et al., 2020). If employees are loyal to the organisation, they will work harder, and this will have a positive effect on organisational performance (Melayansari and Bhinekawati, 2020). Hence, based on the above discussion, it is proposed that:

- H₆.** *Employer brand loyalty significantly influences employee retention.*
H₇. *Employer brand loyalty significantly influences organisational performance.*

2.5. Employee retention and organisational performance

Organisations are concerned due to the shortage of highly trained workers. Losing high-performing personnel can be a tremendous cost, making it difficult for those that fail to retain top-performing individuals to compete in the market (Haque, 2020). For instance, when key employees leave a company, they might take all of their important clients with them (Ren et al., 2020). This is especially true for businesses, where managers with significant influence over their team members may carry the entire team with them when switching employers. Thus, employers must retain their existing employees to enhance organisational performance (O'Donohue and Torugsa, 2015). An organisation's efforts to achieve its goals may be hindered by excessive employee turnover (Pattni, 2018). Thus, retaining employees favourably impacts a company's bottom-line financials, including sales growth, market expansion, and profitability leading to increased organisational performance (Yu

et al., 2019).

Based on the ideology of branding theory, employer branding acts as a strategic tool for employee retention and organizational performance. Employee retention and organisational performance have been the focus of numerous studies in the field of human resource management (M. Ahmad et al., 2020; Butt et al., 2020). In the context of Pakistan, research suggests that employee retention is critical for improving organisational performance (Aman-Ullah et al., 2022). Factors such as employee loyalty and organisational commitment have been identified as key predictors of employee retention. Studies have also suggested that a positive work culture, supportive leadership, and effective training and development programs can significantly impact both employee retention and organisational performance in Pakistan (Asrar-ul-Haq et al., 2019; Imran et al., 2022). However, there is still a need for more empirical research to fully understand the complex relationship between these two constructs in the Pakistani context. Hence, it is hypothesized that:

H₈ : *Employee retention significantly influences organisational performance.*

2.6. The mediating role of organisational commitment, employee brand loyalty, and employee retention

According to the research by Leung and Lin (2022), it is determined that if an organisation has a high turnover rate due to retention problems, this will cause poor delivery of service, damage to the brand of an organisation, and poor reputation of a company in the market place. Most notably it will be impacting on the organisational performance in terms of decreasing productivity. Another research by Hadi and Ahmed (2018) has explored employee retention with employer brand loyalty and a significant relationship has been found between the two variables.

Yao et al. (2019), in their study, explained organisational commitment in relation to employee retention and organisational performance. They hypothesized a positive relationship between the variables. Similar results of the correlation are found in other studies from the previous literature. Another research conducted by Thompson et al. (2021) supports the same relationship by considering organisational commitment as essential for achieving a high level of performance.

Moreover, the study of Jung et al. (2021), proved a significant relationship between employer brand loyalty and organisational performance. They established that employees when taking pride in the brand they are working in, are loyal to the brand due to the incentives provided to them, and therefore, their performance level rises. Employer brand loyalty is crucial for any organisation as it is connected with multiple outcomes including employee retention and performance (Swanson et al., 2020). Retention of employees is more essential than ever in the concentrated labour market (Yu et al., 2019). Consequently, workers who are rewarded for their performance are contented with the way their company treats them, and therefore, are less likely to leave the organisation (Khan et al., 2019). Hence from the literature, it is proposed that:

H₉. *Employer branding has a positive impact on organisational performance through the mediating role of organisational commitment, employer brand loyalty, and employee retention.*

2.7. The moderating effect of interdepartmental communication

The exchange of information across departments within an organisation is referred to as interdepartmental communication (Ballard and Seibold, 2006). Interdepartmental factors like sharing ideas, resources, and activities; creating a mutual understanding of interdepartmental responsibilities; and achieving corporate goals jointly are positively associated with performance (Kalogiannidis and Papaevangelou, 2020). According to Ter Hoeven et al. (2016), regular information exchange at both interdepartmental level reduces misunderstandings. With

squandered time, stress from unfinished work, and unfavourable future outlooks brought on by a lack of interdepartmental communication, employees frequently feel less committed to their jobs (Ballard and Seibold, 2006). Fig. 1.

