

**EMPLOYER BRANDING AND ATTITUDINAL OUTCOMES IN TELECOM SECTOR
WITH MEDIATING ROLE OF PSYCHOLOGICAL CONTRACT FULFILLMENT:
EVIDENCE FROM PAKISTAN**



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DEDICATION

This thesis is dedicated to my loving and caring husband, Abuzar Amanat, who has always been the source of encouragement and support in my educational and professional journey. Moreover, I would also like to dedicate my dissertation work to my parents, my mother in law and father in law for their support. I also dedicate this work to my supervisory team, Professor Dr. Sumaira Rehman and Dr. Muhammad Khyzer Bin Dost for all the encouragement and cooperation I received from them throughout the process. Last but not the least, I would like to dedicate this work to my loving daughter, Dua Abuzar, who suffered a lot because of my educational engagement. Without them all, it would not be possible to get through this process so smoothly.

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ABSTRACT

Today's organizations face challenges to retain and attract the talented personnel that is rare in the current competitive environment, better recognized as 'war of talents'. To retain the talented employees, it is important to make them feel satisfied, engaged and committed with the organization by fulfilling expected obligations of both parties with each other. For this purpose, employer branding can be a best possible strategy to be used to overcome the global challenges of the hour. The existing literature on attitudinal outcomes of employees highlights numerous models in which focus is on individual characteristics to explain attitudinal outcomes, rather than explaining this relationship in the light of organizational-level factors which can be an important source in developing current employee's attitudinal positivity towards respective organization. Moreover, while investigating about the employer branding and attitudinal outcomes, a black box is found for the mediating variable of psychological contract fulfilment (PCF) that is given only slight attention in the past in spite of being a key factor that can predict employees' attitudinal reactions. Last, but not the least, a gap is underlying in theoretical groundwork related to employer branding in context of HR field and in telecom sector of Pakistan.

To this end, this dissertation attempts to provide strong and rich explanation about the impact of perceived employer brand (including interest value, social value, development value, economic value and reputational value) on attitudinal outcomes via psychological contract fulfillment of employees working in cellular service providing companies of telecom sector, Pakistan. The lenses used to evaluate this causal relationship were RBV and PCT. To fulfil the purpose of this research, total 402 usable responses of the current employees of cellular service providers of Pakistan, were used to generate findings of this research. Survey was conducted in a structured manner using questionnaire instrument tool by following the assumptions of positivism. Direct and mediational hypothesis have been verified by the technique of structure equation modelling via AMOS software. This verification was done only after rigorously following the procedures to check the validity, reliability and model fitness of the instrument.

Empirical results of this dissertation, provides quantitative estimates for the proposed model that employer branding that can help to build expectations regarding fulfillment of employee and employer mutual contract which ultimately shape their attitudes in positive manner. Implicit in the notion of RBV, the results suggest that employer brand practices are the resources that can lead towards positive attitude building that in return can benefit the organization. Similarly, according to PCT, psychological contract fulfilment is a key to create the mechanism of mediation between PEB and attitudinal outcomes of personnel including their satisfaction, commitment and engagement. Originality of this research exists in its proposed conceptual framework. That is, individual outcomes serve as a basis for the achievement of organizational level outcomes by explaining the role of organizational characteristics in predicting employees' attitudinal outcomes. Moreover, enhancement in the conceptualization of employer branding within the context of HR field along with the fulfillment of the black box of mediational role of PCF is another contribution of this research. Furthermore, the sample of the current employees of Pakistani cellular service providers (telecom sector) adds to the originality of the work. Finally, this dissertation discusses the practical and theoretical contributions of this research for better understanding of the proposed model of this dissertation in Pakistani context. Lastly, it also considers future research avenues.

Keywords: Employer Branding, Attitudinal Outcomes, Psychological Contract Fulfillment, Telecom Sector, Pakistan.

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LIST OF ACRONYMS

EB	Employer Brand
PEB	Perceived Employer Brand
EOC	Employer of Choice
ES	Employee Satisfaction
JS	Job Satisfaction
EE	Employee Engagement
OC	Organizational Commitment
PC	Psychological Contract
PCF	Psychological Contract Fulfillment
PCB	Psychological Contract Breach
PCT	Psychological Contract Theory
RBV	Resource based View
EVP	Employee value proposition
GDP	Gross domestic product
PTA	Pakistan Telecommunication Authority
FBR	Federal Board of Revenue
GST	General Sales Tax
HRM	Human Resource Management
HR	Human Resource
PSHRM	Pakistan Society of Human Resource Management
KSAO's	Knowledge, Skills, Abilities and other Characteristics

CHAPTER ONE: THE INTRODUCTION

In 21st century, employment situations have changed significantly. In today's workplace, knowledge workers are more mobile, educated and constantly looking for new opportunities. In this altered era, business practices are also constantly changing due to extreme competition, ever-changing technologies and globalization. Due to these changes in employment conditions, organizations must adopt changed business practices to reshape existing nature of work, in order to be successful. Focus of tomorrow (future) is on organizations human resources and now employers are recognizing increasing importance of their people and in their intellectual capital. Old practices related to human resources such as lifelong loyalty and job security are no more in today's business world. Rather, these practices are now replaced with an unstated contract of mutual commitment between an employer and its employees. In short, the era of globalization, hyper competitive battle; freedom of choice and promptly growing opportunities for individuals and societies; increased complexity of social and technical interactions are among those few features that create a need for businesses to adapt their existing way of doing work along with its strategy on a regular basis (Cascio & Aguinis, 2008; Schreyögg & Sydow, 2010). Hence, to gain competitive advantage, human resources (HR) are of vital importance in today's business world. Due to this fact, HR is often found to be a main investment in knowledge intensive organizations (Sivertzen, Nilsen, & Olafsen, 2013). This investment is often in the form of those actions and practices, which makes an organization a 'brand'.

Previously, organizations were not concerned about the branding strategy and its effect on various levels of outcomes, because of limited employer choices and less competitive environment. Though, this phenomenal increase in the employer's choices, mobility of employees to switch between different jobs also rises in its frequency that ultimately leads to increase turnover ratio of employees within particular organization (Sharma & Prasad, 2018). Hence, a unique employment era has been emerged due to this intense rivalry which is created due to increased number of companies working in all sectors of business world. Furthermore, this employment era is better recognized with the the war of talent and struggle among

competitive employers which is on its peak. Therefore, in order to have committed and skilled knowledge workers, from limited pool of talented candidates, employers have to compete with each other rigorously (Purusottama & Ardianto, 2019). This thing makes it imperative for all businesses to design their organizations human resource strategies after considering the expectations of their current and prospective personnel for attraction and retention of best talent in their workforce (John, 2020; Sharma & Prasad, 2018).

Among different organizational resources, talent is one of the unique and most valuable resources that can be used as one of the most influential source for achieving desired end results by organizations against their competitors; if it is managed and maintained strategically (Tlaiss, Martin, & Hofaidhllaoui, 2017). According to Chiavenato (2009), its people are the real talent for an organization, who think, engage, interpret, decide, evaluate, take some actions and lead the firm with most essential resource i.e. knowledge which is an intangible and invisible asset but holds a central position for an organization's success. Furthermore, organizational workers are the one who produce goods and services, that helps to win the war of rivalry among competitors; enhance the internal processes and captivates the customers, being the main elements for the companies, since they give life, form, and content to them (Santos, Monteiro, Martinho, dos Reis, & Sousa, 2019).

It is also evident that talented employees are the most vital capital and lifeline for every organization that play most critical role in organization's success (Maurya & Agarwal, 2018). It also increases in demand for highly skilled labor (human capital) and also have reduced the supply of that labor in the marketplace (Ployhart, 2006). This scarce human capital led to increase the rivalry among personnel holding managerial and technical expertise and skills. Therefore, to retain these talented personnel become a concern for employers gradually at the global level. To deal with such issues of marketplace, organizations are adopting variety of tactics related to employer branding domain and to increase the retention of their employees.

According to Heger (2007) a well-designed strategic and tactical approach can be helpful for attracting and retaining the skilled workforce. Accordingly, powerful and unique employer branding strategy can serve as a strategic approach that can be utilized effectively for workers

attraction and retention in business world (Arasanmi & Krishna, 2019). Here, it is necessary to know that EB is explained by Ambler and Barrow (1996) in the form of those benefits that an organization gain i.e. “the package of functional, economic and psychological benefits provided by employment and identified with the employing company”. Furthermore, EB strategy is composed by the amalgamation of different kinds of benefits and HR practices which create a joining and growth culture of an organization (Ambler & Barrow, 1996). Many other researchers also argued that employer branding strategy provides a long-term solution for the “talent shortage” problem, as well as, also serve as a solution for the development of committed, aligned, dedicated and engaged workforce; fundamental needs of the Millennials (Stariņeca & Voronchuk, 2014).

In today’s workplace, employees belong to millennial generation, whose aspirations are related to new employment experiences, variety of sensations and ethical environment of organization. This generation is more result-oriented, ambitious, team workers and enterprising (Ahmad & Daud, 2016). Their purpose is to gain growth in their career rapidly, along with flexible and cooperative culture. But they seem not much committed with their organizations and averagely spend 2 years of their employment life on same job. This span of time even gets shorter, if their organization does not consider their sense of ethics and values (Ahmad & Daud, 2016). In short, this generation requires challenges, work-life balance, flexible & emotional benefits, collaborative environment, clear career path along with mobility, feedback, recognition, and new ways of working on their workplace.

It is described earlier that in this competitive and increasingly volatile environment for business organizations, the development, attraction and retention of Millennial are key factors that can bring prosperity and success for them. In this respect, applying employer branding conceptualization after considering the aspirations and needs of this generation may help in retaining them for a longer time period (Arriscado, Quesado, & Sousa, 2019).

According to Paul and Kanthimathi (2017) employer branding is a new and very famous topic of today’s organizations including companies of all sizes working in different countries and culture. Figurska and Matuska (2013) also found that those organizations that work in highly

competitive market used to be assessed by not only its products or services but also by its image of being an employer. Previously, firms focused their branding activities only towards their product or put efforts to make corporate brands, however now principles for the concept of branding are also being employed in the field of HRM i.e. human resource management which is recognized as “employer branding” (Maheshwari, Gunesh, Lodorfos, & Konstantopoulou, 2017). This concept was gaining popularity increasingly to attract the potential recruits of the organizations but now it’s also being utilized to engage existing workforce strategically in the culture of an organization (Kashyap & Chaudhary, 2019; Khalid & Tariq, 2015). Furthermore, it is evident that employee who are satisfied becomes good representative of their organizations to outside world and holds critical role in making organization an employer of choice (Yalim & Mizrak, 2017). It was also identified by Devi (2009) that an involved and engaged personnel is more eager and willing to put his/her efforts towards business’s success (Soares & Mosquera, 2019).

Moreover, Helm (2011) explains that employer brand positively associates with the employees’ attitudinal outcomes such as employee engagement (Rana & Sharma, 2019), satisfaction and commitment (Fasih, Jalees, & Khan, 2019). According to Maslach, Schaufeli, and Leiter (2001) employee engagement is “an affective and motivational state of fulfillment that is normally characterized by vigor, dedication and absorption, where vigor is defined as high level of energy and willingness to invest in one’s job; dedication is defined as strong involvement in one’s work and a sense of pride; and absorption is a pleasant state of total concentration in one’s work and the inability to detach oneself from the job”. Whereas, Greenberg (2012) explained job satisfaction as an affective, cognitive and evaluative responses related to their job and this response may be positive and negative. Lastly, organizational commitment is also explained as a feeling of identification and his/her dependency on its working organization (Allameh et al., 2011).

Previous researches also suggest that commitment, satisfaction and engagement are separate terms and these should not conflate with each other. In this context, McBain (2007) also explains that “it is possible for an employee to be highly engaged in their job, but not committed to the organization; and likewise, to be committed to the organization and keen to remain, but not

engaged with their job”. Similarly, to ensure employee engagement, commitment and satisfaction; is a critical subject matter for both parties involved i.e. the organization and its current employees. Although there are several variables that can play their role in making current employees committed, satisfied and engaged, but one of the most important variables among these, is perceived employer brand, especially the promised values of the employer brand (Yalim & Mızrak, 2017). Hence, the employer brand is important area to be studied because of the fact that it provides advantage to the organizations for becoming an employer of choice for its internal customers (Chhabra & Sharma, 2014).

Moreover, employer branding has its focus on both parties i.e. employer and the employees (Sokro, 2012). Backhaus and Tikoo (2004) also agreed with the same viewpoint that employers may create positive expectations of employees about their organization through employer brand and can also build employment relationship with them. In short, psychological contract is formed. A psychological contract refers to what an employee perceives regarding his relation with respective organization (Rousseau, 1995). Furthermore, LinkedIn (2013) conducted a ‘Talent Brand Index survey’ in which it is revealed that 94% of today’s business institutions plan to maintain or trying to increase budgets for employer branding in the year of 2013. Moreover, according to another survey by this social media platform i.e. LinkedIn, employer branding was found to be one of the biggest priorities of more than 70 % companies (Hendy, 2013). According to Steve Barham, a senior director of ‘LinkedIn Talent Solutions’, “The ability to better understand how your company is perceived among key professional audiences empowers you to take steps to better engage the professionals you most want to hire” (Hendy, 2013).

It is because a bad reputation in the market does not only hurt company’s financial statistics or some other most obvious indicators of success, such as share prices. Rather, it was identified in a survey conducted by one of the leading networking sites, i.e. LinkedIn together with ICM Unlimited (a consulting firm), in 2016; that by offering a salary increment of even 10% cannot convince an employee for accepting a job in a firm that has bad repute in the market for being an employer. Even, most of the respondents reveal that even an increment more than 10% cannot convince them to do so, likewise, more than half of the sample was of the opinion

that they will not even consider this option of employment as valid for their career growth. The statistics of this research also revealed that companies with bad reputations has to spend approximately \$4.700,00 (four hundred & seventy thousand dollar) or more on per hire as compared to those companies that have good reputation in the market (Mascarenhas, 2019).

Furthermore, it is identified that business organizations invest heavily in recruitment and selection of their workforce, that leads to even invest more heavily in developing their workforce with updated KSA'Os required for their job. But, to make this investment profitable, business organizations have to retain these well-trained employees, to stay with them for as long as possible, in order to provide maximum benefit by effectively contributing in its success (Dechawatanapaisal, 2018). It is a critical reality that loss of good employees leads to reduce qualitative work and productivity of organization, as well as, increase direct economic cost such as, including training, replacements, and management time, etc.; and considerably more pressure comes in the form of indirect costs such as, collaboration, morale, pressure on staff left behind, and most importantly the organizational knowledge; along with the damage of social capital as well (DeConinck, 2011; Matanda & Ndubisi, 2013). Boone (2000) also identify in his research that numerous businesses brilliantly do marketing to their customers and job advertisement. Then the hardest part comes in the form of delivering. But it was observed that businesses invest millions of dollars for the purpose of marketing and very little investment is done in order to ensure that their personnel are actually getting the right experience that can be transformed to their customers in the form of positive brand messages. Hence, it is necessary to engage employees in order to make brand alive. Consequently, the experiences of employees while working with an organization are as important as the customer experiences are. It means, employers have to create a balance between external branding activities which are focused on customers (i.e. external stakeholders) and internal branding branding activities which are focused on internal cutomers (i.e. employees). This is required in order to ensure the consistency of behavior shown by personnel with an organizations external branding strategy, to generate maximum benefit rather than making investment ineffective (Dechawatanapaisal, 2018; Punjaisri & Wilson, 2017).

Simply describing, process through which employers can make their identity distinctive for its potential and existing employees that can serve as a tool to fulfill the ultimate purpose of an employer to distinguish itself from their competitors is termed as employer branding (Mishra & Kumar, 2019; Sivertzen et al., 2013). Further, employer branding is concerned with the reputation of any firm as a great place to work (i.e. employer of choice), that can be built by its efforts to communicate their current and potential workforce about firm's unique characteristics and presenting itself as a desirable place to work (Kashyap & Chaudhary, 2019; Vasantha, 2018). Hence, it creates a win-win situation in managing employer & employee relationship (Biswas & Suar, 2016). Additionally, it can be said that, in this increasingly competitive era, employer branding strategy is an effective tool for gaining an edge over competitors especially in retaining and managing top talent (Shabanabi & Kesavaraj, 2019). Nevertheless, organizations often invest in employer branding with the belief that it will increase competitive advantage (Ghielen, Francken, De Cooman, & Sels, 2018; Shabanabi & Kesavaraj, 2019).

In short, this dissertation is based on the assumptions of two theoretical perspectives, i.e. RBV and PCT. Firstly, from the perspective of resource based view (RBV), perceived employer branding is supported through the argument that organizations human capital are main sources for firms value creation in the employment market that can bring competitive advantage for a longer period of time (Dabirian, Paschen, & Kietzmann, 2019; Kashyap & Chaudhary, 2019). Moreover, developing an organization as a brand can be accomplished by building psychological contract with organizations human capital by keeping in view the perspective of 'Resource Based theory' and 'Theory of Psychological Contract'. Therefore, the basic purpose behind this research work is to examine the effect of perceived employer brand on employees' attitudinal outcomes including job satisfaction, employee engagement and organizational commitment with the help of mediating variable i.e. psychological contract in telecommunication sector of Pakistan. It can be explained through the lenses of resource-based view (RBV) and psychological contract theory (PCT).

1.1 Problem Statement

Today's business world is found to be highly competitive, volatile and full of challenges in the form of finding talented workforce (Arasanmi & Krishna, 2019; John, 2020; Malik, Waheed, Tufail, Zameer, & Hussain, 2012; Tlaiss et al., 2017) and keeping organizational along with human resource (Purusottama & Ardianto, 2019). So, to develop and retain the best assets, organizations have to compete with each other fiercely (Oliveira, Moro, & Torres, 2019). According to Zahoor, Ijaz, and Muzammil (2015) organizations human assets are the main cause of gaining competitive edge over the competitors because of their scarce and valuable KSA'Os. Although there are many factors behind every successful organization, but the most prominent one is its employees and its unique existence, who can bring huge difference in performance of an organization to make it most successful (Santos et al., 2019; Suryaprakash & Kumar, 2020; Zahoor et al., 2015). To keep up the talented personnel, it is of central importance to make them feel satisfied (Devasagayam, Buff, Aurand, & Judson, 2010; Fasih et al., 2019; Helm, 2011), engaged (Arriscado et al., 2019; Chawla, 2020; Itam & Singh, 2017; Kunerth & Mosley, 2011) and committed with the organization (Bhasin, Mushtaq, & Gupta, 2019; Khanolkar, 2013; Lelono & Martdianty, 2013). Moreover, to achieve this goal, it was found that employer branding can be a best possible strategy to be used for overcoming the global challenges of the hour (Bussin & Mouton, 2019; Paul & Kanthimathi, 2017; Sehgal & Malati, 2013). Such as, Bussin and Mouton (2019) suggested employer branding strategy as an effective approach to solve the challenging problems of the hour i.e. high turnover ratio, low-quality workforce and poor organizational image (Bussin & Mouton, 2019; Mohamad, Sidin, Dahlia, Ho, & Boo, 2018). Furthermore, it is revealed that employer branding practices are used for promoting any firm as an employer of choice for its potential candidates and especially to its internal customers (Mohamad et al., 2018; Sirivastava, 2017; Tanwar & Kumar, 2019). That target group is basically required pool of employees and its existing workforce, which a firm wants to retain and engage within the strategy and culture of the firm (Kashyap & Chaudhary, 2019; Rana & Sharma, 2019; Sirivastava, 2017).

From existing literature, it has also been comprehended that a gap of literature can be fulfilled by investigating about the impact of employer branding towards attitudinal outcomes of employees by checking mediating role of psychological contract fulfillment (Priyadarshi, 2011; Schulte, 2010; Sirivastava, 2017). To check this model, Telecommunication sector of Pakistan has been chosen because this sector is facing severe issues regarding employees' satisfaction and employee retention as their employee turnover rate is on peak (Shoaib, Noor, Tirmizi, & Bashir, 2009). It is also proved from the findings of another research that information technology (IT) is one of those segments of industry that experience high level of employee turnover, that can be justified by shortage of knowledge workers at global level (Ertürk & Vurgun, 2015). Furthermore, this limited availability of relevant KSA'Os holders in labor market and high career path mobility could be a reason of increased cost of hiring, training, and developing the current workforce. It is also evident from the literature that, attracting potential workers and retaining current talent remains a big challenge for executives (Ertürk & Vurgun, 2015; Punjaisri & Wilson, 2017). Thus, Dabirian et al. (2019) suggested that employers can overcome these global challenges via implementing employer branding practices as an effective strategy for managing business organization's reputation as "great place to work". Along with this challenging side of this sector, it is also observed that this sector has a tremendous growth rate in recent years that cannot be ignored. It is one of those sectors which are acting as a key driver for social development and economic growth of Pakistan (Hashim, Munir, & Khan, 2006; Zahoor et al., 2015). The economic growth was reported 34.2% of total foreign direct investment in 2014 (PTA, 2014). Hence, to get benefit of this growing market, cellular service providers want to have right people for the right job with right attitude as well (Zahoor et al., 2015). Furthermore, it is observed that corporations with high technology advancement rate are putting their efforts to develop psychological nature contracts with their employees by investing heavily in branding activities focused in internal characteristics of organization, however, academic researchers have given less consideration to explore this field of study which is equally important for a firm e.g., as identified by Sharma and Kamalanabhan (2014).

More specifically, in this era of 'war for talents', efficient employer branding tools are the key long-term sources that can be utilized as a strong way to attract prospective candidates, efficiently utilize current employees and also retain talented workforce (Kucherov & Zamulin,

2016; Oliveira et al., 2019). Barely any research, however, explicitly related employer branding to organizational outcomes at individual level, which can be a source of competitive advantages (Bhasin et al., 2019; Ghielen et al., 2018). Therefore, to solve the attitudinal problems of telecom employees and to gain competitive edge, researcher developed the model to testify the influence of perceived employer brand on employee's attitudinal outcomes with mediating role of psychological contract in Pakistan's telecom sector.

1.2 Purpose of the Study

Research purpose could be explained under the three heads including; a) exploratory; b) descriptive, and; c) explanatory (Saunders, Lewis, & Thornhill, 2019). *a)* First, exploratory study stands out with the focus on following questions: 'what is happening, seeking for new thoughts and knowledge, ask questions and lastly, evaluate any phenomena in the light of new insights' (Robson & McCartan, 2016). This research classification is generally useful if the investigator wants to have clear understanding or explanation about the phenomena (problem or opportunity) (Saunders, Lewis, & Thornhill, 2019). *b)* However, explanatory research focuses on establishing causal relationships between/among variables of interest in a particular study. This research type put emphasis on studying a specific problem or an existing situation and attempt to develop and elaborate the relationships between/among the variables in a research model (Kumar, 2019). Causal relationships can be examined by using statistical tests like correlation, to get a clear direction of relations between variables of proposed model (Saunders et al., 2019). *c)* The objective of descriptive research is to describe precise and truthful profiles of persons, events and situations (Robson & McCartan, 2016). In this type of investigation, it is desirable to have rich understanding of the factors on which researcher wants to collect the data. Descriptive research has a very distinctive place in management and business research. However, there is another type of research that considers a mean to an end approach rather than considering an end only. And this research type is usually considered as a precursor of explanatory research. Such research studies are generally mentioned as descripto-explanatory researches (Saunders et al., 2019).

Thus, the thrust of this dissertation is to examine the relationship along with the establishment of relationships between the proposed variables i.e. effect of employer branding on attitudinal outcomes of employees via psychological contract fulfillment. Therefore, this research falls in the category of descripto-explanatory studies. It is due to the fact that, providing the explanation of proposed problem through descriptive means can fulfill the purpose of research and then causal relationships can be established by subjecting the data collected to statistical analysis.

1.3 Research Questions

Does perceived employer branding influences attitudinal outcomes (organizational commitment, employee engagement and job satisfaction) with intermediation of perceived psychological contract fulfillment?

Following are the sub-questions:

- What is the level of perceived employer branding, perceived psychological contract fulfillment and attitudinal outcomes (OC, JS and EE) among employees?
- Up to what extent perceived employer branding is linked with attitudinal outcomes (OC, JS and EE)?
- What is the effect of perceived employer branding on perceived psychological contract fulfillment?
- Up to what extent perceived psychological contract fulfillment is linked with attitudinal outcomes?
- Does perceived psychological contract fulfillment act as mediator between perceived employer branding and attitudinal outcomes?

1.4 Research Objectives

To examine structural relationships between perceived employer branding and attitudinal outcomes (organizational commitment, employee engagement and job satisfaction) with intermediating mechanism of perceived psychological contract fulfillment?

Following are the sub-objectives of the study:

- To investigate the level of perceived employer branding, perceived psychological contract fulfillment and attitudinal outcomes (job satisfaction, employee engagement and organizational commitment).
- To investigate the relationship of perceived employer branding with attitudinal outcomes (job satisfaction, employee engagement and organizational commitment).
- To check the effect of perceived employer brand on perceived psychological contract fulfillment.
- To examine the influence of perceived psychological contract fulfillment on attitudinal outcomes.
- To examine the intermediating role of perceived psychological contract fulfillment between perceived employer branding and attitudinal outcomes of employees.
- **Secondary Objective:** To analyze the theory that integrates the variables of this research study to rationally explain perceived employer branding relative to attitudinal outcomes (job satisfaction, employee engagement and organizational commitment) by incorporating mechanism of perceived psychological contract fulfillment.

1.5 Research Gap along with Significance of Research

Regardless of the increased recognition of the employer branding concept, most of the research is only restricted to marketing literature. Recently the notion of branding is started to be explained in relevance to the field of 'Human Resource Management' for the existing and potential workforce (Edwards, 2009; Paul & Kanthimathi, 2017). Hence, a newly emerging

theory i.e. employer branding has more recently developed to provide a new framework in academic and practitioner settings particularly in the field of 'Human Resource' (Arasanmi & Krishna, 2019; Maheshwari et al., 2017; Martin, Beaumont, Doig, & Pate, 2005; Suryaprakash & Kumar, 2020). Branding concept was previously focusing on product brands or on corporate brands, however, in the recent era, this concept has been utilized in the field of human resource management (HRM) (Backhaus & Tikoo, 2004; Berthon, Ewing, & Hah, 2005; Saini, Rai, & Chaudhary, 2013). With reference to the human resource field, branding concept was used to make organizations as an employer of choice (Chhabra & Sharma, 2014; Maheshwari et al., 2017) and this concept was termed as employer branding. An organization can brand itself by creating economic value, social value, diversity value, development value, and reputation value of the organization (Schlager, Bodderas, Maas, & Luc Cachelin, 2011). In short, HR practices, including; good salary, and holidays (economic value); training and mentoring opportunities (development value); team spirit and relationships with others (social value); challenging and variety of tasks in a job (diversity value) and; reputation of organization in the eye of potential and existing workforce (reputation value), have been used to brand an organization to make it as an employer of choice (Berthon et al., 2005; Schlager et al., 2011). Earlier researches related to EB has been putting emphasis on checking its effect on recruitment & retention and hardly investigate about its impact on work related outcomes of personnel (Bhasin et al., 2019). Few sound contributions of this study are explained below:

- Very limited research was found on positive organizational behavior. Literature verifies that the main focus of former researches has largely been on negative outcomes (e.g., burnout, stress and turnover etc.) (Bussin & Mouton, 2019; Mohamad et al., 2018). Very little consideration is given on investigating the positive organizational behavior (Schaufeli & Bakker, 2004). This widespread trend of investigation related to negative outcomes can be simply exemplified by the evidence that publications ratio of negative versus positive job outcomes was 14:01 till 2000 (Myers, 2000). However, by emphasizing on these negative outcomes (such as, burnout, stress and employees turnover) previous researches suggests problem-solving coping strategy. Furthermore, highlighting these negative outcomes neglects, as well as, exploits the positive effects of outcomes in organizations. Therefore, contrary to the development and investigating on

problem-solving coping strategies, it is wise to identify the positive behavior at work. Further it is suggested that by putting focus on positive attitudinal outcomes, performance of the organization can be improved (Bakar, 2013; Dechawatanapaisal, 2018; Yalim & Mızrak, 2017). Additional to this, it was also observed that in the existing body of knowledge, breach of PC in relation to consequences of employment relationship is focused more (Raja, Johns, & Ntalianis, 2004; Rayton & Yalabik, 2014; Rousseau, 1995); rather than putting focus on positive side of this contract i.e. psychological contract fulfillment (PCF), in spite of the fact that it acts as a key factor that can predict employees' behavioral and attitudinal outcomes (Rayton, Brammer, & Millington, 2015). Therefore, this research has contributed in the positive organizational behavior literature by examining the variety of HR practices which make an organization a brand and enhance the level of job satisfaction, commitment and engagement among personnel via fulfilling the psychological contract i.e. PCF.

- Additionally, the popularity of employer branding and employee engagement concepts that identified research gap raised numerous questions for the scholars because today's challenge is not only to retain the talented and skillful employees but also to engage them at their full potential, capture their hearts and minds in every phase of their work life cycle (Kashyap & Chaudhary, 2019; Kaye & Jordan-Evans, 2003). Further, it might be noticed after critically reviewing past literature that only limited empirical research is available that testify the relationship of employer branding construct with employee engagement attitude (Davies, Mete, & Whelan, 2018). The significance of engaging current employees and making them more satisfied and committed in order to achieve firms' objectives and become successful is important to be explored within the context of employer brand (Schulte, 2010; Stariņeca & Voronchuk, 2014; Yalim & Mızrak, 2017). Research conducted by Kunerth and Mosley (2011) investigated the degree to which the practice of employer branding can be used to provide support for creating internal employees engagement; they believed that to invest in making an organization a brand is a wise investment of the firm, that has the ability to remarkably improve the retention and engagement level of firm's key talent. However, limitation of this study is that, it is only case study approach and neglects the aspect of satisfaction and commitment in this context. But important to note is that they incorporate the factors, which make an

organization a brand (Kunerth & Mosley, 2011). This study is important starting point for extension in present research and takes it further towards attitudinal outcomes. It is also reliable to be considered as it is published in 'Strategic HR Review' in Emerald. More specifically, studies found on employer brand relate this concept to variety of organizational level outcomes e.g. talent retention and its attraction (Arasanmi & Krishna, 2019; Sharma, Singh, & Rana, 2019), organizational prestige (Uen, Ahlstrom, Chen, & Liu, 2015), recruitment performance (Khalid & Tariq, 2015), turnover intentions (Kashyap & Verma, 2018), and absenteeism rate (De Stobbeleir et al., 2018), etc. but research on outcomes of perceived employer brand in terms of attitudes is very recent and rare. Moreover, Schulte (2010) also highlight that strategy of employer brand yields different facets and types of the psychological constructs, like employee commitment and their engagement within an organization, that are especially critical to be evaluated in the employment life cycle.

- Another significant theoretical contribution of this research in literature is established by empirical testifying an intermediary mechanism of psychological contract fulfillment between perceived employer brand and attitudinal outcomes. This contribution is due to the fact that intermediating mechanism of psychological contract fulfillment between perceived employer brand and attitudinal outcomes (employee's engagement, satisfaction and commitment) of employees' remains a black box and untested (Bhatnagar & Biswas, 2010; Latorre, Guest, Ramos, & Gracia, 2016; Lelono & Martdianty, 2013; Markos & Sridevi, 2010). This mediational mechanism is supported and can be clarified by the theory of psychological contract i.e. PCT (BusinessBalls, 2019; Ruchika & Prasad, 2017; Van der Vaart, Linde, De Beer, & Cockeran, 2015). Although few researches putting more emphasis on the link between employer brand and attitudinal outcomes such as with employee engagement (Hashim & Nor, 2018; Markos & Sridevi, 2010; Schulte, 2010), job satisfaction (Devasagayam et al., 2010; Fasih et al., 2019; Schulte, 2010) and organizational commitment (Helm, 2011; Lelono & Martdianty, 2013). Majumder (2017) explains the importance and necessity to give attention towards perceived employer brand, which take a deep delve into the notion of a psychological contract fulfillment (Bhatnagar & Biswas, 2010; Quratulain, Khan, Crawshaw, Arain, & Hameed, 2018).

Therefore, psychological contract is considered to mediate the mechanism of employer branding and attitudinal outcomes relationship.

- Several researchers agreed on same point of inadequate research on employer branding with respect to current employees and therefore identify a gap (Backhaus & Tikoo, 2004; Mohamad et al., 2018; Priyadarshi, 2011; Schulte, 2010). Variety of the researches on EB only emphasize towards the attractiveness of a business firm for their potential employees and on recruitment practice of HR (Arasanmi & Krishna, 2019; Schulte, 2010) while ignoring its implications for current employees (Davies, 2008; Schlager et al., 2011). Most of the research studies highlighted in past, that employer branding strategy is primarily intended to promote an organization as an employer brand for its potential applicants; however, these research studies do not evaluate implications of this strategy for the business firms current workforce (Foster, Punjaisri, & Cheng, 2010). Hence, there is dearth of research on employer brand with respect to current and retained employees (Kashyap & Verma, 2018; Tulasi & Hanumantha, 2012). This gap can also be supported by the saying of Rosethorn (2009), who said, “It has been too much about recruitment and not enough about life beyond on-boarding”. Moreover, bundle of researches on employer branding have been conducted with reference to potential employees, but in reality, their views might be misleading, it is because they don’t have any professional work experience. Therefore, results and thoughts found for potential employees cannot be applied in the context of current workforce (Mohamad et al., 2018). Hence, this research is also significantly explaining the model of this research with reference to current employees.
- In addition to this, this research also provides a sound theoretical justification for the model of employer branding in relation to attitudinal outcomes, due to the fact that theory development is on initial stages on the employer branding construct, particularly in relation to satisfaction, engagement and commitment of existing personnel in the firm by creating psychological contract (Backhaus & Tikoo, 2004; Theurer, Tumasjan, Welpe, & Lievens, 2018). Therefore, this research is significant due to its ability to explain the model under study by linking it and extending the concept of resource based view and psychological contract theory.

- Most importantly, employer branding with reference to its influence on attitudinal outcomes including satisfaction and commitment, particularly employee engagement has been studied mostly in Western culture and context (Backhaus & Tikoo, 2004; Punjaisri & Wilson, 2011; Schlager et al., 2011; Sharma & Prasad, 2018; Theurer et al., 2018). And now it is required to investigate the usefulness of these western concepts (like employer branding and employee engagement) according to the developing nation context (Backhaus, 2016) such as in Asia and particularly in Pakistani context (Fasih et al., 2019; Ilyas, Shaari, & Alshuaibi, 2018; Khalid & Tariq, 2015). Khalid and Tariq (2015) identify few theories that are being used in literature such as signaling theory, resource based view, psychological contract theory, equity theory etc. but most of these models for which theoretical lenses were described in literature belongs to western context (Priyadarshi, 2011; Schlager et al., 2011; Schulte, 2010; Theurer et al., 2018; Uthayasuriyan & Vijayalakshmi, 2015). Only limited amount of empirical studies related to the proposed model of study have been conducted in pakistani context till yet (Ashraf et al., 2011; Khan & Naseem, 2015; Saeed et al., 2013). Therefore, there is a need to investigate the cross-contextual generalizability of these practices to make employer a choice for everyone and to take benefit of positive attitudes of employees by developing implicit contract of psychological nature between an employer and its personnel. As it is important to be noted that, for progress, a developing country needs to adapt its business, economic and human resource environments according to the useful and implementable western practices and strategies (Bakar, 2013; Santos et al., 2019). Hence, this study exhibit important practical contribution's that are very beneficial for the developing nation's HR departments, government and policy-makers by letting them know that how they could, satisfy, engage and commit their workforce by making organizations a brand.
- This dissertation is therefore, distinctive and also ground breaking because the proposed model is being surveyed in the Pakistani context (a developing nation) where organizations are investing less in HR activities to be a brand and to build reputation in the market (Ahmad, 2016; Fasih et al., 2019). It is described by Dr. Salman Shah, (Pakistan's former finance Minister) that Pakistan is ranked 145 out of 189 countries in the 'Human Development Index' (Ahmad, 2016). Therefore, Pakistan needs to improve its HR activities. Hence, it is postulated that practitioners can use the results of this

dissertation to build their reputations in the minds of internal customers (i.e. current workforce) and potential employees. Moreover, the model developed under this study can be used by other companies working in telecom sector of Pakistan as a way to be competitive. Other Institutions of similar nature in the region, which may have some problems regarding the employee's engagement, satisfaction and commitment, can learn from this research that what strategies should be adopted and what shouldn't be.

- Moreover, to be specific in defining implication of this study, the first beneficiary of this study is Telecom sector of Pakistan from where data is gathered. This sector has emerged as a major contributor in the growth of Pakistani economy (Harianawala & Aziz, 2017; Samaa-TV, 2015). Many researches have been conducted on employer branding in many different sectors such as in banking (Aslam, 2015b), education (Baloch & Awan, 2012) and retail (Itam & Singh, 2017). But very few researches have been found on employer branding in the telecom sector (Ashraf et al., 2011). Moreover, it was also found by Saeed et al. (2013) that telecom sector is facing challenges in retaining its employees but current level of personnel satisfaction, commitment and engagement in telecom sector is being ignored (Priyadarshi, 2011; Schulte, 2010; Sirivastava, 2017). Therefore, it is anticipated that the results of this dissertation will enable them to recognize the role of employer branding in increasing employee's engagement, satisfaction and commitment by creating expected employment relationship.
- This study is also beneficial for the institutions, policy makers, managers, heads who work in telecom sector of Pakistan and all around the globe to get better understanding of such issues like employer branding as an HR topic and engagement of existing employees through creating firm a brand as well as employer of choice. Understanding of such issues can help them to develop those strategies, which will lead towards increasing the level of current employee's satisfaction, commitment and engagement, which ultimately helps to retain skilled workforce. Hence, this research study has vital role in contributing towards practice as well along with academic perspectives.

1.6 Delimitation

Research studies often need to delimit its scope, as it will facilitate the researcher to produce more accurate knowledge as a result of research. Delimitations are basically inclusionary or exclusionary decisions that a researcher has to take for conducting research with more precision (Eshoj, 2012; Isaac & Michael, 1995). Hence, the scope of this research is delimited in the following ways:

First, the concept of perceived employer branding is applicable on both internal and external context; hence it is related with both categories of employee's i.e. potential and current (Arasanmi & Krishna, 2019; Mohamad et al., 2018; Oliveira et al., 2019). However, according to the purpose of this investigation, it is primarily anchored with the internal practices of employer branding. Moreover, this internal focus as stated above, obviously affects the choice of scholars quoted and application of theory within this dissertation. Although EB strategy is relatively new research area, therefore, academic research and theoretical development within this context is limited, but has gain popularity in this modern era (Davies et al., 2018; Oliveira et al., 2019). To fulfill the purpose of this dissertation, most often cited authors findings have been included in this investigation; such as, Backhaus and Tikoo (2004), Backhaus (2016), Punjaisri and Wilson (2017), Priyadarshi (2011), Schlager et al. (2011), and Schulte (2010), it is because, their researches comprehend the complexity of this new construct i.e. perceived employer brand.

Therefore, this research focuses on only internal aspects of employer branding in examining the dependent variables; i.e. attitudinal outcomes (including satisfaction, engagement and commitment) among current employees. Thus, it strongly emphasize on EB construct as a means of anticipating and especially, fulfilling employees psychological contract and enhancing positive attitudinal outcomes of current employees, while excluding external effects of employer branding construct on these variables.

Likewise, the psychological contract is also a vast field of study that can be surveyed from both perspectives i.e. from internal as well as external point of view (Eshoj, 2012). But,

according to the scope of this dissertation, the psychological contract is examined with the perspective of its internal implications. Internal perspective is applied, because this dissertation examines the psychological contract construct as a filter for processing of information in relevance to the employment relationship between an employer and its personnel that lead towards building positive attitudes and behaviors from the context of current workforce (Chaubey, Thapliyal, & Bisht, 2015). Furthermore, due to limiting the scope of psychological contract theory towards its internal implications, this dissertation focuses on the fulfillment of this contract between an employer and its employees.

Third, this thesis especially sets out to investigate the effect of perceived EB on the fulfillment of the psychological contract that can ultimately produce positive attitudes among employees of telecom sector. Nonetheless, investigation on employer branding practices is too broad to be examined without putting certain constraints, thus, to generate feasible research findings it's better to narrow down the scope of research to some extent. Therefore, investigation to fulfill the purpose of this study is based on cellular service providing companies which put its emphasis largely on employer branding practices towards their existing workforce.

Lastly, the segment "existing employees" is narrowed down to those employees who are working on permanent basis and have experience of almost two years in their current organization. This criterion is chosen for the reason that, they are the individuals who are most likely to be affected by or observe the employer branding practices implemented within their own organization. Furthermore, the fulfillment of their psychological contract is not based on unrealistic information available through marketing campaigns. Rather, this segment actually have previous experiences for minimum two years and they can actually provide true data regarding the effect of their fulfillment of psychological contract towards creation of their attitudes that can ultimately provide advantage or disadvantage to their current employer. Hence, this targeted population is most appropriate, as, restricting research to only this segment will help in producing appropriate results that how employer branding leads towards fulfillment of the psychological contract and produce desired attitudes among current workforce.

1.7 Definition of Key Constructs

1.7.1 Perceived Employer Brand

Employer branding means “a firm’s efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer” (Backhaus & Tikoo, 2004). Additionally, employer branding is a newer strategy in HR, related to current and prospective personnel which applies the rules of branding adopted from principles of marketing (Edwards, 2009). Schlager et al. (2011) worked on employer brand and extended the model of Berthon et al. (2005). Schlager et al. (2011) defines that there are five dimensions of perceived employer brand i.e. *a*) economic value - EV, *b*) development value - DV, *c*) social value - SV, *d*) diversity value - DTV and; *e*) reputation value - RV. These dimensions of employer brand have been adopted for this research in order to operationalize the concept of perceived employer brand.

