



Conceptualizing the Relationship between Employer Brand Pride, Employer Brand Reputation, Employee Engagement and Employee Brand Loyalty

Muhammad Awais Ilyas^a, Ifraz Adeel^a, Ahmad Said Ibrahim Alshuaibi^b, Hasnizam Shaari^c, ^aThe University of Lahore, Sargodha, Pakistan, ^bInstitute of Management Technology, Dubai, UAE, ^cUniversiti Utara Malaysia, Sintok, Malaysia

The implications of branding strategies are no longer only intended for attracting and retaining consumers. In the current era, organizations integrate branding strategies into the employment market to attract and retain the best talent. The present study conceptualised the relationship between employer brand reputation, employer brand pride and employee engagement and employee brand loyalty. Based on social identity theory, employees who identify themselves with their organization, differentiate themselves from other organizations, identify with their organization's brand, strive to achieve organizational goals and endeavour to achieve the organization's strategic interest. The employee's sense of pride and belongingness with their employer's brand/reputation, positively influence their attitude (engagement) and behaviour (loyalty). When the employee feels pride in belonging to a brand this has a positive social reputation; as such those employees are motivated, engaged and loyal to their employer's brand. The current study provides conceptual groundwork as to the influence of employer brand reputation and employer brand pride on employee engagement which leads to employee brand loyalty behaviour. This study provides empirical support for generalizability of this relationship.

Key words: *Employer branding, Employer brand pride, Employer brand reputation, Employee engagement and Employee brand loyalty.*



Introduction

In the world of human capital management, the concept of employer branding has attained the attention of practitioners and academicians and gained much popularity among employers. The concept was introduced almost two decades before but was in a developing and evolving stage (Backhaus & Tikoo, 2004; Ilyas, Shaari & Alshuaibi, 2018; Kunerth & Mosley, 2011; Mosley, 2015; Tanwar & Prasad, 2016), and was considered as the hottest strategy for talent attraction and retention (Davies, 2008; Ilyas, Alshuaibi, Shaari, Alshusibi, & Saraih, 2017; Rampl & Kenning, 2014). The study of Ambler and Barrow (1996) is a pioneer study which introduced the term employer branding, defined as “the package of functional, economic and psychological benefits provided by employment and identified with the employing company”. The existing literature on employer branding was extensively focused on as the tool for talent attraction in the context of potential employee perspective (Alniacik, Alniacik, Eart & Akcin, 2014; Born & Kang, 2015; Rampl & Kenning, 2014) but there is dearth of research on the employer branding significance in the context of existing employees (Gozukara & Hatipoglu, 2016; Ilyas et al., 2018; Kucherov & Samokish; 2016; Tanwar & Prasad, 2017).

The study of Maxwell and Knox (2009) stated that, the desired benefits and outcomes of employer branding can only be achieved if the employer brand is considered as attractive by the current employees. Therefore, the present study aims to provide a better understanding of the effect of psychological benefits provided by the employer brand on existing employee behaviour. The psychological benefit includes employer brand reputation and employer brand pride which influence employee attitude (engagement) and behaviour (loyalty). The reputation of employer brand perceived by the current employees about their employer is a crucial predictor of employer branding practices (Moroko & Uncles, 2005). Incorporating the employees perceived external employer brand reputation about their organization’s brand with employer branding dimension would help the organization to achieve perpetuation (Moroko & Uncles, 2005). Employees feel proud when their employer brand obtains recognition from the external world in comparison to other employers in the employment market which has significant influence on employee attitude and behaviour. Hence, the present study conceptualised the relationship between employer brand reputation, employer brand pride with employee engagement and employee brand loyalty.

Literature Review

Employee Brand Loyalty

A review of literature indicates that employee’s loyalty with brand has direct positive correlation with brand performance (McKenna, 2012; Pappasolomou & Vrontis, 2006; Robbins & Judge, 2014; Silvestro, 2002). The higher the employee brand loyalty, the higher the brand



performance. Various studies argued that employee loyalty has positive relationship with different types of performances for example employee loyalty has significant positive influence on organizational performance (Asha & Jyothi, 2013), with employee performance (Kim & Kim, 2014; Punjaisri & Wilson, 2011; Punjaisri et al., 2009). The studies of Asha and Jyothi (2013), Punjaisri and Wilson (2011) and Punjaisri et al., 2009) conceptualized employee brand loyalty as employee's willingness to stay with organization brand while having a strong belief in their contribution to their brand's success. Brand loyal employees are a valuable asset of an organization and have a significant role in brand success as well as contribute to developing of consumer brand loyalty (Bloemer & Schroder, 2006; Heskett et al., 1994). A number of studies stated that consumer's brand loyalty, brand awareness, brand reputation and brand image were derived from employees who were well aware, satisfied and loyal to their brand (Parasuraman, Zeithmal and Berry, 1995, Burmann et al., 2008a; de Chernatony & Cottam, 2006; Harris, 2007; King & Grace, 2008a; Mangold & Miles, 2007; Punjaisri & Wilson, 2007; Kim & Kim, 2014; Du Preez, & Bendixen, 2015; Terglav, Ruzzier, & Kase, 2016).