Poor interdepartmental communication also contributes to highly devoted employees' desire to leave because they may not be able to fulfill their duties due to a lack of knowledge (Ballard and Seibold, 2006). Hence, open communication, increased information flow, and positive interdepartmental interactions boost employee organisational commitment and employee retention, and a lack of interdepartmental communication results in poor product design, ineffective work, and a decline in organisational performance (Yu et al., 2019). Hence, based on the above discussion, the following hypotheses are proposed:

H_{10a} : *Interdepartmental communication positively moderates the relationship between organisational commitment and employee retention.*

H_{10b} : *Interdepartmental communication positively moderates the relationship between employee retention and organisational performance.*

3. Methodology

3.1. Sample, data collection, and questionnaire design

To test the theoretical model, quantitative research based on a survey questionnaire was conducted by gathering data from the hotel managers (top-level managers, middle managers, first-line managers, and team leaders) in Punjab and Khyber Pakhtunkhwa (KPK), Pakistan. This sector was chosen due to the challenging working environment and demanding service interactions that affect the organisational performance level (Buil et al., 2019). Also, in 2020, Pakistan was ranked as the best holiday destination by Condé Nast Traveller and was also recognized as the third most promising adventure destination in the world for the same year. Thus, improving service quality is crucial for hotels to uphold a positive image, and this can only be achieved if organisations prioritize building their employer brand. Incorporating employer branding dimensions can help the Pakistani hotel sector attract and retain high-quality employees, which can increase their performance level and ultimately lead to improved customer satisfaction and profitability. Additionally, a strong employer brand can differentiate a hotel from its competitors and attract top talent in a highly competitive job market. Therefore, this sector needs to develop employer branding to retain employees who can deliver better performance.

The study population was represented by the managers working in the hotel industry of Pakistan. While the target population represented the hotel managers in the provinces of Punjab and KPK, Pakistan. The final sample thus consisted of managers working in four, and five-star registered hotels in Punjab and KPK, Pakistan. The study was initiated with probability sampling, using simple random sampling. Several practicalities of simple random sampling allowed it to be less biased and simple, as there was an equal chance of selection. This sampling technique helped in applying the findings to the entire population base. The data was collected over a duration of four months i.e. April-July 2022.

The survey was focused on the hotel managers, as they are the ones who are in direct contact with lower-level employees, participate in policy formulation, make employees perform the task, execute work and represent their respective organisations. The sample size was computed using Krejcie and Morgan (1970) table for determining the sample size for a finite population. The total number of registered hotels in Punjab and KPK, according to Pakistan Hotels Association is 77. The required sample size was thus 327 from 77 hotels in Punjab and KPK, Pakistan. To gain a higher response rate, 654 questionnaires were distributed through e-mails, personal visits, and survey conducting firms, out of which 411 valid questionnaire responses were received, which signified an effective response rate of 64.2%.