1.7.2 Perceived Psychological Contract Fulfillment

Psychological contract refer to “the employee’s perceptions about the nature of the relationship with the organization” (Rousseau, 1995). Especially, psychological contract fulfillment is an individual level construct and is defined from the perspective of an employee’s evaluation of an employer (Moore, 2014).

1.7.3 Employee Engagement

Employee engagement represents ‘an attitude of employee towards his/her work in an organization. This attitude exhibits the feelings of dedication, vigor and absorption, as well as, show cognitive appraisals of employee psychological empowerment. Additionally an employee is motivated to perform both roles of his/her job (i.e. in role and extra role), for achieving organizational goals (Witemeyer, 2013). More specifically, (Saks, 2006) stated that employee engagement is specific to the role that an employee perform with respect to its job and his/her organization.

1.7.4 Job Satisfaction

“The extent to which individuals are satisfied with their jobs or how they feel about different aspects of their jobs” is termed as Job satisfaction (Agho, Mueller, & Price, 1993; Cranny, Smith, & Stone, 1992). According to Weiss, Dawis, and England (1967), job satisfaction comprised on five dimensions such as; pay, job itself, promotional opportunity, coworkers relation and supervision (Emami, Moradi, Idrus, & Almutairi, 2012). Furthermore, JS can be describes as intrinsic and extrinsic satisfaction (Spector, 1997). Intrinsic component of JS related with personnel feelings regarding the nature of tasks on their job (such as, chance to work alnoe, freedom to work, praise, feeling of accomplishment, chance to use onces abilities, etc.). whereas, extrinsic component is related with personnel feelings about different aspects of job that are external to work (such as, pay, policies, promotion, coworkers support etc.) (Spector, 1997). Consistent with these definitions, job satisfaction construct is operationalized for this particular research.

1.7.5 Organizational Commitment

Organizational commitment is explained as a workers dependence and his/her sense of identity with their organization (Allameh, Amiri, & Asadi, 2011). Whereas, Meyer and Allen (1991) develop a three component model which explains the three types of commitment as a) affective, b) continuance, and; c) normative commitment. Meyer and Allen (1991) also states that “commitment, as a psychological state, has at least three separable components reflecting (a) a desire (affective commitment), (b) a need (continuance commitment), and (c) an obligation (normative commitment) to maintain employment in an organization”.

1.8 Personal Interest in the Topic

The reason to choose this topic has been discussed in detail while writing about gap and significance of this study but another major reason behind this selected topic is my personal interest. I am a working lady and serving as a teacher with specialization in human resource

management. While teaching strategic human resource management subject, employer-branding topic was found as a strategic choice adopted by various companies. Therefore, my interest has been developed to find the effect of this strategic choice in relation to HRM practices i.e. employer branding on current workforce attitudes. Hence, this provides me an opportunity to understand the phenomenon in detail along with the presentation of such a beneficial practical model for the business organizations.

1.9 Organization of the Remaining Chapters

This study contains 6 chapters. Explanation about the organization of these chapters is given below:

Chapter one presents introduction which is comprised on statement of problem, purpose statement, research questions, research objectives and significance along with the gap, proposed conceptual framework, hypothetical statements, definitions of key constructs and personal interest in the particular topic.

Chapter two consists of five sections. Section 2.1 comprises overview and background of telecommunication sector in Pakistan and; also highlight the importance of employer branding for telecom sector. Section 2.2 explains about the variables of this research. Section 2.3 describes about the relationship mechanism of perceived employer brand and attitudinal outcomes with mediating mechanism of perceived psychological contract. Section 2.4 provides explanation about the theoretical framework for this study. Finally, section 2.5 elaborates: a) a proposed conceptual framework for the perceived employer brand-attitudinal outcomes relationship, and b) hypothesis of this investigation.

Chapter three is comprised on 6 sections: a) philosophy of the Research, b) explanation about population and sampling, c) instrument of the study, d) validity and reliability of instrument via pilot testing, e) data collection procedure, and f) results through data analysis. The first part (3.1) gives overview of the research paradigms (positivism, interpretivism and

pragmatism) and philosophical assumptions of research paradigm. It also describes the philosophy of this research study. The second part (3.2) explains about the population and sampling procedures along with its rationale. The third section (3.3) explains the instrumentation section of this research in which it highlights the operationalization of each variable used in study. The fourth part of this chapter (3.4) establishes the criterion of goodness i.e. validity and reliability of the instrument utilized in this dissertation through pilot testing. The fifth section (3.5) elaborate about the data collection procedure and finally, the last segment (3.6) describes regarding the statistical methods used in this dissertation, in order to verify the proposed hypotheses and model of this research.

Chapter four offers comprehensive details of the findings drawn from quantitative data through filed survey from employees of cellular service providers. It is described into six main steps. At first step (4.1) data screening is performed. Second part (4.2) explains about the demographic characteristics of the respondents. 3rd part (4.3) deals with measurement model, that explains about the validity and reliability of the tool used for collecting data. In this part, validity section is comprised on both types of factor analysis, i.e. 1) exploratory factor analysis and; 2) confirmatory factor analysis. Section 4.4 discusses about the common method bias, which is followed by correlational analysis in section 4.5. Lastly, section 4.6 provides complete analyses the findings relating to direct and mediational hypothesis.

Chapter 5 describes about the findings of this dissertation in relevance to the primary main and sub-research objectives and also discusses the secondary research objective by providing the explanation of the findings using the RBV and PCT lens.

Chapter six draws major conclusions by providing summary of the findings of this study along with methodological, practical and theoretical contribution of current study. The limitations and future research areas relevant to this research is given just after the section describing about the contribution of current research. Lastly, few recommendations have been added along with the concluding remarks.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Employer branding, with the perspective of HR field, is a new and very famous topic of today's life of organizations including companies of all sizes working in different countries and culture (Figurska & Matuska, 2013; Shabanabi & Kesavaraj, 2019). The academic interest in examination about the effect of EB on attitudinal outcomes in professional organizations has increased remarkably (Helm, 2011). Yet, slight attention has been given in past researches towards such type of research studies in telecom sector and especially in Pakistan (Ashraf et al., 2011). Therefore, in the light of previous body of knowledge, it has been recognized that more investigation is required on employer branding and attitudinal outcomes of employees by checking mediational function of psychological contract fulfillment (Priyadarshi, 2011; Schulte, 2010; Sirivastava, 2017). To this end, this dissertation integrated the theoretical lenses of "Resource based view" and "Psychological contract theory" to explain the proposed model of this research.

Chapter 2 of this dissertation is segregated into following portions. First section is comprised on overview and background of telecommunication sector in Pakistan and; also highlight the importance of employer branding for telecom sector. Section 2.3 explains about the variables of this research. Including explanation about the perceived employer brand; attitudinal outcomes at individual level (i.e. job satisfaction, employee engagement and organizational commitment), and; mediating variable i.e. perceived psychological contract. Section 2.4 explains the relationship mechanism of perceived employer brand and attitudinal outcomes. This section also involves the discussion on "black box" enlightening about the mediating mechanism of perceived psychological contract.

Section 2.5 provides explanation about the theoretical framework for this study. In this section, dominant theories previously used for explaining employer branding has been highlighted. Afterwards, the theoretical framework (comprising of RBV and Psychological

Contract theory) that acts as a lens of proposed model is discussed. Finally, last part of this chapter presents: a) a proposed model of this research for the perceived employer brand-attitudinal outcomes via PCF, and b) hypothesis of the study.

The Literature map of Figure 2.1 gives a graphical view about the arrangement of this chapter.

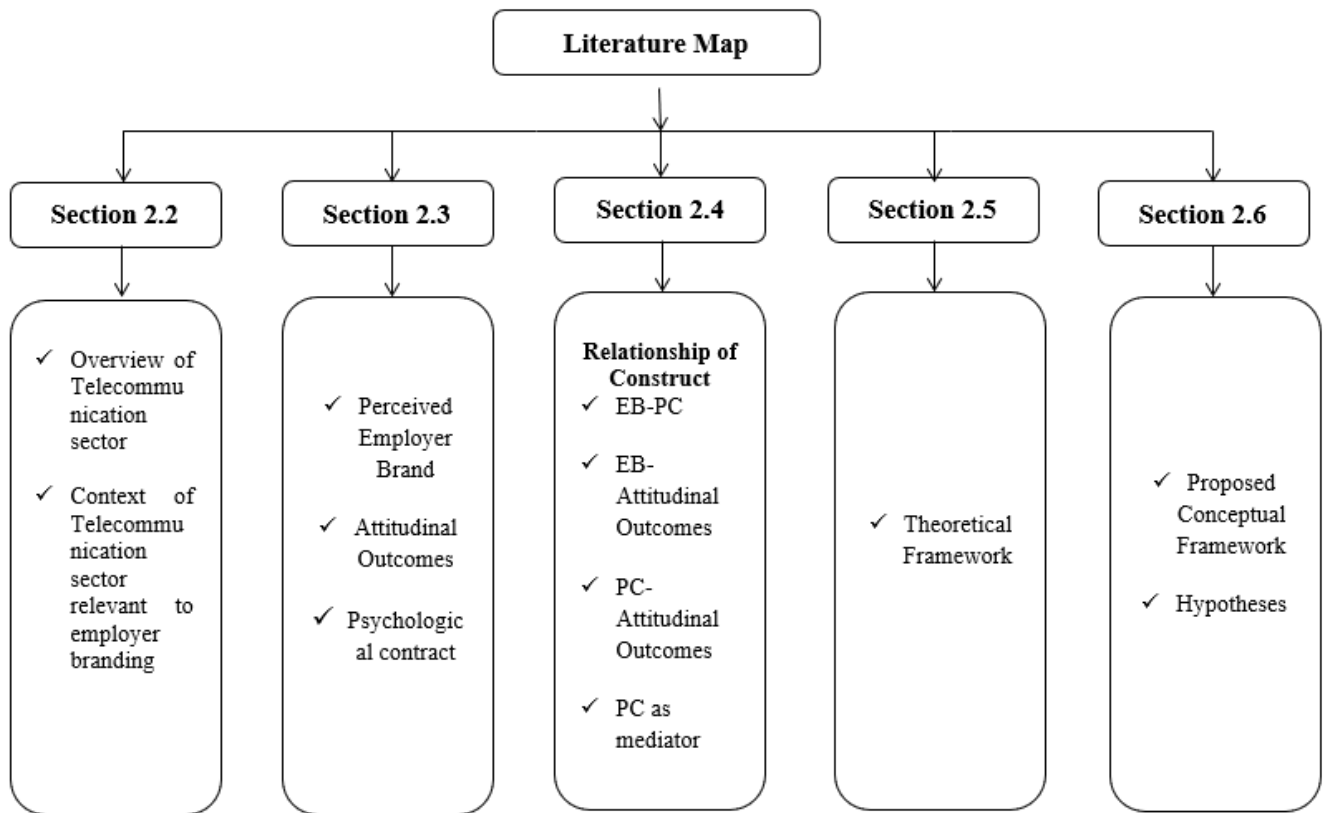


Figure 2.1: Literature Map

2.2 The Context

2.2.1 Overview of Telecommunication Sector

The ever-growing sector of Pakistan's economy is Telecommunication sector. An anticipated figure for cellular users is more than 100 Million and this sector directly or indirectly employs roughly 1.36 Million people (Harianawala & Aziz, 2017). A significant amount is also added by this sector in gross domestic product (GDP). Ministry of Information Technology and Telecommunications (MoIT) has projected that by 2025 this contribution of telecom sector will be increased up to 1.4% of Pakistan's 'Gross Domestic Product' (GDP) (Samaa-TV, 2015). During the last decades this sector added considerable fiscal, economic and social payback to Pakistan (Imtiaz, Khan, & Shakir, 2015).

Its subscriber rate is increasing day-by-day and jumped from 0.3 million to 137.7 million within six years in 1994 to 2000. Every year the number of subscribers is increasing. Moreover, Pakistan telecom has reported that the subscriber of telecom sector had reached to 95 million (Malik et al., 2012). Its teledensity also rose from 22% to 75.6% in 2005-06 (PTA, 2014). This sector has key contribution in the growth of economy. Moreover, importance of these cellular service providing companies can also be seen by estimating that out of 200,149,087 current population of Pakistan based on the latest United Nations estimates till Tuesday, May 1, 2018 (Worldometers, 2018); 139, 758,116 individuals are cellular mobile subscribers (PTA, 2017). These statistics show that this sector has huge importance and has distinguished existence. During last few years Pakistan has captivated increased amount of foreign direct investment. It was approximately more than USD 7.14 billion in 2003-12 (PTA, 2013). According to annual report of PTA (2017) FDI inflow in telecom during FY 2016-17 was estimated to be 116.4 US \$ million. These investments in turn, create thousands of jobs and also generate revenue of \$29.62 billion (PTA, 2013). This sector is also among highest contributors in the national exchequer Pakistan and it appears as a highest payer. National Exchequer earns Rs.124 billion from Pakistan telecom in the fiscal year 2012–13. Further, Federal Board of Revenue (FBR) collected Rs. 57.78 billion from this sector only in the form of General Sales Tax (GST). Telecom

operators paid a big amount of Rs. 53.52 billion in the form of withholding taxes, duties, fees etc. Pakistan telecom also contribute Rs.6.8 billion in national exchequer till march, 2013 after collecting from operators; while under Activation Tax head this sector contribute Rs.7.52 billion (PTA, 2013).

According to Imtiaz et al. (2015) the main reasons behind this outstanding development are:

- Privatization of ‘Pakistan Telecom’ into PTCL.
- Increased investments of cellular corporations; like, China Mobile, Telenor and Warid.

According to international survey, many areas of Pakistan have business potential that is yet unmet; and create Pakistan as an attractive market for investment. Therefore, an opportunity exists for banks, telecom and other content service providers to introduce modern technologies like 3G services and some other online banking in Pakistan (Malik, Chaudhry, & Abbas, 2009; Yusufzai, 2019). After the commercial promotion of 3G and 4G services, at least one million subscriptions are increased each month for 3G and 4G. During 2014-15, after the introducing next generation mobile services, telecom sector reached at new heights of success (Samaa-TV, 2015).

2.2.2 Context of Telecom Sector related to Employer Branding

Existing body of knowledge on employer branding focused on several sectors such as banking (Aslam, 2015b), education (Baloch & Awan, 2012), retail (Itam & Singh, 2017) and telecommunications (Ashraf et al., 2011) etc. To fulfill the aim of this study, telecommunication sector and particularly mobile service providing companies has been chosen. In Pakistan five cellular service providing companies are working in telecom sector, namely Ufone, Mobilink, Zong, Telenor and Warid. Mobilink and warid merge their operations and became one entity; moreover, it was officially announced by Mobilink in 2017 that Jazz will be used as a brand name after its merger with warid in the late 2015 (Junaidi, 2017).

Pakistan Telecom sector has recognized the significance of employer branding to cope the challenges of recent era (Ashraf et al., 2011). Companies working in this sector are practicing the employer branding practices. Such as, it was found that Telenor has received 4th rank in survey of “Most Preferred Graduate Employer 2008”. Telenor Pakistan has also received PSHRM HR Excellence Award in the year 2008 for making their employees as HR Initiators (Telenor, 2009). Haroon Waheed, President of the PSHRM (Pakistan Society of Human Resource Management), stated that, “PSHRM HR Awards have been awarded in the hope that more and more companies involve in innovative and leading HR practices with the objective to become employer of choice and in doing so, it would help the advancement of Human Resource Management filed in Pakistan” (Waheed, 2010). Whereas, Telenor Pakistan was awarded as “PSHRM Best Place to Work” in the year 2010. Telenor Pakistan Pvt. Ltd. has also received 3rd rank as “Most Preferred Graduate Employer 2011” (keijzer, 2011). Telenor has also advertise the vacancy for the position of manager to work on employer branding named as “Manager Talent Sourcing & Employer Branding” (Telenor, 2014). Moreover, according to ROZEE.PK’s latest “top employers ranking report”, Telenor Pakistan achieved a central position after winning top employer award in overall telecom sector (Khan, 2013). Pakistan telecom again win higher ranking award in 2014 due to some main features (HR practices), such as: rewards and profits, brand icon, career enlargement, better work environment and community base responsibility (Ayub, 2015).

Mobilink also acknowledge the fact that employer branding practices are important and to obtain an engaged and satisfied workforce, employer should keep a check on the needs and demands of its workforce. Once these needs are met there is a high probability that the employer and employee relation gets stronger resulting in a collaborative success ("Mobilink Careers Blog," 2016). Moreover, it is imperative to be noted that telenor stands 1st with highest vote (more than half of the weighted votes) and mobilink stands at the 2nd position with 33% votes and ufone attain 3rd highest position which is preferred by the respondents of the survey about ranking employers of telecom sector (Khan, 2013). However, in another survey, it has been reported that most people considered ‘Telenor’ with the best work culture, whereas, Mobilink and Ufone were voted by respondents for career growth and brand image respectively (Anjum, 2017). It is also noted that in employer brand image, Ufone and Telenor were rated in closed

proximity (Baloch & Awan, 2012). The 4th participant of telecommunication sector i.e. Zong, is also facilitating its current workforce with variety of its HR practices and is considered as an employer of choice (Marwat, 2013). In short, each company working in telecom sector doing some practices relevant to employer branding at their best. Therefore, this sector can be a best possible fit for the model of this study.

2.3 Variables of Research

2.3.1 Perceived Employer Brand

Simple concept of branding is recognized as a famous strategy in business dictionary from many years (Härkönen, 2015). But more specifically, employer brand (EB) construct has been emerging as a strategic concept for the past 2 decades (Kuchеров, Zamulin, & Tsybova, 2019). To be a ‘Brand’ is one of a most valuable resource for any organization (Dawson, 2013). Philosophy of employer branding is generally linked with the creation of a unique and differentiating perception and reputation in the mind of existing and potential workforce that a company, keeping other things constant, is a “great place to work” (Ewing, Pitt, De Bussy, & Berthon, 2002). Though, there are several explanations of branding, but one thing among all these explanations remains constant, i.e. “branding is everything a company does” (Sounio, 2010). Branding is not recognized only by its existence, rather, it required to be sustained constantly (Härkönen, 2015).

Furthermore, usually it is recognized that EB model is grounded on the branding principles (Rosethorn, 2009). Primarily, a brand is “a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors” (Jones, Willness, & Madey, 2014; Macey & Schneider, 2008). Synonymously, it can be said that a combination of feelings, perceptions, impressions, attitudes and beliefs towards a company is known as brand (Hsieh, 2004). Moreover, at first, brands were used to distinguish products but with the passing of time it has been used for differentiating the individuals, groups, places and organizations (Peter,

1999). Such as, Barrow and Mosley (2011) argue that company's image and employers' personality is used as a base to target the employer of one's own choice. Moreover, brands act as a motivator for existing employees and also build emotional attachment between an employee and its employer. According to Ambler and Barrow (1996), EB strategy is composed by the amalgamation of different kinds of benefits and HR practices which create a joining and growth culture of an organization. Moreover, Ambler and Barrow (1996) explains EB in the form of those benefits that an organization gain i.e. "the package of functional, economic and psychological benefits provided by employment and identified with the employing company".

Edwards (2009) also explained that it's a firm's own characteristic that distinguish it from all other competitors in the marketplace. Moreover, this newer concept of strategic HR i.e. employer branding is applied to HR field, where instead of a product to be branded; it's an organization which itself is branded by shaping employment experiences (Edwards, 2009). The assumption behind is that, 'by carefully managing the employment experiences would help to create influence and value for the organization'. Additionally, supporting evidence was traced in the study of Backhaus & Tikoo (2004) that employment experiences rooted in organizational practices and also argue that employer branding differentiate firm's characteristics against their competitors (Backhaus & Tikoo, 2004). As well as, "the employment brand highlights the unique aspects of the firm's employment offerings or environment" (p. 502). Previously defined definition explains that employment experience does not only mean "employment offering", rather it means that it is explicitly offered to the potential as well as to the current workforce of an organization (Edwards, 2009).

When an employee used an employer product they do not have employment experience and may not be completely satisfied. Therefore, employer branding provide unique employment experience by providing information about the specialty in a product along with the sum of tangible and intangible benefits and rewards offered by an organization to its employees. Over and above this, main part of employer branding involves the classification of type of organization, its main character such as overall organizational structure, its principle and values and underlying mechanism for its smooth operations. As Martin and Beaumont (2003) argue that EB revolves around the image of a company that is built in the eyes of its competitors and

workforce. Dell, Ainspan, Bodenber, Troy, and Hickey (2001) clearly explain that organizations can be identified as an EOC by adopting the EB philosophy. Moreover, awareness can be created among the employees about the uniqueness of an organization including its structure, values, rules and how organization attract, inspire and retain its employees.

To differentiate employment offering from all others is a need of hour for every organization. Therefore, it is suggested by Vilas (2016) that employer-branding philosophy can be utilized to provide explicit knowledge about this organization precious quality and characteristics. Few authors link the employer branding philosophy to the value proposition (Martin, 2008); employee-employer value proposition (Barrow & Mosley, 2011) or to the unique organizational value proposition (Maxwell & Knox, 2009). This value proposition simply represents the amalgamation of the types of reward and/or benefits received along with the advantages given to the workforce. Moreover, it also includes characteristics and attributes along with organizational values that will help to explain the ‘EB value proposition’ (Martin, 2008).

Most importantly, once the “offering” of a firm/ company is recognized, it is then communicated; because of the fact that EB have a tendency to involve wide-ranging communication campaign. It is also argued by Lloyd (2002) that EB is “sum of a company’s efforts to communicate to existing and prospective staff that it is a desirable place to work” (Berthon et al., 2005). In short, after critically evaluating the previous literature available till to date, it is evident that choice of the employer differs on the basis of rewards, career growth, brand image, organizational values and particular benefits that an employee receive while working in a particular organization. Therefore main role of branding is to provide the particular experience to the employees currently retained in workforce.

2.3.1.1 Employer branding as HR Activity

Now-a-days, there is increased level of competition in the working environment. To tackle with this competitive environment, EB is emerging rapidly in practice of business world, as a long-standing human and organizational resource approach to present the solution for

attraction and retention of talented work force (Shabanabi & Kesavaraj, 2019). The concept of employer branding also complement the HR practices to make this field as a strategic partner for the organization. Existing workforce of any organization is the most valuable, transparent and authentic source for any outsider and for all the stakeholders of respective organization regarding internal state of affairs of this firm (Biswas & Chaudhuri, 2018). According to Edwards (2009) an organization can brand it self through HR activities to retain its current and potential workforce by utilizing the marketing principles. Therefore, efforts has been made by researchers towards providing a new theoretical base to build theoretical lenses of employer brand in relation to human resource field (Martin et al., 2005). Branding was mostly used for the product development as well as for the corporate brands but it can be utilized in the field of ‘Human Resource Management’ (Backhaus & Tikoo, 2004; Berthon et al., 2005; Ewing et al., 2002; Hulberg, 2006; Ito, Brotheridge, & McFarland, 2013; Saini et al., 2013).

Three terms i.e. employer brand, corporate brand and product brand seen to be similar but there is difference. Mostly exterior audience is targeted by product and corporate brands while both internal and external audience is targeted by employer brand (Saini et al., 2013). Employer brand basically represents organizational identity and also inclined towards providing the employment experiences (Wallace, de Chernatony, & Buil, 2013). Hence, several organizations utilize employer-branding philosophy; not only for the purpose of attracting the recruits i.e. potential employees but also for engaging current workforce in the culture and strategy of the organization (Khalid & Tariq, 2015).

Similarly, it was suggested that employers’ identity is established by the philosophy of employer brand. It covers the firms’ policies, value system and behaviors for the purpose of attracting potential pool of applicants, motivating and retaining the current workforce (Sparrow & Otaye-Ebede, 2014). Furthermore, one study elaborated that it is the organizational characteristics (including attractive remuneration, organizational attractiveness, growth opportunities, good relationships; corporate image and its recognition) that make any organization an employer of choice among prospective and its existing workforce (Bellou, Chaniotakis, Kehagias, & Rigopoulou, 2015).

According to Sokro (2012) branding an organization can be done by reflecting its reputation in the eyes of stakeholders as a comfortable place to work. However, it was emphasized by Ewing et al. (2002) that employer branding concept arise due to the evolution of knowledge-based economy in which shortage of knowledge workers is often experienced by organizations (Biswas & Suar, 2016; Cable & Turban, 2001; Edwards, 2009; Elving, Westhoff, Meeusen, & Schoonderbeek, 2013). However, previously available literature on EB with reference to HR field defines that it is a triad process.

- At first, it includes the formation and maintenance of value proposition to be an employer of choice
- Second step is to use information related to culture of organization, style of its management, characteristics of existing personnel, reputation of a good or any service, and existing reputation of an employer.
- Third, message of this value creation is communicated to employees to let them know what is offered by organization to its employees (Cable & Turban, 2001; Davis, Golicic, & Marquardt, 2008; Mokina, 2014).

2.3.1.1.1 Conceptual Framework of Perceived Employer Brand

Usually, the term branding used for external stakeholders, which is required to develop value proposition and promote its offerings for the potential pool of applicants, placement counselors and employing agencies (Nolan, Gohlke, Gilmore, & Rosiello, 2013). External marketing is not only a way to increase and support the product of an employer or its corporate brands, rather it also promote employment offerings as a way to attract a pool of prospective applicants and retain its existing workforce (Schlager et al., 2011). However, it is essential to align all the aspects of branding in order to be strategically aligned and to build the image of being employer of choice (Nolan et al., 2013; Sharma & Kamalanabhan, 2012).

Noteworthy findings on employer branding is that the recent branding efforts were devoted towards the increase of brand loyalty between an employer and its employees

(Devasagayam et al., 2010). Therefore, besides the external marketing, internal promotion is an imperative need of a firm because it shows a significant role in attaining those goals that are essential to be achieved for ensuring company's success (Frook, 2001). It is also a noteworthy finding that this internal promotion of a brand can be seen within the structure of many corporate giant such as Cisco, Ernst & Young, Standard Register (Boone, 2000), Miller Brewing, BASF (Buss, 2002), Nike, Sears, IBM, BP and Southwest (D'Innocenzo, 2002). Consequently, internal branding is "the process of engaging employees in the branding process, which enables them to more successfully represent the brand's qualities to outside constituents" (Keller, Parameswaran, & Jacob, 2011). Hence, in development of image of being as an employer brand, current employees play a vital role (Maxwell & Knox, 2009).

After globalization, organizations have a pressure of speed and efficiency, due to which they have to put their efforts for the development of employer brand. Employer branding proposed a lot of benefits like cost-effective use of resources, increased number of unsolicited and talented candidates, reduced lay-offs, greater levels of job satisfaction, committed potential personnel and higher levels of OC (Collins & Stevens, 2002; Riordan, Gatewood, & Bill, 1997). Moreover, employer branding provide clear view about the organization and tells about the uniqueness of organization (Backhaus & Tikoo, 2004). According to Tulasi and Hanumantha (2012) employer brand clarifies regarding an agreement between employer and employee. Therefore, to be EOC, working environment & real fact & figures of an organization should provide realistic view to meet the expectations of potential and current workforce. In short, a successful employer brand is that, those attract the talent, motivate them and retain the existing employees (Suryaprakash & Kumar, 2020; Tulasi & Hanumantha, 2012).

Schlager et al. (2011) worked on employer brand and extended the model of Berthon et al. (2005), which is also used by Mohamad et al. (2018). Schlager et al. (2011) defines that there are five dimentions of EB. These dimentions of employer brand have been adopted for this research to operationalize the concept of employer branding. Details of these dimensions are given below:

a) Economic Value

First dimension of perceived employer brand i.e. economic value is defined in terms of “good salary, reasonable retirement benefits and reasonable number of holidays” (Berthon et al., 2005). It is notable that this definition involves both financial and non-financial benefits (Schlager et al., 2011).

b) Development Value

Developmental value is defined in terms of “empowering environment, good training opportunities, and availability of good mentoring culture” (Berthon et al., 2005; Schlager et al., 2011)

c) Social Value

Social value dimension consists of a “friendly relationship between co-workers and among the team to have a strong team spirit, and availability of respectful environment” (Berthon et al., 2005; Schlager et al., 2011)

d) Diversity Value

The fourth dimension i.e. diversity value, as defined by Schlager et al. (2011), refers to those features of any job which are interesting and are related to the concept of “interest value” which is elaborated by Berthon et al. (2005). In additions to this, Schlager et al. (2011) extend this concept by adding few other aspects related to employer branding concept such as challenging job duties & responsibilities (Backhaus & Tikoo, 2004; Perrin, 2005; Saari & Judge, 2004) and variety of activities to be performed on job (Backhaus & Tikoo, 2004).

e) Reputation Value

Reputation of firm refers to the collective judgments about the firms overall character based on past actions of an employer (Fombrun & Shanley, 1990; Hannon & Milkovich, 1996). Further, Fombrun and Shanley (1990) recognized that this character of a firm builds upon its credibility, trustworthiness, integrity and consistency (Carmeli & Cohen, 2001). Moreover, Cable and Turban (2001) states that reputation of an employer is related to the potential applicant thinking about the organization based on what other pool of applicants think about that

employer. Therefore, Schlager et al. (2011) describes that reputation of firm relates to its good reputation among potential and current talent, renowned products and to have good brand on one's CV. Moreover, reputation of a company also builds up by having positive image and strong identity in the marketplace (Uthayasuriyan & Vijayalakshmi, 2015).

2.3.1.2 Employer Branding in Pakistan

In Pakistan, theoretical background of employer branding (EB) concept is not fully established until yet. Moreover, few researches were found to contribute in the literature that analyzes the concept empirically. We can't refuse from the benefits that a firm attains from EB, but this topic is not common among researchers (Khalid & Tariq, 2015). But the problem is that, due to the traditional methods and concepts that firms used for many years. They don't want to know about new techniques. Moreover, few other reasons were also highlighted by Khalid and Tariq (2015); including infrastructural barriers, scarce resources and rigidity in the system of Pakistani firms to adopt new concept and practices. Besides this, EB concept is employed widely in western contexts but only few national firms are employing it as a practice (Khan & Naseem, 2015). This concept can be widely accepted and can take place in academic and practitioner's literature; only if extensive efforts have been made by researchers to explore such topics on both grounds i.e. empirically as well as theoretically. Therefore, this work has a great importance in Pakistani context.

2.3.2 Attitudinal Outcomes

2.3.2.1 Employee Engagement

Idea for the concept of EE emerged from the research work of Hackman, Oldham, Janson, and Purdy (1975), which provide a base that is further, utilized by Kahn (1990) and Kahn (1992). Past literature on job engagement starts from the work of Kahn (1990). According to Kahn (1990) job engagement involve three conditions of psychological nature at workplace, including meaningfulness, availability and safety. This study found that when employees were

psychologically attached to meaningful tasks at the workplace, than they exhibit attitude of engagement with their job (Kahn, 1990).

Later on, Maslach et al. (2001) defined the concept of engagement as “an affective and motivational state of fulfillment that is normally characterized by vigor, dedication and absorption, where vigor is defined as high level of energy and willingness to invest in one’s job; dedication is defined as strong involvement in one’s work and a sense of pride; and absorption is a pleasant state of total concentration in one’s work and the inability to detach oneself from the job”. Moreover, Bakker and Demerouti (2008) also defines that job engagement as a state of dedication, vigor and absorption. However, Devi (2009) defines that job engagement is a condition in which an employee put his efforts in the shape of over time, intelligence or energy to perform a job beyond the minimum requirement of that job to be done.

Furthermore, Vaijayanthi, Shreenivasan, and Prabhakaran (2011) define job engagement in this way, that a positive and negative attachment of an employee with their work, colleagues and firm which greatly effects their motivation to learn and act at work. While Vance (2006) recognize that workers engage in their job only when they feel satisfaction with their work, feel valued at workplace and have pride on their employer. Moreover, it was found that an employee can “go the extra mile” and perform job with excellence only when they are engaged with their current job. Some other reseachers link employee engagement with intellectual and emotional commitment between an employee and its firm (Baumruk, 2004; Richman, 2006; Shaw, 2005) or sum of efforts beyond formal requirement that an employee put at their work (Frank, Finnegan, & Taylor, 2004). Therefore, it is notable that engagement construct is defined differently from few other similar nature of concepts such as commitment, motivation and involvement (Alarcon & Lyons, 2011; Bhatnagar, 2007; Hallberg & Schaufeli, 2006; Saks, 2006). According to Saks (2006) organizational commitment and engagement are two different concepts. He explained that organizational commitment is related with the attitude and attachment with organization however, engagement is a combination of dedication, vigor and absorption (Bakker & Demerouti, 2008). Moreover, engagement and job satisfaction are also different terms in theoretical and logical way (Alarcon & Lyons, 2011).

From the above given literature, it is recognized that employees engagement have various characteristics and found to be a multi-faceted construct. But, Truss et al. (2006) simply explain it as a passion and excitement for work and also supported the findings of Kahn (1990) that engagement construct is composed of three psychological conditions exhibited on workplace. Recently, more comprehensive definition of employee engagement has been added into academic literature (Witemeyer, 2013). According to Witemeyer (2013) employee engagement is represented as, an attitude of workers towards his/her job in an organization. This attitude exhibits the feelings of dedication, vigor and absorption, as well as, show cognitive appraisals of employee psychological empowerment. Additionally an employee is motivated to perform both roles of his/her job (i.e. in role and extra role), for achieving organizational goals' (Witemeyer, 2013).

2.3.2.1.1 Measure of Employee Engagement Construct

Lack of consensus for measuring employee engagement construct was found in the literature. Most prominently used and cited scale was the "Utrecht Work Engagement Scale" which is developed by Schaufeli and Bakker (2003). This scale is used to measure three psychological components (such as, absorption, vigor and dedication) but there is not any single commonly accepted instrument exists in literature to measure this concept when it is explained beyond theorizing it as work engagement (Macey & Schneider, 2008; Markos & Sridevi, 2010). Range of instruments were also found in practitioners literature to measure job engagement, such as, the Perrin's Global Workforce Study (2003), Gallup 12-items Worker Engagement Index and few proprietary instruments of employee engagement were also found which are offered by variety of consulting firms such as Hay Group, Silk Road, Valtera Corporation and Price water house Coopers (Harter, Schmidt, & Keyes, 2003). But all of these belong to western context. Hence, the clear explanation of employee engagement construct and validation of its measurement can fill a gap quoted in numerous recent studies (Cowardin-Lee & Soyalp, 2011; Macey & Schneider, 2008; Markos & Sridevi, 2010). Therefore, a comprehensible explanation of and tools for employee engagement construct can trigger further future researches regarding its link with some other important constructs of management literature.

2.3.2.1.2 Benefits of Employees' Engagement

There are significant benefits experienced by employees due to their attitude of engagement at workplace. According to Bakker and Demerouti (2008), engaged employees are happier, healthier, can contribute to their own resources, and support an environment where engagement is contagious. To illustrate these items, engaged employees who contribute to their own resources feel higher levels of optimism, self-confidence, and support from colleagues. Engaged employees also receive increased opportunities for job autonomy and task variety (Schaufeli & Salanova, 2007). These positive elements then create conditions for high engagement, yielding a positive cycle. Additionally, engagement becomes contagious among teams as members use their positive energy leading to a motivated, team-oriented work environment where members feed off each other's positive energy and dedication to the work. To conclude, engaged personnel establish good relationship with their employers which in turn becomes a main reason for showing up positive intentions, attitudes and behaviors at their place of work (Saks, 2006).

2.3.2.2 Job Satisfaction

According to Koontz (2010), job satisfaction primarily originated by Taylor (1911). However, major focus and discussion on job satisfaction started from Maslow's hierarchy of needs theory (Maslow, 1943). Taylor (1911) believed that human being is an economic man and money is a major cause of job satisfaction. But Hawthorne Studies (1924-1933) criticize this definition and tells that money is not a major reason for job satisfaction, while some other significant factors like individual self-esteem, positive interrelationships, organizations understanding of employees, personal morale and similar other elements exists that effects employees satisfaction. Furthermore, people management is an imperative part of an organization (David & David, 2013). In a well-managed organization, its people believes to be an organizational asset that is a major source of productivity and monetary profit/benefits (David & David, 2013). Therefore, people management is considered to be the primary responsibility of

an organization. Moreover, to achieve goals set by employees, these organizations build strong strategies to make their employees satisfied (David & David, 2013).

Job satisfaction can be explained as an attitude of workers regarding their job. The degree to which the workers are happy with their work or how they believe about different aspects of their work is explained as job satisfaction (Agho et al., 1993; Cranny et al., 1992). To describe in some other way, job satisfaction determine by the degree of happiness that an individual receive at work place due to the fulfillment of required needs and desires (Conrad, Conrad, & Parker, 1985; Kuhlen, 1963; Mankoe, 2002). Moreover, according to Emami et al. (2012), job satisfaction can be operationalized based on few measures like pay package, management, sponsorship, operating procedures, trimming, contingent rewards, colleagues communication and nature of work. According to Cook (2008) job satisfaction is related with the emotions of an employee and not expressed in facts and figures. In another way, it can be said that job satisfaction defines inner feelings of an employee and attitude related to a specific job (Cook, 2008). Moreover, if job fulfill expected physiological and psychological needs and wants of an employee, than workers will likely have greater levels of job satisfaction and vice versa (Cook, 2008).

According to Lim (2008) job satisfaction is of prime importance in both individual interests and business goals achievements. Some researchers identify that job satisfaction experience effects employee's attitude and also influence the production capacity of an organization (Jones & George, 2008). Moreover, it is also described, "cheerful employees are more creative" (Khan, Nawaz, Aleem, & Hamed, 2012; Smith, Kendall, & Hulin, 1969). Different researchers define job satisfaction in different ways. Locke (1976) relates job satisfaction with employee's pleasurable or positive emotional state due to one's appraisal on the job or job experience itself. On the other hand Spector (1997) elaborates that JS is an amalgamation of feelings developed by an employee about its work and their practices related to a job. Moreover, Maslow (1943) linked satisfaction with need fulfillment (Conrad et al., 1985; Kuhlen, 1963) and states that an employee is satisfied when his/her five types of needs are fulfilled, including psychological wants, protection, attachment, love and self-respect.

Some researchers also explain that JS is an attitude related to work of an employee. For example, Davis (1977) relates job satisfaction with “a state of favorableness or un-favorableness with which employees view their work and it becomes prominent when workers perceive a fit between job characteristics and employee’s want”. Moreover, Greenberg (2012), explained job satisfaction as affective, cognitive and evaluative responses related to their job and this response may be positive and negative. Another researcher, states that employees are satisfied when they are happy with their assigned work activities (Ellickson & Logsdon, 2002). However, O'Reilly (1991) explains that job satisfaction as an inner response of a worker about job activities, which effects creativity of an employee.

Some researchers explain job satisfaction with the reference of rewards for the job. For example, Robbins and Judge (2012) stated that job satisfaction explains the differentiation between the benefit that a worker receives and the expectation about the benefit that they should receive. However, Yet, Wanous and Lawler (1972) stated that JS explain the various aspects of a job. These aspects involve pay package, promotion and supervision, operating procedures, fringe benefits, contingent rewards, relationship with colleagues, communication and environment of work. Furthermore, Sethi (2012) explains a very comprehensive view about job satisfaction:

- Firstly, it was explained that JS is a positive and pleasant emotional condition due to ones job experience and is arised because of appraisal on the job.
- Secondly, job satisfaction relates to emotional satisfaction that is generated because of getting successful ‘appraisement working value’.
- Thirdly, in accordance with the attitudinal conceptualiazaion, it was defined that job satisfaction is the inward feeling that is expressed in term of affective and cognitive evaluation of job with some degree of favor or disfavor.

2.3.2.3 Organizational Commitment

OC can be described in many aspects. Researchers have reviewed the concept with various parameters in mind. Amongst the known researchers; Becker (1960), O'Reilly and

Chatman (1986), Porter, Steers, Mowday, and Boulian (1974), and Allen and Meyer (1990); have worked regarding this construct to explain and develop understanding about the commitment behaviors. For the purpose of this, researcher started reviewing it from the historical background.

At first, commitment was defined as a ‘Side Bets’ (Becker, 1960). Becker (1960) explained organization commitment as, “Relationship of an employee with the organization that is based on a contract of economic exchange”. He further elaborated that workers are committed to their firm, because of the fact that they themselves have few or more hidden investments called “side-bets”. Thus, if anyone wants to leave, the bets would not be claimed.

Afterwards, commitment was defined as an affective dependence (Becker, Randall, & Riegel, 1995; Kanter, 1968; Mowday, Steers, & Porter, 1979; Porter et al., 1974). Kanter (1968) explained the concept of commitment as a loyalty of personnel to their employer. Porter et al. (1974) and Becker et al. (1995) explained that organizational commitment consists of three components i.e. *a*) having a firm belief in and strong level of acceptance regarding organizational goals, *b*) enthusiasm to put significant efforts for an organization and on behalf of an organization, and, *c*) have a strong aspiration to be a member of that organization. Mowday et al. (1979) further explained this by referring to behavioral and attitudinal aspects of a committed employee.

- Behavioral commitment was explained in terms of commitment-related behaviors. These behaviors include actions of individuals to sacrifice the alternative course of actions and want to stay within an organization.
- Another aspect of committed employee is attitudinal commitment that explains; the extent to which individuals create a match between their own goals, beliefs and values and that of organizational values and goals.

Later on, commitment was evolved as a ‘Multi-Dimensional Construct’ (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982; O'Reilly & Chatman, 1986). Mowday et al. (1982) explained

commitment as loyalty and attachment. According to these authors, commitment have three main components that are, having a clear understanding of organizational values and goals; having a desire to stay connected with their workplace; and to put efforts for and on behalf of their workplace. They have further elaborated commitment as a feeling of involvement and identification of personnel with their workplace. O'Reilly and Chatman (1986) focused on psychological attachment that depended on two important aspects, namely identification and internalization with the organization. These researchers defined commitment as, “the psychological attachment”, that any employee feels with his/her organization, along with his compliance to the extrinsic rewards which are a result of this attachment. However, organizational commitment is also explained as a feeling of identification and his/her dependency on its working organization (Allameh et al., 2011). Whereas, Meyer and Allen (1991) develop a three component model which explains the three types of commitment as a) affective, b) continuance, and; c) normative commitment. Moreover it is important to be noted that Google Scholar report 8,860 citations of Meyer and Allen (1991) until 2017, which shows magnitude of adoption for this model of OC, consisting of three components.