Employee's intention to stay with an organization was used to evaluate employee brand loyalty. Numerous studies stated (Bloemer & Schroder, 2006; Lee, Kim, & Kim, 2014; Matzler et al., 2003; Matzler & Renzl, 2006; Renzl, 2003; Zeithmal, Berry, & Parasuraman, 1996) that intention to stay with an organization is basically the sign of employee loyalty to that organization. The consensus of researcher on the main dimensions of employee brand loyalty are intention to stay with organization and positive word of mouth. High employee turnover intention is basically an indication of low employee brand loyalty with the organization (Bloemer & Schroder, 2006; Lee, Kim, & Kim, 2014; Ahmad & Daud, 2016). The studies of Asha & Jyothi, (2013), Punjaisri & Wilson (2011), Sharma and Kamalanabhan (2012) conceptualized employee brand loyalty as similar to employee loyalty and defined it as employee willingness to stay with the current organization's brand. Therefore, the current study conceptualized employee brand loyalty as an employee's willingness to remain with the current organization, saying positive things about the organization and recommending other people (Matzler & Renzl, 2006; Narteh & Odoom, 2015; Urmila & Singh, 2017; Zeithaml, Berry & Parasuraman, 1996). Table 1.1 below presents the most prominent recent studies on predictors of loyalty of employees with organization or brand.

Most prominent recent studies on predictors of loyalty of employees with organization or brand (2001-16)

Authors	Employer branding	Internal marketing	Job Satisfaction	Employee Retention	Internal Branding	Brand Commitment	Employee Engagement	Brand Performance	OCB
1 Zhenxiong Chen, (2001)			/	/					
2 Kristin Backhaus and Surinder Tikoo (2004)		/ /		/		/			
3 Bedman Narteh & Raphael Odoom (2015)		/							
4 Khanyapuss Punjaisri & Alan Wilson, (2011)					/	/		/	
5 Khanyapuss Punjaisri, Heiner Evanschitzky, Alan Wilson, (2009)		/			/	/		/	
6 Yong-Ki Lee, Sally Kim & Sun Yong Kim (2014)			/		/		/		
7 Gary Davies (2008)		/	/	/					
8 Lieli Suharti & Dendy Suliyanto (2012)							/		
Muhammad Awais Memon & Dr. Nadir Ali Kolachi (2012)					/		/	/	
9 Mahmoudian & Mehrdad (2014)			/		/	/			
10 Yu-Je lee, Chao Lee & Chin-Lang Lin (2015)			/			/		/ /	
11 Derek Ong, Victor Ong, Lim Hoong Zhang, Puah Shin Huey & Tiong Siew Hie (2014)			/						
12 Josée Bloemer Gaby Odekerken-Schröder, (2006)				/					
13 İzlem Gözükara Zeynep Hatipoğlu (2016)		/							/
14 Dmitry Kucherov and Violetta Samokish (2016)		/				/			
15 Bernard Kunerth and Richard Mosley (2011)		/					/		
16 Dorothée Hanin*, Florence, Stinglhamber & Nathalie Delobbe (2013)		/		/		/			
17 Nor Adibah, Ahmada & Salina Dauda (2016)		/		/					
18 Kurt Matzler & Birgit Renzl (2006)			/						
19 Rhian Silvestro, (2002)			/						



Employer Brand Pride

Brand pride is a momentous concept in brand marketing literature. The researchers and practitioners place much focus on brand pride influence in consumer behaviour in the consumer based brand marketing context but there is still a paucity of research on brand pride in the internal marketing context (Helm, Renk & Mishra, 2016; Katzenbach, 2003). The study of Gouthier and Rhein (2011) stated that the brand pride concept needs more understanding in the internal branding context. Few studies stated that brand pride has significant influence on employee's brand supportive behaviour (Arnett, Laverie & McLane, 2002; Helm, 2011; Helm, Renk & Mishra, 2016). According to Jung (2013) and Williams and Desteno (2008) pride as a positive emotion of self-consciousness is about feeling you are a socially valued person in society.

The study of Tracy and Robins (2007) explores the two types of pride, first authentic pride which "trunk from our attribution of success to fulfilling a task particularly well" and secondly hubristic pride ascends from the salutation of a success to one's grander capabilities. In the context of employer branding, the brand pride has a significant role in affecting employee's behaviour and attitude. A corporate or consumer brand pride is the sense of collective self-representation and feeling proud in affiliation with a specific brand. Similarly, the brand pride concept applied in employer branding concept means employees feeling proud when their employer's brand obtains recognition from the external world as compared to other employers in the employment market. The present study conceptualised employer brand pride as feelings of employee superiority resulting from membership of employment with a reputable employer brand.