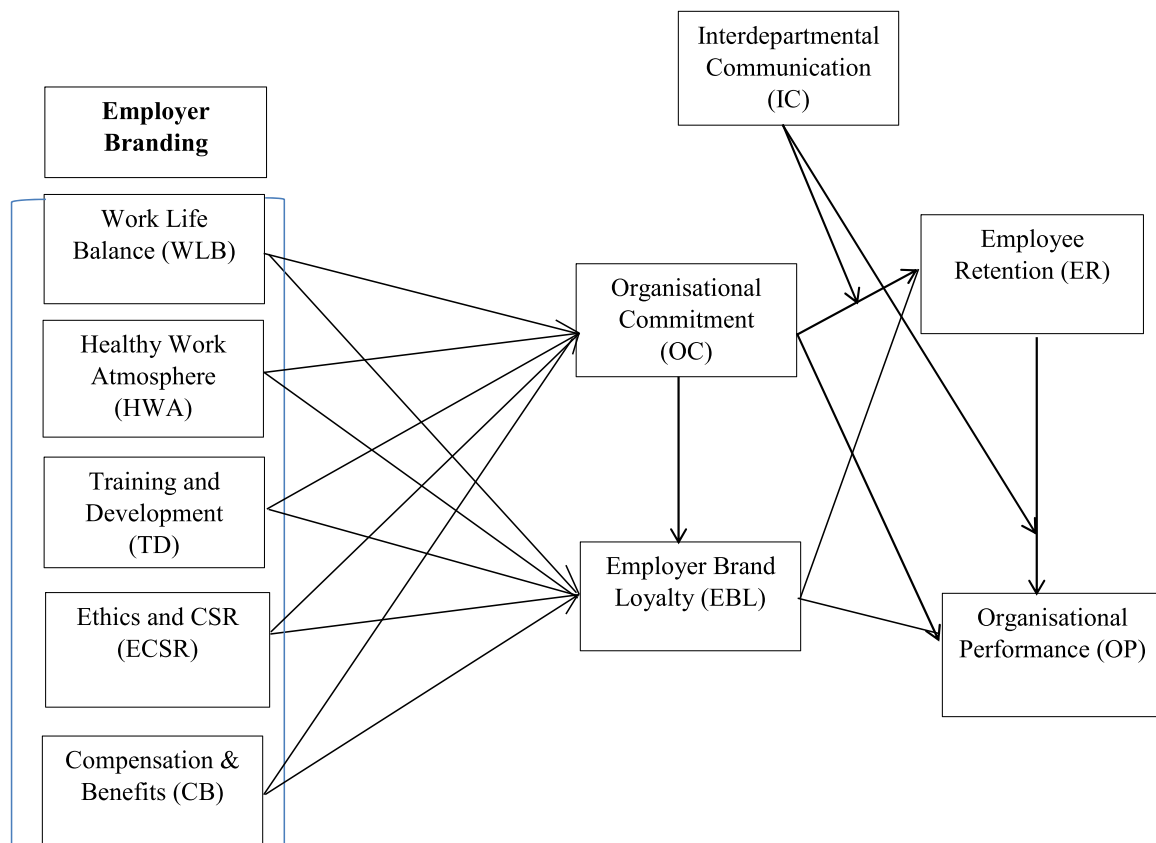


Fig. 1. Theoretical model.

3.2. Measures

Well-structured scales were employed to measure the constructs. All items of the questionnaire were ranked on a 7-point Likert scale ranging from 1 to 7 (1 = strongly disagree; 7 = strongly agree). The questionnaire was validated and approved by seven Ph.D. doctors and ten hotel industry top management professionals with minor changes. The scale for different dimensions of employer branding dimensions was adopted from the study of Mouton and Bussin (2019). WLB consisted of 3 items, for example “My organisation provides flexible working hours”; HWA measured by 6 items, for example, “My organisation provides autonomy to its employees to make decisions”; TD also measured by 6 items, for example, “My organisation provides us with online training courses”, ECSR measured by 4 item scale, for example, “My organisation has a fair attitude towards employees”, the last dimension of employer branding, CB was measured by 4 items, for example, “In general, the salary offered by my organisation is high.”

To measure the OC, 4 items were taken from Hofmann and Stokburger-Sauer (2017), for example. “I would be very happy to spend the rest of my career with this organisation”. A 4-item scale of EBL was chosen from the study of Tomic et al. (2018), while for ER, the scale was based on 3 items from the study of Yu et al. (2019). IC was measured using 3 items based on the research of Yu et al. (2019), and for OP, 7 items were taken from the study of Úbeda-García et al. (2021), for example, “The growth in our firm’s market share relative to competitors during the last three years has been ...”.

3.3. Common method bias

Both procedural and statistical methods were used for controlling potential common method bias (Podsakoff et al., 2003). For procedural methods, respondents were made certain of the confidentiality of the

information provided, which helped in reducing the bias of dishonest and artificial responses. In addition, to avoid respondents’ errors in inferring the cause-effect relationship between the constructs, variables were randomly introduced in the questionnaire.

For structural methods, Harman’s single-factor test was run to check common method bias, for which the value was less than 50%, showing that the presence of common method bias is not a problem in this study. Lastly, based on the procedure of Kock and Lynn (2012), the collinearity test was conducted based on the variance inflation factor (VIF). According to the procedure, a value of VIF greater than 5 indicates collinearity, which represents the existence of common method bias. Table 1 indicates that the problem of common method bias or collinearity is not of concern in this study.

4. Results and discussion

SmartPLS 4.0 was used to test the research model of this study. PLS (Partial Least Square) is considered a distribution-independent method that is preferred when a research model is complex and involves multiple variables and relations (Ramayah et al., 2018).

4.1. Descriptive statistics and measurement model evaluation

Table 1 indicates all the items derived from construct reliability and validity analysis which includes Cronbach’s Alpha (α), Composite Reliability (CR), and Average Variance Extract (AVE) with other tests of Factor Loading (FL) and Variance Inflation Factor (VIF). Discriminant validity has been measured through Heterotrait–Monotrait (HTMT) ratio and Fornell-Larcker Criterion (F/L). The α value for the constructs is greater than 0.70. This shows that the item scales selected are good, internally consistent, and reliable. Moreover, all the values of CR are greater than 0.70. This again proves that the internal consistency in the

Table 1
Results of measurement model.