2.3.2.3.1 Three Component Model of Employee Commitment

Allen and Meyer (1990) define three components of organizational commitment as: affective commitment, continuance component and normative component.

- a) The affective component as proposed by this model indicates an individual’s emotional affection, involvement and feeling of identification with their organizational goals and values.
- b) The next component describe the commitment as a cost that employee compares with getting separation from the organization.
- c) The last component indicates an individuals desire to stay connected with their workplace and to remain a part of it.

In another study Meyer and Allen (1991) explains three components of commitment as a psychological state of a person that reflects (i) a wish (affective commitment), (ii) a necessity

(continuance commitment), and (iii) an aspiration for being part of workplace (normative commitment). Each of these components serves as a function of different antecedents that have dissimilar proposition for different job behavior. In the subsequent years, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) reported through meta analytical study that these three dimensions of commitment are interrelated but can be distinguished from each other as well as from other constructs including, job involvement, job satisfaction and from occupational commitment. Allameh et al. (2011) also defined organizational commitment in somehow similar manner and argued that commitment is basically a sense of identity and dependence on organization.

The three forms of OC that were described by Meyer and Allen are adopted for this study. These three components i.e. affective, normative and continuance commitment are also defined by different authors in different eras and are given below:

2.3.2.3.1.1 Affective Commitment

Table 2.1: Definitions of Affective Commitment

Author & Year	Definition
Kanter (1968)	“The emotional and affective association of an employee to a group”. He viewed commitment as a psychological construct involving emotional attachment and relationship building.
Buchanan (1974)	“Affective association with goals and values of an organization in connection to employee’s goals and values, apart from its purely instrumental worth. That is, commitment is a pure attachment between the organization and the employee”.
Porter et al. (1974)	He explained affective commitment by 3 propositions, namely; “accepting organizational goals and values, enthusiasm to play a significant role in achieving organization’s goals, a desire to remain the part of organization”.
O'Reilly and Chatman (1986)	He defined commitment as a bond of personnel with their organization which is psychological in its nature. These bindings could be viewed in context of the inherent loyalty that the employee feels towards the organization along with his inclination to go beyond the call of his duty for his organization”.
Meyer and Allen (1991)	He explained this construct as an emotional association, identification, and involvement of an employee with their

organization.

2.3.2.3.1.2 Normative Commitment

Table 2.2: Definitions of Normative Commitment

Author & Year	Definition
Sheldon (1971)	He characterized normative commitment as “The link or attachment of an individual’s identity with the organization”. This link or attachment determines his/her obligatory association with the organization.
Wiener (1982)	He defined “commitment in aspects of a totality of internalized normative pressures that force an individual to perform according to the organizational goals and objectives”. He further explained that its immediate determinants are organizational identification and its generalized values.
Bolon (1997)	He defined commitment as, “An individual's feeling of obligation to their workplace”.
Marsh and Mannari (1977)	He defined that a “committed employee is the one who wants to remain the part of an organization irrespective to the level of satisfaction he receives from the organization over the years of time. The emphasis was on the aspect of it being morally right to continue working in the organization”.
Meyer and Allen (1997)	He defined normative commitment as the psychological beliefs of a person regarding exchange for mutual benefit between employee and organization. It indicates that organization influences their obligations.

2.3.2.3.1.3 Continuance Commitment

Table 2.3: Definitions of Continuance Commitment

Author & Year	Definition
Kanter (1968)	He explained, “commitment refers to the earnings linked with the sustained involvement and a ‘cost’ of leaving the organization. Thus commitment was perceived as a loss of opportunities that kept an individual working on a certain job”.
Hrebiniak and Alutto (1972)	He explained “commitment as a structural phenomenon that can be linked to the individual-organizational transactions and alterations in side-bets or investments over time. The emphasis of the explanation

was heavily relied on economic exchange in terms of a win-win situation for both the parties involved”.

2.3.2.3.2 Importance of Organizational Commitment

Organizational committed has been viewed as an outdated concept by some authors considering the remarkable changes (e.g. growth of information technology, globalization) taking place in organizations during 21st century. On the other hand, Meyer and Allen (1997) have proposed three important reasons supporting the organizational commitment:

- Although during last decades a remarkable change has been witnessed in the way of doing business but organizational setup is still there and showing more flexibility towards employees. Organizations generally have few managers, managing the work of larger no. of employees. Therefore, if employee will be committed they themselves will focus on doing their work efficiently and effectively .
- The concept of outsourcing has increased over the last decade but the quality of work at the workplace is determined by the commitment of these temporary personnel. Generally these employees don't have the level of commitment that a permanent employee can have. Therefore, if organizations want to improve the quality of these temporary works, it is necessary to focus on their level of commitment.
- When employees work in groups, it helps them to develop commitment among themselves and with the organization. So it can be that commitment is a response working in a group. If this response is not encouraged then it means organization is promoting disaffection which can be detrimental for the organization.

Furthermore, the concept of globalization is encouraging organization to be more diverse which is leading to study the commitment even more in the context of other nations as well (Starnes, Truhon, & McCarthy, 2010).

2.3.3 Perceived Psychological Contract

Since the mid of the last century, some early researches provides an evidence regarding psychological contracts (PC) (Argyris, 1960; Levinson, Price, Munden, Mandl, & Solley, 1962; Schein, 1965). Since that time, the conceptualizations of PC has continuously progressed, day by day. Research and theory on PC reveal that it is the most worthwhile theoretical lens for analyzing employment relations, facilitating employees and employers to manage and get better understanding of their reciprocal and mutual implicit contracts (Laulié & Tekleab, 2016; Rousseau, 1995; Rousseau, 2011). Subsequently the literature in this perspective has been evolving and growing since last 2 decades (Laulié & Tekleab, 2016; Rousseau, 2011; Zhao, Wayne, Glibkowski, & Bravo, 2007). Due to its worthwhile contribution in employment relations, it has now become a fundamental topic to be investigated in the field of organizational science (Anderson & Schalk, 1998; Laulié & Tekleab, 2016; Zhao et al., 2007).

Formally defining, a psychological contract refers to what an employee perceives regarding his relation with respective organization (Rousseau, 1995). However, fulfillment of psychological contract is among those recent topics of research that have grasped the focus of investigators with respect to social context (Dabos & Rousseau, 2013; De Vos & Tekleab, 2014; O'Leary-Kelly, Henderson, Anand, & Ashforth, 2014). While talking about psychological contract fulfillment, it is formally defined from the perspective of an employee's and his evaluation regarding an employer (Moore, 2014). This explanation is exactly according to the aim of this research that represents PCF as an individual level construct.

Rousseau and Schalk (2000) elaborated that “a psychological contract (PC) means what an individual interpret regarding (i) exchange of undertaking (ii) agreed upon mutually and/or made voluntarily (iii) between two or more parties” (p. 284). PCs can be defined from an employer's perspective (Coyle-Shapiro, 2002), employee perspective (Rousseau, 1990), or from both perspectives (Dabos & Rousseau, 2004). Hence, it can be said that psychological contract develops when it is believed by one party that there will be a future reward as a result of the contribution he/she will make and consequently other party will be liable to deliver the promised rewards (Rousseau, 1990). There are two key functions that have been served by psychological

contract (Hiltrop, 1995). Firstly, it defines the employment relation between the employee and the employer and secondly, it focuses on the expectation of both parties, which ultimately shapes their behavioral intentions and actions. More precisely, from the functional perspective, psychological contract can assist in predicting: (i) the contribution of an employee that employer will receive from him/her and (ii) in return the reward that he/she will receive from the employer (Hiltrop, 1996). According to Rousseau, Tomprou, and Montes (2013) psychological contract is basically a belief that reflect perceived reciprocal commitments between an employer and its employee. These perceived responsibilities towards each other, in turn, affect attitudes, feelings, and behaviors of both parties' towards each other.

According to Rousseau (1995), four major concerns regarding psychological contract are:

- Voluntariness: No contract can be made forcefully. Commitments are made willfully and that's why voluntarily made contracts ensure fulfillment of contracts.
- Incompleteness: it is not possible to clarify and provide all the details of any contract when it is created. Furthermore, it is also impossible to explicate all the mutual benefits and obligation of all the parties involved in a contract. Usually employees develop their own expectation regarding these benefits in terms of career opportunities and promotions on the grounds of some signals and cue, including peer comparison.
- Reliance losses: Generally contracts are created for the benefits of all the parties involved. Therefore, any changes in the contract can result in losses and contract related tasks are designed to reduce losses.
- Automatic processes: As, the contracts are created they develop continuing psychological models in the minds of all the participants and generally these psychological models resist any changes. Also, these models help the participants to identify any change that happens (p. 7).

Louis and Sutton (1991) claimed that, people interpret the events on the basis of their own mental habits. Rousseau (2001) argued that, psychological contracts are the perceptions that facilitate employees to understand and manage the relationship of exchange. Rousseau and

Wade-Benzoni (1994) stated that, it is essential to elaborate that psychological contracts may include relational and transaction aspects. So, psychological contracts can be characterized as (i) transactional contracts (ii) relational contracts (Rousseau, 1995; Rousseau & Parks, 1993). Those psychological contracts which focus on the short term relationships with economic scope; having less level of shared involvement and influence on the activities and lives of one on another, is termed as transactional contracts (Rousseau & Parks, 1993). In this type of psychological contract, employees only work for their salaries and have purely materialistic focus. In contrast to this, relational PC focuses on mutual agreement between an employer and its employees; and has exchanges of both aspects of relationship i.e. a) economic aspects and; b) socio-emotional aspects. Also, this of psychological contract is based on open-ended and long-term relationship, which predominantly focuses on employee development (Rousseau & Parks, 1993).

In context of organizational contracts, an important and critical aspect that must be considered is to clarify whether the promise is written or just a spoken declaration made with an individual and/or conditions creating certain expectations for other individuals. In case of an implicit psychological contract, promises can be misinterpreted that can affect the performance ultimately (Greenberg, 2012). Additional to these transactional and relational PC, the concept of balanced psychological contract is also given (Greenberg, 2012; Rousseau, 1995). The conceptualization of balanced PC is described as a relationship that represents a combination of material or financial components with symbolic and social components. It is a variable mixture of mutual concerns and open-ended time frame (Greenberg, 2012). While these mutual concerns are linked with relational contracts in terms of performance demand, and clear expectations in context of transactional contracts (Rousseau, 2004). The most essential types of employment relationships are constituted by the above stated three forms of psychological contracts.

In short, for better understanding about the exchange relations between employers and its personnel, PC suggests a most useful background. One of the most important viewpoint that PC framework elaborates is, promises, that refers to those things that workers believe they have a right to receive because they consider it as an employer's obligation and its promise to deliver them (Robinson, 1996). Research investigations on PC component of promise (also known as obligations) provide mixed results, i.e. some researches support the association of PC with OC,

JS and intention to leave the job (Tekleab, Orvis, & Taylor, 2013), whereas others researches claimed through their findings that promises matter slightly, e.g., Montes and Zweig (2009). Generally speaking, it is evident that employee outcomes are influenced more with the breach or fulfillment components of PC as compared to promise component (Lambert, Edwards, & Cable, 2003). Sometimes, component of fulfillment and breach have been considered identical constructs, with similar meaning but produce impact on individual level outcomes in opposite direction, yet in reality, they are different concepts (Conway, Guest, & Trenberth, 2011; Lambert et al., 2003). Specifically elaborating, fulfillment component evaluates the specific obligations and promises (e.g., pay, advancement, promotion and training), whereas breach component evaluates the degree to which these obligation or promises have been broken in a broader context; it is more at a global level (Robinson & Rousseau, 1994).

Psychological contracts, in particular, elaborate, an employee's believe regarding what he/she is liable to contribute for the organization in return of all the promised benefits for him/her by the organization (Coyle-Shapiro & Parzefall, 2008; Dabos & Rousseau, 2004; Rousseau, 2001). It is also a noteworthy finding that generally psychological contracts breach take place in response to the unmet expectation primarily developed either based on explicit or implicit promises (Greenberg, 2012). Violation of this psychological contract can be explained as an intense emotional state comprising on the feelings of betrayal developed due to the belief that a firm has failed to manage the unstated expectations developed between workers and itself (Morrison & Robinson, 1997; Turnley & Feldman, 2000). Previously available literature supports the notion that PC breach happens only when workers have faith that stated commitment have not been satisfied by their employer (Zhao et al., 2007). The response of internal customers after the breach of contract comprised on a large number of negative attitudinal outcomes, including decrease in OC, organizational citizenship behavior (OCB), JS and in-role job performance (Bal, De Lange, Jansen, & Van Der Velde, 2008). Similarly, breach of PC is also connected with the higher levels of absenteeism, counterproductive employee behaviors and turnover intentions (Deery, Iverson, & Walsh, 2006; Jensen, Opland, & Ryan, 2010). Conclusively, fulfillment of PC has been found to increase positive attitudes including intention to stay, JS and OC (Gregory, Way, LeFort, Barrett, & Parfrey, 2007; Rodwell & Ellershaw, 2016).

2.3.3.1 Psychological Contract (PC) - Past to Present

Psychological contract were previously defined as the types of promises between both parties i.e. an employer and its employees; who are devoted to fulfill these responsibilities/promises (Janssens, Sels, & Van den Brande, 2003). In general, employers and personnel try to create an equilibrium position between what is being offered and what is being received in turn, against their contributions towards each other (Rousseau, 2004; Tekleab, Takeuchi, & Taylor, 2005). However, it is os central importance to recognize both faces of psychological contract i.e. “positive reciprocity (you fulfill your part of the bargain, and I will fulfill mine) and negative reciprocity (you fail to fulfill your part of the bargain, and I won’t fulfill mine)” for its comprehensive understanding.

The type of contracts that holds psychological perspective, are commonly given in the literature explained through social exchange theory (Blau, 2017; Homans, 1974) and equity theory (Adams, 1965), that explain mutual exchanges in the long run between employers and their employees (Bal, Chiaburu, & Jansen, 2010; Suazo, Martínez, & Sandoval, 2009). Cropanzano and Mitchell (2005) argue that, according to the social exchange theoretical framework, the norm of reciprocity can help employers and their employees to create positive exchanges with each other, however, in this scenario, organizational support enhances individual responses related to performance and effort, affective commitment, felt obligation and OCB to the organization. Briefly describing, PC is the name of expectations between any worker and its employer regarding future exchanges, thereby reduce the level of uncertainty between the parties and build mutual commitments, which explain these questionable relationships (Schalk & Roe, 2007). This type of contract plays an important role in developing social units such as partnerships, joint ventures and organizations along with managing the inter-dependencies between organizations, groups and individuals (Rousseau & Parks, 1993).

Another major advantage of psychological contract is its function of motivation i.e. it act as a motivator for the members of a corporation to accomplish their promises and obligations towards each other. Usually, it happens because this exchange relationship is expected and

valued by both parties (Rousseau, 2004). Yet, in practice, more than two parties can be involved in this type of contract that has psychological properties. It is because; PC involves several organizational members who represent the “employer” in different capacity within the context of contemporary organizational and job designs. Consequently, PC can be explained with the variety of themes in response to new organizational designs consisting of nonstandard and triangular employment relationships. For instance, Claes et al. (2002) define the PC “as including perceptions of all parties and all aspects constituting the reciprocal promises (entitlements and obligations) implied in the employment relationship” (Claes, 2005). This indicates a multifaceted aspect of those parties that play its role in the employment exchange relationship. Similarly, investigating the relationship between the numerous parties involved in this multifaceted exchange relationships calls for a subtle viewpoint that can accelerate the development of a more realistic representation of the employment exchange relationship in the recent era (Alcover, Rico, Turnley, & Bolino, 2017).

2.4 Relationships of Constructs

2.4.1 Perceived Employer Brand and Perceived Psychological Contract

Employees enjoy certain unique and distinctive employment experiences at a particular organization, which are actually pillars of employer branding concept (Backhaus & Tikoo, 2004). These experiences are developed due to huge amount of various benefits and features offered by the employers (Martin, 2008). In an effort to describe these employment experiences, many researchers such as Backhaus and Tikoo (2004), Martin (2008), and Miles and Mangold (2004) linked employer branding concept with the psychological contract. Although the terms and conditions of the written contracts (explicit aspect) which are offered to the workers in organizations, contribute to shape up a unique employment offering but the kind of employment relationship exists and employment experiences (implicit aspect) encompasses much more as compared to explicit aspects of an agreement.

Rousseau (1989) discussed such implicit features and explain psychological contract construct as, the beliefs of a worker related to the rules and principles of mutual exchange between any focal person and some other party. He further explained that organizations will have difference in providing this give-and-take arrangement and will also have difference in what is being assured and being offered to the workers. If the content of psychological contract is being assessed, at least common forms of perceptions or expectations are developed in the company, which can be identified; such as, what the company is liable of, what is its obligation as promised, and what the company is providing to its employees, in reality; gives an appropriate base for evaluating some of Ambler and Barrow's described economic, psychological and functional benefits (employer branding). Thus psychological contract can be valuable lens to draw on while focusing that how a firm can take a position to be considered as an employment brand and what kind of procedures play its role in creating successful employer brand.

PC also gives a platform for developing the background thoughts about employer branding (Rousseau, 1990). For example, Martin and Hetrick (2006) explained that employer branding has some kind of connection with both relational and transactional dimensions of PC. He also refer to the same differentiation made by Rousseau (1990), who segregates more socio-emotional or trust based explanations of the psychological contract (relational psychological contract) from tangible exchange aspect (transactional PC) and apply this to the concept of EB. For having a better explanation about the complex nature of an employment experiences or employment offering related to the specific brand of employment, there will be certain elements which can reflect important role in developing a unique employment brand, such as tangible exchange based elements including socio-emotional/cultural elements along with pay for performance, etc. (Martin & Hetrick, 2006). A third kind of psychological contract (content that involve ideological currency) is being discussed by Martin and Hetrick (2006) who explain that beside the socio-emotional and economic dimensions of PC, employees expect that organization is working for particular ideological purpose according to the specific set of values and principles (content). Derived from the concept of "ideological currency" given by Thompson and Bunderson (2003); implicates the 'credible commitments to follow valuable principle or cause' and can be considered a significant feature of what employees will expect from employers that what would be provided to them. That's how, Martin and Hetrick (2006) also linked this third

kind of PC i.e. content PC to the concept of employer branding. Blau (2017) also provide a support for these arguments. In these arguments it was proposed that employees who work toward a specific ideological goal could experience fulfillment that brings the benefits of reward for them. Especially, it is beneficial in context of EB because, people often tend to prefer such companies which have such different and unique principles matching with their own principles and values (Swider, Zimmerman, & Barrick, 2015).

In short, EB and developing the implicit contract of psychological nature directly relies on accepting the PC between an employer and its employees (Cullinane & Dundon, 2006; Morrison & Robinson, 1997). This develops an association between the EB and PC because this implicit contract can rely on the kind of employment the company offers and employees' expectations towards the company (Ruchika & Prasad, 2017). Moreover, according to Cullinane and Dundon (2006) the association between employer branding and developing unstated contract is attached with the approval of PC between employers and its employees. Backhaus and Tikoo (2004) also agreed with the same viewpoint that employer brand create positive expectations of employees about their workplace as an employer and builds employment relations (Ruchika & Prasad, 2017). Edwards (2009) also explained the link between EB and PC by giving and explaining interesting example of “chicken and egg scenario”. Many scholars argue: whether the employer brand rooted the psychological contract or vice versa? Edwards (2009) explain that promoting the employment offer develops the expectations of what a firm promised to deliver their personnel; however, what personnel obtained as a result of employment relationship is important for an employer to be a brand i.e. the content psychological contract will exhibit a key role in developing employment experiences. In short, it was found that branding strategies through HRD practices collectively create an organization as a most successful and attractive employer brand which in turn fulfill the psychological contract among existing employees (Itam, Misra & Anjum, 2020). Hence, it is expected that;

H1: Perceived employer brand has relationship with perceived psychological contract.

2.4.2 Perceived Employer Brand and Attitudinal Outcomes

2.4.2.1 Perceived Employer Brand and Employees Engagement

According to Hashim and Nor (2018) there is a strong relation between employer branding (EB) and employee engagement (EE). EE represents an attitude of employee towards his/her work in an organization, which is a multifaceted concept. Employee engagement can be influenced by different factors e.g. organizational culture and its reputation, leadership styles adopted by managers, communication system etc. (Lockwood, 2007). So in order to cultivate a culture of engagement among employees, human resource management should play its role to design, implement and monitor supportive policies and practices (Lockwood, 2007). Consistently, another report unveiled ways in which various HR practices (comprising on performance management, recruitment, selection, compensation, training and job design) can increase employee engagement (Vance, 2006). Martin et al. (2005) identify that employer brand is a new performance discourse for HR. Many other researchers have also establish the link that when the employees know the real value of the brand they will be more likely to act positively and emotionally engage themselves with the brand (Thomson, De Chernatony, Arganbright, & Khan, 1999). Moreover, it was identified that strong branding strategy can enhance firm's ability to engage people along with its ability to attract potential applicants (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004).

Furthermore, to talk more about the relationship of EB with EE, it is elaborated by Cascio (2014) that perceived employer brand is one of those strategies which can be utilized for the purpose of employees retention for longer time period by engaging them on job. Likewise, HR professional have strong faith through empirical evidences that organizations can minimize the unwanted voluntary turnover of workers, through developing greater level of engagement among employees for their work (Soemaryani & Rakhmadini, 2013). Piyachat, Chanongkorn, and Panisa (2015) researched on 1,349 workers working in the business of Thai petroleum, provides an evidence for existence of strong positive relationships between PEB and EE along with some discretionary efforts as well. To support such argument, Hewitt (2015) also testified that “the

best employer is differentiated by high level of engagement”. This is also supported by the research results of Gibbons (2006), who provide an evidence that emotional elements bring four times greater effect on the workers engagement level than due to some other elements, such as pay. Ahmad and Daud (2016) also provide a support for the association of EB with creation of more engaged people in the Malaysian’s SME-ICT firms.

Schulte (2010) stated that “employer brand philosophy depends on certain aspects of the psychological constructs which are identification, engagement and commitment”. Moreover it was also found that development of engaged employees in the organization is related with certain acts and that can be used to design some ‘Employee Engagement Strategies’, such as giving satisfactory opportunities for development and advancement, and giving employees appropriate training etc. (Markos & Sridevi, 2010). Likewise, Karatepe (2013) emphasized on the important role of investment in training and development of personnel (which is a significant resource for an organization) for getting higher level of their engagement with work. Few other organizational resources, including opportunities for career growth and advancement (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007) and giving higher remunerations (Mauno, Kinnunen, & Ruokolainen, 2007) which represents as an elements of employer branding; have also been recognized as significant predictors of workers engagement. Consequently, employer branding strategy has a broad scope beyond the practice of recruitment for potential employees and has now become a strategic tool for managing existing organizational HR (Kunerth & Mosley, 2011). To conclude, internal EB management has found to be a strong determinant that is positively linked with increased levels of work engagement among personnel (Kunerth & Mosley, 2011).

In addition to these factors research has supported these six aspects of work life towards engagement of employees, which include; employee workload, perception of fairness, control in job tasks, social support and community, rewards and values in the organization. Research of Maslach et al. (2001) was based upon the earlier research done by Kahn (1990) and similar factors were supported for the creation of employee engagement. Hence we can see that factors stated by these researches are similar to the factors, which make an organization a brand. Moreover, Kunerth and Mosley (2011) manifest that an important opportunity to increase the

levels of internal engagement along with the promotion of an employer's external reputation can be found when going for an integrated approach to employer brand management (Kashyap & Chaudhary, 2019). Itam and Singh (2017) found that for the purpose of achieving EE, it is important that service organizations must focus on implementing internal brand practices so that service employees exhibit positive attitudes and behaviors. Dawn and Biswas (2010) identify that when workers perceive their workplace as filled with creative value, socially supportive and interesting, they experience advancement and growth, which determine workers satisfaction, confidence and simultaneously engaged in their job. These findings further propose that formation, application and economic value component of perceived employer brand encourage employee's satisfaction, high ROI on personal as well as professional levels (Dawn & Biswas, 2010). Therefore, it can be determined that EB is that comprehensive strategy through which workers demonstrate higher level of engagement towards their job (Rana & Sharma, 2019). Consequently, in this era of globalization, where there is a shortage of talented workforce, which has a lot of career choices available for them, organizations can use EB strategy as an opportunity to increase the level of employee engagement (Chawla, 2020). Hence, it is expected that;

H2a: Perceived employer brand positively influences employee's engagement.

2.4.2.2 Perceived Employer Brand and Job Satisfaction

There are many positive outcomes that can be gathered by the organization that are related with the presentation of a strengthened brand image. According to Rousseau (1995) these benefits can reduce the rate of employees turnover as well as can create optimum levels of customer retention and service quality, along with increased level of performance and employee satisfaction. Employer branding can be used in many different aspects i.e. to define, manage, and, deliver work to enhance the employees experience in a particular organization (Schulte, 2010). As it was stated by Martin et al. (2005) that reduced employee turnover and increased employee satisfaction are the consequences in employee branding process. It was also identified that an important activity of employer branding i.e. training and development significantly enhances the level of job satisfaction among employees (Hanaysha & Tahir, 2016). Further, it

was found in literature that by discriminating the existence of a firm in employment market to hold a position of employer of choice, could lead to shape more positive attitudes among existing employees in the form of satisfaction related to their job and life (Vasantha, 2018).

Moreover, Miles and Mangold (2005) found that Southwest experiences the high level of employee satisfaction and lowest turnover rate in related industry due to effective employee branding programs. Recently, another study suggests that a strong internal brand community participates in creating higher levels of workers satisfaction (Devasagayam et al., 2010). Mihalcea (2017) argues that EB is a strategic tool that generates job satisfaction and loyalty. Finally, Helm (2011) also proves positive relationship that was found between employer branding and the employees' attitudes such as commitment and satisfaction (Fasih et al., 2019). Another evidence found in the research results of Yalim and Mızrak (2017) who reveal that the elements of EB (such as, organizations values and its culture, salary, career development facilities, appraisal policies, trainings, universal job opportunities, innovative approach for employees, the organization's location, its products, name, reputation and its service quality) are interrelated with employee satisfaction. In short, employer branding practices especially, employees' economic value, personal value, and their social value have huge impact on their feeling of satisfaction (Basha & Naidu, 2019). Hence, it is expected that;

H2b: Perceived employer brand positively influences employee's satisfaction with their job.

2.4.2.3 Perceived Employer Brand and Organizational Commitment

Lelono and Martdianty (2013) establish the foundation that there exists a positive connection between the variables of EB and organizational commitment. Especially, it was found in literature that internal branding had significant influences on affective and continuance commitment (Garas, Mahran, & Mohamed, 2018). Further, Khanolkar (2013) elaborated that the relationship between corporate character (Employer Brand) and OC of Y generation workers was discovered to be important, also Y generation employees in general like to be affiliated with companies having modern outlook and want their employer to be trustworthy and supportive.

They also report that prestigious and stylish workplace is highly important requirement for companies of recent era (Khanolkar, 2013). This relationship also found partial support in the study of Tanwar (2017). Basic drive of this research was to explore the association between EB dimensions and organizational commitment. Findings of this research reveal that social value and development value components of employer branding, act as most significant predictors of organizational commitment of existing employees' with the perspective of developing nation like India (Tanwar, 2017). However, according to Arasanmi and Krishna (2019), perceived organizational support which acts as an EB strategy is proven as a strong predictor of workers' commitment. Hence, this relationship found a support in literature. Hence it is expected that;

H2c: Perceived employer brand positively influences organizational commitment.

2.4.3 Perceived Psychological Contract and Attitudinal Outcomes

2.4.3.1 Perceived Psychological Contract and Employee Engagement

Formation of a positive psychological contract is associated with more engaged employees at the work place; with more motivation to add value in the effectiveness of an organization (Bal et al., 2008; Zhao et al., 2007). Furthermore, relational contracts are characterized to bring more positive outcomes from employees and in contrast to this transactional contracts are more related with some negative outcomes of the employee because of its short term and materialistic approach (Raja et al., 2004; Rousseau, 1995). Likewise, Soares and Mosquera (2019) provides an evidence that an increased level of workers engagement is predicted by two types of PC i.e. through balanced and relational contracts; whereas, workers engagement is predicted at lower level via transactional and transitional contracts. Yeh (2012) also found similar results in context of relational psychological contracts that it has positive affiliation with workers engagement and negatively connected with transactional psychological contract. However, it was observed that employees' disengagement behavior leads towards deviating or withdrawal behavior shown by employees towards their organization either physically or psychologically (Hashim & Nor, 2018). Hence, it is postulated that;

H3a: Perceived psychological contract has relationship with employee engagement.

2.4.3.2 Perceived Psychological Contract and Job Satisfaction

According to Beynon, Heffernan, and McDermott (2012) psychological contract has an important impact on worker's behavior inclusive of job satisfaction. Agarwal and Bhargava (2013) ascertained that a strong and powerful psychological contract is formed by an employee's positive approach related to the organization in relevance to the attainment of their duties. The more the employees will believe on the organization in terms of fulfillment of their promises, the higher will be the job satisfaction they will experience (Deas, & Coetzee, 2020; Rodwell & Ellershaw, 2016). Literature also supports that the psychological contract fulfillment and job satisfaction are both positively associated (Baral & Bhargava, 2010; Chambel & Alcover, 2011; Pohl, Bertrand, & Ergen, 2016). Conway et al. (2011) also provides an evidence regarding the positive association between these two constructs, that is the fulfillment of PC may enhance the employees' satisfaction (Birtch, Chiang, & Van Esch, 2016). Violation of psychological contract might lead to dissatisfaction with job (Rodwell, Ellershaw, & Flower, 2015). Researchers also find out that any kind of violation in the psychological contract can cause negative impact on employee's attitude, which in turns reduce job satisfaction (Beynon et al., 2012; Chao, Cheung, & Wu, 2011). Lijo and Lyngdoh (2016) also reveal important role of perceived PC for creating job satisfaction among HR professionals working in start up IT businesses. Further, literature provides a support that psychological contract that develops positive perception of employee towards organization is referred as a fulfillment of expectation that can lead towards higher level of satisfaction, otherwise employees can decide about their course of action in future (Varma & Chavan, 2020). Hence, it is assumed that;

H3b: Perceived psychological contract has relationship with job satisfaction.

2.4.3.3 Perceived Psychological Contract and Organizational Commitment

Literature supports the association between worker's commitment with the company and psychological contract. Such as, Pohl et al. (2016) ascertained that the fulfillment of PC leads to the increased level of satisfactory feelings and a higher commitment of the employees in an organization. Vice versa to this Quratulain et al. (2018) explained that if the psychological contract breach occurs then it will leads towards decreasing the affective commitment, in turn, increase the intent to leave the organization in Pakistani cultural scenario. Furthermore, Rousseau and Wade-Benzoni (1994) emphasized that temporary employees have quite different PC as compared to permanent workforce. Temporary workers developed contracts of transactional nature that brings lower level of commitment, whereas permanent staff with a more relational contract leads to higher level of commitment with the workplace and job satisfaction as well. Moreover, relational contracts are characterized to bring more positives outcomes from employees and in contrast to this transactional contracts are more related with some negative outcomes of the employee because of its short term and materialistic approach (Raja et al., 2004; Rousseau, 1995).

Most of the literature available on the topic of psychological contract has examined that how mutual set of responsibilities and obligations with the companies develop strong benefits for the workers to retain (Rodwell & Ellershaw, 2016). In this context it was found that companies can use organizational commitment for retaining employees with the organizations and it has been a stabilizing force (Meyer & Herscovitch, 2001; Rodwell & Ellershaw, 2016). According to Allen and Meyer (1996), affective commitment can be elaborated as a workers' involvement in, emotional affection and feelings of identification with their employers. This definition reflects that reciprocity is considered as a significant feature. That is, when individuals feel to be respected and valued by their employers, then they are likely to reciprocate this with emotional engagement and trust by showing commitment to their organization (Bortoni, 2011). He also explains that employees will have strong affective engagement and commitment with the company if their employers promise to provide them with satisfying or favorable benefits. While employees will show less loyalty and few efforts for companies when they observe that their

employers have minimum interest in their needs. Moreover, Birtch et al. (2016) identify that PCF (i.e. transactional and relational), enhances the level of job outcomes including ES and organizational commitment. Therefore, it was concluded that OC is directly affected by psychological contract, that is, how employees perceive about an employer (Bortoni, 2011). Conclusively, it can be said in the light of available literature that psychological contract is very essential for developing the attitude of commitment among employees of an organization; failure to do so may produce negative employee related outcomes (Nawaz, Usman, Qamar, Nadeem & Usman, 2020). Hence, it is postulated that;

H3c: Perceived psychological contract has relationship with organizational commitment.

2.4.4 Perceived Psychological Contract Fulfillment as a Mediator

Globalization has developed a new door of opportunities for the employees. Work practices in today's organizations have changed dramatically as compared to past practices (Cascio & Aguinis, 2008; Schreyögg & Sydow, 2010). Consequently, employer branding strategy emerged as a most significant element of work practices, especially when organizational environment becomes so competitive and war of talent is on its peak; which ultimately makes recruitment, selection and retention of current workforce a more challenging task than ever before (Majumder, 2017; Purusottama & Ardianto, 2019). The modern workplace consists of multicultural workforce because of incorporation of variety of generations serving in current workforce (such as Baby boomers, Generation X and Y-the Millennials and Generation Z). Engaging and retaining such diversified personalities and value holder's is a big challenge in itself. It is one of the biggest reason that why organizations are putting more emphasis on becoming a brand to be an employer of choice by taking a deep delve into the concept of a psychological contract fulfillment (Majumder, 2017).

It is also essential to notice that most of the researches in existing literature as recognized by Raja et al. (2004), were found with the perspective of PCB, but recently emphasis has been given on the positive side of PC i.e. its fulfillment which act as a significant predictor of

employees behavioral and attitudinal outcomes (Conway & Coyle-Shapiro, 2012; Rayton & Yalabik, 2014). According to Turnley and Feldman (2000) PC developed due to workers' belief that their employer will give certain benefits in return of their efforts. So, expectations of employees concerned with their psychological contract are reflected to be formed by different organizational acts and events (Conway & Briner, 2005). Different other researches detail the concept that organizations different motivational acts, promises and, other encouragements to increase worker's performance play a key role in the mind set of personnel (Bal, Jansen, Van Der Velde, de Lange, & Rousseau, 2010; Rousseau, 1995).

Moreover, Human resource department of any organization along with different social cues from the environment plays a dynamic role in determining the psychological contract of employees (Bhatnagar & Biswas, 2010; Ruchika & Prasad, 2017). Even though no known study has been found that inspect the intermediary role of PCF between employer brand and different employee outcomes. Though, there are evidence of some researches in the area of HRM that contextualized the social exchange relationships as a base, which concentrates upon a more general perception of the employee trust and the investments made by the employer (Shore, Tetrick, Lynch, & Barksdale, 2006; Song, Tsui, & Law, 2007). In addition to this McBain (2007) developed a theoretical framework which explain that psychological contract perceptions plays a key role in the creation of a meaningful psychological state, availability and safety that are considered to be the key factors in the development of EE, organizational commitment and job satisfaction and provides a direction for other researcher's to focus their research efforts in this new relation. Later on, it was proved in another study that psychological contract will emerge as a mediator between procedural justice, perceived organizational support, person-organization fit and EE along with OC. That is, if there is strong psychological contract experienced by employees then it will lead them to exhibit more commitment and engagement in context to their job as well as the organization (Bhatnagar & Biswas, 2012).

However, another important study to be quoted here belongs to Birtch et al. (2016) who provides an evidence regarding the mediating role of PCF between job characteristics and job outcomes (including employees satisfaction and commitment) relationship. Likewise, it is found that higher PCF partially but significantly play a role of mediation between high commitment

HR practices and JS (Latorre et al., 2016). Moreover, Bal, Kooij, and De Jong (2013) revealed that HRM activities that are related to the development of employee develop employee's outcomes such as (affective commitment and work engagement) by creating a better relational psychological contract in comparison to the transactional contract. Furthermore, it is suggested by Quratulain et al. (2018) that organizations should focus on those strategies that can be fulfilled in this employment environment so that reciprocal obligations made with each other by an employer and its employee can be fulfilled to enhance the individual level outcomes.

Nonetheless, many researches explored about psychological contracts but very little is known about the potential mechanism that can lead towards employee outcomes (Conway & Coyle-Shapiro, 2012), especially when an organization becomes a brand; providing a significant unexplored opportunity. Hence, black box exists in the literature which can be fulfilled by examining in the further detail that, up to what extent employer brand create an impact on attitudinal outcomes of employees i.e. job satisfaction, employee engagement, and organizational commitment via psychological contract fulfillment? Therefore, it is assumed that;

H4a: Perceived psychological contract plays intermediating mechanism between perceived employer brand and employee engagement.

H4b: Perceived psychological contract plays intermediating mechanism between perceived employer brand and job satisfaction.

H4c: Perceived psychological contract plays intermediating mechanism between perceived employer brand and organizational commitment.

2.5 Theoretical Framework

2.5.1 Theoretical Base of Employer Branding

Employer branding has not been focused as a topic of discussion in academic settings while it has been studied in practitioners. It is the main reason behind underdeveloped theoretical framework. Varieties of theories are available in literature through which different authors try to develop theoretical justifications regarding employer branding. Theurer et al. (2018) review the variety of theoretical frameworks used across the literature with reference to employer branding. To this edge, they gathered the theories in the following three eras.

- Theoretical perspective in the first and foremost era focuses on marketing-based brand equity, which brings other theories on the same ground as well. These other theories are basically the subordinate framework or theories of brand equity theory (for instance employer knowledge framework; instrumental-symbolic framework) or somehow indirectly related as a correlative concept which illustrates the individual information processing affiliated to the construct of brand or the branding procedure (for example, social identity theory and signaling etc.).
- Brand or branding procedure can differentiate the second theories area. For instance, explaining brand (image)-related interactions is focused by the application of the employer knowledge framework, instrumental-symbolic framework, expectancy theory, image congruency and need theory.
- In contrary to that, branding process also developed theoretical justifications based on the use of ‘elaboration likelihood model’ and on the transactional and relationship aspects of marketing etc.

Theurer et al. (2018) also attempted to gather concepts with respect to various group targeted by employer branding (i.e. current and potential employees). Nonetheless, these specific groups do not relate to some particular theory application patterns. Hence, with respect to the HR filed, he identify resource-based view as a prominent theory to be describes with refernce to

employer branding (Theurer et al., 2018). Few most popularly used theories by variety of authors in an effort to theoretically justify the employer-branding concept in particular frameworks, are discussed below.

2.5.1.1 Resource Based View

The Resource Based View argues that resources bring competitive advantage to an organization (Barney, 2015; David & David, 2013; Idris, Abdullah, Idris, & Hussain, 2003). Kostopoulos, Spanos, and Prastacos (2002) highlight the major contributors in the resource-based theory including Wernerfelt (“The Resource-Based View of the Firm”), Prahalad and Hamel (“The Core Competence of The Corporation”), Barney (“Firm resources and sustained competitive advantage”) and others in 1980 and 1990. The followers of RBV theory argues that for the purpose to find the origin of competitive advantage there is need to look inside the organization instead of external competitive environment for it (Paladino, Widing, & Whitwell, 2015). The competitive advantage to a company comes in the form of some valuable assets, capabilities, procedures, expertise and insights; and it is their ultimate price, scarcity, toughness to emulate and substitute that contributes in the competitive advantage according to the Resource-Based approach (Barney, 2015; David & David, 2013; O’Regan & Ghobadian, 2004; Wernerfelt, 1984).

The presumption that value is brought by organizations human capital resources to the company predicts the practice of employer branding, and firm`s performance can be increased by investing in organizational human assets (Khalid & Tariq, 2015). RBV is in favor of this, proposing that competitive advantage can be sustained by the contribution of characteristics of company’s resources (Barney, 2015). A firm can pass its competing companies in the long run competition by having such resources which are tough to imitate, provide value and rarity, as well as do not have substitutes (Barney, 2015; David & David, 2013; O’Regan & Ghobadian, 2004; Wernerfelt, 1984).

EB is founded on the assumption that value of any workplace is created due to its organizational human capital and resources as well as through skillful investment in its people, which ultimately enhance firm performance (Khalid & Tariq, 2015). Resource-based view (RBV) provide a supports for this assumption, by signifying that sustainable competitive advantage can only be achieved by utilizing firm's resources (Barney, 2015). However, most commonly used sources in the past, which have been taken as company's competitive advantage, include production facility, machinery and capital investment; but another important and valuable asset, which can be listed as the basic cause of competitive edge. is its organizational human capital resources (Priem & Butler, 2001). For instance, any production facility, which is capable of creating innovative products, is only valuable when it has very competent labor force to run its function smoothly (Boxall, 1998). The company through external marketing of organizations practices can become a brand as an employer that capture the attention of most competent workers and it also makes a workplace as an EOC in employment market (Wilden, Gudergan, & Lings, 2010). The assumption behind the above said logic is that the uniqueness of a brand let an organization to get unique existence and characteristics (Sivertzen et al., 2013). Furthermore, some expectations have been developed by the recruits due to the reputation of a firm; if fulfilled it will make employees more committed to their work (Wilden et al., 2010). To imitate organizations and human unique characteristics created through internal marketing is a hard task for competitive firms (Wilden et al., 2010). By utilizing the benefits generated through internal marketing i.e. to be an employer brand for current workforce, the workplace culture can be created that supports corporate goals. Hence, enable the firm to achieve a unique culture that is not imitable. For instance, the workforce culture developed by the Southwest Airlines is found very hard to imitate by its competitors and give them distinctive position in the marketplace (Hill, 2008; Miles & Mangold, 2005). Organizations human capital can act as competitive advantage only if current talent retains with an organization and its workers are competent enough to compete with unusual challenges (Barney, 2015). Internal marketing through HR practices contributes not only to develop organizations human capital, which is tough to imitate but also in employee retention (Ambler & Barrow, 1996).