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted)	VIF	Factor Loading
CB	0.719	0.816	0.526	1.789	0.674–0.765
EBL	0.881	0.918	0.739	2.062	0.739
				1.861	0.921
ECSR	0.825	0.881	0.649	3.493	0.743
				1.590	0.859
ER	0.907	0.941	0.842	2.305	0.907
				2.614	0.930
HWA	0.853	0.879	0.594	3.739	0.658
				1.660	0.859
IC	0.893	0.933	0.824	2.372	0.895
				2.268	0.923
OC	0.903	0.932	0.773	3.312	0.837
				2.233	0.931
OP	0.882	0.909	0.589	4.212	0.684
				1.773	0.865
TD	0.865	0.894	0.586	3.361	0.692
				1.475	0.836
WLB	0.816	0.889	0.727	2.360	0.840
				1.743	0.883
				1.962	

item scale is good. In addition, the values of AVE are greater than 0.50, which specifies that the items do not explain more errors than the variance in the constructs of the study. Furthermore, the value range for VIF is less than 5.0 for all the variables, which indicates the nonexistence of collinearity. Lastly, factor loadings indicate the contributions of each

observable variable to the construct or latent variable. The range of factor loadings for all the constructs is greater than 0.650, which shows that the loadings are highly satisfactory. Fig. 2.

Discriminant validity was tested with the HTMT and F/L criteria. Henseler et al. (2015) suggested that the HTMT values should be less than 0.90. Since the HTMT values of all the variables are less than 0.90. It proves that discriminant validity has been established. The complete values of HTMT are given in Table 2. The values of the F/L criterion for all the constructs are positive which again confirms the presence of discriminant validity. Table 3 presents all the values of the F/L criterion.

4.2. Structural model evaluation

Bootstrapping nonparametric technique has been used for resampling with 500 subsamples to test the projected model. For this purpose, the results of Path Coefficients and Specific Indirect Effects were considered. Table 4 presents the direct effects of latent variables. The results show positive and significant relationships between employer branding dimensions and OC. WLB and OC ($\beta = 0.141$; t-value = 3.175; p-value = 0.002); HWA and OC ($\beta = 0.197$; t-value = 5.672; p-value = 0.000); TD and OC ($\beta = 0.169$; t-value = 3.614; p-value = 0.000); ECSR and OC ($\beta = 0.124$; t-value = 2.974; p-value = 0.003); CB and OC ($\beta = 0.228$; t-value = 4.394; p-value = 0.000). Thus, H1a, H1b, H1c, H1d, and H1e are accepted. These results are aligned with the research of (Al Adresi and Darun, 2017b; Asrar-ul-Haq et al., 2017; Berberoglu, 2018a, 20185b; Ocen et al., 2017; Yao et al., 2019). Moreover, the results also show positive and significant relationships between employer branding dimensions and EBL. WLB and EBL ($\beta = 0.110$; t-value = 2.316; p-value = 0.021); HWA and EBL ($\beta = 0.119$; t-value = 2.732; p-value = 0.006); TD and EBL ($\beta = 0.101$; t-value = 2.165; p-value = 0.030); ECSR and EBL ($\beta = 0.117$; t-value = 2.599; p-value = 0.009); CB and EBL ($\beta = 0.178$; t-value = 4.199; p-value = 0.000). Thus, H2a, H2b, H2c, H2d, and H2e are accepted. Previous studies have also found similar results (Han and Hyun, 2019; Kim, Jang, 2021b; Melayansari and Bhinekawati, 2020; Stojanovic et al., 2020).

Consequently, the results signify a positive and significant relation between OC and EBL ($\beta = 0.205$; t-value = 3.442; p-value = 0.01); OC

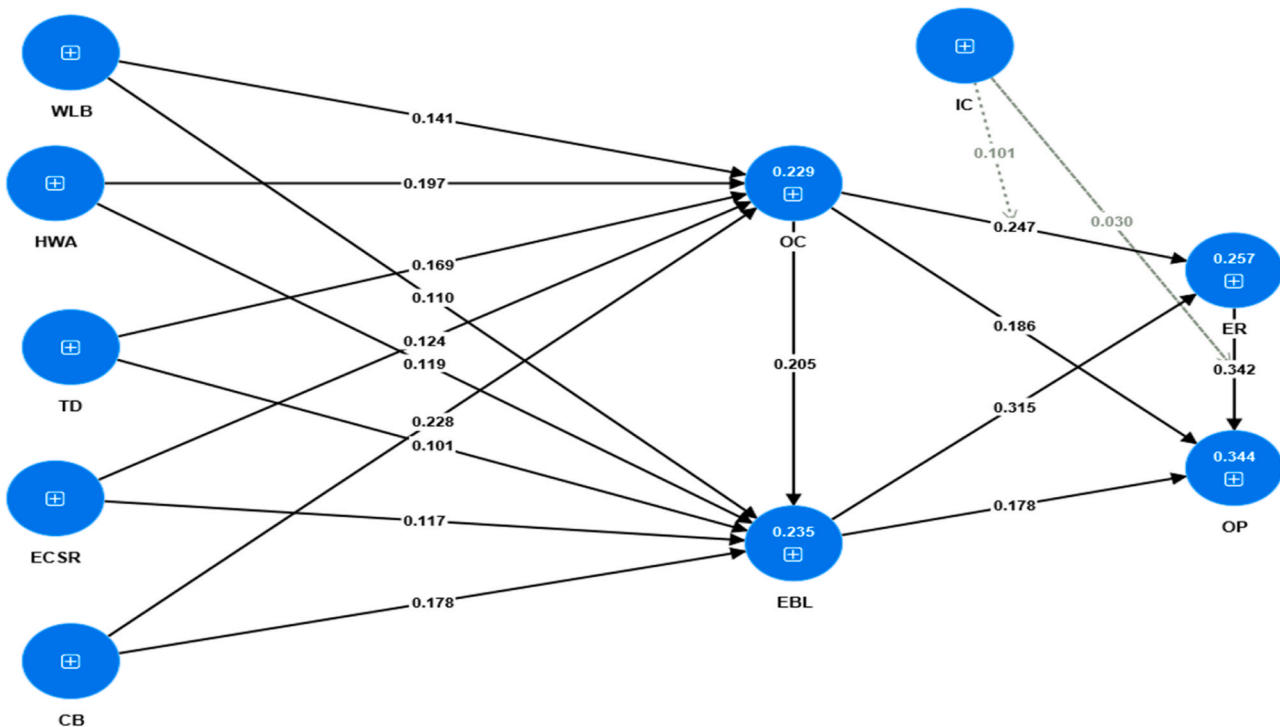


Fig. 2. Structural model.

Table 2
Discriminant validity - Heterotrait-Monotrait ratio (HTMT).

	CB	EBL	ECSR	ER	HWA	IC	OC	OP	TD	WLB
CB										
EBL	0.342									
ECSR	0.421	0.320								
ER	0.305	0.468	0.147							
HWA	0.198	0.212	0.273	0.147						
IC	0.097	0.163	0.066	0.150	0.108					
OC	0.342	0.410	0.296	0.393	0.222	0.096				
OP	0.474	0.458	0.180	0.552	0.147	0.221	0.435			
TD	0.283	0.200	0.139	0.166	0.173	0.063	0.258	0.157		
WLB	0.154	0.239	0.141	0.062	0.099	0.080	0.236	0.221	0.103	

Table 3
Discriminant validity - Fornell-Larcker criterion.

	CB	EBL	ECSR	ER	HWA	IC	OC	OP	TD	WLB
CB	0.725									
EBL	0.311	0.860								
ECSR	0.328	0.282	0.806							
ER	0.290	0.429	0.131	0.918						
HWA	0.046	0.227	0.231	0.126	0.770					
IC	0.032	0.146	0.006	0.140	0.123	0.908				
OC	0.315	0.372	0.277	0.377	0.264	0.087	0.879			
OP	0.388	0.412	0.141	0.509	0.050	0.198	0.394	0.768		
TD	0.121	0.204	0.101	0.143	0.099	-0.020	0.241	0.042	0.765	
WLB	0.120	0.207	0.114	0.038	0.083	-0.065	0.213	0.172	0.083	0.853

Table 4
Path coefficients.

	Original sample (O)	T statistics	P values
CB -> EBL	0.178	3.893	0.000
CB -> OC	0.228	4.394	0.000
EBL -> ER	0.315	6.333	0.000
EBL -> OP	0.178	3.812	0.000
ECSR -> EBL	0.117	2.599	0.009
ECSR -> OC	0.124	2.974	0.003
ER -> OP	0.342	6.949	0.000
HWA -> EBL	0.119	2.732	0.006
HWA -> OC	0.197	5.672	0.000
IC -> ER	0.108	2.283	0.022
IC -> OP	0.101	2.350	0.019
OC -> EBL	0.205	3.442	0.001
OC -> ER	0.247	4.428	0.000
OC -> OP	0.186	3.134	0.002
TD -> EBL	0.101	2.165	0.030
TD -> OC	0.169	3.614	0.000
WLB -> EBL	0.110	2.316	0.021
WLB -> OC	0.141	3.175	0.002

and ER ($\beta = 0.243$; t-value = 4.428; p-value = 0.000); and OC and OP ($\beta = 0.186$; t-value = 3.134; p-value = 0.002). Hence, H_3 , H_4 and H_5 are accepted. The results are consistent with the research of (Donkor et al., 2021a; Yao et al., 2019; Yu et al., 2017). Furthermore, there is a positive and significant relation between EBL and ER ($\beta = 0.315$; t-value = 6.333; p-value = 0.000); and EBL and OP ($\beta = 0.178$; t-value = 3.812; p-value = 0.000). Hence, H_6 and H_7 are accepted. The results are aligned with the studies of (Elegbe, 2018a; Tomic et al., 2018) Finally, the last relation between ER and OP is also positive and significant ($\beta = 0.342$; t-value = 6.949; p-value = 0.000), which leads to the acceptance of H_8 , and is consistent with (Yu et al., 2019). These findings support the ideology of branding theory that employer branding dimensions are a strategic tool that enhances organisational commitment, employer brand loyalty, employee retention and ultimately organisational performance.