2.5.1.2 Theory of the Psychological Contract

A second theoretical lens for the proposed model is found under the umbrella of psychological contract theory because of its influence on the connection between workers with their workplace. The EB construct is actually derived from two distinct theories, namely *a)* recruitment communication / branding and; *b)* work psychology also known as psychological contract. These two theories combined together to provide the explanation of employee branding construct (Rosethorn, 2009).

According to De Cuyper and De Witte (2008), psychological contract means “the idiosyncratic set of reciprocal expectations held by employees concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return)”. Kind of implicit contract i.e. transactional, relational and balanced dimension of psychological contract are of different nature which act as an influential component in differentiating the nature of the PC (Greenberg, 2012). Transactional psychological contracts revolve around the performance and economic-based aspects (such as, pay for attendance) and provide working conditions suitable for temporary workers. Contrarily, relational psychological contract are long term and provide suitable working conditions for permanent workers with appropriate condition of open-ended type of employment. Additionally, balanced contract is the amalgamation of both kinds of PC i.e. transactional and relational (Greenberg, 2012).

Generally speaking, a psychological contract signifies by the mutual exchange in the relationship between two parties where, they trade things of value with each other. Previously, it is identified that in organizational inquiries, PCT is placed between few wide-ranging scope holder theories, for instance; social information processing and social exchange and more discrete theorizing about concept, includes; organizational commitment (with perspective of an employee's contribution) and perceived organizational support (POS-with perspective of an employer's contribution). PCT is thus, a midrange theory that address about the mechanism, how workers beliefs can put effect on their behavior, affect, and on judgments in this give-and-take relationship (Rousseau et al., 2013).

Conventional idea of the psychological contract of employees with their employers, explains employees loyalty to that firm, which is created in exchange of job safety (Hendry & Jenkins, 1997). Nonetheless, the latest era which is characterized by the practices of downsizing, outsourcing and flexibility provided by employer has forced authors to conceptualized psychological contract in a new way by incorporating the idea that employees get marketable skills by training and development in exchange of their efforts at workplace (Campos-García & Zúñiga-Vicente, 2018). Considering this new employment reality, employees can be exposed towards the developments of negative perceptions, which can be negated by promoting the benefits of employer branding (Majumder, 2017). These benefits include: opportunities for training, personal growth, career and development opportunities (Hendry & Jenkins, 1997). Moreover, it is identified by Rousseau et al. (2013) that nature of PC is dynamic. When this unstated contract is developed once, then they have a tendency to stay relatively stable, while operating at the subconscious and high-order level. In short, to modify the opinions of the workers about the new employment scenario, employer-branding campaigns can be a useful philosophy.

2.5.1.3 Brand Equity

Brand equity theory was also used in literature to provide a complementary theoretical framework for explaining the concept of EB. In marketing language, brand equity is defined as “a set of brand assets and liabilities related to a brand that add or subtract the value provided by a product or service and/or to that firm’s customers” (Aaker, 1991). Brand equity based on customer shape responses of customers towards product due to the influence of brand knowledge (Keller et al., 2011). However, in case of EB, brand equity affects the existing and prospective workforce due to the element of brand knowledge.

Furthermore, employer brand equity can encourage prospective pool of candidates to apply for the job (Jiang & Iles, 2011). Besides potential employees, according to O’Halloran (2003) current employees should also be encouraged to retain with the workplace and put great effort in attaining organizational desired end results. In another way, employees (either current or

potential) react differently to similar HR practices (including; recruitment, selection and retention) offered by different firms and the reason behind all of this, is the framework of employer branding embedded in the philosophy of these firms based on brand equity. For instance: Pret A Manger of a company that is specifically dealing with the fast food business in UK organized a promotion for creating strong employer brand equity. This firm takes a benefit of the unique idea by creating cravings for food products, not only for customers but also for the employees, thus uniting its product appeal with its EB package. As a result, this promotional campaign has substantially affected retention rate of its current talent as well as increase was observed in the number of job applications they received (O'Halloran, 2003).

Another research proposed employee based brand equity framework that provides conceptualization about the need of internal brand management practices. They argue that although consumers get awareness about the brand by external brand building efforts, but the actual experience is developed by interacting with the employees that truly shape the perceptions of customers and helps a brand to create distinguish position in the market. Therefore, there is a true need to enhance internal brand management practices (King & Grace, 2009).

2.5.1.4 Social Identity Theory

Social identity theory also clarifies a relation between image of an employer brand and its ability to attract employees. Social identity theory tends to state that individuals identify their abilities and qualities better when they are part of a certain group (Tajfel, 1982). A person can become a part of that group, who have the similar likes and dislikes as the person do; ultimately, he follows rules, customs and etiquettes of this group (Catanzaro, Moore, & Marshall, 2010). It is evident that customers tend to follow that brand for which they have more affiliation due to its positive image (Foster et al., 2010). On the basis of previously described logic, social identity theory also create its justifications for the concept of employer branding; that is, people will follow such group more often for which they have a strong positive image. In the same way, employees will try to find more reasons to retain with an organization and identify it as a brand,

only if they find some features of employer image more inspiring and affirmative (Santos et al., 2019).

Previously, branding simply creates the image of firm's products; but more recently, image of an organization can also be built through the effort of employer branding (Foster et al., 2010). Branding that makes organization as an employer of choice plays a significant role in the accomplishment of a workplace (Elliott & Wattanasuwan, 1998). In reality, jobs are made more attractive and captivating by employment branding. It has been found that symbolic functions have been given dominant place in the marketplace as an alternative of limited functional variances between various brands (Cober, Brown, Keeping, & Levy, 2004). Reason behind limited functional variances is that; it has become very difficult for competitors to fight with job related factors due to the similarity found in those factors within the same industry (Cober et al., 2004; Lievens & Highhouse, 2003). To end up, it can be concluded that, for creating positive brand image, employer branding has been very useful in this regard. To backup this argument, Lievens and Highhouse (2003) explain that rewards such as pay and other benefits for today's workforce are essential to be described and promoted by an organization to keep continuing hunting of top talent that truly represents the status of the employees in the organization.

2.5.1.5 Signaling Theory

Guzzo, Noonan, and Elron (1994) were of the view that Human resource management is mainly concerned with the strong communication from organizational side towards the employees of the organization. According to Rosethorn (2009) the concept of employer branding originated by merging two theories namely "recruitment communications", and "branding & work psychology". As it is evident that employer branding serves the function of communication just like HRM; therefore, it is according to the signaling theory (Casper & Harris, 2008), which states "all organizational activities are perceived as signals sent by the organization" (App, Merk, & Büttgen, 2012). In view of the fact that employees do not have complete details about intent of their organization so, they select different organizational practices as an indicator that makes an organization a brand; considering it as signals of the organizational intent. By communicating

those practices that helps to develop an organization as a brand, in turn the organization enables their employees to infer the indication of a substance-oriented understanding of the employment relationship (App et al., 2012).

2.5.2 Theoretical Framework of this Research

The theoretical view to examine the relationship of EB and attitudinal outcomes (employee engagement, organizational commitment, job satisfaction) with mediational role of psychological contract; in context of telecommunication industry is still at infancy stage. This piece of dissertation establishes the theoretical base of this research study through the amalgamation of two theories including, psychological contract based on organization's human capital resources i.e. resource based view (RBV). Broadly speaking, there are three kinds of organizational resources according to RBV which includes; physical capital, human capital and organizational capital (Barney, 2001).

- *Physical capital resources*: it includes physical assets such as technology, plant, equipment, raw materials and location etc.
- *Human capital resources*: it includes experience, intelligence, training, insight from managers and workers, and their judgment etc.
- *Organization capital resources*: it includes planning, formal structure of workplace, informal and formal reporting, coordinating and controlling mechanisms, informal relationship between groups within an organization and between different organizations (Kostopoulos et al., 2002; Paladino et al., 2015).

This investigation provides explanation according to the viewpoint of human capital resources in order to avail the sustainable competitive edge. To theorize, it is explained that employer brand is represented via organization's human capital resource which is non-substitutable, inimitable and rare. Hence, by formulating distinctive policies, strategies and practices, employer brand can be created that in turn helps to attract prospective applicants and in retention of existing workforce (Kashyap & Chaudhary, 2019). Working with this kind of

employer brand creates positive employees experience that encourages them to sustain their attachment with their existing employers. Further, it also makes difficult for other firms to poach the top talent from this organization. Consequently, RBV offers a comprehensive theoretical background relating to perceived employer brand and attitudinal outcomes including satisfaction, engagement and commitment of current workforce. Hence, employer branding is embedded in RBV by considering organization's human capital resources significant for the organizational success (Backhaus & Tikoo, 2004). It provides competitive benefit to any firm for the achieving desired ends in their business and also create value for firms intangible assets (Vasantha, 2018).

Resource-based view expresses that achieving new skills or resources for each opportunity available in market is far more difficult than to grab opportunities of external environment by using currently available resources but in a unique way (Jurevicius, 2013). Therefore, one should utilize currently available resources for exploiting opportunities in the marketplace (Jurevicius, 2013). According to 'Resource Based View', optimum organizational performance can be accomplished through proper allocation and utilization of resources (Wilden et al., 2010). Resources can be categorized into two major kinds: a) Tangible Resources, and; b) Intangible Resources. **a)** Tangible assets are those that can be touched and have a physical structure, which includes building, equipment, land, machinery and capital. These assets can be purchased easily from marketplace, as well as, competitors can also buy such resources sooner or later and therefore, these assets have a lesser value in long run for the companies as compared to intangible assets (Jurevicius, 2013). **b)** Intangible assets are the one which do not have any physical existence but still, have value and retained by a firm. Intangible Assets include intellectual property, brand image and trademarks etc. These assets cannot be bought in the market as they are created in minds and in case of brand reputation; it is built over the years. Intangible resources are the main source for gaining competitive advantage and these assets usually embedded within a company system and practices (Jurevicius, 2013). Therefore, it was proposed and supported through evidence that, having rare features can bring best work force to an organization (Barney, 2015; Love & Singh, 2011).

To get a better and distinctive position among the competitors and others, your organization should possess unique resources and qualities (Barney, 2015; Wayne & Casper,

2012). Amongst other things such as; equipments, plant and physical assets as a resource that can produce competitive edge, EB is also critical component in this regard that can be a source of competitive edge for any firm (Edwards & Edwards, 2013; Priem & Butler, 2001; Sivertzen et al., 2013).

The main objective of RBV, according to Barney (2015) is to get competitive advantage by getting true ownership of intellectual and human capital. Khalid and Tariq (2015) argue that company's performance can be enhanced by skilled investment in human resources that can bring great value to the firm and this is mainly an assumption behind the practice/framework of employer branding. RBV provide its supports for this assumption by proposing that it's the characteristics of company resources that can make contribution in sustaining competitive edge (Barney, 2015). To acquire unique position in the market, and to make it distinctive from other companies, employer branding is the best way to achieve this objective (Martin, Gollan, & Grigg, 2011). It is because, individuals feel bonded with an organization through internal marketing of its unique practices for its human resource (Khalid & Tariq, 2015). Individuals easily adopt unique culture created through practicing the philosophy of employer branding, which make them distinctive in the market and give them opportunities to grow (Backhaus, 2016). Moroko and Uncles (2008) reinforced the same viewpoint that ethics and culture of any firm play vital role in developing attractiveness of an employer.

Moreover, the employer brand philosophy is also grounded within psychological contract theory (PCT) in many previous researches, by showing its influence between the relationship of an employee with its organization; and on few other individual level outcomes including motivation and satisfaction, etc. (Backhaus & Tikoo, 2004). Backhaus and Tikoo (2004) agreed with the viewpoint that employer brand create positive expectations of employees about organization as an employer and play a role of key driver in building employment relationship. Edwards (2009) also explained the link between EB and PC by giving and explaining interesting example of "chicken and egg scenario". Many scholars argue: whether employer brand rooted in the psychological contract or vice versa? (Bal et al., 2013; Cullinane & Dundon, 2006; Edwards, 2009; Uthayasuriyan & Vijayalakshmi, 2015).

Furthermore, binding relationship with the firm can be created by using the concept of employer branding (Bal et al., 2013). Traditionally, PC between workers and their employers is formed on the assumption that against job security that is provided by employers, employees would promise a loyal relationship to them (Hendry & Jenkins, 1997). But now-a-days, downsizing is the most emerging phenomenon that has become a part of the every firms life due to the fact of cost cutting and adaption according to changing market needs that are required by firms to survive in this era of competitiveness (Campos-García & Zúñiga-Vicente, 2018). These latest trends of downsizing, outsourcing and flexibility provided by employer has forced authors to conceptualized psychological contract in a new way by incorporating the idea that employees get marketable skills by training and development in exchange of their efforts at workplace (Campos-García & Zúñiga-Vicente, 2018). Considering this new employment reality, employees can be exposed towards the developments of negative perceptions that can be negated by promoting the benefits of employer branding (Majumder, 2017). These benefits include: opportunities for training, personal growth, career and development opportunities (Hendry & Jenkins, 1997). In short, to change the perceptions of the firm about the new employment scenario, employer-branding campaigns can be a useful philosophy.

Shortly describing, the psychological contract is an unstated, unwritten and implicit type of promise between an employer and its employees. Similarly, it is about the circles of mutual beliefs that employer and employee have about each other's responsibilities. Furthermore, this contract is developed gradually between them via code of conduct followed by both parties (Greenberg, 2012). Therefore, it is manifested that the concept of PC and employer branding goes hand in hand (Majumder, 2017) and necessary for making employees engaged, committed and satisfied with the organization (Schulte, 2010).

- First, a strong employer brand can easily develop positive image of a workplace in the eye of prospective employee (Wilden et al., 2010) along with the feeling of identification among the current workforce (Lievens, 2007). It is also reinforced by the results of another research in which it is explained that employees get more committed with the firm when they feel identification with customs and values of that workplace (Ergun & Tatar, 2018). Few more studies available in literature supported a direct connection of

employer branding with organizational commitment (Ampuero & Storsten, 2013; Kimpakorn & Tocquer, 2009).

- Secondly, literature also provides a support that increased employee satisfaction is a the consequence of employer branding process (Devasagayam et al., 2010; Martin et al., 2005). And also created through building strong psychological contract (Baral & Bhargava, 2010; Beynon et al., 2012; Chambel & Alcover, 2011; Lijo & Lyngdoh, 2016).
- Lastly, employer branding also influence the employee engagement level (Burawat, 2015). This is also reinforced by the finding of the study conducted by Kahn (1990) that three psychological conditions related with the attitudes of employees engagement and disengagement at work including safety, availability and meaningfulness.

Sartain (2005) propose that internal employer brand can create a competitive edge that is hard for competing bodies to imitate. Hence, it is recognized that the utilization of EB can create a strong PC that can shape positive attitudinal outcomes for that organization. Thus, to comprehend the link between EB and attitudinal outcomes, it is essential to focus on psychological contract based on organizational human capital resources through the lenses of RBV. As it is essential to notice that EB alone is not enough to achieve competitive advantage for an organization (Delery, 1998).

Besides, limited studies have examined the linkages between employer branding and attitudinal outcomes through psychological contract (Backhaus & Tikoo, 2004; Burawat, 2015; Khalid & Tariq, 2015; Priyadarshi, 2011; Schlager et al., 2011). Consequently, there is a need to survey the influence of EB on organizational attitudinal outcome created through the fulfillment of PC. This research study embeds psychological contract theory (PCT) with resource-based view (RBV) for explaining theoretical ground between employer-branding and attitudinal outcomes (organizational commitment, job satisfaction, employee engagement) mediated through psychological contract fulfillment (PCF) in telecommunication sector of Pakistan.

To conclude this section, it is evident that to understand the relationship between EB and attitudinal outcomes, it is important to view organizational human capital resources through the lenses of resource based view to develop PC between an employer and its personnel. It is

because, employer branding alone is not enough to achieve competitive advantage for the firm (Delery, 1998; Majumder, 2017). Developing an organization as a brand through building psychological contract with human capital resources by keeping in view the perspective of Resource Based theory, is the real foundation of this research. However, from the above discussion, it can be concluded that brand equity, social identity and signaling theories etc. also contribute to define employer branding frameworks but in comparison to these theories, Resource based view and psychological capital theory is major contributory in explaining framework of this research. These theories (i.e. brand equity, social identity and signaling theories) explain about the employer branding with reference to existing and prospective workforce. But ignoring the fact that employer branding practice relays on the assumption that value comes to the workplace by bringing unique organizational human capital (Khalid & Tariq, 2015), which is distinctive feature that can lead towards the attainment of competitive advantage (Wayne & Casper, 2012). Moreover, this competitive advantage is strengthened by the fact that concept of psychological contract and employer branding goes hand in hand (Majumder, 2017) and necessary for making employees engaged, committed and satisfied with the organization (Schulte, 2010).

2.6 Proposed Mediating Model and Hypothesis

2.6.1 Conceptual Framework

Built on the arguments of resource based view (i.e. employers should look inside an organization to gain competitive edge instead of searching something from external environment) and psychological contract theory (i.e. concerns mutual expectations of inputs and outcomes); theoretical and conceptual framework of this investigation was proposed. This model aims at measuring the impact of employer branding on attitudinal outcomes with mediating role of psychological contract fulfillment in telecom sector of Pakistan. This model is based on three boxes. Box one characterizes perceived employer brand. Box two represents the mediating variable i.e. psychological contract. And box three symbolizes the attitudinal outcomes including employee engagement, job satisfaction and organizational commitment. Model given below

reflects the effect of employer brand on shaping the employees attitudes favorable for the organization and its role in creating the contract of mutual expectations between employer and employee. Moreover this contract of unstated mutual expectations also shows its effect on attitudinal outcomes. To summarize this model offers a holistic view of the effect of employer brand on attitudinal outcomes by having mediational effect of psychological contract in telecom sector of Pakistan. However, this model is evaluated by considering current employees as a unit of analysis. The rationale behind limiting this study to current personnel is that in the HRM field a black box is identified to explain the influence of EB on current employee's experiences and attitudes. Therefore, following model is proposed.

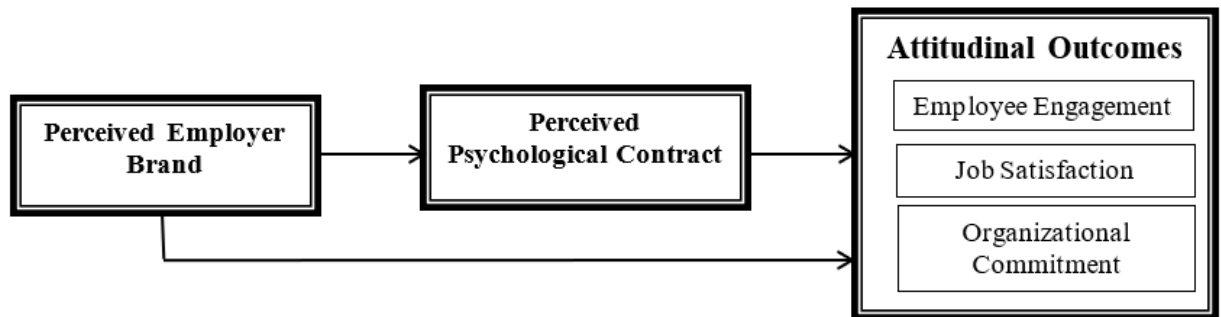


Figure 2.2: Conceptual Framework

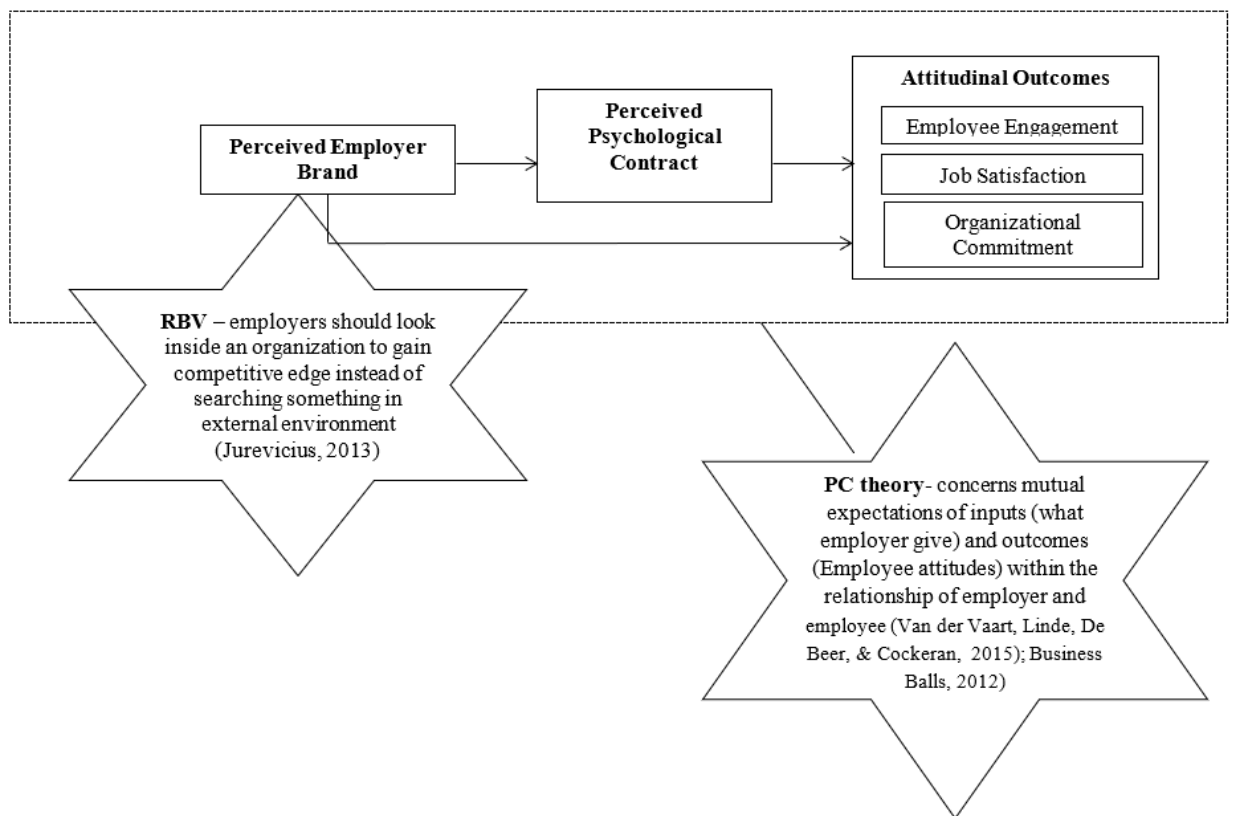


Figure 2.3: Conceptual Framework with Theoretical Lenses

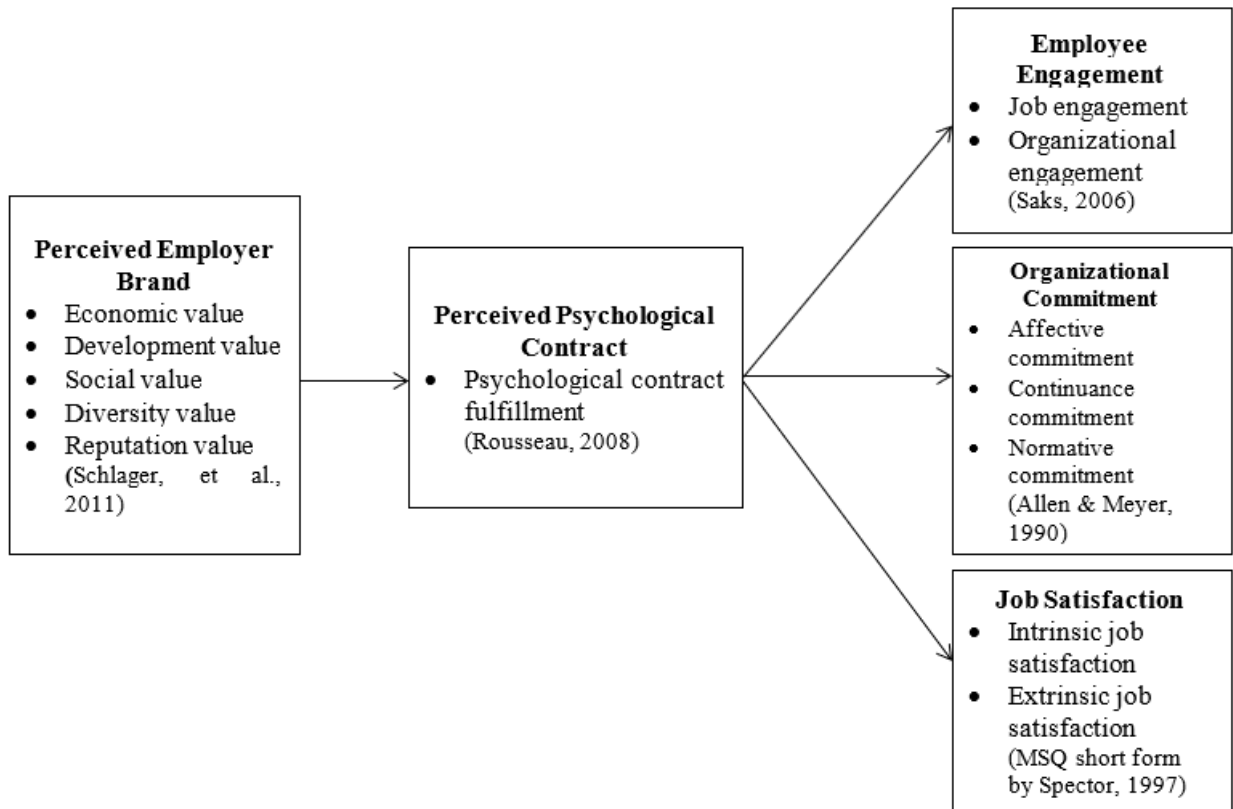


Figure 2.4: Proposed Operational Framework

2.6.2 Development of Hypothesis

Based on the Literature review and Conceptual Model, 10 hypotheses were proposed to be tested empirically.

These hypotheses are given below:

H1: Perceived employer brand has relationship with perceived psychological contract.

H2a: Perceived employer brand positively influences employee's engagement.

H2b: Perceived employer brand positively influences employee's satisfaction with their job.

H2c: Perceived employer brand positively influences organizational commitment.

H3a: Perceived psychological contract has relationship with employee engagement.

H3b: Perceived psychological contract has relationship with job satisfaction.

H3c: Perceived psychological contract has relationship with organizational commitment.

H4a: Perceived psychological contract plays intermediating mechanism between perceived employer brand and employee engagement.

H4b: Perceived psychological contract plays intermediating mechanism between perceived employer brand and job satisfaction.

H4c: Perceived psychological contract plays intermediating mechanism between perceived employer brand and organizational commitment.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter starts by describing the philosophy of this research, methodological approach, research methods, purpose of this study, sampling design, description of survey instrument along with its validity and reliability through pilot testing, data collection procedure and analytical techniques were used to test the hypothesis developed in this study. These hypotheses have been developed in accordance with the scope of this study to check the relationship between the proposed variables i.e. effect of employer branding on attitudinal outcomes of employees via psychological contract fulfillment.

This chapter is comprised on 6 sections: a) philosophy of the Research, b) description of population and sampling, c) description about the instrument developed for this study, d) establishing measures for goodness including validity and reliability through pilot testing, e) data collection procedure, and f) data analysis. The first part of this chapter (3.2), explains about the research paradigms (positivism, interpretivism and pragmatism) and philosophical assumptions of research paradigm. It also explains the philosophy of this research study. The second section (3.3) describes about the population and sampling procedures along with its rationale. The third section (3.4) explains the instrumentation section of this research in which it highlights the operationalization of each variable used in study. It also elaborates about the scales used in the survey instrument. The fourth part (3.5) explains the goodness criteria for the measures used in this study by explaining about the validity and reliability of the instrument used in this research. It is shown through pilot testing. The fifth section (3.6) elaborate about the data collection procedure and finally the last section (3.7) provides the explanation regarding the statistical techniques used in this study in order to verify the proposed hypotheses and model of this research.

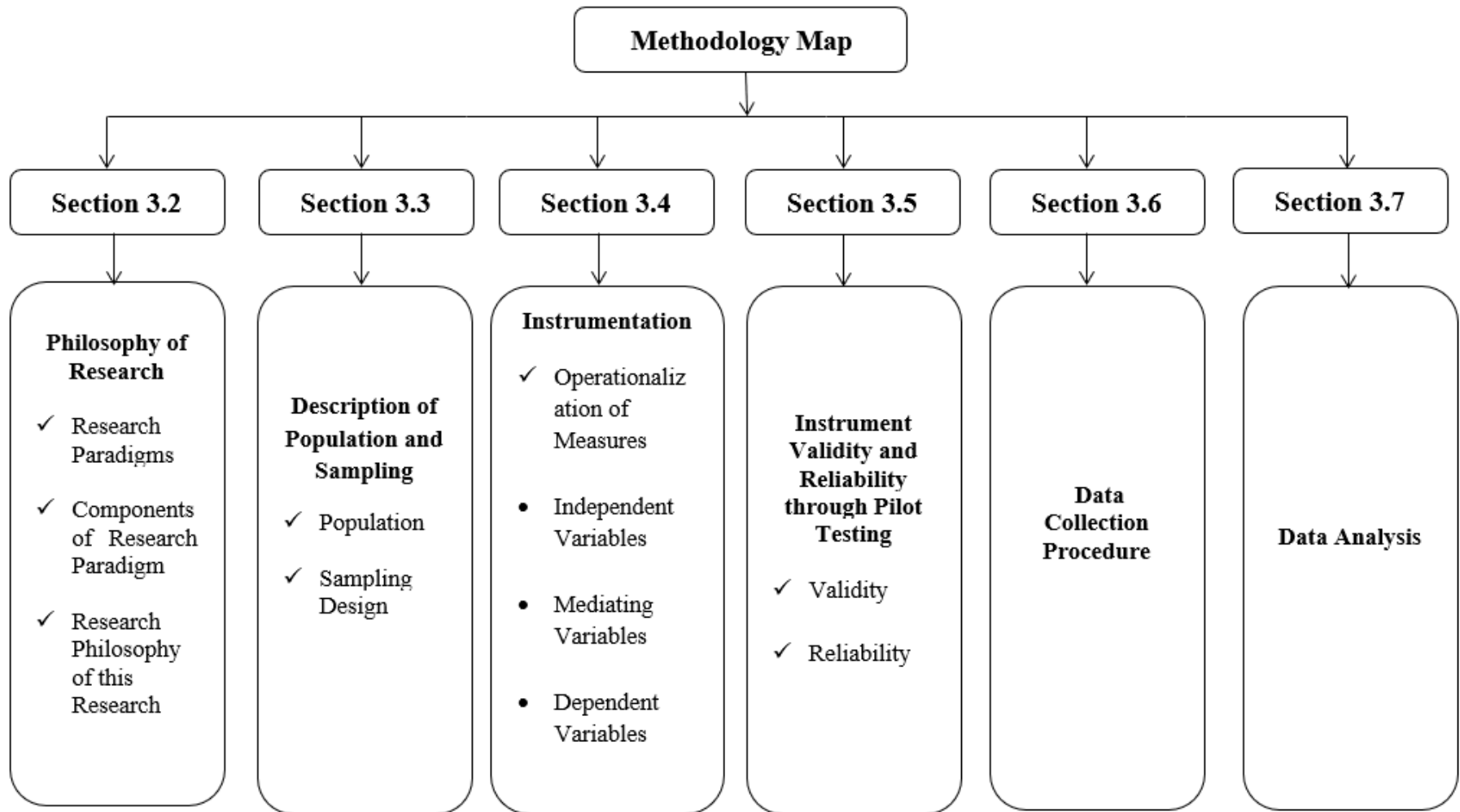


Figure 3.1: Methodology Map

3.2 Philosophy of Research

Research philosophy explains about the process for the development of new knowledge by elaborating or investigating about the nature of that knowledge as well (Saunders et al., 2019). Development and knowing about the knowledge depends how to break down the complexity of the real world and on the view of this world (Patton, 1990). This view of the world which is termed as a paradigm of research is guided by a set of feelings and beliefs that provide the basis for a structure to assist the scholars in order to study and understand the knowledge (Guba, 1990; Jonker & Pennink, 2010). So, one can said that research paradigms could help defining the research philosophy. Similarly, Cohen, Manion, and Morrison (2002) defined research paradigms as a broader framework that inculcates beliefs, perceptions and understanding of several practices and theories that help to carry out a research. Research paradigm is also defined as precise process that helps creating a relationship between research questions and objectives through various steps. There are three accepted schools of thought concerning knowledge claim, which includes: positivism, interpretivism and pragmatism (Hector, Christensen, & Petrie, 2009; Krauss, 2005; Saunders et al., 2019; Wahyuni, 2012). These paradigms are explained below:

3.2.1 Research Paradigms

First, positivism approach basically verifies the theories and hypothesis of empirical sciences, where larger sample size is taken for conducting most of the studies (Creswell & Clark, 2017). This concept is directly related with the notion of objectivism. Moreover, this philosophical approach provides an opportunity to researchers to evaluate the social world with the help of objectivity rather than subjectivity (Cooper & Schindler, 2014). Therefore, positivist researchers collect information from large data instead of exploring concrete details of research with multiple realities, in order to provide generalized results (Cooper & Schindler, 2014). According to this paradigm, researchers own beliefs have no value to influence the research study (Saunders et al., 2019).

Positivism approach is also called as quantitative approach, post-positivism or empirical science (Wahyuni, 2012). Further, Creswell and Clark (2017) suggest that selection of suitable approach depends on the nature of problem under study. For example: if the problem is to find out those constructs that can influence outcome, provide explanation or to test a theory, then positivism (*quantitative approach*) is most suitable (Goldkuhl, 2012; Wahyuni, 2012).

Second, interpretivism approach is also known as the ‘Social Constructionism’ in the field of management research that investigates/understand basic differences between humans and their perceptions on realities of this world as being social actors (Saunders et al., 2019). This approach is subjective in nature and recognizes the feelings of all respondents who take their own interpretations of world (Goldkuhl, 2012). Moreover, according to this paradigm, researchers give more importance to their own beliefs, views and values for creating justification of the research problem (Cooper & Schindler, 2014). Researchers try to highlight real facts and figures of this world and also explain specific business situation (Saunders et al., 2019). This is also referred as a qualitative approach. Qualitative research methods are not only used to develop and elaborate the human behaviour in detail but it also look for the reasons that generate such behavior i.e. rather than just asking, *what, where* and *when*, these methods also focus on *why* and *how* (Cooper & Schindler, 2014; Johnson, Christensen, & Kagermann, 2008). This approach can be opted for a small sample size in order to understand their views and experiences; and to assess them in detail to comprehend the general phenomenon or views of the large people (Kasi, 2009). Furthermore, if the concept under study is exploratory in nature and there is lack of prior study or knowledge then interpretivism approach (qualitative research) is most suitable (Creswell, 2009).

Final approach, i.e. pragmatism is a combination of both approaches-positivism and interpretivism. Pragmatism approach is suitable when a research question does not clearly falls in any of one category i.e. either positivism or interpretivism. Then it is in the best interest of the researcher to use combination of these approaches by bringing some variations in the ontology, epistemology and axiology to complete that research within the confines of pragmatist’s view (Saunders et al., 2019). In pragmatism approach, researchers use assumptions of both approaches according to the nature of study (Creswell, 2009). This reflects a theme of mixed research methods in which quantitative and qualitative both methods are appropriate and can possibly both

can be used, within one study (Saunders et al., 2019). Furthermore, if there is need to address the issue to explore the concepts and verify the theories then pragmatic approach is most suitable (Gross, 2009).

In short, the research problem and the questions that are devised to deal with the problem, served as a base for the selection of qualitative (interpretivism approach) and quantitative research track (positivism approach) (Creswell, 2012) or combination of both strategies i.e. mixed method approach (pragmatic approach) (Bell, Bryman, & Harley, 2018). Ultimately, the selection of these track sets the base for specific research design and the processes that will be used i.e. sampling methods, instruments of data collection, the methodology, analysis of data and finally interpretation of analysis output (results).

3.2.2 Components of Research Paradigm

Saunders et al. (2019) argued that research philosophy that a research adopts reflects the view of researcher about the world. This reflections ultimately support researcher's strategy and the methods that researcher adopts in connection to that strategy (Saunders et al., 2019). Hussey and Hussey (1997) argued that it is very important to recognize and understand the philosophical orientations within the research paradigm that researcher has adopted for his study. These philosophical assumptions includes, what is the nature of reality (ontology), what knowledge is acceptable and how we know that? (epistemology), what is role of values? (axiology), what is language of research? (rhetoric), and what is the process of research? (methodology). The combination of these philosophical assumptions is basically termed as paradigms of research (Lincoln, Lynham, & Guba, 2011). Denzin and Lincoln (2001) also described about three philosophical assumptions of research paradigms namely, ontology, epistemology, and methodology. According to Denzin and Lincoln (2001), ontology asks the question that, what is real?; epistemology deals with the question that what relationship exists between the known and the inquirer; and finally, methodology states, how the world is known and how its knowledge is gained. According to Creswell (2010), three paradigms of research can be distinguished according to some philosophical assumptions, which are as follow:

Table 3.1: Paradigms of Research

Philosophical Assumptions	Positivism	Interpretivism	Pragmatism
Ontology	Single reality	Multiple realities	Both
Epistemology	Objective	Subjective	Both
Axiology	Unbiased	Biased	Both
Rhetoric	Formal	Informal	Both
Methodology	Deductive	Inductive	Both
Strategies of Inquiry	Surveys, Experiments, Field work	Grounded Theory, Ethnography, Case study, Narrative	Sequential, Concurrent, Transformative
Methods	Close ended questions Numerical data Statistical Techniques (quantitative)	Open ended questions Text and image Analysis (qualitative)	Both

3.2.3 Research Philosophy of this Research

This study falls in the category of positivism approach. Therefore, assumption underlying in the positivism approach was followed because the main objective of this investigation was the investigation about the impact of employer branding on attitudinal outcomes via psychological contract within telecom sector of Pakistan. And it is consistent with the arguments of Goldkuhl (2012) that if the problem is to find out those constructs that can influence outcome or to test theory or explanation, then positivism (*quantitative approach*) is most suitable. It is because, quantitative approach provide better explanation and precise measurement of proposed model used for theory testing (Cooper & Schindler, 2014; Creswell, 2012). Moreover, this technique is perfect for researching about attitudes (Cooper & Schindler, 2014). This technique is most suitable approach for investigation of any research question on a large group of respondents and drawing generalized conclusions for a whole population through the sample being studied (Holton & Burnett, 2005; Suter, 2011). According to Bell et al. (2018) quantitative research methodology provides an overview of social reality as an objective and external reality by taking into account deductive approach and also integrate the practices and norms of the natural scientific model i.e. positivism. Moreover, the philosophical assumptions of positivism approach stated by Creswell and Clark (2017), according to this research are described below:

Ontology: Ontological position of this research is to make causal predictions in objective manner by testing proposed model of employer branding and attitudinal outcomes with the help of already established theories of resource based view and psychological contract theory. Moreover, this approach guides the researcher to develop hypothesis in order to verify proposed model of this study. And these hypotheses were accepted or rejected objectively by adopting specific and rigorous procedures or research design to find singular reality (Creswell, 2009). Hence, sample of this research, through the use of their senses, has observed this reality and made the discoveries about those realities of human actions that are expressed as realistic statements (Bassey, 1995; Forbes, 2015). Ontological position under the paradigm of positivism, state that a researcher should be detached from the research, therefore quantitative methodologies has been used to draw the facts objectively (Cohen et al., 2002).

Epistemology: In this study the proposed epistemological stance is based upon the quantitative theory of positivism. Since the objective of this study was to test a theory, rather than to propose a new theory, therefore, positivists' epistemological position best fits with the scope of this research.

Axiology: This research is unbiased because researcher interference was kept on minimum level as well as probability sampling was used.

Methodology: Choice of research design is generally and directly under the influence of philosophy of science and research problem (Eshoj, 2012). Hence, problem and philosophy of this research guides the adoption of deductive research methods for this research. As this research is aimed to verify the existing theory, so a deductive approach was most suitable. It is defined as a process to arrive at the conclusions by interpreting the results generated through data analysis (Kumar, 2019). Bell et al. (2018) says that this method signifies the most common relationship between research and theory. Furthermore, Saunders et al. (2019) stated that this method also involves development of theory followed by rigorous testing. Therefore, following sequential stages through which deductive research progress has been followed for this research. The list of these steps according to Robson and McCartan (2016) is given below:

- Hypothesis is deduced from the theory.
- Hypothesis is expressed in operational terms (elaborating how these variables will be measured), that is; specifying the relationship between/among two or more specific variables.
- Analyzing the operational hypothesis through quantitative analysis of data.
- Exploring the outcome of the investigated phenomena to draw the conclusion that whether it confirms the theory or there is need to modify it.
- If any modification is required, it is done in context of research findings (Saunders et al., 2019).

Strategies of Inquiry: There are three main strategies of inquiry for positivism i.e. experiments, fieldwork and survey. From these three techniques, survey is most widely used technique in the social sciences in order to collect the data (Creswell, 2009). Therefore, this study also uses the survey method, where it involves questionnaire. It is mainly due to the fact that this method best suits to the aim of this study i.e. to collect data objectively from the larger sample size (Creswell, 2009).

Methods: This research was carried out through the administration of survey by using questionnaire (close ended questions) for data collection and also statistical analysis were used for drawing results of this research.

3.3 Description of Population and Sampling

3.3.1 Population

Population of this investigation comprised on permanent current employees (working on the company's payroll) of 4 cellular service providers of telecom sector, namely Jazz (warid), Ufone, Telenor, and Zong. To fulfill the purpose of this study, telecommunication sector and particularly mobile service providing companies has been chosen. It is because, Pakistan telecom sector identify the significance of employer branding to cope the challenges of recent era

(Ashraf et al., 2011). This sector win higher ranking award in 2014 due to some main features (HR practices), such as: rewards and profits, brand icon, career enlargement, better work environment and community base responsibility (Ayub, 2015). Moreover, companies working in this sector are practicing the employer branding practices. For example, Telenor Pakistan Pvt. Ltd. has received 3rd rank as “Most Preferred Graduate Employer 2011” (keijzer, 2011); Mobilink also acknowledge the fact that employer branding practices are important and to obtain an engaged and satisfied workforce, employer should keep a check on the needs and demands of its workforce ("Mobilink Careers Blog," 2016). Mobilink and Ufone were also voted by respondents for career growth and brand image respectively (Anjum, 2017). Furthermore, the 4th participant of telecommunication sector i.e. Zong, is also facilitating its current workforce with variety of its HR practices and is considered as an employer of choice (Marwat, 2013).

However, all of the four cellular service providers in telecom sector of Pakistan vary in terms of their size and employment base. Among 4 cellular service providers, Jazz has largest workforce by employing 3700 permanent employees currently after its merger with warid (company size: 1,001-5,000 employees) (Jazz, 2017). After its merger, major restructuring occur, in which Jazz has transferred its technical staff to Ericsson (Propakistani, 2018) and shut down its 260 franchisees out of 660 including both Warid (80%) and Mobilink (20%) (Ibrahim, 2017). However, they also offer around 2000 permanent jobs to the employees of warid and mobilink (Kanwal, 2017). In short, current employment base is approximately 3700 employees. Telenor and ufone are having approximately same no. of employees. Telenor reveal that that they have workforce of over 22,000 around the globe but in Pakistan they have permanent workforce consisting of over 1,900 employees (Telenor, 2017). However, according to Zubaa (2017), ufone is having approximately 1500 to 2000 employees on permanent basis. 4th cellular service provider i.e. ‘Zong’ found to have least employees on permanet basis i.e. approximately 1200 (Zong-CMPak, 2017).

Table 3.2: Population Size

Sr. No.	Company Name	Population
1	Telenor Pakistan	1900
2	PMCL (Jazz) including Warid	3700
3	PTML (Ufone)	2000
4	CMPak (Zong)	1200
	Total	8800

3.3.2 Sampling Design

According to Zikmund, Babin, Carr, and Griffin (2013) the process to select few respondents (unit of analysis) from large data set in order to make generalized conclusions about the whole data set (population) is termed as sampling. A sampling element is defined as “a unit of analysis”. In this research, randomly selected current permanent employees from all of the four cellular services providing companies of Pakistan, having at least 2 (two) year of experience in their current organization, are chosen to be unit of analysis. The reason behind the selection of existing workforce is due to the fact that role of employer branding increasingly extends beyond the perspective of recruitment communication and now this concept can also be used for supporting the internal employee engagement (Kunerth & Mosley, 2011) satisfaction (Helm, 2011) and commitment (Khanolkar, 2013). Moreover, Dalvi and Salamatian (2014) found that “in order to make a positive impact on potential talent, the HR officials should value their current employees and give them due respect. This would also help them in retaining their current talent”. Moreover, the criteria of minimum 2 year of working experience in their current organization is used to make sure that employees who are contributing in this research have a clear understanding about the HR practices of their respective company and also develop psychological contract with their employer. It is necessary to gain accurate response regarding employer branding and its effects on their attitudes. Therefore, current employees working in cellular service providing companies of telecom sector, Pakistan were selected as a unit of analysis for this research.

3.3.2.1 Sample Size Determination

Sample size determination is basically a procedure to select the desired number of respondents from the population to be included in the sample (Singh & Masuku, 2014). It is an imperative part of any research study that specifically aims to make conclusions about the whole population from representative subset (Singh & Masuku, 2014). Therefore, it is of vital importance to calculate the required minimum sample size before collecting the data, so that sufficient data can be gathered to achieve sufficient statistical power (McQuitty, 2004). Sample size can directly influence the power of statistical analysis and generalizability of statistical findings (Hair, Babin, Anderson, & Black, 2018). While conducting survey research, the researcher's attempts to generate the largest possible sample size, but financial and time constraints become a big hurdle making it quite difficult for researcher (Dillman, 2011). Though there are few researchers who proposed that ten observations for each free parameter could be taken while calculate sample size (Munro, 2012; Schreiber, Nora, Stage, Barlow, & King, 2006). However, Guadagnoli and Velicer (1988) after reviewing various studies concluded that taking an absolute minimum sample size is more appropriate rather than taking item ratios or relative sample (Bell et al., 2018).

In short, there are several methods available for calculation of sample size. For the purpose of this investigation, researcher has taken the average of sample size after determining it from three different methods.

- a) At first, researcher used the formula provided by Yamane (1973) to calculate the sample size (Osahon & Kingsley, 2016). It is because, this formula is quite simple, and can be used when overall figure of population is known (Osahon & Kingsley, 2016; Yamane, 1973). Before moving towards sample size calculation, it's necessary to explain that all of the four cellular service providers in telecom sector of Pakistan vary in terms of their size and employment base. To deal with this issue, upper and lower limit of sample was determined at first. Then average of this upper and lower limit was taken in order to calculate the minimum required sample of this research.

By considering 3700 as high population (Jazz employees), sample size was calculated by using the formula provided by Yamane (1967), which is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = the sample size

N = the population of the study

e = level of significance (0.05 set in current research)

For calculate sample size, formula that given above is used in order to obtain sample size by considering upper limit of population. It is calculated as follows:

$$n = \frac{3700}{1 + 3700 (0.05)^2}$$

$$n = \frac{3700}{1 + (3700 \times 0.0025)}$$

$$n = \frac{3700}{1 + (9.25)}$$

$$n = \frac{3700}{10.25}$$

$$n = 360$$

And, if we consider lowest population in sample statistics that is 1200 personnel in Zong, then by applying the same formula provided by Yamane (1967) to draw minimum limit for sample is:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1200}{1 + 1200 (0.05)^2}$$

$$n = \frac{1200}{1 + (1200 \times 0.0025)}$$

$$n = \frac{1200}{1 + (3)}$$

$$n = \frac{1200}{4}$$

$$n = 300$$

So, upper and lower limit of sample is 360 and 300 respectively. By taking average, we have **330** as the minimum sample that should be taken.

- b) Secondly, sample size is calculated according to the Krejcie and Morgan (1970) who provides estimates of sample size according to population in tabular form (Nyamweya, Yekka, Mubutu, Kasozi, & Muhindo, 2017). Sample size according to Krejcie and Morgan (1970) is given below:

Table 3.3: Sample Size Calculations

Limit	Company Name	Population	Sample Size
Upper Limit	PMCL (Jazz) including Warid	3700	346
Lower Limit	CMPak (Zong)	1200	291
Average Sample			319

Note: Sample size is given according to Confidence = 95% & Margin of Error = 5.0%

- c) Lastly, sample size is calculated by keeping into consideration the technique of SEM. For appropriate estimations while using SEM, it is better to calculate sample size by multiplying total number of items of all construct with ten (Munro, 2012). Hence, according to this formula sample size determined is **850** (i.e. 85 item x 10 = 850).

Hence, Final sample size is taken through the average of all the three methods. Such as,

$$n = \frac{330 + 319 + 850}{3}$$

$$n = \frac{1499}{3}$$

$$\mathbf{n = 500}$$

Few other researcher, including; Sivo, Fan, Witta, and Willse (2006) and Garver and Mentzer (1999) argued that in structure equation modeling (SEM) technique, minimum requirement for sample size is 200. Moreover, researcher's has revealed that while using 'Principle Component analysis' (PCA; a large sample procedure) the minimum sample size should be more than 300 observations, if one wants to get reliable results (Stevens, 2012). Keeping in view the aforementioned requirements regarding minimum sample size and to reduce the effect of non-response error, researcher decide to distribute **550** questionnaires to the employees of cellular service providing companies for data collection. So that the sampling error can also be minimized by increasing sample size (Ary, Jacobs, Sorensen, & Walker, 2013). However, to address the measurement error, questions were selected and ordered very cautiously and a significant attention was also given to the reliability and validity of the instrument.

3.3.2.2 Sampling Strategy

Zikmund et al. (2013) explains that there are basically two types of sampling i.e. random sampling (probability) and non-random (non-probability) sampling. Random sampling means, "Each element of population has an equal chance of selection". Therefore it reduces the chance of researcher biasness and is mostly used technique in the business field. Probability sampling includes simple random sampling (SRS), stratified random sampling (proportional and disproportional stratified random sampling), systematic and cluster sampling (Kumar, 2019). Whereas, non-probability sampling means that every element does not have an equal opportunity to be selected in sample. Therefore, it incorporates researcher's biasness and mostly used in qualitative studies (Zikmund et al., 2013).

After taking into consideration the paradigms and characteristics of quantitative studies, probability method of sampling was chosen for this study because of two reasons; a) it fulfills the objective of this study, and b) to gain generalized findings. It is mainly, because the probability method of sampling helps us in getting more objective data as well as, un-biased analysis and representation of the data (Forza, 2002). Therefore, probability method of sampling was most appropriate because it reduce the biasness of researcher in the selection of sample as well as it is save cost and time of researcher (Forza, 2002).

To select the sample of this research, combination of two techniques from various types of probability sampling were chosen. As it is evident that probability sampling has different types and choosing the sampling strategy among those types for sample selection, depends on some conditions such as; a) availability of sampling frame, b) size of survey, c) heterogeneity in population and, d) homogeneity of population under consideration etc. (Zikmund et al., 2013). Therefore, in this research, proportionate stratified random sampling was used.

The process of sample selection used is described as: the targeted population for this study consists of the employees working in ‘Cellular Service Providing Companies’ of telecom sector. To draw sample, employees working in Telenor Pakistan, PMCL (Jazz) including Warid, PTML (Ufone) and CMPak (Zong) has been targeted. All of these four companies are considered as a strata’s to take sample from all these. There are three reasons behind this stratification. It includes: (1) to enhance statistical efficiency in the sample, (2) to provide sufficient amount of data for evaluating different strata or sub-samples, and (3) to ensure that different procedures and research methods could be used in various strata (Cooper & Schindler, 2014). Moreover, best stratification has homogeneity within the strata and heterogeneity between the strata (Cooper & Schindler, 2014). This ideal situation is accurately represented in this research. It is because; all of the four companies have heterogeneity in terms of their employer branding practices and homogeneity is found within each company. Therefore, these four companies are considered as a strata to take sample from all these to reduce the heterogeneity of population in terms of branding practices.

At 2nd stage, proportional allocation of each company was determined according to the formula provided by Zikmund et al. (2013).

$$\text{Percentage in Population} = \frac{\text{Populaion in stratum}}{\text{total Popuaion}} \times 100$$

$$\text{Proportional Sampling Units} = \text{Sample size} \times \text{Percentage in population}$$

Table 3.4: Proportional Stratification

Sr. No.	Company Name	Population	Percentage in Population	Proportional Sampling Units
1	Telenor Pakistan	1900	21.5%	118
2	PMCL (Jazz) including Warid	3700	42 %	231
3	PTML (Ufone)	2000	22.7 %	125
4	CMPak (Zong)	1200	13.6 %	76
	Total	8800	100 %	550

3.4 Instrumentation

3.4.1 Operationalization of Measures

Self-administered survey method was used for the purpose of data collection (Appendix, Exhibit 2). The measuring instrument consists of two sections:

Section A

Section “A” of the questionnaire was designed to collect the demographic information of the respondents. This information includes company name, gender, age, marital status, salary, education level, and employment level.

Section B

Section “B” consists of questions relevant to the variables of this study. Following variables are part of this study:

Independent Variable

- 24 Items for **Perceived Employer Brand** on 5 dimensions were adapted from Schlager et al. (2011) who tested perceived employer brand on current employees.

Dependent Variable

- **Employees Engagement** construct was measured by adapting a scale of Saks (2006). This scale consists of two dimensions i.e. job engagement (5 items) and organizational engagement (6 items).
- **Employee Satisfaction** was measured by adopting a 20 items of Minnesota Job Satisfaction Questionnaire (MSQ) developed by Spector (1997).
- **Organizational Commitment** was measured by adapting 24 items scale of Allen and Meyer (1990).

Mediating variable

- **Psychological contract** fulfillment was measured by adapting 6 items scale from Rousseau (2008).

3.4.1.1 Independent Variables

3.4.1.1.1 Perceived Employer Brand

It is relatively unique construct and most of the previous researches relevant to employer branding were found to be qualitative in nature. However, to fulfill the purpose of this research Schlager et al. (2011) scale on perceived employer brand was adopted, who worked on employer brand and extended the model of Berthon et al. (2005). Scale for the perceived employer branding according to prospective employees was developed by Berthon et al. (2005), and therefore, extended by Schlager et al. (2011) to better reflect employer branding construct in

relation to current personnel. Schlager et al. (2011) defines that there are five dimensions of perceived employer brand i.e. economic value, social value, development value, diversity value and reputation value. Economic value includes both financial and non-financial benefits (Kashyap & Verma, 2018; Schlager et al., 2011) such as good salary, reasonable retirement benefits and reasonable number of holidays (Berthon et al., 2005; Kashyap & Verma, 2018). Developmental value means that employees are provided with empowered environment along with good training opportunities and mentoring culture; and social value dimension includes friendly relationship between co-workers and among the team and availability of respectful environment (Berthon et al., 2005; Schlager et al., 2011).

Diversity value includes interesting job characteristics, challenging tasks (Backhaus & Tikoo, 2004; Perrin, 2005; Saari & Judge, 2004) along with the variety of tasks on their jobs (Backhaus & Tikoo, 2004). Lastly, reputation value includes good reputation of firm among potential and current talent, renowned products & services and good brand name to have in one's profile (Kashyap & Verma, 2018; Schlager et al., 2011). These dimensions of employer brand have been adopted for this research in order to operationalize the concept of perceived employer brand from the perspective of current personnel. These scale are also used by Biswas and Suar (2013); Kashyap and Verma (2018); Maurya and Agarwal (2018). Furthermore, internal consistency for EB was also found excellent i.e. Cronbach's alpha was 0.92 (Maurya & Agarwal, 2018). This scale is also used recently by Mohamad et al. (2018); Rana and Sharma (2019) and Tanwar (2017) who specifically checked this model in the context of developing country i.e. India and particularly in IT industry.

3.4.1.2 Mediating Variables

3.4.1.2.1 Psychological Contract Fulfillment

The psychological contract inventory (PCI) is an instrument that is used to evaluate an individual's belief between oneself and another party i.e. an employer (Rousseau, 1989, 2008). Especially, psychological contract fulfillment is defined from the perspective of an employee's

evaluation of an employer (Moore, 2014). Therefore, this study has adopted the 6 items scale of Rousseau (2008) for measuring the psychological contract fulfillment. This scale is also used by Moore (2014) stating 0.96 as a reliability coefficient for this scale. Although psychological contract is same even in different cultures (Greenberg, 2012), in spite of that 6 items scale on psychological contract fulfillment from Rousseau (2008) was chosen for this research study because it is consistent with the culture of Pakistan. It is because; Rousseau (2008) 'Psychological Contract Inventory' was checked and proved on sample of 103 workers attending university sponsored employee development programs in Pakistan (Raja et al., 2004).

Moreover, Raja et al. (2004) have verified the convergent validity of this measure by checking correlation between their derived shortened scales; originally developed by Millward and Hopkins (1998) and Rousseau (2008) measures. They report that correlation value of Raja et al. (2004) scale with the respective Rousseau measures was 0.71 and 0.59. Furthermore, Freese and Schalk (2008) recommend the scale of psychological contract given by Rousseau (1990) and Rousseau (2008) after evaluating multiple measurements of psychological contract given by many researchers such as, Kickul, Lester, and Finkl (2002), Guzzo et al. (1994), Porter, Pearce, Tripoli, and Lewis (1998), Schalk, Freese, and Van den Bosch (1995), Thomas and Anderson (1998) and Ten Brink (2004). Freese and Schalk (2008) evaluate multiple measures based on 6 critical criteria's and recommended that Rousseau (2008) scales provide multiple usage opportunities. This scale is also used by Ahmad and Zafar (2018); who provides a support for this scale by explaining it a highly reliable with Cronbach alpha value of 0.91.

3.4.1.3 Dependent Variables

3.4.1.3.1 Employee Engagement

Employee engagement is a newly established construct for which no measurement is accepted universally and there is still a lot of debate and disagreement exists on the topic of employee engagement and on its definition (Moore, 2014). Many researchers argue regarding this construct that either it is organizational or personal in its nature (Macey & Schneider, 2008;

Saks, 2006), and/or it is temporary or permanent (Dalal, Brummel, Wee, & Thomas, 2008). However, most frequently used scale in previously existed body of knowledge is 'Utrecht Work Engagement Scale' (UWES) (Schaufeli, Salanova, González-Romá, & Bakker, 2002). According to UWES, engagement construct is conceptualized as "a positive, fulfilling state at work that is defined by vigor, dedication, and absorption" (Schaufeli et al., 2002). Although, UWES is the most widely and frequently used scale in the previous body of knowledge but it is also proved that UWES is not considered as an adequate measure to define work engagement completely (Viljevac, Cooper-Thomas, & Saks, 2012). Therefore, extensive research is required for defining, extending and validating the work engagement measures (Sonnetag, 2011). Viljevac et al. (2012) recommend that this scale needs refinement.

Therefore in this study employee's engagement construct was measured by adapting a scale of Saks (2006). This scale measure job engagement and organization engagement, which is in line with the scope of this research study. Moreover, Saks (2006) measure of job engagement was found some similarity with absorption dimension, and organization engagement dimension was similar to the vigor dimension of UWES (Viljevac et al., 2012). 11 Items of Saks (2006) scale were used to evaluate employee's psychological presence in their job and within the organization. Cronbach's α value for job engagement scale was 0.82 and for organization engagement scale was 0.90 (Saks, 2006). Participants of this research were asked to provide their response regarding each item on a five-point likert scale ranging from (1) strongly disagree to (5) strongly agree. Itam and Singh (2017) also used a scale which define employee engagement in terms of job engagement and organizational engagement while researching regarding the branding activities (Lee, Kim, & Kim, 2014; Saks, 2006; Slåtten & Mehmetoglu, 2011). Although scale of Itam and Singh (2017) is developed recently, but it mainly adapted from the study of Saks (2006) and few additional items were added. But unfortunately few items were not confirmed in his study, therefore, more widely used and accepted scale of Saks (2006) on job and organizational engagement was adopted for this study.

3.4.1.3.2 Employee Satisfaction

Employees' satisfaction regarding their job is sometimes conceptualized as a global construct and sometimes it is operationalized as a multifaceted construct having multiple items (Hirschfeld, 2000). To elaborate, it can be seen that two types of measures can be used for evaluating job satisfaction including, single-question (global construct) versus multiple-item measures (multifaceted construct). Single-question measure of job satisfaction asks only one question such as: "On the whole, would you say you are satisfied or dissatisfied with your job?" (Quinn, Staines, & McCullough, 1974). But multiple-item measures are more advantageous. Its one presumable advantage is that the components of multifaceted construct may play different role with the other variables of interest, hence, this leads to the advancement in the science and practice of organizational or industrial psychology (Hirschfeld, 2000).

Short form of the 'Minnesota Satisfaction Questionnaire' (MSQ) was selected to be used for this research. It is because, this scale evaluate job satisfaction with its multifaceted nature along with providing the details with the perspective of rewards than any other broader perspective (Spector, 1997). This scale consists of 20-items which were identified by Spector (1997) from its original form that was developed by Weiss et al. (1967). One advantageous feature of this scale is that it is comprised on two components including intrinsic and extrinsic job satisfaction. Intrinsic JS is defined in terms of people feelings about the nature of their tasks on the job; and extrinsic JS is defined in terms of people feelings about different facets of the job that are external to the tasks performed on job (Spector, 1997). Out of total 20 items for assessing overall job satisfaction, 8 items belong to extrinsic component (items 5, 6, 12, 13, 14, 17, 18 & 19), and 12 items belong to intrinsic component (items 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, & 20).

Furthermore, both of these components found discriminant validity in the previous body of knowledge in relation to the other relevant variables (Hirschfeld, 2000). It is also found that both components have different role i.e. intrinsic job satisfaction found to have an affective basis, whereas, extrinsic JS component does not. Therefore, both of these dimensions of job satisfaction were used in this research. The Cronbach's α value for extrinsic job satisfaction was

0.82, for intrinsic job satisfaction was 0.79 and for whole MSQ items was 0.88 (Buitendach & Rothmann, 2009). This scale is recently used by Arokiasamy (2019).

3.4.1.3.3 Organizational Commitment

Two most frequently used scales for evaluating organizational commitment are a) organizational commitment questionnaire (OCQ) given by Mowday et al. (1979), and b) three-component organizational commitment scale developed by Allen and Meyer (1990). According to Starnes and Truhon (2010) OCQ is useful in a situation where, employers are interested in evaluating employee's willingness to work hard for their organization, acceptance of the organizational goals and their desire to stay with the organization (Mowday et al., 1979). But if employer want to evaluate their employees' level of affective, normative and continuance commitment, then it's better to use three-component organizational commitment scale (Allen & Meyer, 1990).

Moreover, Allen and Meyer (1990) found that OC could be better evaluated if all three types of commitment were assessed at the same time. Previous researches on organizational commitment also provide evidence that Allen and Meyer (1990) scale can be useful measure of organizational commitment in context of Pakistani culture (Abbas & Khanam, 2013; Abdullah, 2011). Furthermore, these three measures including affective, continuance and normative commitment were found different from each other, on the basis of internal reliability and construct validity (Abdullah, 2011). Furthermore, Abbas and Khanam (2013) determined the psychometric properties and stability of Meyer, Allen, and Smith (1993) 'Organizational Commitment Questionnaire' and found it to be stable in the Pakistani academic institutional setting among the professionally trained employees. Therefore, in this research study, Allen and Meyer (1990) scale on organizational commitment was used to evaluate employee's level of commitment with their organization in telecom sector of Pakistan. This 24-item scale evaluates affective, continuance, and normative commitment using a five-point likert scale. This scale is recently used by Jangsiriwattana & Tulwatana (2019) in their research.

3.5 Instrument Validity and Reliability through Pilot Testing

Reliability and validity of the instrument was assured through the process of a pilot testing. Reliability and validity are the evaluative criteria's that examine the goodness of measures used in the proposed model (Sekaran & Bougie, 2016). Reliability is related to data gathered from the respondents and validity is related to instrument used for data collection (Sekaran & Bougie, 2016). To elaborate, reliability is used to check the consistency in measurement and validity gives the answer to the question "Are we measuring right thing?" (Sekaran & Bougie, 2016). Both are necessary to be checked because it is not compulsory that data is reliable and instrument is valid at the same time (Mackintosh, 2013).

3.5.1 Validity

Validity is a criterion that is used to ensure the degree to which set of measures or scale can be used for measuring a concept understudy, accurately represents that concept (Hair et al., 2018). According to Bell et al. (2018) validity is more concerned with the truthfulness and integrity of the results that are drawn from a research study (Bell et al., 2018). There are three different types of validity i.e. a) content (face validity); b) convergent and discriminant validity, categorized as construct validity, and; c) concurrent and predictive validity categorized as criterion related validity (Cooper & Schindler, 2014; Sagor, 2009; Sekaran & Bougie, 2016). The type of validity used in pilot testing to check the accuracy of instrument for this study was face validity and construct validity. Face validity basically gives answer of the question "Do experts validate that the instrument measures what its name suggests it measures?" (Sekaran & Bougie, 2016). The scales used in this study have already established face (content) validity as it has already been validated by the experts of this field who have conducted research in the relevant filed such as Schlager et al. (2011), Saks (2006), Spector (1997), Rousseau (2008) and Allen and Meyer (1990). Moreover, as the target population of this investigation was personnel working in telecom sector, so in order to conduct pilot study, first 97 questionnaires were distributed to those people who were included in sample. In this way their opinion regarding the instrument provides valuable insight and face validity of instrument was assured.

However, construct validity was also ensured for this research study during pilot study stage. Construct validity was checked with the help of convergent and discriminant validity (Campbell & Fiske, 1959). Convergent validity is described as “the degree of confidence we have that a trait is well measured by its indicators”; whereas, discriminant validity is “the degree to which measures of different traits are unrelated” (Campbell & Fiske, 1959). To check construct validity, confirmatory factor analysis was used (Jöreskog, 1969) with the help of SmartPLS 3.2.7 in this research. CFA technique calculates the degree of shared variance among the measures of a latent variable and describes how they are different from others. Moreover, Kline (2015) stated that if all items which are used to measure a common factor, have high standardized factor loadings (e.g., > 0.70) on that factor, then construct is said to have convergent validity and if correlations value between the factors of study are not exceptionally high (e.g., it should be < 0.90 in absolute value) then construct is said to have discriminant validity. However, Straub (1989) recommended 0.5 as a cut-off value for factor loading and literature also found some evidence that 0.35 is accepted value as a cutoff point for factor loadings to check convergent validity (Hair et al., 2018; Ryu, Ho, & Han, 2003). For this study, greater number of latent variables which are contributing to observed variables; have factor loadings value greater than the cut-off point i.e. 0.35 and is therefore considered to be confirmed factors (see table 3.5). Moreover, along with these factor loadings, composite reliability is another measure, that ensures the convergent validity of the instrument used to collect data (Fornell & Larcker, 1981). Composite reliability provides more accurate estimation of reliability due to being less biased estimate as compared to Chonbach Alpha. Generally accepted cutoff value of composite reliability is 0.7. CR values for each construct are also given in the following table. All of the variables exhibit convergent validity according to this criterion.

Table 3.5: Standardized Loadings and Composite Reliability

Constructs	Items	Standardized Loadings	Composite Reliability
Employer Branding	1	0.511	0.919
	2	0.529	
	3	0.482	
	4	0.436	
	5	0.594	
	6	0.687	
	7	0.645	
	8	0.561	
	9	0.730	
	10	0.747	
	11	0.620	
	12	0.725	
	13	0.651	
	14	0.585	
	15	0.730	
	16	0.663	
	17	0.402	
	18	0.366	
	19	0.481	
	20	0.603	
	21	0.584	
	22	0.636	
	23	0.415	
	24	0.362	
Psychological Contract Fulfillment	1	0.754	0.872
	2	0.704	
	3	0.795	
	4	0.735	
	5	0.692	
	6	0.688	
Employee Engagement	1	0.455	0.894
	2	0.654	
	3	0.745	
	4	0.770	
	5	0.446	
	6	0.586	
	7	0.628	
	8	0.820	
	9	0.812	
	10	0.713	
	11	0.551	

Employee Satisfaction	1	0.477	0.888
	2	0.698	
	3	0.767	
	4	0.673	
	5	0.683	
	6	0.631	
	7	0.671	
	8	0.617	
	9	0.666	
	10	0.741	
	11	0.709	
	12	0.658	
	13	0.650	
	14	0.632	
	15	0.509	
	16	0.456	
	17	0.421	
	18	0.365	
	19	0.434	
	20	0.384	
Organizational Commitment	1	0.351	0.876
	2	0.430	
	3	0.379	
	4	0.382	
	5	0.476	
	6	0.623	
	7	0.518	
	8	0.541	
	9	0.465	
	10	0.592	
	11	0.446	
	12	0.498	
	13	0.468	
	14	0.565	
	15	0.648	
	16	0.512	
	17	0.475	
	18	0.709	
	19	0.676	
	20	0.780	
	21	0.654	
	22	0.454	
	23	0.374	
	24	0.545	

Recently, a new approach has been found to measure the discriminant validity, namely “Heterotrait-monotrait ratio of the correlations (HTMT)” (Henseler, Ringle, & Sarstedt, 2015). According to Henseler et al. (2015), HTMT is the “average of the heterotrait-heteromethod correlations relative to the average of the monotrait-heteromethod correlations”. In simple words, it is an estimate of the correlation between the constructs of proposed model. As a criterion, values of HTMT are matched with already described threshold value; such as if HTMT value is higher than the threshold value, then it is interpreted as ‘data has no discriminant validity’. Few researchers have suggested 0.85 as a value of this threshold, while others defined 0.90 as a threshold value (Gold, Malhotra, & Segars, 2001; Teo, Srivastava, & Jiang, 2008). Table given below describe the values of HTMT test that shows that all of the values are below cut-off point exhibiting discriminant validity. Correlation values are given in table 3.6 below.

Table 3.6: Heterotrait-monotrait Ratio of the Correlations (HTMT)

	EB	EE	ES	OC	PCF
EB	—	—	—	—	—
EE	0.306	—	—	—	—
ES	0.310	0.215	—	—	—
OC	0.287	0.201	0.251	—	—
PCF	0.305	0.180	0.328	0.204	—

Note: EB = Employer Branding; EE = Employee Engagement; ES= Employee Satisfaction; OC = Organizational commitment; PCF = Psychological Contract Fulfillment

3.5.2 Reliability

Mackintosh (2013) defined reliability as the consistency, steadiness, or soundness of the data. Where, reliable dimension means the stability of results over time and if the consequences are dissimilar, then the dimension is untrustworthy (Mackintosh, 2013). Moreover, according to Bell et al. (2018) , “reliability is concerned with the question of whether the results of a study are repeatable. The term is commonly used in relation to the question of whether or not the measures that are devised for concepts in business and management are consistent” (Bell et al., 2018). Furthermore, this criterion is significant part in the process of quantitative research (Bell et al., 2018) because of the fact that it is a measure of quality that illustrate the repeatability and

consistency of data as well as it helps in minimizing the random errors in measurement (Mackintosh, 2013).

There are basically four ways to check the stability and consistency of data such as test retest reliability, inter-item consistency reliability, split-half reliability and parallel form reliability (Sekaran & Bougie, 2016). For the purpose of this study, inter-item consistency method of checking the reliability was used. This is the type of reliability that tends to check the consistency of single respondents scores on multiple indicators (Bell et al., 2018). Statistical test that is most commonly used to ensure this form of reliability is “Cronbach’s Alpha”. Its value ranges from 0 (not reliable) to 1 (perfectly reliable). The cut-off value for a construct to be reliable is considered to be 0.70 (rule of thumb) (Bell et al., 2018). To ensure inter-item consistency, cronbach's alpha was checked in this research study and the value of cronbach's alpha for the whole questionnaire was 0.903. Whereas, the reliability of each variable when checked individually is given below:

Table 3.7: Reliability Estimates

Constructs	Cronbach's Alpha
Employer Branding Practices	0.911
Employee Engagement	0.906
Employee Satisfaction	0.858
Organizational Commitment	0.911
Employee Psychological Contract	0.824

As all measures have Cronbach's Alpha value above the point 0.70, so data collected can be said reliable and therefore this study was continued and questionnaire was distributed to the sampling units selected for this study.

3.6 Data Collection Procedure

Self-administered field survey method was used to collect data by taking into account the cross sectional research design. This approach is most appropriate to be used in order to collect

empirical evidence in a quantitative manner. Therefore, it is suitable method to gain an insight on existing employer branding practices and its effects on the employees of telecom sector of Pakistan. Potential problem of this research design could be common method bias that can impact the results of research (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). But, in spite of its weaknesses, this design is very useful as it offers a real picture of the connection between employees' job environment and their reactions towards their jobs and also for drawing hypotheses of study (Spector, 1994).

Moreover, Cooper and Schindler (2014) explained that, although the survey is not the only methodology of the quantitative research but it is considered a dominant one. Therefore, some statistical (i.e. Harman's single-factor test was used to check the severity of common method bias) and procedural measures (i.e. anonymity of the respondents was ensured to reduce evaluation apprehension) were taken to decrease the problem of common method bias in the current study in order to take advantage of the proposed research design (Podsakoff et al., 2003). Hence, questionnaires were distributed in printed form to the employees of targeted cellular service providing companies of telecom sector. According to Aslam (2015a) this is the preferred technique as compared to electronic survey in Pakistan that may be subjected to many salient issues like, internet access and availability of computers to the target respondents, either in their homes or at their workplaces.

However, prior to data collection, permission/consent from the management of these companies regarding the participation of their employees (officer and managerial level) was obtained. Moreover, the questionnaires distributed to respondents manually, also encompass informed consent explaining about keeping the confidentiality and privacy regarding the personal profile of the respondents. Upon the distribution of the questionnaires to the officers and managers of the cellular service providing companies, they are requested to provide the true response and provide the completely filled questionnaires within the prescribed time i.e. 2 weeks. Few of the respondents filled and returned it on the spot. However, to collect the remaining questionnaires, follow-up procedures has been followed including phone calls and reminder messages. After rigorous effort of data collection for approximately 5 months, the researcher can collect 448 responses out of 550. But the useable response among this collection was only 402.

Hence, the response rate of this investigation was 73% which is considerably high according the existing body of knowledge (reported response rate was 35 %) especially with reference to telecom sector (Rana & Malik, 2017; Raziq, Borini, Malik, Ahmad, & Shabaz, 2018). However, researcher also observe the response rate of 70 % in telecom sector of Pakistan (Jamal & Ali, 2017) which is in accordance with this study.

3.7 Data Analysis

To analyze the data, both forms of analysis were utilized i.e. descriptive and inferential statistics. Descriptive analysis was executed by using SPSS 25, in order to describe the characteristics of the sample of this study. To test the hypotheses of this study, SEM technique was used with the help of AMOS in order to provide pictorial representation and clear understanding of relationships proposed in this research. But before applying the SEM technique, its pre-requisite were checked and completed. Therefore, a measurement model was applied for checking reliability and validity of constructs used in this research. Then, after applying measurement model and confirming all the constructs to be reliable and valid, structure equation model was utilized through maximum likelihood method to verify the proposed relationships of this research. The reason behind selction of AMOS software is its ability to examine the hypothesized relationships between variables of research with graphical representation by simply describing latent and observed variables. This software is also easy to be used as compared to other software of analysis e.g., *a*) it does not need any complex programming language or syntax to run the software as required in Lisrel; and, *b*) it is also suitable for analyzing data from large number of sample size, and it is not limited for only small number of sample such as Smart PLS (Huang, 2020).

3.8 Summary of this chapter

In short, this research confines within the boundaries of positivistic paradigm and defines that model of this study is deductive in nature, as this research is based on the ideology of resource based view together with psychological contract theory. Hypotheses were developed in order to verify theoretical model of this study. These hypotheses were accepted or rejected objectively in order to draw general conclusion for the population of this study. Therefore, this research was carried out through the administration of survey by using questionnaire (close ended questions) for data collection, taking sample through probability sampling to keep research unbiased and statistical analysis for drawing results of this research. The detailed analysis and results of this investigation are given in next chapter.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

After explaining the methodology in detail, a six-step approach was adopted for analyzing the data collected particularly for this research. First step is about data screening in which missing values were imputed along with the treatment of outliers. In the second step, descriptive analysis were drawn to explain the profile of respondents and to give the overview of descriptive statistics of variables. 3rd section is comprised on measurement model including validity of the scales (EFA along with CFA) and reliability of data used for the research to evaluate the goodness of data. Fourth section comprised on evaluation of common method bias by adopting Herman's single factor approach. Before proceeding towards last step to check causal network, researcher evaluated the correlation between the constructs in fifth section. Lastly, sixth section comprised on two important steps; 1) researcher check the goodness of fit for the structural model; 2) after achieving satisfactory results for model fitness, the researcher finally run statistical tests to check the proposed direct hypotheses and mediational hypothesis via AMOS 24. The map of this chapter is given below:

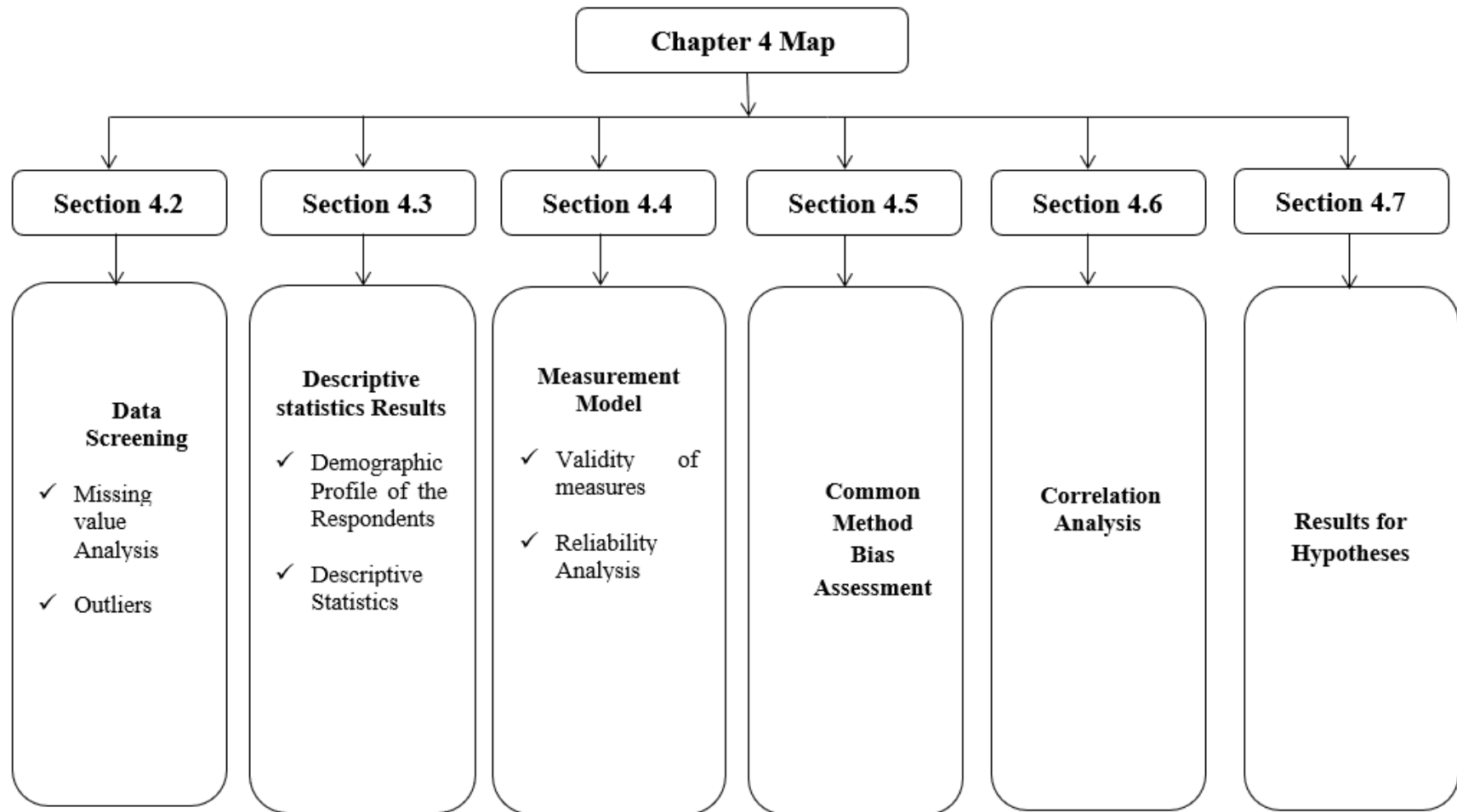


Figure 4.1: Chapter 4 Map

4.2 Data Screening

4.2.1 Missing Value Analysis

Hair et al. (2018) argued that in multivariate analysis it is very common to have missing data, that is valid values for one or more variables are missing for analysis. This can cause several problems while running analysis. It is because, for some useful techniques of analysis such as, EFA, CFA, and path models, to compute the estimates, one of the basic requirements is having a certain number of observations (Gaskin, 2016a). According to Gaskin (2016a) although the acceptable limit of missing data values is somewhat flexible, however if a particular variable found to have more than 10% missing values, or if a particular respondent fails to provide the valid responses for more than 10% of his responses, then that particular variable or respondent can be problematic. Due to this reason, out of 448 responses received, 18 responses were dropped and remaining missing values on interval scale was imputed with the help of median replacement. It is because in these scenarios means are less meaningful (Gaskin, 2016a; Lynch, 2007).

4.2.2 Outliers

Generally, it is believed that outliers have a substantial influence on the results of a research because these outliers can take the mean away from its median values. That is why; researcher eliminates those respondents who were found to be outliers, which were 28 in this research. Although outliers of each variable can be identified by just producing a boxplot in SPSS (outliers will appear at the extremes), but this method is not suitable for the interval scale data (Gaskin, 2016a). It is because; answering at the extreme (1 or 5) is not really representative outlier behavior. To eliminate outliers from data sheet, researcher found the suitable method is to identify an unengaged respondent. According to Gaskin (2016a), unengaged respondents can be identified, by following methods that were adopted by the researcher of this study:

- d) Firstly, at times participants enter '4, 4, 4, 4...' for every single survey item or '5, 4, 3, 2, 1, 5, 4 ...' and/or '3, 3, 3, 3, 1, 1, 1, 1, 3, 3 ...'. These outliers were eliminated from this survey.
- e) Secondly, if a respondent answered a normal and a reverse-coded question exactly in a same direction then this is also indicating an unengaged behavior. Therefore, eliminated from the survey.

4.3 Descriptive Statistics Results

4.3.1 Demographic Profile of the Respondents

Sample characteristics were compiled via IBM SPSS 25. The sample was characterized based on company name, age, gender, marital status, education level and salary. Table 4.1 shows the demographic characteristic of valid sample.