4.3. Hypotheses testing: the mediating role of organisational commitment, employer brand loyalty, and employee retention

To test the mediating effects, the procedure recommended by Nitzl et al. (2016) for multi-mediation and complex models has been incorporated. Fundamentally, these authors recommend using a bootstrap analysis to analyze the indirect effect of an independent variable on a dependent variable through a mediating variable. Table 5 presents the results of the mediation analysis through the specific indirect path. From the table, it is evident that all the paths for sequential mediation are positive and significant, except $ECSR \rightarrow OC \rightarrow EBL \rightarrow ER \rightarrow OP$. This path is positive but insignificant. Besides this, the paths for mediation for all the relationships in terms of organisational commitment, employer brand loyalty, and employee retention are positive and significant. The p-values are less than 0.05.

The findings of this study displayed a positive and significant impact of employer branding dimensions on organisational performance through the mediating role of OC, EBL, and ER. The sequential mediating paths of all the dimensions were significant except for the path of ECSR to OC. A reason for this could be that in Pakistani hotel culture, ethics and CSR is not considered as important as other variables in enhancing OC, EBL, and OP. It is because, there is a lack of knowledge and awareness (Sajjad et al., 2018). Hotel managers often fail to understand the broad spectrum of ECSR, e.g. the practice of reporting misconduct at work directly to the top management is not appreciated in Pakistani hotels, and employees are thus hesitant to report such issues just because of the fear of losing their job (Sarwar et al., 2021). Moreover, scarcity of resources is another major problem, and hotel managers are therefore reluctant to spend resources on ethics and CSR practices

Table 5
Specific indirect path.

	Original sample (O)	T statistics	P values
ECSR -> OC -> EBL -> ER -> OP	0.003	1.797	0.072
HWA -> OC -> EBL -> ER -> OP	0.004	2.228	0.026
WLB -> OC -> EBL -> ER -> OP	0.004	2.021	0.044
CB -> OC -> EBL -> ER -> OP	0.005	2.050	0.040
TD -> OC -> EBL -> ER -> OP	0.004	2.311	0.021

(Khan et al., 2020). Hence, ECSR practices are often overlooked and are not considered important to increase OP through EC, EBL, and ER.

4.4. Hypothesis testing: the moderating role of interdepartmental communication

The interaction approach was used for calculating the moderating role of interdepartmental communication. The findings of these interaction effects are shown in Table 6. According to the results, the interaction effect of interdepartmental communication on organisational commitment and employee retention ($\beta = 0.101$; t -value = 2.012) is positive and significant, while the effect of interdepartmental communication on employee retention and organisational performance ($\beta = 0.030$; t -value = 0.707) is positive and insignificant. The findings lead to the acceptance of H_{10a} and rejection of H_{10b}.

Finally, this study also aimed to assess whether the presence of IC could enhance the relationship between organisational commitment and employee retention, as well as employee retention and organisational performance. The findings displayed a strong effect of IC on organisational commitment and employee retention which is consistent with the study of (Yu et al., 2019). Therefore, managers across the departments should focus on building relationships with employees outside of their departments. Such relationships increase trust and help in increasing employee retention (Rita et al., 2018). However, this is not true in the case of ER and OP. IC has a positive and insignificant effect on ER and OP. Based on the results, it is argued that effective IC helps in retaining employees, but it is not always necessary that it will enhance organisational performance. In the Pakistani context, a high level of IC may result in confusion and disorder within the company which may result in conflict among the existing employees and may also lead to leg-pulling and lack of respect among the departments (Ma et al., 2017). Thus, employees may prefer to avoid such communication and hence IC does not enhance organisational performance. In addition, other factors such as management styles (Pattni, 2018), internal relations of employees with their supervisors (Chandra, 2019), and ownership types (Yu et al., 2017) may comparatively have a significant effect on enhancing organisational performance.

Moreover, the test of construct cross-validated redundancy was conducted to check the goodness of fit of the model through Q² values and the current model of the study proved to be good fitted with Q² values (EBL = 0.133; OP = 0.179; ER = 0.163; OC = 0.128). Table 7 presents the values of Q².