Table 4.1: Sample Characteristics

Description	Range	Frequency	Valid Percentage
Company Name	Telenor	106	26.4
	Ufone	93	23.1
	Jazz-Warid	149	37.1
	Zong	54	13.4
Age	Below 30	92	22.9
	30-40	149	37.1
	41-50	99	24.6
	Over 50	62	15.4
Gender	Male	231	57.5
	Female	171	42.5
Marital Status	Single	212	52.7
	Married	181	45.0
	Other	9	2.2
Education Level	Bachelor	176	43.8
	Masters	143	35.6
	MS/ M Phil	70	17.4
	PhD	13	3.2
Salary	Below 10,000	22	5.5
	10,001-30,000	138	34.3

30,001-50,000	152	37.8
50,001-70,000	61	15.2
Above 70, 000	29	7.2

The demography of respondents given in Table 4.1 shows that:

- Out of 402 respondents, employees of Telenor were 106 (26.4 Percent), employees of Ufone were 93 (23.1 Percent), employees of Jazz-Warid were 149 (37.1 Percent) and remaining 54 (13.4 Percent) belongs to Zong.
- 92 respondents (22.9 Percent) were below the age of 30, 149 (37.1 Percent) were within age limit of 30-40, 99 (24.6 Percent) respondents were 41-50 and 62 respondents (15.4 Percent) were above the age of 50.
- Out of 402 respondents, 231 (57.5 Percent) respondents were male and 171 (42.5 Percent) were females.
- Moreover, 212 (52.7 Percent) were single, 181 (45 Percent) were married and 9 (2.2 Percent) belong to other status like widow or divorced etc.
- Educational background of the sample is that, 176 respondents (43.8 percent) were bachelor's degree holders, 143 (35.6 Percent) respondents holds master's degree, 70 respondents (17.4 Percent) holds MS/ M.Phil degree and only 13 (3.2 Percent) respondents have done Ph.D.
- Finally, 22 (5.5 Percent) respondents, out of 402, were earning below 10,000, 138 (34.3 Percent) were earning 10,001-30,000, 152 (37.8 Percent) respondents were earning between the range of 30,001-50,000, 61 (15.2 percent) respondents were earning between the range of 50,001-70,000 and 29 (7.2 Percent) were having salary above Rs. 70,000.

4.3.2 Descriptive Statistics

The survey of this study was based on 85 items. Responses of all items were measured on five-point scale ranging from 1 to 5. Mean scores of different items range from 3.50 to 4.24. Whereas, the value of standard deviation varies from 0.909 to 1.127, detailed values are shown in the appendix-Exhibit 3. Whereas, the descriptive statistics for the each construct including perceived employer

branding, employee psychological contract, employee engagement, employee satisfaction and organizational commitment are presented in the Table 4.2. Table 4.2 shows that employer branding with 24 items/indicators has mean of 3.9673 with a standard deviation of 0.62635. Psychological contract has 6 items and mean is 3.8147, with a standard deviation of 0.75450. Employee engagement has 11 items with the mean 3.6956 and standard deviation 0.74191. Moreover, employee satisfaction has 20 items and its mean value is 3.6659, with a standard deviation of 0.79728. Lastly, the table also shows that organizational commitment, which is measured with 24 items, has the mean value 3.6882 with a standard deviation of 0.64326.

Table 4.2: Descriptive Statistics

Variables	N	Min.	Max.	Mean	Std. Deviation
Employer Branding	402	1.71	5.00	3.9673	0.62635
Psychological Contract	402	1.50	5.00	3.8147	0.75450
Employee Engagement	402	1.45	5.00	3.6956	0.74191
Employee Satisfaction	402	1.47	5.00	3.6659	0.79728
Organizational Commitment	402	1.59	4.77	3.6882	0.64326

Mean scores of each variable are within a range 3.6659 (employee satisfaction) to 3.9673 (employer branding). It means that respondents are almost agreeing with the existence of all of these variables in the selected sector.

4.4 Measurement Model

The measurement model is based on the evaluations of reliability and validity of the measures.

4.4.1 Validity of Measures

Validity of the measures can be checked via exploratory and confirmatory factor analysis. Osborne, Costello, and Kellow (2008) argued that a multivariate statistical approach called exploratory factor analysis helps in identifying the underlying structure among a larger number of variables to be

used in a study. On the other hand, confirmatory factor analysis is a statistical method that describes the degree to which measured items accurately represent their parent construct (Hair et al., 2018). According to Tukey (1980) exploratory data analysis is detective in nature as it detects the underlying structure among a larger number of variables, while nature of confirmatory data analysis is quasi-judicial or judicial as it confirms how well the items represents their parent construct. He further argues that judge or jury cannot consider anything unless they got a clue from a detective. That is, unless exploratory data analysis uncovers the underlying structure between the large set of variables, usually quantitative ones, there is nothing for confirmatory factor analysis to consider. Therefore, both types of factor analysis have been conducted in this research to ensure the validity of the instrument.

4.4.1.1 Exploratory Factor Analysis

This research uses exploratory factor analysis as a first tool to check validity of the instrument. Technique used here was Principal Component Analysis (PCA) with promax rotation. Promax rotation is recommended by Gaskin (2016b) because of its computationally faster nature and also suitable for larger dataset. Before applying PCA, two assumptions of factor analysis i.e. KMO and Bartlett's Test of Sphericity, are analyzed to confirm whether it is worth proceeding with factor analysis or not.

4.4.1.1.1 KMO and Bartlett's Test of Sphericity

KMO test is basically analyzed to confirm the sampling adequacy, which specifies the suitability of employing factor analysis. Its value range from 0 to 1 but according to rule of thumb, 0.50 is considered as poor; 0.60 is acceptable value and of above 0.6 i.e. closer to 1 is more desirable (Hinton et al., 2004). While, Bartlett's Test of Sphericity scrutinizes the significance of association between the indicators of construct. In the absence of any significant relationship between the indicators of a construct it is useless to perform factor analysis. This test presumes a null hypothesis that signifies no correlation between items of one construct. Following table shows the values of KMO and Bartlett's Test of Sphericity for the given data set.

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	22226.60
	Df	4
	Sig.	3570
		.000

Above table shows that value of KMO is above the acceptable point i.e. 0.6 and provides a support that it is acceptable point for applying factor analysis on the given data. Whereas, the significance value of Bartlett's Test of Sphericity for all the constructs of this research is also significant and provides a basis to reject null hypothesis of no correlation. It means this assumption of factor analysis is also fulfilled for the given data and validity of the instrument for this research, can be checked by using PCA technique.

4.4.1.2 Factor Loadings

Churchill (1979) argued that loading scores are used as an evidence of construct validity of scale. Factor loadings are used to assure the construct validity of instrument. Construct validity is further decomposed into convergent validity and discriminant validity. If both these hold than its mean instrument have construct validity. If loadings are at least or above 0.50 and cross loadings of items is below 0.50 then it means instrument have discriminant validity. And if components formed have a minimum eigenvalue of 1 and loading score 0.50 at minimum for items that load on constructs then it means instrument have convergent validity. Comrey and Lee (2013) and Tabachnick, Fidell, and Ullman (2007) suggested the following cut-off values ranging from poor to excellent in following fashion:

- a) Range from 0.32- 0.44 represents poor fit
- b) Range from 0.45 - 0.54 represents fair fit
- c) Range from 0.55- 0.62 represents good fit
- d) Range from 0.63- 0.70 represents very Good fit
- e) Range from 0.71 – 1 represents excellent fit

Table 4.4: Rotated Component Matrix

Sr. No.	Items	Loadings	Factor	Sr. No.	Items	Loadings	Factor	
Factor 1				Factor 2				
1	ES_1	.833		1	NC_1	.836		
2	ES_2	.789		2	NC_2	.792		
3	ES_3	.726		3	NC_3	.761		
4	ES_4	.826		4	NC_4	.785		
5	ES_5	.772		5	NC_5	.809	Normative Commitment	
6	ES_6	.756		6	NC_6	.707		
7	ES_7	.759		7	NC_7	.776		
8	ES_8	.779		8	NC_8	.605		
9	ES_9	.750		Factor 3				
10	ES_10	.787		1	CC_1	.729		
11	ES_11	.805	Employee Satisfaction	2	CC_2	.874		
12	ES_12	.733			3	CC_3	.744	
13	ES_13	.788			4	CC_4	.759	
14	ES_14	.791			5	CC_5	.782	Continuous Commitment
15	ES_15	.795		6	CC_6	.739		
16	ES_16	.770		7	CC_7	.665		
17	ES_17	.708		8	CC_8	.650		
18	ES_18	.762		Factor 4				
19	ES_19	.764		1	AC_1	.787		
20	ES_20	.748		2	AC_2	.766		
Factor 5				3	AC_3	.704		
1	OE_1	.788		4	AC_4	.688	Affective Commitment	
2	OE_2	.802		5	AC_5	.696		
3	OE_3	.702	Organizational Engagement	6	AC_6	.687		
4	OE_4	.724			7	AC_7		.784
5	OE_5	.746			8	AC_8	.772	
6	OE_6	.699			Factor 7			
Factor 6				1	EPC_1	.769		
1	SV_1	.843		2	EPC_2	.750		
2	SV_2	.845		3	EPC_3	.725	Employee Psychological Contract	
3	SV_3	.761	Social value	4	EPC_4	.747		
4	SV_4	.743			5	EPC_5		.740
5	SV_5	.905			6	EPC_6		.791
6	SV_6	.679			Factor 9			
Factor 8				1	RV_1	.668	Reputation	

1	EV_1	.667		2	RV_2	.811	Value
2	EV_2	.847		3	RV_3	.767	
3	EV_3	.752	Economic	4	RV_4	.784	
4	EV_4	.752	value	5	RV_5	.796	
5	EV_5	.704		Factor 11			
Factor 10				1	JE_1	.602	
1	DV_1	.765		2	JE_2	.769	
2	DV_2	.708		3	JE_3	.816	Job
3	DV_3	.804	Development	4	JE_4	.601	Engagement
4	DV_4	.628	Value	5	JE_5	.598	
5	DV_5	.581		Factor 12			
Extraction Method: Principal Component				1	DTV_1	.835	
Analysis. Rotation Method: Promax with				2	DTV_2	.780	
Kaiser Normalization.				3	DTV3	.796	Diversity
				Value			

Values given in above table shows that instrument which is used to collect the data have convergent validity. However, to check the discriminant validity through EFA, there are two common methods.

- The first method is used to analyze the pattern matrix. It is therefore necessary that all variable have significant loadings on their parent construct only. However, if, a variable appears to have a cross loading, the cross loading should have a difference of more than 0.2. In this present research, only 3 items (including EV-5, JE-4 & JE-5) have cross loadings. But all of these indicators have difference between loading and cross loading more than 0.2 (Appendix-Exhibit4: Pattern Matrix). Hence, discriminant validity is ensured.
- The alternate method is to analyze the factor correlation matrix as shown in Table 4.5. The threshold value of correlation between any two factors is 0.7. The value higher than 0.7 indicates that discriminant validity does not hold while lower value confirms that discriminant validity holds for the measures. Factor correlation matrix given below shows, that none of the correlation value between factors is greater than 0.552. Hence discriminant validity is ensured by 2nd method as well.

Table 4.5: Component Correlation Matrix

Component	1	2	3	4	5	6	7	8	9	10	11	12
1	----											
2	.212	----										
3	.262	.456	----									
4	.322	.384	.477	----								
5	.280	.178	.195	.209	----							
6	.182	.269	.214	.159	.250	----						
7	.233	.228	.244	.199	.280	.289	----					
8	.175	.174	.155	.140	.231	.464	.198	----				
9	.221	.267	.226	.163	.221	.552	.294	.422	----			
10	.149	.203	.153	.145	.197	.526	.296	.446	.454	----		
11	.159	.147	.141	.160	.437	.074	.199	.155	.070	.104	----	
12	.196	.140	.160	.112	.140	.299	.324	.286	.446	.331	.074	----

Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.

4.4.1.3 Confirmatory Factor Analysis

To evaluate the factor structure of the dataset, confirmatory factor analysis follows the exploratory factor analysis. Exploratory factor analysis discovers the fundamental relationship among a given set of variables while confirmatory factor analysis confirms the factors that are extracted using EFA. According to Anderson and Gerbing (1988) CFA method is basically used to assess the construct validity. Because the CFA is a technique used to confirm that all indicators accurately present their parent construct they are supposed to measure (Hair et al., 2018). In the present study, confirmatory factor analysis is used through Amos-24 to ascertain the validity of all the latent factors included in the study. As basic purpose of this investigation is to test the relation between variables not between dimensions, so in line with the previous studies, second-order CFA approach was used to test convergent and discriminant validity (Hur, Shin, Rhee, and Kim (2017). Figure 4.2 shows the CFA model output, estimated via AMOS. The standardized regression weight of constructs is also given in appendix- Exhibit 5. values of standardized estimates (loadings) are well above the 0.5, except one item of employee satisfaction (i.e. ES-16) and two items of organizational commitment (i.e. AC-4 & NC-8). Items, which were not confirmed, were eliminated for further analysis. All other values confirm the convergent validity of items to their respective constructs. So, this approves that all observed variables are confirming for their respective latent construct, significantly.

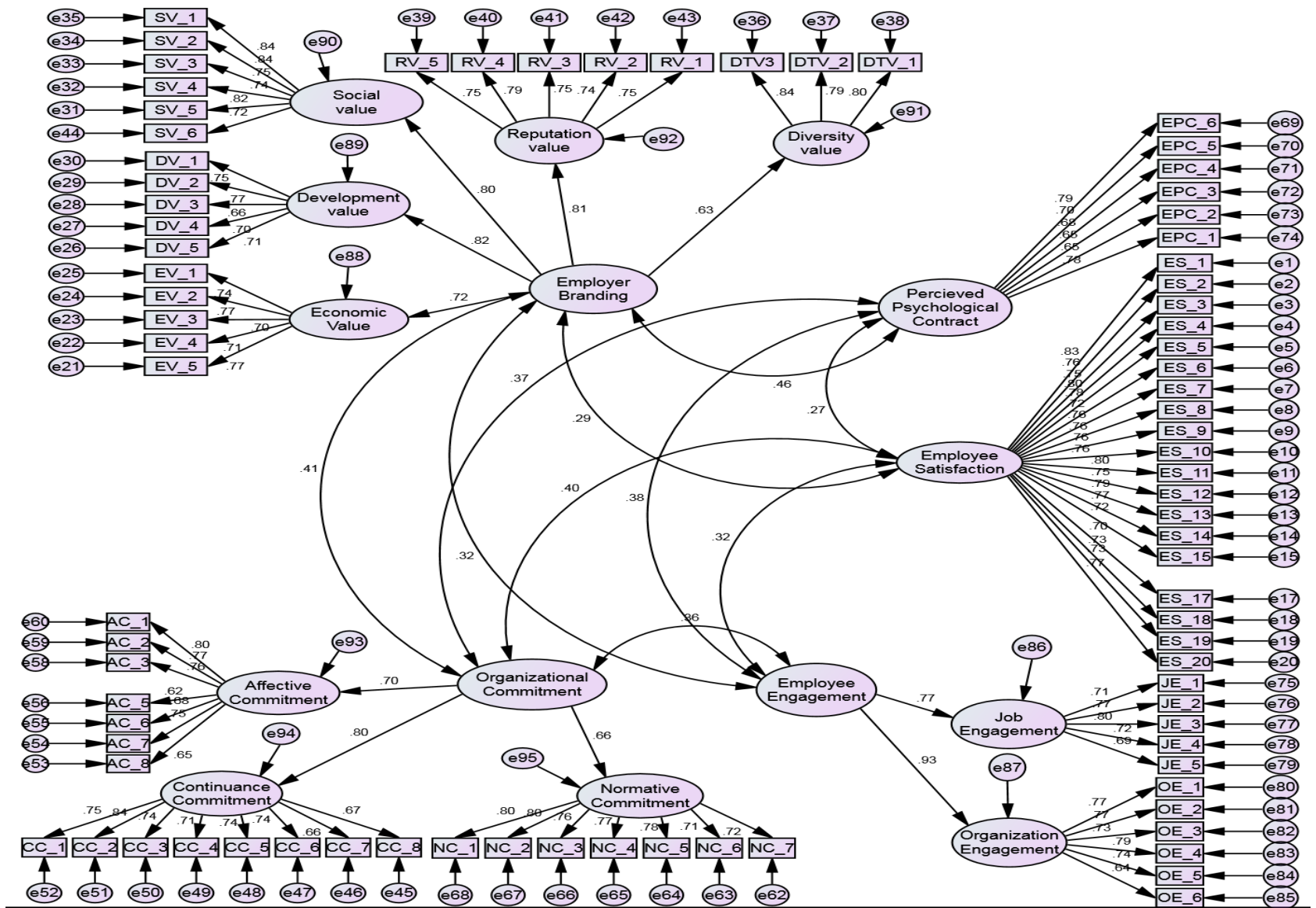


Figure 4.2: Confirmatory Factor Analysis

4.4.1.3.1 Convergent and Discriminant Validity

Xie et al. (2011) and Byrne (2013) defined that the convergent validity help determining the extent to which all indicators measuring a same latent construct are correlated. Thereby, high inter-item correlations are the indication that scale instruments are accurately measuring its proposed construct. Xie et al. (2011) and Byrne (2013) further argued that in addition to have high correlation with each other, each indicator must have a significant loading on its parent construct.

Beside this, Fornell and Larcker (1981) suggested to evaluate the significance of following conditions through CFA, in order to determine the convergent validity of the measurement:

- Factor loading (λ) scores of each indicator should be significant;
- Composite reliability denoted as ρ , measure of internal consistency of the indicators of a given factor, must be higher than 0.60 (Bagozzi & Yi, 1988); and
- Every construct should have an ‘Average Variance Score’ higher than 0.50 based on Kline (2015).

However, Hair et al. (2018) argued that discriminant validity measures the degree to which each latent construct is distinctly distinguishable from all other constructs. According to Lowry and Gaskin (2014) there are different ways to analyze the discriminant validity:

- If the square root of AVE is greater than the paired correlation coefficient of between the latent constructs, then it means discriminant validity does hold.
- If MSV is less than AVE then discriminant validity does hold.

In short, convergent validity is described as, “the concepts that should be related to one another are infact related”, while discriminant validity represents “how unique or distinguish construct are, which assume to be different” (Zikmund & Carr, 2010). To test the convergent and discriminant, validity standardized regression weight and correlations were calculated via CFA. Then statistical tools package developed and updated by Gaskin (2016c) was used to calculate CR, AVE, MSV.

Maximum squared variance (MSV) is the square of the highest correlation between latent construct. Composite reliability (CR) described as the extent to which set of indicators of a latent construct share in the measurement of their construct (Hair et al., 2018). Average variance extracted (AVE) describes the percentage of variance explained by latent variable (Hair et al., 2018). Values CR, AVE, MSV are given in table 4.6.

Table 4.6: Convergent and Discriminant Validity

Variables	CR	AVE	MSV	ES	OC	EE	EPC	EB
ES	0.963	0.579	0.158	0.761				
OC	0.765	0.523	0.167	0.398	0.723			
EE	0.842	0.730	0.141	0.325	0.361	0.854		
EPC	0.858	0.503	0.212	0.270	0.372	0.376	0.709	
EB	0.870	0.574	0.212	0.286	0.409	0.324	0.460	0.758

Note: ES = Employee Satisfaction; OC= Organizational Commitment; EE = Employee Engagement; EPC = Employee Psychological Contract; EB= Employer Branding; CR= Composite reliability; AVE= Average Variance Extracted; MSV= Maximum Squared Variance

Figure 4.2 and appendix- Exhibit 5 shows that all standardize loading estimates are above 0.5. Table 4.6 shows that composite reliability of all five variables is well above the value of 0.7 as described by Hu and Bentler (1999). Moreover, the AVE of all measures/constructs is also greater than 0.5 and values of CR are greater than 0.7 that implies good convergent validity of the instrument used for this research. However, it can be seen in Table 4.6 that AVE value is also greater than MSV, which proved discriminant validity. It is also seen that square root of AVE for all variables represented as the bold, is greater than inter-construct correlation that also proves discriminant validity (Hair et al., 2018). However, all tests are indicating that variables that were supposed to be uncorrelated; are actually uncorrelated (i.e. discriminant validity) and those, that were supposed to be related are actually related (i.e. convergent validity).

4.4.1.3.2 Model Fit Statistics

Main reason to examine the proposed conceptual model is to ensure that whether it is conflicting when compared to the reality or not. It determines the extent to which the conceptual model fits the reality. Several measures of model fit can be computed by AMOS that can help analyzing the model fit statistics. Hair et al. (2018) and Byrne (2013) suggested that various measures exist to estimate the model good-fit but generally chi-square (χ^2) over degree of freedom, GFI, AGFI, TLI, CFI, RMR and RMSEA are used to study the model fit (Cudeck, Jöreskog, Sörbom, & Du Toit, 2001). The chi-square (χ^2) test basically explains the amount of difference between observed and expected covariance. Value of chi-square close to zero is the indication that there is little difference between observed and expected covariance matrices (Cudeck et al., 2001). Recommended value of ($\chi^2/d.f$) is less than 3, while the P-value is confirmed if it is less than 0.05 i.e. if chance of error is less than 5% (Hair et al., 2018).

Recommended value of Goodness-of-fit index (GFI) is > 0.9 but it is acceptable if it is > 0.8 (Forza, 2002; Ryu et al., 2003; Shimizutani et al., 2008; Soch & Sandhu, 2008). Whereas, Forza (2002) and Shimizutani et al. (2008), also accepted the value of 'Adjusted Goodness of Fit Index' (AGFI) > 0.80 . Tucker Lewis Index (TLI) and Comparative Fit Index (CFI) also ranged between 0-1, which indicate that higher values i.e. value close to 1 indicate better goodness of fit (Hair, et al., 2018). Root Mean Square Residual (RMR) and Root Mean Square Error of Approximation (RMSEA) are related to the residuals of the model. RMR is the "square root of the mean of squared residuals i.e. an average of the residuals" (Hair et al., 2018). And residuals are the produced due to error in the prediction for each covariance term (Hair et al., 2018). Therefore, Lower value of RMR is considered to be good fit for model. Likewise, RMSEA values also exist between 0-1; but threshold value for RMSEA is 0.06 or less (Hu & Bentler, 1999). However, literature also provides a support for the value of 0.08 or less as acceptable index (Browne & Cudeck, 1993). Moreover, if any one criterion among those described above is fulfilled for the construct under study, then it is considered to be confirmed and can be used for further analysis (Hair et al., 2018). Goodness of fit measures of each construct along with its threshold values as described by Hu and Bentler (1999) is given below:

Table 4.7: Goodness of Fit measures for CFA

Name of Index	Index Value	Threshold Value	Comment
CMIN	4838.282	---	---
DF	3219	---	---
CMIN	1.503	≤ 3 good; < 5 sometimes permissible	Excellent
GFI	0.778	≥ 0.9 ; > 0.80 also acceptable	Traditional
AGFI	0.765	≥ 0.9 ; > 0.80 also acceptable	Traditional
TLI	0.915	≥ 0.9	Acceptable
CFI	0.918	> 95 great, > 90 traditional; > 80 sometime permissible	Acceptable
RMR	0.046	< 0.09	Good
RMSEA	0.035	≤ 0.08	Good

The Goodness of Fit Measures for proposed model is shown in Table 4.7. In this case, the value of $(\chi^2/d.f)$ is 1.503, which is less than 3. Value of GFI (0.778) and AGFI (0.765) are very close to 0.80; hence considered to be acceptable. The values of TLI (0.915) and CFI (0.918) are also above the threshold value. Furthermore, RMR i.e. 0.046 and value of RMSEA is 0.035, which is considered to be good fit. All indices except GFI and AGFI are meeting criteria that imply a good fit of the proposed model.

4.4.2 Reliability Analysis

Values of cronbach's alpha for this study are given in the Table 4.8 in order to examine the reliability of the data. Cronbach's alpha is a measure use to check the internal consistency of the data (Kumar, 2019). The value of cronbach's alpha close to 1 is considered to be the indicator of reliable construct. But different authors describe the cut-off point differently; such as the cutoff value of cronbach's alpha for a reliable construct is 0.7 according to the Chin (1998) that is also cited in Bock, Zmud, Kim, and Lee (2005). Whereas, 0.8 cut-off value is suggested by Ryu et al. (2003) and 0.6 cut-off value is suggested by Bagozzi and Yi (1988). For this study, values of Cronbach's alpha for individual constructs vary from 0.857 to 0.963. These values of cronbach's alpha specify that each construct possesses high reliability. Whereas, the reliability estimate for the overall questionnaire is 0.953, representing the high reliability of data collected for this study.

Table 4.8: Reliability Statistics

Constructs	Number of Items	Cronbach's Alpha
Employer Branding	24	0.935
Perceived Psychological Contract	6	0.857
Employee Engagement	11	0.905
Employee Satisfaction	19	0.963
Organizational Commitment	22	0.927

4.5 Common Method Bias Assessment

Common method bias refers to the measurement method bias because this bias arises due to bias in the measurement of the variable. This bias exists due to several reasons, including collection of data from a single source at a single time, ambiguity in the scales and poorly developed scales. If these biases arise in the data they result in measurement errors ultimately affecting the results of the study. Such results are not considered as efficient and unbiased, thereby pointing many questions on the generalizability of the study. There are multiple ways to detect if data is free of common method bias. These are broadly classified in to two heads; 1) procedural measures 2) statistical measure (Podsakoff et al., 2003). Procedural measures are also called as pre-remedial measures which were ensured while collecting data. Statistical measure that is also called as post-remedial measure is ensured in this section to analyze the common method biased. There exist different approaches to find out common method variance bias. Harman (1976) described a technique to check the common method variance in SPSS, named as single factor technique. Following this technique, all items were added to principle component matrix with no rotation. Results exhibited that single factor explained 21.693% of total variance of items, which was well below to the threshold of 50%, which implies that there is a low chance of common method variance bias in data (Harman, 1976).

4.6 Correlation Analysis

Correlation defined as the mutual relationship between two or more variables. Correlation coefficient describes the strength and type of relationship between two or more variables. It is the requirement of examining the causal relation between variables. Table 4.9 shows the values of pearson correlation coefficient among variables that were estimated via SPSS. The table shows that there are

significant correlations between all five variables: ‘Employer Branding, Psychological Contract, Employee Engagement, Employee Satisfaction and Organizational Commitment’ at 0.01. Moreover, it is also evident from this matrix that there is no issue of multicollinearity as all the correlational values are below 0.7.

Table 4.9: Correlation

	EB	EPC	EE	ES	OC
Employer Branding	---				
Psychological Contract	.387**	---			
Employee Engagement	.265**	.311**	---		
Employee Satisfaction	.257**	.237**	.272**	---	
Organizational Commitment	.321**	.291**	.269**	.336**	---

*Note: **.* Correlation is significant at the 0.01 level (2-tailed), N=402

4.6.1 Employer Branding

Table 4.9 shows that employer branding has significant positive relationship with perceived psychological contract (0.387**); employee engagement (0.265**); employee satisfaction (0.257**) and with organizational commitment (0.321**).

4.6.2 Perceived Psychological Contract

Table 4.9 also shows that fulfillment of psychological contract between and employee and employer also holds significant positive relationship with all attitudinal outcomes including employee engagement (0.311**); employee satisfaction (0.237**) and with organizational commitment (0.291**).

4.7 Results for Hypotheses

To assess the credibility of the proposed model, ten hypotheses were proposed to be tested. SEM approach was chosen to test those hypotheses. Structure equation modeling is basically used for checking the causal models and its effects simultaneously—rather than checking the relationships in piecemeal way (Lowry & Gaskin, 2014). SEM is a proficient method than other methods (such as regression) due to its ability to provide scalable, flexible and extensive causal-modeling capabilities. However, it does not eliminate the need for other techniques but one of the major advantages of SEM is its ability to include unobserved (latent) variables in the models, which cannot be measured directly (Lowry & Gaskin, 2014). It also measures both direct and indirect effect in causal networks simultaneously. Moreover, it is a covariance-based technique that is advantageous over correlations based analysis (Hair et al., 2018). SEM model was tested using AMOS 24. However, before assessing the causal relationships, structural model fitness was examined by the researcher through assessing various fit indices (see Table 4.10). These fit indices showed that proposed research model exhibit an acceptable fit to the data set and is therefore acceptable. The SEM Model with standardized estimates is shown in Figure 4.3.

Table 4.10: Goodness of Fit measures for Structural Model

Name of Index	Index Value	Threshold Value	Comment
CMIN	4880.489	---	---
DF	3222	---	---
CMIN	1.515	≤ 3 good; < 5 sometimes permissible	Excellent
GFI	0.776	≥ 0.9 ; > 0.80 also acceptable	Traditional
AGFI	0.763	≥ 0.9 ; > 0.80 also acceptable	Traditional
TLI	0.913	≥ 0.9	Acceptable
CFI	0.916	> 95 great, > 90 traditional; > 80 sometime permissible	Acceptable
RMR	0.064	< 0.09	Good
RMSEA	0.036	≤ 0.08	Good

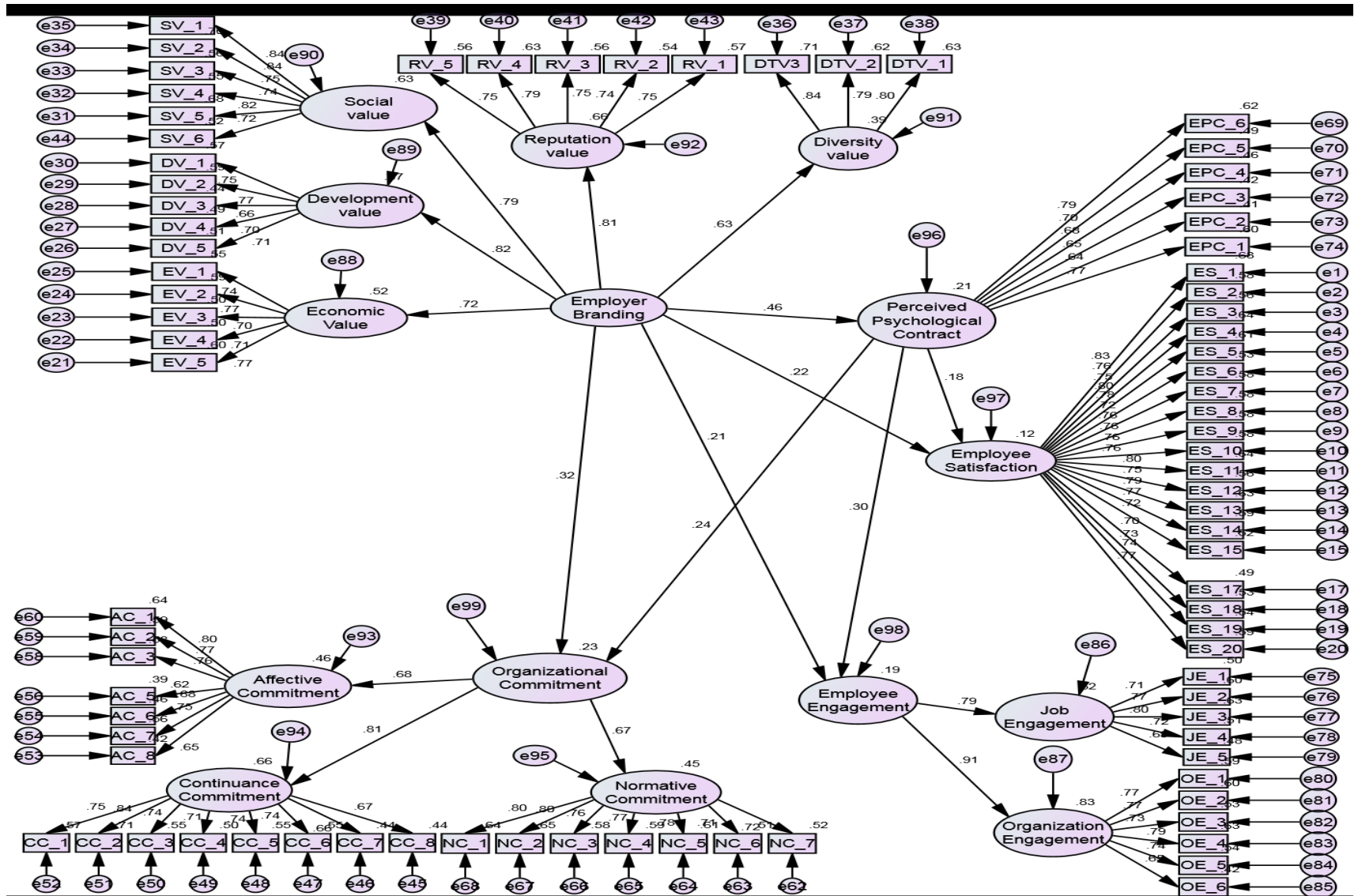


Figure 4.3: SEM Diagram

4.7.1 Direct hypotheses

The results for the direct relationships that were hypothesized from H1 to H3 can be found in Table No. 4.11. H1 hypothesized that perceived employer brand has relationship with perceived psychological contract. The results provides a support for this hypothesis i.e. $\beta = 0.640$, $p = 0.000$. In hypothesis H2a it was proposed that perceived employer brand positively influences employee's engagement. The researcher found a support for this hypothesis ($\beta = 0.270$, $p = 0.003$). Similarly, the author proposed that perceived employer brand positively influences employee's satisfaction with their job in H2b and with organizational commitment in H2c. The author found support for these two hypotheses as well ($\beta = 0.360$, $p > 0.05$, and $\beta = 0.344$, $p > 0.05$, respectively). Furthermore, it was proposed that perceived psychological contract has relationship with employee engagement in H3a, with satisfaction in H3b and with organizational commitment in H3c. Results indicate a significant relationship of perceived psychological contract with employee engagement ($\beta = 0.279$, $p > 0.05$); with employee satisfaction with their job ($\beta = 0.216$, $p = 0.003$) and with organizational commitment ($\beta = 0.188$, $p = 0.003$). Therefore, H3a, H3b and H3c were found support.

Table 4.11: Results of Direct Hypothesis

Hypothesis	Independent	Dependent	Standardized β	Unstandardized β	S.E.	P
H1	Employer Branding	Perceived Psychological Contract	0.459	0.640	.091	***
H2a	Employer Branding	Employee Engagement	0.207	0.270	.090	.003
H2b	Employer Branding	Employee Satisfaction	0.316	0.360	.104	***
H2c	Employer Branding	Organizational Commitment	0.229	0.344	.083	***
H3a	Perceived Psychological Contract	Employee Engagement	0.299	0.279	.064	***
H3b	Perceived Psychological Contract	Employee Satisfaction	0.185	0.216	.072	.003
H3c	Perceived Psychological Contract	Organizational Commitment	0.241	0.188	.055	***

*Note: ***= significant at 0.01*

4.7.2 Mediation Hypothesis

Mediator is a variable that bridge the gap between two variables or it can be explained as construct that comes in between the two other constructs in a casual network (Lowry & Gaskin, 2014). In mediation model, variable X (independent) is postulated to exert an effect on variable Y (dependent) with the intervention of M (mediator) (Preacher & Hayes, 2004). Mediation was popularized by Baron and Kenny (1986) in social sciences research by introducing a causal approach to test mediation. Baron and Kenny (1986) approach were considered flawed as it does not test significance of indirect effect but it established on the ground of certain causal relationship if they established then mediation exist (Preacher & Hayes, 2004). Sobel test is often used as a supplement to this causal approach of mediation, which is been criticized by many authors as its major assumption is normality (MacKinnon, Warsi, & Dwyer, 1995), but most of the cases data may not be normal. Preacher and Hayes (2008) argue that the “sample size in social science studies are usually finite and normality in finite samples is seldom achieved”. Considering these lacks in Baron and Kenny (1986) approach, significance of mediation was assessed through Preacher and Hayes (2008) bootstrapping method, as it calculates indirect effect size and its significance and can run on small sample size to predict good result even if data is not distributed normally. Preacher and Hayes (2008) method for testing the mediating effects is also powerful and effective technique for controlling Type 1 error (MacKinnon et al., 1995). For testing the proposed relationships of this research, a recommended 2000 bootstrap sample was selected to run the test. The results of mediational hypotheses are given in Table No. 4.11.

Table 4.12: Path Coefficients of Model for Mediation

Path	Total Effect				Direct Effect				Indirect Effect			
	β	CI Low	CI High	P	β	CI Low	CI High	P	β	CI Low	CI High	P
EB→PC→EE (H4a)	0.344	0.203	0.485	.001	0.207	0.053	0.358	.008	0.137	0.063	0.229	.001
EB→PC→ES (H4b)	0.305	0.186	0.417	.001	0.220	0.080	0.350	.004	0.085	0.027	0.171	.005
EB→PC→OC(H4c)	0.427	0.292	0.564	.001	0.316	0.159	0.478	.001	0.111	0.045	0.205	.001

Note: β =unstandardized coefficient, 2000 Bootstrapping Samples, 95% bias-corrected bootstrapped

EB= Employer Branding; PC = Employee Psychological Contract; ES = Employee Satisfaction; OC= Organizational Commitment; EE = Employee Engagement.

The hypotheses of mediation start from H4a to H4c are discussed in this part as given in Table 4.12. Hypothesis H4a proposed that perceived psychological contract act as a mediator between perceived employer brand and employee engagement. Author found that standardized total (direct and indirect) effect of employer branding on employee engagement is significant ($\beta = 0.344, p < 0.05$). That is, due to both direct (unmediated) and indirect (mediated) effects of employer branding on employee engagement. Furthermore, the standardized direct (unmediated) effect of employer branding on employee engagement is also significant with $\beta = 0.207$ and $P = 0.008$. However, for hypothesis H4a, author found that psychological contract partially mediated the relationship between employer branding and employee engagement ($\beta = 0.137, p < 0.05$). Furthermore, the confidence interval (CI) for indirect effect was found to be 0.063 (lower limit) and 0.229 (higher limit), that is, a non-zero value (Preacher & Hayes, 2008), which confirms the role of partial mediation between employer branding and employee engagement because beta of indirect effect significantly reduced then beta of its direct effect.

Hypothesis H4b proposed that perceived psychological contract act as a mediator between perceived employer brand and job satisfaction. Results depict that standardized total (direct and indirect) effect of employer branding on employee satisfaction is significant with $\beta = 0.305$ and P-value 0.001. The standardized direct (unmediated) effect of employer branding on employee satisfaction also holds significance ($\beta = 0.220, p < 0.05$). Similar to the H4a, the result for hypothesis H4b i.e. indirect (mediated) effect of employer branding on employee satisfaction via psychological contract is significant ($\beta = 0.085, p < 0.05$). The CI for psychological contract for this indirect effect was recorded as 0.027 (lower limit) and 0.171 (higher limit), which also does not spans zero. Therefore, it was found that a partial mediation effect of psychological contract between employer branding and employee satisfaction exist.

Lastly, it was proposed that perceived psychological contract act as a mediator between perceived employer brand and organizational commitment (H4c). For this relationship, the

standardized total (direct and indirect) effect of employer branding on organizational commitment is also significant ($\beta = 0.427, p < 0.05$). The standardized direct (unmediated) effect of employer branding on organizational commitment is also significant ($\beta = 0.316, p < 0.05$). Likewise, the results indicate a partial mediating role of psychological contract between employer branding and organizational commitment ($\beta = 0.111, p < 0.05$) and CI as 0.045 (lower limit) and 0.205 (higher limit), that is, a non-zero value.

The following table summarizes the results of this study.

Table 4.13: Hypothesis summary

Hypothesis	Results
H1: Perceived employer brand has relationship with perceived psychological contract.	Supported
H2a: Perceived employer brand positively influences employee's engagement.	Supported
H2b: Perceived employer brand positively influences employee's satisfaction with their job.	Supported
H2c: Perceived employer brand positively influences organizational commitment.	Supported
H3a: Perceived psychological contract has relationship with employee engagement.	Supported
H3b: Perceived psychological contract has relationship with job satisfaction.	Supported
H3c: Perceived psychological contract has relationship with organizational commitment.	Supported
H4a: Perceived psychological contract plays intermediating mechanism between perceived employer brand and employee engagement.	Supported
H4b: Perceived psychological contract plays intermediating mechanism between perceived employer brand and job satisfaction.	Supported
H4c: Perceived psychological contract plays intermediating mechanism between perceived employer brand and organizational commitment.	Supported

CHAPTER FIVE: DISCUSSION

5.1 Introduction

This research aims to uncover the causal relationship of employer branding practices with attitudinal outcomes of employees currently working with the organizations in Pakistani frame of reference. In this regard, a model explaining the mediating mechanism between employer branding and attitudinal outcomes, using theoretical lenses of resource based view and psychological contract theory, was proposed and tested in cellular service providing companies (representation of telecom sector). This chapter discusses in detail about each finding of chapter 4, in order to explain the attainment of the objectives of this investigation, in the light of past empirical research findings and theoretical arguments. The structural arrangement of this chapter includes a brief discussion on overall findings which is elaborated in section 5.2. This section is followed by the discussion on each primary objective one by one in detail (as elaborated in section 5.3). Lastly, section 5.4 discusses the achievement of secondary objective of this research. The map of this chapter is given below:

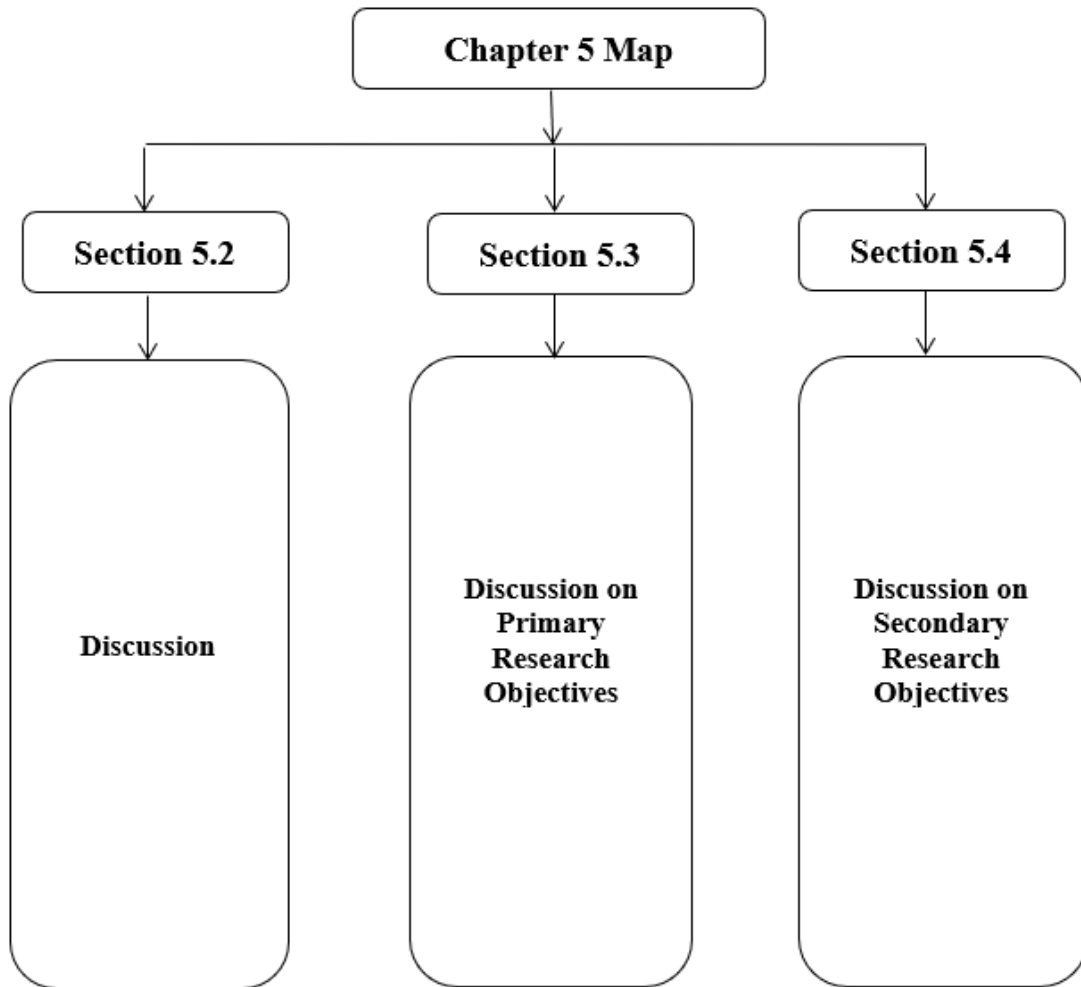


Figure 5.1: Chapter 5 Map

5.2 Discussion

From the perspective of HR field, perceived employer brand has helped many employers to create firm's image as an EOC with the help of HR practices such as good salary, and holidays (economic value); training and mentoring opportunities (development value); team spirit and relationships with others (social value); challenging and variety of tasks in a job (diversity value) and; reputation of organization, from the perspective of existing and future employees (reputation value) etc. (Berthon et al., 2005; Schlager et al., 2011). By investigating the impact of perceived employer

brand on attitudinal outcomes of current employees instead of potential applicants is one of those few researches which examine this relationship via the role of psychological contract fulfillment. This research is specifically rooted in positive organizational psychology to evaluate the positive attitudinal outcomes of employees (in contrast to negative outcomes). Building on prior theory, it was proposed in this research that current employees represent a specific target of employer branding practices. In agreement with Schlager et al. (2011), it was suggested that given their experience and knowledge of the organization and its functioning, current employees (in contrast with applicants) are more concerned regarding the effects of employer branding practices. For this purpose, the data from respondents of this research was gathered by following the technique of self-administered survey which is a key method of quantitative methodology. This research has postulated ten hypotheses to fulfill five primary objectives of the study. All proposed hypotheses were approved and a structural model was also fitted.