5. Conclusion

Despite the significant interest in employer branding within both theory and practice, the current literature on hotel management has neglected to examine the dimensional impact of employer branding on organisational performance. Employer branding is essential both in theory and practice as it helps organisations attract and retain talented employees, and enhances their reputation in the job market. It can also positively impact the organisation’s performance and overall success. However, the incorporation of employer branding seemed to absent in the hotel sector, especially in the Asian setting. To address this gap, the study aimed to investigate the impact of employer branding dimensions (HWA, WLB, TD, ECSR, and CB) on organisational performance in the hotel industry using a mediation-moderation model.

The study’s results have helped to address a common issue in the industry, namely, managerial neglect in establishing an employer brand.

Table 6 – Moderation analysis results.

	Original sample (O)	T statistics	P values
IC x OC -> ER	0.101	2.012	0.044
IC x ER -> OP	0.030	0.707	0.480

Table 7 – Cross validated redundancy.

	SSO	SSE	Q ² (=1-SSE/SSO)
CB	1680.000	1680.000	
EBL	1680.000	1456.708	0.133
ECSR	1680.000	1680.000	
OP	2940.000	2414.630	0.179
ER	1260.000	1054.225	0.163
HWA	2520.000	2520.000	
IC	1470.000	1470.000	
OC	1680.000	1465.526	0.128
TD	2520.000	2520.000	
WLB	1260.000	1260.000	

The study’s direct hypotheses, which demonstrate the significant role of HWA, WLB, TD, ECSR, and CB in determining manager performance, were all confirmed. These findings suggest that developing effective employer branding strategies is crucial not only for retaining a firm’s workforce but also for improving its performance (Mouton and Bussin, 2019). Thus, managers can come up with better employer branding strategies considering the needs of employees to make them the employer of choice.

Furthermore, all the sequential mediating paths of the study were significant. However, the mediating path of ECSR → OC → EBL → ER → OP was deemed insignificant due to the cultural obstacles in implementing ECSR practices in Pakistan. Additionally, although interdepartmental communication, as a moderator, was found to be effective in enhancing organisational commitment and employee retention, it did not have a similar impact on employee retention and organisational performance as the lack of a comparable effect on staff retention and overall organisational performance can be attributed to the presence of conflict, confusion, and disorder among departments that have a high degree of interdepartmental communication.

Numerous studies have explored the correlation between employer branding dimensions and organisational performance (Tumasjan et al., 2020; Verčič, 2021). However, no other research has examined all of the aforementioned variables together in the context of the hotel industry, setting this study apart. Its uniqueness lies in its exploration of the sequential relationship between employer branding dimensions, organisational commitment, employer brand loyalty, employee retention, and organisational performance. While previous research has examined the direct relationship between employer branding dimensions and organisational performance, this study is novel in its comprehensive examination of all these variables, particularly their sequential mediation effect, within the hotel industry.

6. Implications, limitations and future directions

6.1. Theoretical implications

The study has profound implications for theory and academia. Theoretical implications arise from the expansion of employer branding theory in the context of HR, which examines specific dimensions like work-life balance, ethics, training and development, work atmosphere, and compensation, and their influence on organizational performance. This enriches our understanding of how these factors shape organizational outcomes and validates their relationships with key variables such as organizational commitment, employer brand loyalty, and employee retention. The study also highlights the importance of effective communication as a moderator in maximizing the impact of employer branding. By contextualizing employer branding theory within the hotel sector of Pakistan, the study facilitates integration with other relevant theoretical frameworks, fostering interdisciplinary collaborations and paving the way for a comprehensive conceptual framework.

In academia, the study contributes by enhancing our understanding of employer branding’s impact on organizational performance in the

hotel sector of Pakistan. It provides empirical evidence to validate relationships between employer branding dimensions and crucial variables, allowing for the refinement of existing theories and the development of new conceptual frameworks in organizational behavior and human resource management. The study's methodology serves as a valuable reference for future researchers, offering guidance on research design and measurement. Moreover, the context-specific understanding of employer branding in the hospitality industry enables academics to gain insights and formulate tailored strategies for similar organizational contexts. The study emphasizes the practical relevance of academia-industry collaboration, emphasizing the translation of research findings into actionable strategies. Lastly, the study encourages further research to explore additional factors and interventions that impact the relationship between employer branding dimensions and organizational performance across various industries.