5.3 Discussion on Primary Research Objectives

Following study objectives were achieved in this thesis;

Objective 1

First objective of the study was to test the level of perceived employer branding, perceived psychological contract and attitudinal outcomes (EE, JS and OC) among employees. This objective is assessed via descriptive analysis of each variable to check either the proposed variables exists in telecom sector or not? The result section described that, employees of cellular service providing companies are almost agreeing with the existence of all of the variables, including; employer branding, psychological contract fulfillment, EE (employee engagement), JS (job satisfaction) and organizational commitment (OC) in the selected sector.

To elaborate these findings, it is found that telecom sector especially cellular service providers are using HR practices, including; good salary, and holidays (economic value); training and mentoring opportunities (development value); team spirit and relationships with others (social value); challenging and variety of tasks in a job (diversity value) and; reputation of organization, from the perspective of

existing and future employees (reputation value), to brand an organization and to make it as an employer of choice (Berthon et al., 2005; Chhabra & Sharma, 2014; Schlager et al., 2011). These findings have significance because this western concept is now applicable in the Asian context; in particular, it is being practiced in Pakistani telecom sector as a part of HR practices as well as policies, in order to be among distinguished organizations, for getting benefits in this era of ‘war of talent’ (Rana, Sharma, Singh, & Jain, 2019). Another gap which was found in literature related to inadequate research on employer branding with respect to current employees (Backhaus & Tikoo, 2004; Mohamad et al., 2018; Priyadarshi, 2011; Schulte, 2010), was fulfilled by collecting data for this research from current/existing employees working in cellular service providing firms. From the finding about existence of employer branding strategy, it can be concluded that, now organizations in Pakistan are not only applying employer branding strategy to potential employees; rather this strategy is being used for current workforce as well.

Existence of psychological contract fulfillment reveals that it is created within telecom sector. It is because, the agreement of a firm (focusing on the employment relations) with the personnel, is undoubtedly the most valued characteristic by the workers working within an organization. In exchange of this compliance by an employer, the objectives of a firm appear to be utmost valuable by the employees. It ultimately creates the concern among employees to comply with their obligations towards their parent organization, along with their belief in the fulfillment of the employment relationship by their employer (Oliveira et al., 2019). Furthermore, previously it is observed by many authors that PC is developed when one group believes that promised rewards will be delivered in future, thus, he/she made significant contributions and as a result, other group is stimulated to take their promised rewards from an employer (Rousseau, 1990). Consequently, the PC establishes an implicit give-and-take agreement between personnel and their workplace (Rousseau, 1995). Generally, telecom sector is focused on maintaining the fair balance among contributions they made and its reciprocal inducements. Each organization has made relationship with other organization on the basis of offered contributions.

Lastly, it is found that employee’s exhibit positive attitude within this sector according to the survey results of this research that can be one reason for continuous growth observed in this sector in last few years (Samaa-TV, 2015). According to Coffman, Gonzalez-Molina, and Gopal (2002), EE has

increased the loss of employers in the whole world, approximately greater than \$253 billion, which indicated that EE have relationship with the economic condition of the company. Moreover, when employees are more interested in contributions to make their organization successful, than they are voluntarily applied discretionary efforts for doing their assigned tasks and achieved organizational goals timely (David & David, 2013; Rousseau, 2004). Furthermore, organizations with committed, satisfied and engaged employees will deal the customers so effectively that will ensure their retention and loyalty with respective employer. Hence it will be resulted in the form of repetitive and increased sales that in return improved profits of an organization (Mathur, 2017).

Objective 2

Second objective of the study was to examine the association among perceived employer branding and attitudinal outcomes (job satisfaction, employee engagement and organizational commitment). Research suggests that perceived employer brand positively influence attitudinal outcomes such as employee engagement (Markos & Sridevi, 2010; Rana & Sharma, 2019; Rana et al., 2019; Schulte, 2010), job satisfaction (Devasagayam et al., 2010; Schulte, 2010) and organizational commitment (Helm, 2011; Lelono & Martdianty, 2013; Rana et al., 2019). Similar with results of these authors this study has also found that perceived employer brand (including all the five dimensions i.e. economic value, diversity, development, reputation and social value) has influenced positively on EE, JS and OC (see results of H2a, H2b, and H2c in Table 4.11). Previously, it was highlighted that very few quantitative researches have proved the link of employer brand with EE (Davies et al., 2018) and with other attitudinal outcomes (Bhasin et al., 2019). Thus, findings of this research also filled the gap found in the literature. Moreover, it is important to be noted that employees considered those workplaces as socially supportive and interesting; which encouraged creative value, help in advancing and growing their level of satisfaction, commitment, and confidence; along with improving their engagement with work. However, from these findings we can even evaluate that among these attitudes employee satisfaction with their jobs has highest effect (standardized $\beta = 0.316$) and least strengthen effect is on employee engagement (standardized $\beta = 0.207$) because of perceived employer brand.

The result of the hypothesis that ultimately fulfills this objective can be explained in a way that; betterment of employer brand leads to improvement of employee satisfaction, engagement and

commitment. This research provides an insight that investigated employer brand components played a key role for representing an organization as an employer brand and also provides different advantages to its employees. These advantages have few elements such as wages, career development, corporate culture, appraisal policies, job opportunities, trainings, innovative approach, organizational reputation and location (Yalim & Mızrak, 2017). Therefore, by developing these elements (for instance by practicing and placing few components), symbolic and functional advantages can be strengthened that ultimately yields positivity in the attitudes and behaviors of existing workforce.

To elaborate these findings, it can be concluded that HR practices such as, salary packages or compensation plans (i.e. economic value) which is offered by the organization are one of the key components that can build positive results like EE, JS and OC at individual level. This finding can be explained via statistics of this research in which it is revealed that most of the employees receive an average of Rs. 30,000 to Rs. 50,000 in cellular service providing companies. This fact is important to be considering, as it reveals that organization members valued the salary structure. Hence, remuneration and benefits plans of any organization are essential components for attracting and retaining employees for longer time period. Secondly, training & development activities and opportunities (development value) offered by organizations are also a leading source for producing desired employee outcomes. Hence, it can be seen that organizations are realizing its importance, and putting a lot of efforts for the KSAO's development of their workforce.

These results are in line with past studies which explain the significance about activities of training and development that are important ways to have committed and retained workforce (Barrett & O'Connell, 2001; Newman, Thanacoody, & Hui, 2011). Furthermore, it also acts as a predictor of job satisfaction (Adesola, Oyeniyi, & Adeyemi, 2013; Hanaysha & Tahir, 2016) and employee engagement (Rana, 2015). The logic behind this relationship is that stronger commitment level is developed among workforce; they feel satisfied and engaged with their job and organization; because their career needs are fulfilled and they are esteemed as an individual in the respective organization. As a result, it is considered that by adopting various training and development programs, an organization not only provides its employees an opportunity to grow, but, it also facilitates organizational level outcomes. Furthermore, it can be seen that findings of this research has also find consistency with the study of Schlager et al. (2011) research. Likewise, Human Resource Department

(HRD) should be aware regarding the issue of diversity and purposefully utilize its employees for enhancing organizational productivity by eliminating negative or challenging side of diversity (Tanwar & Prasad, 2016).

Creating learning conducive environment via offering multiple training programs on regular basis can capture this issue of diversity. Moreover, efficient management of diversity in tasks can experience positives of diversity, in order to achieve the desired outcomes (Robbins & Judge, 2017). This diversity management is important for cellular service providers so that it can lead towards the desired employee attitudinal results such as OC, EE and JS. Lastly, team spirit as well as relationships with others (social value) and reputation of organization in the eye of current employees (reputation value) also contribute in making an organization a brand (employer of choice). This also contributes for bringing positive organizational outcomes (Dash, Banerjee, & Mitra, 2014; Hanaysha & Tahir, 2016), which is proved in this research as well. Nonetheless, it is a plus point for any organization, that by enhancing positive attitudes among employees; the organization can gain competitive edge which is a success for longer time period. In particular, organizational reputation played an important role for the growth of sustainability and competitive advantage of firm (Maurya & Agarwal, 2018).

In short, all the characteristics of employer brand are important for retaining top talent in the organization. Supportive strategies of organizations can retain and sustain employees over time (Arasanmi & Krishna, 2019). As it is identified by Kucherov et al. (2019) that many employees want to continue their work in the company that has unique existence as an employer brand if it has low level of wage. The attributes for young specialists were included both characteristics of internal employer brand and features of business environment (Kucherov et al., 2019). This finding becomes logical due to employee's preference of work in such working environment which are supportive towards employees. Although, an organization must have such HR mechanisms and policies that could retain, engage and assist employees.

Furthermore, it is proven through the findings of this research objective that by developing employee value proposition (EVP), desired level of employee's positive attitudes can be shaped. As it is discussed by Sullivan (2002) that EVP is referred as different and unique promise of a business with its potential candidates and existing employees and ideal EVP is offered such culture and working

environment that provide better work life, add values, functional and emotional benefits to employees as compared to competitors (Ergun & Tatar, 2018). Due to this reason; employees produce response in a positive way, by shaping their positive attitudes towards organization.

The role of employer branding is essential in producing attitudinal outcomes that increased organizational competitiveness in the labor market as well as managed the talent shortage, improving employee's commitment, attracting and maintaining the level of talent within an organization (Ergun & Tatar, 2018). In a nutshell, this research has demonstrated the key advantages that organizations could receive in the competitive market of labor from an actual employee perspective. This advantage can be gained by keeping current workforce with high level of engagement, satisfaction and commitment with the workplace, by enhancing their positive perception regarding fulfillment of promises made by an organization to its employees to increase harmony between an organization and its employees. Lastly, this aspect is vital to be considered, because of the fact that it can encourage the longer retention level by involving existing employees to make them feel satisfactory and increasing their organizational identification while working their respective organization.

Objective 3

This study had the third objective, to check the impact of perceived employer brand on PCF. Previous body of knowledge explains that employer brand, actually presents the information about the organization in such a way that contributes towards the development of a PC among an employee and the organization (Bhatnagar & Biswas, 2010; Quratulain et al., 2018). Likewise, findings of this research suggest the same by adding that perceived employer brand plays positive role in fulfillment of psychological contract. That is, it can be said that an organization can contribute to the workers' wellbeing, professional and personal fulfillment (Mathur, 2017). It also supported the findings of other management scholars who previously work to explore such kind of relationship (Backhaus & Tikoo, 2004; Martin, 2008; Miles & Mangold, 2004). Moreover, this finding provides an additional insight that psychological contract fulfillment, which is same across the globe (Greenberg, 2012), rely on the kind of employment the company offers and employees' expectations towards the company. If the company is providing employees with value in terms of economic benefits, developmental activities, social value, diversity and reputation value, then it leads towards the creation and fulfillment of the expectations employees develop towards company offerings.

To elaborate these findings, researcher found that organizational employer brand has many effects on the PCF. The PEB developed value proposition for an employee, this is the main reason why a person preferred to work in a particular organization over some other organizations (Mathur, 2017). Moreover, explicitly or implicitly, the PEB introduce a series of expectation at societal, group and at individual level. In this case, with the passage of time, when all of these expectations are fulfilled through useful business practices than an organization gained respect in the eyes of current employee's (Dietz, 2008). Hence, the brand needs of an organization should be explored with care because it is required to handle the changing competition and the needs of workforce (Oliveira et al., 2019). So this research provides evidence that by emphasizing on following factors, these can be used to craft an organization as a brand. These factors include, career development opportunities, good salary structure, holidays, training and mentoring opprtunities, team spirit and relationships with others, challenging and variety of tasks in a job and reputation of organization in the eyes of existing and prospective personnel.

From the past decade, the talents of employees are used for promoting “employer brand” and huge amount of financial, energy, effort and time resources are invested. EB campaigns include, CD-ROM games, open days, college visits, glossy brochures, recruitment portals on corporate website and media ads (Dietz, 2008). Therefore, the EB is improved, business promises went bolder along with expectations and logic dictates, it becomes harder to be fulfilled (Dietz, 2008; Mathur, 2017). Hence, the PC model has made such framework, which can help in getting best for an employer branding. It also suggests the expectation sets by an employee and employer and each other's mutual obligations for performing relationships (Bhatnagar & Biswas, 2010). Additionally, the message of employment brand starts the creation of PC with the help of employer associations with elemental beliefs (obligations and expectations) for an employment connection (Eckerd, Hill, Boyer, Donohue, & Ward, 2013). It has a psychological nature because legal contract is not developed, however, it can be the element of implicit agreement among two groups (Eckerd et al., 2013). For existing employees, it deals with the expectations regarding fair treatment, career progression on ethical standards of an organization, training and development and working culture, but for an organization it involves anticipations on commitment and effort (Pohl et al., 2016).

In short, the EB and fulfilling the PC directly relies on accepting the PC among an organization and an employee (Cullinane & Dundon, 2006; Morrison & Robinson, 1997). This creates the relation among EB and PC because the contract has included the general expectations of an employee regarding an organization, organization's efforts and employment relationship.

Objective 4

This research had fourth objective, to check the impact of perceived PCF on attitudinal outcomes. It is observed that psychological contract is developed when expectations of employees with their organization is fulfilled; regarding the attainment of certain level of output, against their level of efforts or contributions towards respective business (Turnley, Bolino, Lester, & Bloodgood, 2003). Likewise, when an employee experienced that employer has fulfilled his/her obligations, they felt more obligation to reciprocate and also increase their own obligation sense for the organization (Bal et al., 2008). As a result, employees have emotional attachment because employer kept their promises (Soares & Mosquera, 2019; Tekleab & Chiaburu, 2011). Past studies have reported that PC breach has a relationship with lower affective commitment and JS. These attitudes can be improved due to fulfillment of intangible promises (Coyle-Shapiro & Kessler, 2002; Edgar, Riley, Brown, Diamond, & Lovell, 2005; Lapointe, Vandenberghe, & Boudrias, 2014). However, if the organization fails to fulfill their expected promises then it will ultimately lead towards employees' disengagement and create feelings of dissatisfaction among them (Aselage & Eisenberger, 2003). Contrarily, when expectations with the respective organization are fulfilled, then this unstated psychological contract will bring positive results in the form of employee's engagement (Soares & Mosquera, 2019; Yeh, 2012) JS and OC (Coyle-Shapiro & Kessler, 2002; Pohl, 2009). Consistent with the literature, this research also found that within positive working environment, psychological contract fulfillment at the workplace leads towards increasing employees' commitment, satisfaction and engagement towards their job and towards the organization (see results of H3a, H3b, H3c in Table 4.11).

These finding also filled the gap found in literature, by investigating about positive outcomes, as it was found that very limited research was conducted on positive organizational behavior. Additional to this, it was also observed that in the existing body of knowledge, breach of PC in relation to consequences of employment association is focused more (Raja et al., 2004; Rayton &

Yalabik, 2014; Rousseau, 1995); rather than putting focus on positive side of this contract i.e. PCF, in spite of the fact that it acts as a key factor that can predict employees' behavioral and attitudinal outcomes (Rayton et al., 2015). It is also evident that; when organizations showed support and care towards employees by fulfilling the contracts, in this case, employees have higher affective feelings for them. In opposite, when employees experience that organization are not interested in fulfilling their all kinds of needs, they are not motivated to show trust, loyalty and positive contributions towards their parent firm (Pohl et al., 2016). Hence, perceptions regarding fulfillment of PC will directly influence employee's attitudes positively.

Furthermore, psychological contract mechanism especially psychological contract fulfillment (PCF) found to be a key factor through which employees form positive opinion regarding their employer and organization (Lee et al., 2014), that will ultimately create attitude of commitment and satisfaction as well as exhibit high level of engagement with their job and organization (Bortoni, 2011; Lijo & Lyngdoh, 2016; Yeh, 2012). Reason behind these findings are; employee's emotional condition and his/her desire of taking action (cognitive condition) (Bal et al., 2013). Furthermore, many past studies investigate about psychological contracts (Aggarwal, Datta, & Bhargava, 2007; Rousseau, 1989; Sels, Janssens, & Van Den Brande, 2004), however, researches on how PC impacted on EE were limited in previous body of knowledge (Bal et al., 2013; Chang, Hsu, Liou, & Tsai, 2013). This research filled a gap by quantitatively reporting that more PCF is linked with more EE. Especially, engaged workers are willing to put more efforts for meeting the organizational goals (Arriscado et al., 2019). Therefore, this research has contributed in the positive organizational behavior literature by determining the effect of perceived PCF, instead of PCB, in creating higher employee satisfaction, commitment and engagement between employees. However, from the findings of this research, it can be evaluated that among all attitudes which are investigated in current research, employee engagement with their jobs and organization has highest effect (standardized $\beta = 0.279$) and least strengthen effect is on employee satisfaction (standardized $\beta = 0.185$) because of psychological contract fulfillment.

Objective 5

This study had the fifth objective, to examine the mediating role of perceived PC between EB and attitudinal outcomes. Results of the hypotheses aligned with this objective, also provides a support for PC theory by explaining the mediatory mechanism. That is, capturing the beliefs, expectations or

understandings that an employee has about the likelihood of fulfillment of the unstated promises made by an employer with their employees (Rousseau, 1995); psychological contract fulfillment was expected to be effected by the perceived employer brand while having significant impact on employee attitudinal outcomes.

It is self-evident that by carefully selecting the essentials of EB strategy, employers can easily determine how their brand can be distinguished among others as well as how each uniqueness develop specific advantages such as competing in labor market, anticipated pride, fit between organizational values and employee values or employee expectations regarding organization and its fulfillment (Sparrow & Otake, 2015). By sending these kinds of signals towards employees, majority of organizations are tended to focus what an employer actually does for current employees such as development opportunities, pay and job security. Consistent with the findings of this research, many other authors provides support that employer branding strategies need to be driven for the existing workforce by, creating, a climate for team to develop brand behaviors such as organizational identification; and employee satisfaction (Kashyap & Verma, 2018).

Many organizations thus, generally offered a program to have an internal brand management so that it can help in external recruitment and ensuring that current employees are ready to fulfill their brand promise behaviorally and attitudinally. The distinguished and unique employer brand will have more brand value because simple features of an organization are not enough (Sparrow & Otake, 2015). Rather, employers should promote the fulfillment of employees' aspirations and expectations via internal branding activities; as employees share favor, support and help from organizations with commitment, engagement and enhanced level of satisfaction which in turn enhances organizational performance (Arasanmi & Krishna, 2019). As it is evident from the literature that brand image and HRM practices from an employer's side, is exchanged among an employee and employer that in turn developed "anticipatory psychological contract", however, actually meeting the anticipatory contract increased the employee commitment and satisfaction (Sparrow & Otake, 2015). Therefore, organization should fulfill the expectations of employee to enhance the employee satisfaction, commitment and engagement.

The black box that was found in literature, while proposing this mediating mechanism, is filled by empirically testing the role of PCF as a mediator among perceived employer brand and attitudinal outcome. However, this research proves that PCF partially mediates the association among perceived employer brand and attitudinal outcomes of employees including EE, OC and JS (see results of H4a, H4b, H4c in Table 4.12). While talking about this relationship comprehensively, this fact cannot be ignored that the EB is based on the theory of PC (Backhaus & Tikoo, 2004). Thus, the correlation among EB and PC is embedded in the psychological drives and current employees' motivations. From this perspective, EB influenced the employee's psychological drives by using factors of motivation to retain current talent within the organization (Gaddam, 2008) and improve organizational loyalty and commitment (Backhaus & Tikoo, 2004). Previous body of knowledge also revealed that when employees' expectations are met, they are kind and happier at work. They indicated higher commitment levels and also focused on "extra mile" in their jobs (Mathur, 2017).

Likewise, it can be said that PC fulfillment has positive impact on outcomes of job (Conway et al., 2011). Contrarily, receiving wrong PC can be a cause of huge cost for an employer. Past researches have also highlighted that PC violations (confused expectations and broken promises, in case, when these expectations were not met by an organization) can increase these types of organizational behavior; such as, lower absenteeism, commitment, performance level, withdrawal cooperation and sabotage (Coyle-Shapiro & Kessler, 2002; Lapointe et al., 2014). This can render organizational investment in an EB campaign like a waste, however, along with this, firms will face higher employee turnover and reputation will also suffer due to bad word of mouth advertisement (Mathur, 2017). Therefore, to avoid such situation in order to be competitive, organizations must make investment in HRM that confirm employer deliver the same as promised in EB campaigns. By doing this, internal employees' satisfaction, commitment and engagement will deliver satisfaction for external customers. Hence, the mediating mechanism of PCF between employer branding and attitudinal outcomes is supported by the theory of psychological contract (BusinessBalls, 2019; Van der Vaart et al., 2015). As it is proved from the outcomes of this inquiry and from the past literature available on PCT that the extent to which employees considered that an employer has met their promises, the social exchange association between an organization and employee goes stronger that in turn produced positive work results (Karagonlar, Eisenberger, & Aselage, 2016). Concluding this

discussion on primary objectives, it can be said that the objectives developed at the start of this research have been accomplished and discussed in detail.

5.4 Discussion on Secondary Research Objective

Finally, apart from the primary objectives of this study, secondary objective of this study i.e. to develop the theoretical background that integrates the variables of this research study to form a conceptual coherence that can explain perceived employer branding comparative to attitudinal outcomes (JS, EE and OC) by incorporating the role of perceived PCF, is also fulfilled. This objective is fulfilled by explaining the proposed model under a theoretical framework. As it was identified by many HRM scholars in the past that theory regarding the phenomenon of employer branding in human resource management field is still at its early stages and is too narrow (Backhaus & Tikoo, 2004; Theurer et al., 2018). For example, Backhaus (2016) clearly mention after the findings of his research that theory must be developed, by focusing that under which type of circumstances, HRM practices can enhance employee attitudes significantly.

This gap is also fulfilled by presenting the theoretical foundation of the proposed theoretical model of this dissertation which is guided by amalgamation of two theories including, psychological contract based human capital and resource based view (RBV). After critically reviewing the literature, perceived EB was adopted as an independent variable consisting of 5 dimensions including social value, economic, diversity, development, and reputation value (Berthon et al., 2005; Schlager et al., 2011). Three attitudinal outcomes (i.e. employee's engagement, satisfaction and commitment) were selected based on their level of importance as key drivers for organizational performance (Hanin, Stinglhamber, & Delobbe, 2013; McBain, 2007). Psychological contract fulfillment was proposed to be mediating variable between employer branding and attitudinal outcomes of current workforce.

This model is framed within the assumptions that competitive advantage can be maintained through the contribution of characteristics of company's resources (Barney, 2015) i.e. its human capital resources (Dabirian et al., 2019; Khalid & Tariq, 2015). To get a better and distinctive position among the competitors and others, your organization should possess unique resources and qualities

(Barney, 2015; Kashyap & Chaudhary, 2019; Wayne & Casper, 2012). The resource based view of a firm has categorized three organizational resources such as organizational, human, and physical capital (Barney, 2001). This study has emphasized on human capital resources that create sustainable organizational competitive advantage. This research has taken EB like a human capital resource of an organization that is non-substitutable, inimitable and rare. Adopting unique practices and policies assists in the formation of EB that made retained employees inside an organization (Kashyap & Chaudhary, 2019). The working experience with EB improved employee's affiliation and top talent will not be poached easily. Therefore, RBV gives sound bases of theoretical framework for relating EB image with attitudinal outcomes of current employees.

Hence, from RBV perspective, EB is generated on the claim that human capital increased firm's value and it leads to sustainable competitive advantage (Dabirian et al., 2019; Kashyap & Chaudhary, 2019). Therefore, businesses are searching for good talented HR capital along with unique existence as an employer of choice. To successfully handle the competitive environment, businesses are looking for such HR that is applied to get competitive advantage (Ibrahim, Hashim, & Rahman, 2018; Tanwar & Kumar, 2019).

Tanwar and Kumar (2019) also endorsed that one winning strategy in the context of talent war is named, "employer of choice (EOC)". Moreover, developing an organization as a brand can be accomplished by building psychological contract with organizations human capital by keeping in view the perspective of 'Resource Based theory' and 'Theory of Psychological Contract'. PCT is basically a midrange theory that address about the mechanism, how beliefs of individuals can put impact on behavior, affect, and on judgments in this give-and-take relationship (Rousseau et al., 2013). Hence, these two concepts goes hand in hand i.e. employer branding (source to be EOC) and psychological contract (Majumder, 2017) that are necessary for making employees engaged, committed and satisfied with the organization (Kashyap & Chaudhary, 2019; Schulte, 2010).

Consistent with the explanation found in theory, proposed model of this research found support that by putting focus on internal resources (i.e. development, diversity, economic, social, and reputational value); favorable outcomes (such as OC, EE and JS) are attained. And this bridge can be stronger in the light of stronger exchange association among an employee and its employer i.e. success

of PC. Hence, all study objectives which were set at the beginning of the thesis were accomplished successfully through empirical verification of proposed relationships among variables in the practice of telecom companies (i.e. cellular service providing companies).

5.5 Chapter Summary

This chapter has discussed the findings that are reported in the previous chapter. The outcomes of this research provides empirical evidence for the proposed model that employer branding helps to build expectations regarding fulfillment of employee and employer mutual contract which ultimately shape their attitudes in positive manner. Implicit in the notion of RBV, the results suggest that employer brand practices are the resources that can lead towards positive attitude building that in return can benefit the organization. Similarly, according to PCT, PCF is a key to create the mechanism of mediation among perceived EB and attitudinal outcomes of employees including their satisfaction, commitment and engagement. Although, the outcomes of this research are consistent with and support the standpoints of resource based view (RBV) and psychological contract theory (PCT) established and verified earlier in western context.

CHAPTER SIX: CONCLUSION

6.1 Introduction

Aim of this research was to investigate the impact of perceived EB on attitudinal outcomes of current employees via psychological contract fulfillment in telecom sector of Pakistan. This aim has been set after critically reviewing existing body of knowledge. This critical evaluation of literature led the author to propose a conceptual framework for this study which was theoretically supported via amalgamation of two theories. These theories include resource based view and psychological contract theory. In the model of this research, perceived employer brand was an independent variable and attitudinal outcomes including, employee's engagement, commitment and their satisfaction as dependent variable. This relation was supported via resource based view. However, psychological contract fulfillment was a mediator and its mechanism was supported via psychological contract theory. After proposing a model, methodology was finalized to draw results of this research via quantitative techniques. Outcomes were shown in chapter 4 and detail discussion is presented in chapter 5. After completing chapter 5, the aim of this chapter is to give a holistic view of the findings of this research to present theoretical implications of the findings along with managerial implications. Methodological contributions were also presented here in this chapter. The key findings of this research are given in section 6.2. Theoretical implications of the findings of this study are given in section 6.3. This section is followed by practical/managerial implications, which is explained in section 6.4. Section 6.5 is related to methodological contribution of this research. Limitations of this study along with potential areas for future research are given in section 6.6. Finally, recommendations are highlighted in section 6.7, which will conclude this chapter. Map of this chapter is given below:

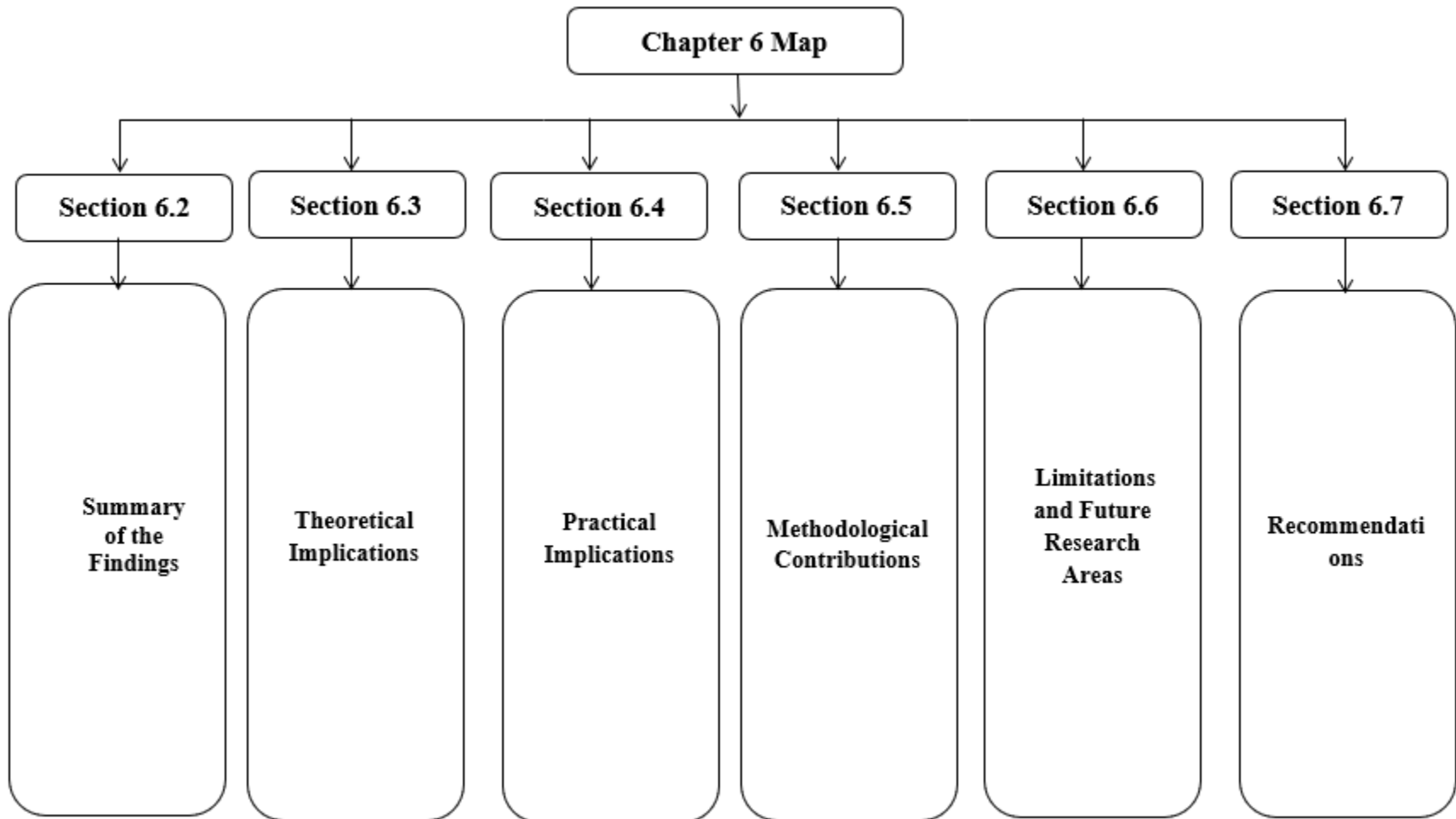


Figure 6.1: Chapter 6 Map

6.2 Summary of the Findings

Since the inception of the concept of employer branding (Ambler & Barrow, 1996; Dell et al., 2001; Martin & Beaumont, 2003) it is studied in relation to recruitment perspective while focusing on potential employees (Berthon et al., 2005; Gilani & Jamshed, 2016). Only few studies emphasize on the role of current employees. Hence, researchers are still searching the basic mechanisms and best theoretical explanation regarding the relationship of employer branding with attitudinal outcomes of current employees. The availability of insufficient literature to provide comprehensive theoretical explanation of the employer branding-attitudinal outcomes relationship and scarcity of the research on this relationship particularly in the telecom sector of Pakistan, led to the objectives of this research. Considering the important role of current employees in an organization, the main objective of this inquiry is to examine about the mediating mechanism of psychological contract fulfillment while checking the influence of EB practices on the attitudinal outcomes of existing employees. In order to fulfill this aim, the theoretical lenses of resource based view (RBV) and psychological contract theory (PCT) are used to assess the structural association between the proposed variables in mediating mechanism which is confirmed in telecom sector of Pakistan.

The findings of the direct hypothetical relationships that are examined in this study reveal that the perceived employer brand positively affects psychological contract fulfillment, employee engagement, satisfaction with their job and their level of commitment to the organization. Furthermore, psychological contract fulfillments also positively influence all three attitudinal outcomes including EE, satisfaction and OC. These findings indicate an empirical answer, in particular, to the sub-objectives 2, 3 and 4. However, with reference to the main objective of this research linked to the mediating role of perceived PC among EB and attitudinal consequences, the empirical finding of the study provides that perceived psychological contract fulfillment acted as partial mediator among EB and attitudinal outcomes i.e. engagement, satisfaction and commitment. From these results it can be concluded that if organizations focus on creating their entity as a brand by utilizing the combination of HR practices, it will ultimately translated into positive attitudes building among employees working with that organization. These positive

attitudes are important for the organizations. It is because; businesses lead the world with its distinguished human resources, which in turn make an organization more competitive and profitable (Malik, 2018). However, this relationship can be stronger in the light of PCF among an organization and its employee.

Consistent with the previous body of knowledge, the outcomes of this research study recommend that in order to flourish the organization, it should present itself as an EOC in order to retain their current workforce by enhancing their level of commitment, engaging them on job and letting them feel satisfied (Schulte, 2010). Moreover, the findings also support the statement of resource based view and psychological contract theory that the development of organization as a brand and shaping worker's attitudes may result in favorable consequences at an individual level. These individual outcomes serve as a basis for the achievement of organizational level outcomes (Robbins & Judge, 2017).

6.3 Theoretical Implications

The novelty of this inquiry lies in the fact that how it contributes in the existing theoretical perspective regarding employer branding and its effects on individual level outcomes. These contributions are explained below:

There is shortage of research on positive organizational behavior. As it is evident that the most of the researches available in literature predominantly focus on negative results (such as burnout and stress etc.) and research pay very little attention towards exploring positive organizational behavior (Schaufeli & Bakker, 2004). Moreover, it is also evident that identifying the positive organizational behaviors suggests a focus on improvement in the performance of employees and organization (Bakar, 2013). Hence, this study has sound contribution towards building positive organizational behavior at workplace by investigating the effects of various practices that enhances the levels of engagement, satisfaction and commitment through PCF. In addition, it is a fact of business world that the investment on EB is increasing because this produces feelings of satisfaction and honor among participants (Kashyap & Chaudhary, 2019).

From this perspective, this inquiry has added value in the EB literature by investigating the EB outcomes. Hence, this study is laid in those fewer researches that have attempted to test the relation among perceived EB and individual attitudinal outcomes including employees' work & job engagement, their satisfaction and commitment towards their organization.

Previous studies explain that employer branding play its role in building a PC among an organization and its employee (Martin, 2008; Swider et al., 2015) and psychological contract fulfillment leads towards positive attitude building among employees (Rousseau et al., 2013). However, the role of PCF as a mediating variable was still unexplored. For instance, according to Ahmad (2017), it is vital to research the role of employee's PCF through which employees gives answer in the form of commitment, satisfaction and engagement. Furthermore, based on the beliefs, expectations or understandings that an employee has about the likelihood of fulfillment of the unstated promises made by an employer with their employees (Rousseau, 1995); psychological contract fulfillment was expected to be effected by the perceived employer brand while having significant impact on employee attitudinal outcomes. Likewise, by establishing the mediating role of PCF, another important input has been made by this research in advancing the operationalization of the exchange association among an organization and its employees in the organizational sciences (Birtch et al., 2016).

As, the main objective of this investigation was to test about the underlying mechanism of PCF between the relationship of perceived employer brand and attitudes of employees working in cellular service providing companies; this study contributes in the HRM and employer branding literature by explaining this mechanism, especially in context of Pakistan. Moreover, in relation to this mediating mechanism, this study extends the literature by reporting quantitatively, the proposed relationship of PCF as a mediator. As the findings provide a support that PCF act as a partial mediator among PEB and organizational commitment, employee's satisfaction with their job and employees engagement with their job and organization respectively. These outcomes are noteworthy for accomplishment of this inquiry as it provides new perspective for researchers to study further for exploring this 'black box' especially in non-western context.

The literature on employer branding is largely focused on recruitment perspective and in western context (Backhaus, 2016), whereas the investigation of the impacts of perceived EB through HR Practices on current employee's attitudes has been less explored phenomenon in the context of Pakistan. In this context, this study is pioneer in opening the debate about the role of perceived employer branding in shaping the attitudes of current employees in the context of telecom sector Pakistan; it thus offers a theoretical breakthrough in the literature of perceived employer brand and individual level outcomes of the organizations for existing workforce. As, it was stated by Schulte (2010) that significance of engaging current employees and impacting their satisfaction and retention to achieve organizational objectives and success can be claimed as equally important to be explored within the context of employer brand (Mihalcea, 2017; Rana & Sharma, 2019; Vasantha, 2018).

Consistent to this belief, Eshoj (2012) identify that most of the present studies inside the field is practice oriented that investigated how strong EB can be created and which propositions added values for potential candidates. But, latest studies have shifted their focus in testing the EB process like a holistic and strategic discipline. Hence this study contributes to provide explanation based on quantitative estimates that EB mechanism is a strategic and holistic process for getting desired outcomes in organization. Furthermore, using theoretical lenses of PCT and RBV, this research has examined the unique association of perceived employer brand and employee's attitudinal outcomes in telecom sector Pakistan. Although, RBV and PCT theories are the most frequently used theoretical lenses, in the field of positive organizational research (Kashyap & Chaudhary, 2019; Lijo & Lyngdoh, 2016; Theurer et al., 2018); but this research links these two theoretical lenses together, in order to provide explanation about the relationship of perceived employer brand and employees attitudinal outcomes, which is still at the infancy stage.

The theoretical stance taken in this inquiry contributes to the literature by providing insight into one possible explanation of the causal association among perceived employer brand and employees attitudinal outcomes. Furthermore, this research has also advance EB, and PC literatures in relation to attitudinal outcomes of employees by assimilating these notions into a resource based view and psychological contract framework. Especially, it is verified that PCF is

acted as a cognitive process underlying in the association among organizational brand build through HR practices and individual level outcomes in this exchange employment relationship (Rodwell & Ellershaw, 2016; Tekleab et al., 2013). Consistent with the concept of RBV and PCT, when employees considered that an organization has successfully achieved its responsibilities and expectations in the exchange employment relationship, such as by providing suitable intangible job resources in terms of economic, diversity, social, development and reputational value; feelings of psychological contract fulfillment (PCF) are stimulated (Laulié & Tekleab, 2016; O’Leary-Kelly et al., 2014), which as a result uphold positive attitudinal outcomes, such as JS, EE and OC (Hashim & Nor, 2018; Lijo & Lyngdoh, 2016; Quratulain et al., 2018). This understanding also enables researchers to better visualize, why and how perceived employer brand interact and lead to certain attitudinal consequences of employees.

It is one of the first studies in the area of EB with respect to HR field in telecom sector of developing countries like Pakistan, which demonstrate that previous use of RBV and PCT is not groundless. To this end, the results of this research explain the positive mediating role of PCF among perceived employer brand and employee’s attitudinal outcomes. Therefore, these outcomes contented the concern of scholars about the differences in application of these theories in the western and non-western context.

6.4 Practical Implications

Along with theoretical contribution, this study also has several implications for practice, which are as follows:

This study demonstrates that how an employer can present itself as a brand (perceived employer brand) that determines the employee’s perceptions regarding fulfillment of employer promises, that is turned into employee’s JS, engagement and OC (attitudinal consequences). Furthermore, the shared influence of economic, social, diversity, developmental and reputational value (perceived EB) on psychological contract fulfillment, suggest that, to enhance positive

individual level outcomes, organizations must search methods to offer their current employees with some additional and diverse types of values that make an organization as an EOC.