6.2. Practical and managerial implications

This study also provides useful insights for practitioners and managers. The study emphasizes the strategic focus on employer branding dimensions, highlighting their impact on organizational performance. Managers and practitioners should prioritize these dimensions and align practices accordingly, while developing dimension-specific interventions to enhance organizational commitment, employer brand loyalty, and employee retention. This could be done by introducing policies such as flex-time, on-site sports facilities, appreciation, a stress-free environment, encouraging a group atmosphere, and sharing the workload to ensure HWA and WLB (Botella-Carrubi et al., 2021; Bussin and Mouton, 2019; Hadi and Ahmed, 2018). For TD, online training courses, opportunities to work on international projects, skill development, and personal and professional mentoring can be given (Ocen et al., 2017). For ECSR effective policies regarding equality, confidential procedure to report misconduct, and social work can be incorporated (Bocquet et al., 2017). For CB, both monetary and non-monetary benefits should be given to the employees such as overtime pay, health benefits, and insurance coverage. (Bussin and Mouton, 2019). Also to improve interdepartmental communication, managers should keep their colleagues and employees up to date on important targets, projects, and other information; this can help the company in avoiding mistakes that would cost time and money in the long run in terms of decreased organisational performance (Ballard and Seibold, 2006). Effective interdepartmental communication and engagement are essential for maximizing the positive effects of employer branding. Aligning the employee value proposition with these dimensions enhances attractiveness as an employer and improves satisfaction and retention. Monitoring, evaluation, and industry collaboration further strengthen employer branding strategies and outcomes.

6.3. Implications for researchers

Researchers can replicate and generalize the study in different contexts or industries to validate findings and enhance generalizability. Additionally, exploring mediation and moderation analysis can provide insights into the underlying mechanisms and boundary conditions of the relationship between employer branding dimensions and organizational performance. Longitudinal studies can capture the long-term effects, while comparative studies across countries or cultural contexts can reveal cultural influences. Employing mixed-methods research can provide a comprehensive understanding and practical application and intervention studies can bridge the gap between research and practice, offering evidence-based recommendations. By addressing these implications, researchers contribute to advancing theoretical frameworks, expanding knowledge, and providing practical insights for organizational practices.

6.4. Implications for the government and society

Governments play a crucial role in shaping employer branding practices through policy development. By prioritizing dimensions such as work-life balance, ethics, training, a healthy work atmosphere, and fair compensation, governments can create a regulatory framework that fosters a conducive work environment, enhances employee well-being, and improves organizational performance. Moreover, government agencies can collaborate with industry associations and stakeholders to develop strategies that align with the needs and expectations of employees and society at large, fostering cooperation and collective action. Governments also have the power to encourage responsible and ethical practices among organizations by implementing regulations, offering incentives, and conducting awareness campaigns. By promoting sustainable business practices and emphasizing employee and community well-being, governments contribute to the overall social responsibility of organizations. The findings of studies on employer branding can inform the development or revision of employment standards and guidelines that protect employee rights and contribute to a positive organizational culture. Recognizing the positive impact of employer branding on talent attraction, retention, productivity, and competitiveness, governments can support initiatives that create favourable business environments and stimulate economic growth. Finally, governments can raise public awareness about the importance of employer branding through campaigns, workshops, and training programs targeted at employers, employees, and the general public. By educating stakeholders about the value of employer branding and encouraging positive work environments, governments can foster a culture of investment in employer branding practices.

6.5. Limitations and future directions

Although this study provided new findings concerning employer branding and organisational performance, it is not free from limitations. Firstly, since it is a quantitative study, therefore, the responses were dependent on respondents' honesty. Some respondents might have misperceived the questions resulting in several neutral responses. Moreover, this study is cross-sectional in nature. Adopting a longitudinal approach could have provided a detailed analysis of the variables being studied over time. Moreover, the sample of this study is limited to two provinces of Pakistan i.e. Punjab and KPK, as it does not include the hotel managers residing outside Punjab and KPK. Conducting nationwide research could have helped in gaining insights into the human resource practices and performance standards employed in other provinces of the country, which could have helped in making the sample a better representation of the entire population and could have helped in building a comparative study of different cultures.

To get an in-depth analysis of respondents' perceptions regarding their work, the same study can be conducted using a qualitative or mixed-method approach as qualitative research allows creating questions from the respondents' answers by deploying several interactive activities like a focus group and one on one interviews. Furthermore, the current study shows how the different activities happening in a firm affect organisational performance, therefore future practitioners can expand the model and explore employer branding and organisational performance with a new set of independent and moderating variables. For instance, the influence of different leadership styles namely transformational, transactional, democratic, autocratic, or charismatic leadership, can be tested for creating employer branding in the hotel industry. Research can also be conducted by using the same model for multi-level comparative analysis of countries and other service sectors such as public administration, telecommunication, education, and the banking sector.

Declaration of Competing Interest

All authors don't have any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work.

Data availability

Data will be made available on request.

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