EB has been studied mostly in Western countries and culture (Backhaus & Tikoo, 2004; Punjaisri & Wilson, 2011; Schlager et al., 2011). And there is a requirement to investigate the usefulness of these western concepts like EE and employer branding in emerging nations such as Asia and particularly in Pakistani context. This is a need of hour for an emerging nation to grow, therefore, they should search either the implementation of western practices in the business; HR and economic environment, are in reality 'functioning' for them or not? (Bakar, 2013). Hence this study proves that employer branding is useful strategy to be adopted in developing nation context. Therefore, implications from this research provides a significant insight to the developing country's policy-makers and HR departments, specifically, as how they can involve, satisfy and make their workforce committed by making organizations a brand that could give positive individual level outcomes (Malik, 2018). Furthermore, in order to practically implement, the association among perceived EB with EE, satisfaction and commitment via PCF will assist the employers, how they can modify their HRM practices.

Hence, this study has performed important implications for introducing and enhancing EB practices because it was presented that they impacted positively work engagement, satisfaction and commitment of employees. Here, HRM is playing a central role for development of internal EB apart from focusing only on external aspects (Bhasin et al., 2019; Ghielen et al., 2018). An intranet and well-designed website have created opportunities for employees to share information, know organizational history, mission, vision and future, one's view that can help in social networking and information technology (Kashyap & Chaudhary, 2019). But these are not the only things which should be focused by organizations. In this era of employment, employers are required to keep record of their employees as what they are doing and what's their attitudes and opinion regarding their own workplace. Many process of HR such as training and development, performance and reward management, economic values, diversity management and reputation management etc., should be evaluated as collective and individual level to confirm the perceptions of existing employees regarding positive EB and value proposition of organization (Cascio & Graham, 2016).

Conclusively, the findings of this inquiry have appropriate implications for HR manager. Many HR scholars, e.g., Aggarwal et al. (2007) have claimed that HRM practices played an essential part in the development of PCF. Thus, HR managers are suggested to know the views of employees for PCF and also recognized which practices of HRM are positively or negatively contributed in making these perceptions. The promotion of HR practices can introduce organization as an employer of choice that can ultimately enhance the psychological contract fulfillment; may be helpful to provide good working within the organization as a form of increased level of commitment, satisfaction and engagement at work.

Another key finding of this research i.e. role of PCF as a mediator among employer brand and attitudes of employees, suggests that fostering employees' perceptions of fulfillment of promises made to them, should be matter of concern for managers at all levels. Although, manager must follow and encourage the process of internal branding suitable HR tactics such as work incentives & developmental opportunities etc. The process for getting feasible individual level outcomes will not generate positive results unless managers openly implement those practices that fulfill mutual obligations of an employer and its employees and regularly keep workforce involved (Vallaster & De Chernatony, 2006). A continuous internal branding activities enriched pride of employees and promoted brand values as well as forced them to recognize personally and make work culture brand oriented (Baumgarth & Schmidt, 2010; Punjaisri & Wilson, 2017). Consequently, positive attitudes are established and in future organization can retain current employees effectively (Dechawatanapaisal, 2018).

Additionally, HR practitioners and brand managers should have continuous monitoring program to search people's attitudes and their mindset towards an employer and brand values through employee surveys, index scorecards for performance and data analytics for people. This monitoring will timely notify the drawbacks of internal branding practices. Limited attention towards employee's reactions and perceptions might influence the brand perception and sense of obligation for the existing job, thus, it increases the turnover intention of employees (Dechawatanapaisal, 2018). If intentions of employees to stay with organization are retained and reinforced as well, then costs of human capital management and turnover can be reduced, inturn

that enhances and maintained profitability, productivity, customer experience and continuous levels of service (Ertürk & Vurgun, 2015).

Moreover, to be specific in defining implication of this study, the first beneficiary of this study are cellular service providers of Pakistan, from where data was gathered. Empirical findings of this research enable them to understand the role of EB in increasing employee's satisfaction, commitment and engagement by fulfilling mutual expectations of both parties in terms of building psychological contract. PCF triggers by a cognitive process of merging one's work value (perceived employer brand) with perceptions about unstated obligations and promises in exchange employment relationship. Furthermore, the model developed under this study can be used by other companies working in telecom sector of Pakistan as a way to be competitive. Previously, it was noticed that in Pakistan organizations are investing less in HR activities to be a brand and to build reputation in the market (Ahmad, 2016; Fasih et al., 2019). By proving the benefits that can be gained by making an organization a brand; this study can serve as a basis to change the existing trend of investing less in HR activities, for all those organization and sectors who are lagging behind in today's competitive era. Therefore, other institutions of similar nature in the region, which may have some problems regarding the satisfaction and retention of employees, can learn from this research that what strategies should be adopted. Additionally, institutions, policy makers, managers, heads who work in telecom sector of Pakistan and all around the globe will get better understanding of such issues like employer branding as an HR topic and fulfillment of psychological contract with existing employees through creating firm a brand as well as employer of choice. Understanding of such issues can help them to develop those strategies, which will lead towards increasing the level of current employee's satisfaction, engagement and commitment with organization.

6.5 Methodological Contributions

Methodologically, this research improved the understanding of the main dimensions of EB in relation to PCF and current employee's perspective. This is done by adapting a data collection instrument - questionnaire – that includes measures of independent variable (i.e.

perceived employer brand); dependent variables (i.e. satisfaction, commitment & engagement); and mediating variable (i.e. psychological contract fulfillment). This is the most relevant contribution, since the applied model functioned integrally. Besides, the data collection instrument was adapted and validated in specifically developing country context i.e. in Pakistan.

This study allowed a broader view of the role and influence of perceived employer brand on individual level outcomes. This perspective contributed to a more holistic view of the concept of perceived EB by adopting a framework of positivism approach. It is because, the main objective of this research is the investigation of those factors of EB which play significant role for enhancing the satisfaction, commitment and engagement of current employees by fulfilling obligations in exchange relationship between an employer and its employees within telecom sector of Pakistan. Moreover, a study that emphasize on gaining new understandings about newly developed phenomenon (such as employer branding in the light of RBV & PCT) is exploratory in nature (Santos et al., 2019; Saunders et al., 2019). Conversely, the present study has taken a closer look into the latest emerging phenomena's like employer branding, PCF and employee engagement, but also aims to reveal the way and existence of specific relations among different notions such as employees' commitment, engagement and satisfaction as dependent variables; employer branding practices for current employees as independent variable and PCF as a mediator.

This investigation is based on two reasons for considering PCF construct as mediator instead of moderator. First, many researches proposed that PCF construct acts as a mediator among antecedents (such as job characteristics) and its outcomes, such as performance, satisfaction, turnover etc. (Birtch et al., 2016; Latorre et al., 2016). Second, mediators helped in determining how physical events that took place externally signify the internal psychology. While moderator variables identify when these effects will be hold and mediators explained why or how these effects will be happened (Baron & Kenny, 1986). Therefore, based on the clarifications given above, we can say that the purpose of this inquiry has explanatory nature rather than exploratory. Hence it will follow positivism approach which utilizes the quantitative techniques. The empirical techniques are applied on large sample size and results are generalized beyond the selected sample (Holton & Burnett, 2005; Suter, 2011).

Therefore, this study is methodologically significant in drawing a generalized model for telecom sector of Pakistan. Moreover, current employees of cellular service providing companies were targeted for this research. It is because the role of EB management gradually comprehends beyond the limitations of recruitment to potential employees and now it is being deployed to support internal EE (Kunerth & Mosley, 2011; Santos et al., 2019). In addition, this study also allowed another entry of current research, increasing the need to study employer branding in a multidimensional and cross-sectional perspective that considers current employees attitudes. Further, to contribute in academic literature quantitative survey will be a good choice as it is evident that most of the time branding practices are being explored in the surveys conducted by consultancies, and little is known in academic literature. Finally, the proposed relationship of this study was investigated through using SEM technique that focused on calculation of all paths at the same time in AMOS (Byrne, 2013).

6.6 Limitations and Future Research Areas

Some of the limitations also withstand in this inquiry for which some suggestions and recommendations are included in this study. First is its limited generalization because this research is conducted on one industry of Pakistan and even by taking one segment of that sector i.e. cellular service provider. So this study can be extended in future by taking larger sample under consideration and having variety of sectors to make this research more worthwhile. Second, this study is conducted only in Pakistan which can also raise the question regarding applicability of the framework in other non-western context. Therefore, to minimize the generalizability issue, it is recommended to examine the model in different non-western contexts and countries by considering the effect of gender, age and other biographical and demographical characteristics that have the potential to affect the results. Another suggestion is to apply this study to other business and industry contexts.

Third, although similar to other studies, e.g. Punjaisri and Wilson (2011), Khan and Naseem (2015), Kashyap and Chaudhary (2019), this study is conducted at one point in time i.e. it is cross-sectional in its nature. This design can restrict the determination of causality. More

specifically, cross sectional design of survey may not yield some of the aspects of the relationships among proposed variables of this study in organization that can be seen in the studies conducted more than one point in time. So, future studies should consider few other methodological approaches (e.g. longitudinal design etc.) to address observed considerations.

Another limitation is about self-report biasness in which participants answered positively on their abilities, knowledge and beliefs. In this research, the data is gathered from same participants and it has the possibility that responses on variables especially attitudinal outcomes might be manipulated. Thus, it is problematic to ignore the issue of self-biasness for this study. However this limitation can be covered in future research by including the technique of triangulation for data collection. Dyadic relationship can be explored using the same model for future researches. Lastly, this study analyzes the relationships among variables by considering each variable as a computed one. However, more in depth analysis can be performed to explore the effect of each dimension of perceived employer brand with each dimension of attitudinal outcomes.

Furthermore, other mediating mechanism can be explored within the relationship of perceived employer brand and its attitudinal outcomes including few more aspects of individual level outcomes. That is, the fruitful part of literature that studied the EB with respect to organizational excellence and performance. It will test either an organization's excellence and performance is developed by EB or not? Similarly, it will be unique to search the differences in firm's productivity and its profit, from the perspective of without or with brand image. From the future research perspective, especially related to mediating mechanism of this research, the PC has four types in various organizational cultures that could be included, where various PC types can be explored. The context's selection should be considered in order to fit those notions that can become a source of alternative justifications for the PC (e.g., organizational strategy, age, and size).

Furthermore, the quantitative study of the EB notion and individual level outcomes will start new debate in research and increase the interest of academics and practitioners to test the role of EB in organizational success. It is recommended by researcher for the future directions of

research that it should include more comprehensive view of those HRM practices that can make an organization a brand. This inclusion would also facilitate research into whether the PC creates a link between HRM branding practices and employee attitudes.

6.7 Recommendations

The environment, in which telecom sector especially cellular service providing companies are working, is changing dynamically. These institutions face both the challenges and opportunities (Dabirian et al., 2019). Therefore, cellular service providing companies need to respond to these challenges in order to better serve the needs of the telecom sector and for the growth of Pakistani economy as well. One way to achieve this objective is through engaging, satisfying and creating commitment among existing employees through becoming employer of choice. Becoming an employer brand is feasible source for those organizations, which operate, in dynamic environment, through which they can improve their services and become more responsive towards needs of their internal customers that in turn can satisfy external customers (Malik, 2018).

It is noted that there is an increased need for the organizations to be a brand in order to survive in the marketplace and in order to be competitive as well by having talented employees (Dabirian et al., 2019). In context of cellular service providers, the objective of getting satisfied committed and engaged workforce after presenting them as a brand can be achieved through fulfillment of PC among an organization and its employees and this could be the possible solution. This study reveals by providing empirical evidence that if cellular service providers want to gain excellence in their field and want to be competitive, they have to stimulate the relationship of perceived employer brand with attitudinal outcomes through perceived psychological contract fulfillment. It is recommended mainly due the fact and findings of this research study.

According to the results of this research it is also recommended to the telecom sector, academicians, and managers etc. should provide value in terms of economic, social,

developmental, diversity and reputation in order to become an EOC for its current internal customers. It is because by providing this value to current employees, they feel strong psychological bonding with their organization and build a psychological contract with their institution. In return, they are more prepared to contribute towards the organizational success by enhancing individual level outcomes. Therefore, it is strongly recommended to cellular service providing companies and other companies of similar nature to develop, adopt and revise their current policies of HRM.

In short, this research gives suggestions for all those who may have problems regarding the management of their organization and wants to get competitive advantage. Therefore, these institutions, academicians, managers and heads who work in such organizations can learn from this research that what strategies should be adopted and what shouldn't. Institutions, academicians, managers, heads who work in this dynamic era also get better understanding of such issues like role of employer branding and psychological contract through which they can be market leaders by utilizing their current workforce.

6.8 Concluding Remarks

This study developed a RBV and PCT theoretical background related to employment exchange association that combined the perceived employer brand model with attitudinal outcomes of current employees and explain the concept of PCF. The proposed conceptual framework was then empirically verified to inspect how and when perceived employer brand cooperate to effect PCF, and in turn, attitudinal outcomes (i.e. JC, EE and OC). The confirmation of results in quantitative manner has provided support for the perceived employer brand and attitudinal outcomes causal chain in telecom sector of Pakistan. This research has also made significant empirical and theoretical contribution to the literature. Furthermore, despite the several cultural differences, this study provides a valuable understanding regarding the applicability of the western theories to an eastern and more specifically in the developing nation context.

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Appendix

Exhibit: 1**List of Business Centers and Headquarters of Cellular Service Providing Companies****1. Zong**

Sr. #	City	Address
1	Islamabad	Zong Headquarters, CMPak Complex, Plot#47, Kuri Road, National Park Road, Chak Shahzad, Islamabad – Pakistan
Region: North +		
2	Islamabad	Red.Co Plaza Blue Area Islamabad
3	Rawalpindi	Plot# 104,105 Hafeez center, opposite city center Saddar, Rawalpindi
4	Peshawar	Marhaba Tower opposite Usmania restaurant University road Peshawar
5	Jehlum	Empire plaza, near Ladi's Mart, machine mohallah #3, JADA Road Jhelum
6	Abbotabad	Abbotabad Business complex, Supply Bazar, Manshera road – Abbotabad
7	Mardan	Plot # 07, Survey number 128, Mall road- Mardan
Region: South +		
8	Quetta	CMPAK Office Near Fayyaz Lab, Jinnah Road- Quetta
9	Sukkur	Shop # 421-422.C Minara Road Sukkur
10	Karachi Concept Store	GPC-1, Clifton Block 5, Bilawal Chorangi, Adjacent to BBQ Tonight Restaurant, Karachi

	Clifton	
11	Karachi Gulshan	Gulshan-e-Iqbal Opposite Batul Mukaram Masjid
12	Hyderabad	19-20/2 B/2 Auto Bhan Road Near Petrol Pump, Hyderabad Railway ECSL, shop # 05
13	Karachi North Nazimabad (Hyderi)	Plot # D-02, Block No. D, Sector No.2 North Nazimabad Karachi at Main Five Star Chowrangi
Region: Central +		
14	Sialkot	Lucid Tower, Opposite Christian Hospital Paris Road, Sialkot
15	Gujranwala	Near Traffic Police Office, GT Road, Gujranwala
16	Lahore	6-C/3 WB Mall Near Hussain Chowk opposite Raja Shab, Noor Jahan Road Gulberg 3 Lahore
17	Gujrat	Rehman Centre, Near Govt. College for Women, Fawara Chowk, Gujrat
18	Lahore Railway	Railway Plot#1, khasara#8317/7917/7 McLeod Road, Opposite Metro Hotel, near railway station
19	LUMS Lahore	LUMS Lahore - Opposite Super store
20	Faisalabad	Lucky Plaza, 213 Main Susan Road. Faisalabad
21	Multan	Multan Arcade , Main Katchery Road Multan
22	Sargodha	Parhar Plaza, Railway Road Sargodha
23	Sahiwal	511/BVII, Jail Road, Civil Lines. Sahiwal

2. Jazz and Warid

Sr. #	City	Address
1	Faisalabad	CS Center Faisalabad, 577B People Colony Faisalabad
2	Gujranwala	Zonal Office, Near General Bus Stand G T Road, Gujranwala
3		Gujranwala Business Center, Steel Casting (Pvt) Ltd, Opp. Zinco Cinema, G.T.Road, Gujranwala
4	Islamabad	CS Center Islamabad (Redco), 78E, Redco Plaza, Jinnah Avenue, Blue Area Islamabad
5	Lahore	CS Center Eden Lahore, 43 Jail Road, CS Eden center, Lahore
6		CS Center Macleod Road Lahore, 26The Mall Road GPO Square Lahore.
7		Mobilink House , 5P, GulbergII, Lahore
8		1K, Business Center, 1K, Main Boulevard, Gulberg II, Lahore
9	Jhelum	CS Center Jhelum, Mobilink House Jhelum, Old GT Road, GTS Chowk, Jhelum Cantt
10	Multan	Zonal Office Multan, 60 Bridge Lane, LMQ Road Near Kitchery , Multan
11	Rahim Yar Khan	Zonal Office Rahim Yar Khan, AlBashir Plaza, 12 Model Town, adjacent to Bank Al Falah Rahim Yar Khan
12	Sargodha	CS Center Sargodha, 7/8,Bucha Plaza University Road Sargodha
13	Rawalpindi	CS Center Rawalpindi, 8 State Life Building, Kashmir Road Sadder Rawalpindi
14	Sialkot	Sialkot Business Center, 1Nishat Park, Opp. Sialkot Chamber of

		Commerce, Paris Road, Sialkot
15	Karachi	CS Center Gulshan Karachi, Usman Plaza, Plot # SB37, Block 13B, Scheme # 24, Gulshan E Iqbal Karachi
16		Mobilink House Clifton Karachi, Plot # D21, Block 8, KDA Scheme # 5, Kehkashan Clifton, Karachi
17		CS Center North Nazimabad Hyderi Karachi, D4, BlockH, North Nazimabad Karachi
18		SITE CS Center, 53A, SITE industrial area, Karachi
19		NTO, Mobilink office Nice trade orbit building, 44 A block 6, PECHS , Main ShahraheFaisal, Karachi
20	Hyderabad	Zonal Office Hyderabad, Ground & First Floor Plot D1 & D4, Railway Society, Hyderabad
21	Sukkur	Zonal Office Sukkur, 1st & 2nd Floor, Plot 48, Muslim Cooperative Housing Society, Military Road, Sukkur
22	Peshawar	CS Center & Zonal Office Peshawar, Old Honda sarhad Building, jamrud Road
23	Quetta	Business Center, Agha Siraj Complex, Main Jinnah Road, Quetta
24	Muzaffarabad	CS Center Muzaffarabad, Apex Tower Alamdar Chowk

3. Ufone

Sr. #	City	Address
1	Abbottabad	Near PTCL Exchange, Pine View Road, Abbottabad
2	Attock	Ufone PTCL Joint Shop Kutchery Road Opposite DPO Office Attock

3	Faisalabad	Central Telecom Building, Opp. Chiniot Bazar, Circular Road, Faisalabad
4		Ajacent PTCL Exchange, Peoples Colony, Faisalabad
5	Gujranwala	Ptcl & Ufone Trust Plaza Model Town, Gujranwala
6	Islamabad	Plot # 13-B, F-7 Markaz, Jinnah Super Market, Islamabad
7		I-10/3 Exchange, Main Road, I-10 Markaz, Islamabad
8		F-11 Markaz, F-11 Exchange, Islamabad
9	Karachi	D-3, Block-D, Near Five Star Roundabout, North Nazimabad, Karachi
10		Street-7/A, Sector 11/I North Karachi, Karachi
11		Naseerabad, F.B Area, Block 14, Azizabad, Karachi
12		Central Exchange Bldg, Talpur Road, I I Chundiger Road, Karachi
13		KHI-Plaza Qtrs, Noman Street, M.A. Jinnah Rd, Karachi
14		Plot No. H-8 , Site Karachi
15		Exchange Building, Sector No. 4, Orangi Town, Karachi
16		Korangi Telephone Exchange, Korangi Industrial Area Near Bilal Chourangi, Karachi
17		Plot # 37, Khayaban e Muhafiz Phase VI DHA PTCL Misrishah Exchange Karachi.
18		2-B Link Avenue Defence Phase II, Karachi
19		15-S, Gulberg II, Mini Market, Lahore
20		26-A, Civic center, Barkat Market, Garden Town, Lahore
21		2 CC, Ghazi Road, Near PTCL Telephone Exchange, S block, DHA

22	Lahore	PTCL Johar town exchange, near Shaukat Khanam Hospital Lahore
23		PTCL Exchange, Main Ferozepur Road, Kahna Nau, Lahore
24		OSS Guldasht Town Near Ranger Hqs
25		PTCL Exchange, Moon Market Gushan-e-Ravi, Lahore
26		1-CPH, CTH McLeod,, Opposite GPO Building The Mall Lahore
27	Multan	PTCL Exchange, LMQ Road, Dera Adda Multan
28	Peshawar	Khyber Bazaar, Opposite Lady Reading Hospital, Peshawar
29		Civic Center Phase-II, Hayatabad, Peshawar
30	Rawalpindi	PTCL Chaklala Exchange , Opposite Fouji Tower, Rawal Road, Rawalpindi
31	Shahdara	PTCL Exchange, Jia Musa, Opposite Naeem Electronics, Sheikhpura Road, Shahdara, Lahore
32	Sialkot	Ufone Business Center, Adjacent to Central Telephone Exchange, Paris Road, Sialkot

4. Telenor

Sr. #	City	Address
1	Lahore	Telenor Pakistan, 35, AAA Complex Khayaban-e-Iqbal, Lahore
2		Telenor Pakistan Headquarters, 159 m ^o Shan Rd, Lahore
3		Telenor Pakistan, College Road, Lahore
4	Islamabad	Telenor Headquarters
5		Telenor, 38 Paris Plaza ^o Islamabad 44000

6	Gujranwala	Telenor Pakistan RHQ Gujranwala, Gujranwala
7		Telenor, Telenor Pakistan, X-56, Main Market near Al-Fatah Mosque Main Rd, Gujranwala 52250
8	Faisalabad	Telenor Regional Office Faisalabad, Faisalabad
9	Karachi	Telenor Pakistan Regional HQ, 73-C, Block-6, P.E.C.H.S. Shahrah-e- Faisal Rd, Karachi
10		Telenor head office Karachi, Plot No LS-14, Orangi Rd, Sector 12, Orangi Town, Karachi, Sindh
11		Telenor Sales & Service Center, Karachi
12	Jhang Sadar	Telenor Regional Office, Jhang Sadar
13	Multan	Telenor Office, 3rd Floor, Siddique Centre, 61, Abdali Rd, Multan

Exhibit: 2**Questionnaire**

Dear Respondent!

I am conducting a research on ‘Employer Branding and Attitudinal Outcomes in Telecom Sector with Meditating Role of Psychological Contract Fulfillment: Evidence from Pakistan’ and have designed this questionnaire to collect data from Telecom Sector Pakistan.

Survey Objective: This survey is conducted to find-out that whether employer branding play significant role in increasing employee’s engagement, satisfaction and commitment by creating psychological contract in telecom sector of Pakistan with an objective to improve employee’s attitudinal outcomes in order to increase their competitive position.

Respondents: Current Permanent Employees having at least two year of experience (Officer and Manager Level).

It is also requested to answer each question from your employment perspective rather than from your general ideas or views.

Data Confidentiality: I hereby confirm that collected data will only be used for completion of Ph.D. research project. It does not involve any commercial activities and will remain highly confidential.

Method to Answer the Questions: To answer the questions, please read the instructions given such as; “Please evaluate the dimensions of Employer brand regarding your current employer and rate them according to importance. Tick one of the columns according to the detail given below:

1= Not Important, 2= Somewhat Important, 3= Neither Important Nor Unimportant, 4= Important, 5= Very Important.”

Perceived Employer Brand							
Economic value							
1	Good salary	1	<input checked="" type="checkbox"/>	2	3	4	5

You are kindly requested to take 20 minutes from your busy schedule to complete this questionnaire that is comprised of two parts. Please fill both parts i.e. Part-A and Part-B completely. If you need findings of this research, please send a request to Ayesha.nazish@uog.edu.pk

Thank you to spend the time for completion of this questionnaire.

Ayesha Nazish Butt, PhD Scholar
Faculty of Management
Superior University, Lahore
Pakistan.

SECTION- A

Direction: Kindly fill up the following with the correct details about yourself. Please don't leave any item unanswered.

Profile of the Respondent

Name (optional): _____

Contact Details (optional): _____

Company:

- | | |
|-------------------------------------|--------------------------------|
| <input type="checkbox"/> Telenor | <input type="checkbox"/> Ufone |
| <input type="checkbox"/> Jazz-Warid | <input type="checkbox"/> Zong |

Age:

- | | |
|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Below 30 | <input type="checkbox"/> 41-50 |
| <input type="checkbox"/> 30-40 | <input type="checkbox"/> Above 50 |

Gender:

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

Marital Status:

- | | | |
|---------------------------------|----------------------------------|---------------------------------------|
| <input type="checkbox"/> Single | <input type="checkbox"/> Married | <input type="checkbox"/> Other: _____ |
|---------------------------------|----------------------------------|---------------------------------------|

Education Level:

- | | | |
|-------------------------------------|-----------------------------------|----------------------------------|
| <input type="checkbox"/> Inter | <input type="checkbox"/> Bachelor | <input type="checkbox"/> Masters |
| <input type="checkbox"/> MS/ M Phil | <input type="checkbox"/> PhD | |

Salary:

- | | |
|--|--|
| <input type="checkbox"/> Below 10,000 | <input type="checkbox"/> 50,001-70,000 |
| <input type="checkbox"/> 10,001-30,000 | <input type="checkbox"/> Above 70, 000 |
| <input type="checkbox"/> 30,001-50,000 | |

SECTION- B

Please evaluate the dimensions of Employer brand regarding your current employer and rate them according to importance. Tick one of the columns according to the detail given below:

1= Not Important, 2= Somewhat Important, 3= Neither Important Nor Unimportant, 4= Important, 5= Very Important.

Employer Branding Practices						
Economic value						
1	Good salary	1	2	3	4	5
2	Good retirement benefits	1	2	3	4	5
3	Fair amount of vacations	1	2	3	4	5
4	Good health benefits	1	2	3	4	5
5	High job security	1	2	3	4	5
Development value						
6	Good internal training opportunities	1	2	3	4	5
7	Good mentoring culture	1	2	3	4	5
8	Room for creativity	1	2	3	4	5
9	Empowering environment	1	2	3	4	5
10	Good recognition for individual work	1	2	3	4	5
Social value						
11	Respectful environment	1	2	3	4	5
12	Friendly relationship among individual co-workers	1	2	3	4	5
13	Strong team spirit	1	2	3	4	5
14	Competent co-workers	1	2	3	4	5
15	Good managers	1	2	3	4	5
16	“People first attitude”	1	2	3	4	5
Diversity value						
17	Good variety of work activities	1	2	3	4	5
18	Challenging tasks	1	2	3	4	5
19	Interesting tasks	1	2	3	4	5
Reputation value						
20	Good quality of products	1	2	3	4	5
21	Well-known products	1	2	3	4	5
22	Innovative products	1	2	3	4	5
23	Good reputation of the company among friends	1	2	3	4	5
24	Good brand to have on the resume	1	2	3	4	5

Please evaluate how well you and your employer have fulfilled the expectations to each other.

Please tick one of the columns according to the detail given below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Employee Psychological Contract Fulfillment						
1	In thinking about the commitments I have made to the organization; I have kept these commitments.	1	2	3	4	5
2	In general, I live up to the promises I make to the organization.	1	2	3	4	5

3	Most of the times, I keep the obligations I have made to the organization.	1	2	3	4	5
4	In thinking about the commitments the organization has made to me; the organization has kept these commitments.	1	2	3	4	5
5	In general, the organization lives up to the promises it makes to me.	1	2	3	4	5
6	Most of the time, the organization keeps the obligations it has made to me.	1	2	3	4	5

Please evaluate to what extent you are engaged with your job and with your organization.

Please tick one of the columns according to the detail given below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Employee Engagement						
Job engagement						
1	I really “throw” myself into my job.	1	2	3	4	5
2	Sometimes I am so involve into my job that I lose track of time.	1	2	3	4	5
3	This job is all consuming; I am totally into it.	1	2	3	4	5
4	My mind often wanders and I think of other things when doing my job (R).	1	2	3	4	5
5	I am highly engaged in this job.	1	2	3	4	5
Organization engagement						
6	Being a member of this organization is very captivating.	1	2	3	4	5
7	One of the most exciting things for me is getting involved with things happening in this organization.	1	2	3	4	5
8	I am really not into the “goings-on” in this organization (R).	1	2	3	4	5
9	Being a member of this organization make me come “alive.”	1	2	3	4	5
10	Being a member of this organization is exciting for me.	1	2	3	4	5
11	I am highly engaged in this organization.	1	2	3	4	5

Ask yourself: How satisfied am I with this aspect of my job? And kindly rate the items mentioned below according to level of satisfaction. Tick one of the columns according to the detail given below:

1= Not Satisfied, 2= Somewhat Satisfied, 3= Satisfied, 4= Very Satisfied, 5= Extremely Satisfied.

Employee Satisfaction						
------------------------------	--	--	--	--	--	--

1	Being able to keep busy all the time.	1	2	3	4	5
2	The chance to work alone on the job.	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be “somebody” in the community.	1	2	3	4	5
5	The way my boss handles his/her workers.	1	2	3	4	5
6	The competence of my supervisor in making decisions.	1	2	3	4	5
7	Being able to do things that don’t go against my conscience.	1	2	3	4	5
8	The way my job provides for steady employment.	1	2	3	4	5
9	The chance to do things for other people.	1	2	3	4	5
10	The chance to tell people what to do.	1	2	3	4	5
11	The chance to do something that makes use of my abilities.	1	2	3	4	5
12	The way company policies are put into practice.	1	2	3	4	5
13	My pay and the amount of work I do.	1	2	3	4	5
14	The chances for advancement on this job.	1	2	3	4	5
15	The freedom to use my own judgment.	1	2	3	4	5
16	The chance to try my own methods of doing the job.	1	2	3	4	5
17	The working conditions.	1	2	3	4	5
18	The way my co-workers get along with each other.	1	2	3	4	5
19	The praise I get for doing a good job.	1	2	3	4	5
20	The feeling of accomplishment I get from the job.	1	2	3	4	5

Listed below are statements about how you may feel about your organization. Using the Five-point scale provided, please indicate your level of agreement or disagreement with each statement.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Organizational Commitment						
Affective Commitment						
1	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5

2	I enjoy discussing my organization with people outside it.	1	2	3	4	5
3	I really feel as if this organization's problems are my own.	1	2	3	4	5
4	I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5
5	I do not feel like 'part of the family' at my organization. (R)	1	2	3	4	5
6	I do not feel 'emotionally attached' to this organization. (R)	1	2	3	4	5
7	This organization has a great deal of personal meaning for me.	1	2	3	4	5
8	I do not feel a strong sense of belonging to my organization. (R)	1	2	3	4	5
Continuance Commitment						
9	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	1	2	3	4	5
10	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
12	It wouldn't be too costly for me to leave my organization now. (R)	1	2	3	4	5
13	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
14	I feel that I have too few options to consider leaving this organization. (R)	1	2	3	4	5
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have.	1	2	3	4	5
Normative Commitment						
17	I think that people these days move from company to company too often.	1	2	3	4	5
18	I do not believe that a person must always be loyal to his or her organization. (R)	1	2	3	4	5
19	Jumping from organization to organization does not seem at all unethical to me. (R)	1	2	3	4	5
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my	1	2	3	4	5

	organization.					
22	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
23	Things were better in the days when people stayed with one organization for most of their careers.	1	2	3	4	5
24	I do not think that wanting to be a “company man” or “company woman” is sensible anymore. (R)	1	2	3	4	5

Thank you for your time and cooperation

Exhibit 3

Descriptive Statistics					
	N	Min.	Max.	Mean	SD
EV_1	402	1	5	4.17	.965
EV_2	402	1	5	3.94	1.025
EV_3	402	1	5	3.76	.917
EV_4	402	1	5	4.14	.928
EV_5	402	1	5	4.07	.997
DV_1	402	1	5	3.96	.989
DV_2	402	1	5	3.91	.916
DV_3	402	1	5	3.74	.952
DV_4	402	1	5	3.90	.909
DV_5	402	1	5	4.01	.918
SV_1	402	1	5	4.24	1.020
SV_2	402	1	5	4.10	1.029
SV_3	402	1	5	4.00	1.050
SV_4	402	1	5	3.96	1.025
SV_5	402	1	5	4.11	1.012
SV_6	402	1	5	3.83	.996
DTV_1	402	1	5	3.72	1.119
DTV_2	402	1	5	3.77	1.021
DTV3	402	1	5	3.76	1.060
RV_1	402	1	5	4.12	.964
RV_2	402	1	5	4.01	.949

RV_3	402	1	5	3.89	.911
RV_4	402	1	5	4.09	.983
RV_5	402	1	5	4.02	1.002
EPC_1	402	1	5	3.90	1.008
EPC_2	402	1	5	3.81	.995
EPC_3	402	1	5	3.73	1.032
EPC_4	402	1	5	3.83	.948
EPC_5	402	1	5	3.81	.967
EPC_6	402	1	5	3.80	.980
JE_1	402	1	5	3.76	1.045
JE_2	402	1	5	3.72	1.050
JE_3	402	1	5	3.59	1.003
JE_4	402	1	5	3.66	1.029
JE_5	402	1	5	3.75	1.090
OE_1	402	1	5	3.79	1.030
OE_2	402	1	5	3.66	1.062
OE_3	402	1	5	3.61	1.023
OE_4	402	1	5	3.62	.997
OE_5	402	1	5	3.78	1.018
OE_6	402	1	5	3.72	1.041
ES_1	402	1	5	3.57	1.097
ES_2	402	1	5	3.68	1.020
ES_3	402	1	5	3.71	.997
ES_4	402	1	5	3.63	1.066

ES_5	402	1	5	3.74	1.012
ES_6	402	1	5	3.74	.968
ES_7	402	1	5	3.73	1.002
ES_8	402	1	5	3.74	.993
ES_9	402	1	5	3.63	.996
ES_10	402	1	5	3.66	.989
ES_11	402	1	5	3.78	1.004
ES_12	402	1	5	3.72	1.004
ES_13	402	1	5	3.50	1.076
ES_14	402	1	5	3.55	1.057
ES_15	402	1	5	3.62	1.007
ES_16	402	1	5	3.59	1.041
ES_17	402	1	5	3.69	1.045
ES_18	402	1	5	3.64	1.017
ES_19	402	1	5	3.58	1.132
ES_20	402	1	5	3.73	1.056
AC_1	402	1	5	3.71	1.048
AC_2	402	1	5	3.89	.994
AC_3	402	1	5	3.88	1.001
AC_4	402	1	5	3.72	.964
AC_5	402	1	5	3.58	1.021
AC_6	402	1	5	3.66	1.012
AC_7	402	1	5	3.71	1.006
AC_8	402	1	5	3.70	.964

CC_1	402	1	5	3.60	1.038
CC_2	402	1	5	3.68	1.049
CC_3	402	1	5	3.71	.977
CC_4	402	1	5	3.60	.932
CC_5	402	1	5	3.77	.988
CC_6	402	1	5	3.71	.996
CC_7	402	1	5	3.72	.980
CC_8	402	1	5	3.76	1.007
NC_1	402	1	5	3.63	1.127
NC_2	402	1	5	3.67	1.068
NC_3	402	1	5	3.64	1.048
NC_4	402	1	5	3.64	1.085
NC_5	402	1	5	3.61	1.089
NC_6	402	1	5	3.60	1.029
NC_7	402	1	5	3.64	1.067
NC_8	402	1	5	3.57	1.045
Valid N (listwise)	402				

Exhibit 4

Pattern Matrix ^a												
	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
EV_1								.667				
EV_2								.847				
EV_3								.752				
EV_4								.752				
EV_5								.704		.216		
DV_1										.765		
DV_2										.708		
DV_3										.804		
DV_4										.628		
DV_5										.581		
SV_1						.843						
SV_2						.845						
SV_3						.761						
SV_4						.743						
SV_5						.905						
SV_6						.679						
DTV_1												.835
DTV_2												.780
DTV3												.796

RV_1									.668			
RV_2									.811			
RV_3									.767			
RV_4									.784			
RV_5									.796			
EPC_1							.769					
EPC_2							.750					
EPC_3							.725					
EPC_4							.747					
EPC_5							.740					
EPC_6							.791					
JE_1											.602	
JE_2											.769	
JE_3											.816	
JE_4		.272			.228						.601	
JE_5					.273						.598	
OE_1					.788							
OE_2					.802							
OE_3					.702							
OE_4					.724							
OE_5					.746							
OE_6					.699							
ES_1	.833											
ES_2	.789											

ES_3	.726											
ES_4	.826											
ES_5	.772											
ES_6	.756											
ES_7	.759											
ES_8	.779											
ES_9	.750											
ES_10	.787											
ES_11	.805											
ES_12	.733											
ES_13	.788											
ES_14	.791											
ES_15	.795											
ES_16	.770											
ES_17	.708											
ES_18	.762											
ES_19	.764											
ES_20	.748											
AC_1				.787								
AC_2				.766								
AC_3				.704								
AC_4				.688								
AC_5				.696								
AC_6				.687								

AC_7				.784								
AC_8				.772								
CC_1			.729									
CC_2			.874									
CC_3			.744									
CC_4			.759									
CC_5			.782									
CC_6			.739									
CC_7			.665									
CC_8			.650									
NC_1		.836										
NC_2		.792										
NC_3		.761										
NC_4		.785										
NC_5		.809										
NC_6		.707										
NC_7		.776										
NC_8		.605										

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Exhibit 5

Standardized Regression Weights			
Economic Value	<---	Employer Branding	.718
Development value	<---	Employer Branding	.821
Social value	<---	Employer Branding	.795
Diversity value	<---	Employer Branding	.626
Reputation value	<---	Employer Branding	.811
Affective Commitment	<---	Organizational Commitment	.704
Continuance Commitment	<---	Organizational Commitment	.798
Normative Commitment	<---	Organizational Commitment	.660
Job Engagement	<---	Employee Engagement	.765
Organization Engagement	<---	Employee Engagement	.935
ES_1	<---	Employee Satisfaction	.826
ES_2	<---	Employee Satisfaction	.759
ES_3	<---	Employee Satisfaction	.745
ES_4	<---	Employee Satisfaction	.798
ES_5	<---	Employee Satisfaction	.781
ES_6	<---	Employee Satisfaction	.724
ES_7	<---	Employee Satisfaction	.760
ES_8	<---	Employee Satisfaction	.761
ES_9	<---	Employee Satisfaction	.760
ES_10	<---	Employee Satisfaction	.764
ES_11	<---	Employee Satisfaction	.801
ES_12	<---	Employee Satisfaction	.750

ES_13	<---	Employee Satisfaction	.794
ES_14	<---	Employee Satisfaction	.770
ES_15	<---	Employee Satisfaction	.723
ES_17	<---	Employee Satisfaction	.698
ES_18	<---	Employee Satisfaction	.729
ES_19	<---	Employee Satisfaction	.727
ES_20	<---	Employee Satisfaction	.769
EV_1	<---	Economic Value	.745
EV_2	<---	Economic Value	.767
EV_3	<---	Economic Value	.704
EV_4	<---	Economic Value	.710
EV_5	<---	Economic Value	.774
DV_1	<---	Development value	.754
DV_2	<---	Development value	.767
DV_3	<---	Development value	.664
DV_4	<---	Development value	.700
DV_5	<---	Development value	.711
SV_1	<---	Social value	.840
SV_2	<---	Social value	.839
SV_3	<---	Social value	.746
SV_4	<---	Social value	.742
SV_5	<---	Social value	.824
SV_6	<---	Social value	.721
DTV_1	<---	Diversity value	.796

DTV_2	<---	Diversity value	.786
DTV_3	<---	Diversity value	.844
RV_1	<---	Reputation value	.753
RV_2	<---	Reputation value	.737
RV_3	<---	Reputation value	.748
RV_4	<---	Reputation value	.793
RV_5	<---	Reputation value	.747
CC_1	<---	Continuance Commitment	.755
CC_2	<---	Continuance Commitment	.843
CC_3	<---	Continuance Commitment	.742
CC_4	<---	Continuance Commitment	.706
CC_5	<---	Continuance Commitment	.739
CC_6	<---	Continuance Commitment	.742
CC_7	<---	Continuance Commitment	.664
CC_8	<---	Continuance Commitment	.666
AC_1	<---	Affective Commitment	.797
AC_2	<---	Affective Commitment	.769
AC_3	<---	Affective Commitment	.762
AC_5	<---	Affective Commitment	.622
AC_6	<---	Affective Commitment	.677
AC_7	<---	Affective Commitment	.745
AC_8	<---	Affective Commitment	.650
NC_1	<---	Normative Commitment	.798
NC_2	<---	Normative Commitment	.803

NC_3	<---	Normative Commitment	.761
NC_4	<---	Normative Commitment	.769
NC_5	<---	Normative Commitment	.783
NC_6	<---	Normative Commitment	.711
NC_7	<---	Normative Commitment	.720
EPC_1	<---	Perceived Psychological Contract	.776
EPC_2	<---	Perceived Psychological Contract	.647
EPC_3	<---	Perceived Psychological Contract	.648
EPC_4	<---	Perceived Psychological Contract	.681
EPC_5	<---	Perceived Psychological Contract	.700
EPC_6	<---	Perceived Psychological Contract	.788
JE_1	<---	Job Engagement	.707
JE_2	<---	Job Engagement	.774
JE_3	<---	Job Engagement	.796
JE_4	<---	Job Engagement	.716
JE_5	<---	Job Engagement	.694
OE_1	<---	Organization Engagement	.770
OE_2	<---	Organization Engagement	.774
OE_3	<---	Organization Engagement	.731
OE_4	<---	Organization Engagement	.792
OE_5	<---	Organization Engagement	.737
OE_6	<---	Organization Engagement	.644