Employer brand reputation

The external reputation of an employer brand is a crucial aspect to attain competitive advantage in the employment market and helps the employer brand to become the employer of choice (Sutherland et al., 2002). The employer brand reputation is conceptualised as the perception of employees based on the beliefs, impressions and knowledge about the employer brand residing in external stakeholder minds (Ilyas, Shaari & Alshuaibi, 2018; Rindova, Williamson & Petkova, 2010). According to the study of Helm (2011), the perceived external reputation of an employer is basically an employee's understanding of how the external stakeholders perceive their employer. The employee's perceived external reputation about their employer brand might be different from the actual external reputation perceived by the public (Carmeli, 2005).

The present literature on Employer brand reputation includes numerous perspectives such as potential employee's perception to determine the attractiveness of the employer brand (Cable



& Graham, 2000; Lemmink, Schuijf & Streukens, 2003), perceived external reputation of employer brand by employee and also employee's identification (Bartels et al., 2007). The study of Moroko and Uncles (2005) considered perceived external reputation by employees' critical conjecturer of employer branding practices. However there is a dearth of research on employer brand reputation impact on employee loyalty behaviour. Therefore the present study conceptualised the relationship between employer brand reputation, employee engagement and employee brand loyalty.

Employee engagement

Employee engagement attained much attention from practitioners because the engaged employee's behaviour and attitude differ from that of unengaged employees. The employee engagement concept is comparatively a new domain for academics in human resource management literature and has emerged over the past two decades (Othman, Mahmud, Noranee & Noordin, 2018; Mone & London, 2018; Saks, 2006; Ellis & Sorensen, 2007). The study of Robinson et al, (2004) stated that literature on employee engagement was surprisingly limited in terms of empirical and academic research. The employee engagement concept originates from two concepts first organizational commitment and second organizational citizenship behaviour and there are similarities and overlaps between these two concepts (Robinson, Perryman & Hayday, 2004; Rafferty et al., 2005).

The study of Kahn (1990) first developed the employee engagement concept from the earlier study of Goffman (1961). According to Goffman (1961) people have various attachment and detachment behaviour from their role performance. When individuals exhibit their privation of separation behaviour to their role performance, it shows role embracement and when the behaviour of individual exhibits a resistance attitude to a scorned role, it shows role distance (Goffman, 1961). Based on Goffman's study, Kahn (1990) discussed the various roles of individuals at their work or individual's psychological presences at their work during role performances. Kahn (1990) defined engagement as harnessing of organization members selves to their work roles (p. 694).

According to Rothbard (2001) engagement is the psychologically presence which includes two significant elements; "attention and absorption" (p.656). Attention is considered as "cognitive availability and the amount of time one spends thinking about a role" while absorption is defined as "being engrossed in a role and refers to the intensity of one's focus on a role" (Rothbard, 2001, p.656). Few studies Robinson, Perryman and Hayday (2004) and Robertson and Cooper (2010) discussed engagement in the employment context as employee's positive attitude towards the organization. The literature on burnout concept defined engagement as the contradictory behaviour of burnout (Maslach et al., 2001). In academic literature on employee,

engagement is related with other organizational behaviour but it also distinct with these behaviours.

The studies of (Burmam & Zeplin, 2005; Saks, 2006; Slatten & Mehmetoglu, 2011) segregated the employee engagement from job satisfaction, involvement, commitment and organizational citizenship behaviour. According to Rafferty et al, (2005) engagement includes both the presence of satisfaction and commitment in it and engagement is a mutual two ways process between employer and employee whereas commitment and satisfaction is a one way process. The studies of (Ericksons, 2005; Fernandez, 2007; Heger, 2007) argued that satisfaction as predictor for performance is not sufficiently strong because while one may gain confirmation of an employee's perception of their work experience and level of needs fulfilment through the measure of their satisfaction, it in no way gives insight into if and how they apply themselves intellectually and emotionally in their daily work or in their efforts to advance the organization. Organizational commitment is also differentiated from employee engagement construct because commitment reflects the employee's attachment and attitude with their organization but engagement is not only an attitude its employee's attentiveness and absorption in their role performances (Juhdi, Pawan & Hansaram, 2013; Saks, 2006). Saks (2006) stated that employee engagement includes emotional, cognitive and behavioural elements which are linked with employee performance at work.

Employee engagement as mediator

In the current study in light of existing literature, the relationship between employer brand reputation and brand pride (independent variable) was conceptualised with employee engagement (mediator). A mediating variable, employee engagement relates with the dependent variable, employee brand loyalty. Few studies stated that the employee engagement was considered as a better mediator than satisfaction and commitment between the relationship of employer branding and its outcomes. According to Rafferty et al, (2005) engagement includes both the presence of satisfaction and commitment in it and engagement is a mutual two ways process between employer and employee whereas commitment and satisfaction is a one way process.

Several studies discussed the significant relationship between employee engagement with employee brand loyalty, the engaged employees have a strong sense of loyalty with their organization's brand and lower turnover intentions (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee et al., 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). The study of Lee et al., (2014) discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty and revealed that engaged employees are more loyal than disengaged employees. The study suggests that future studies may explore the other

practices instead of internal branding practices to develop employee brand loyalty with mediation role of employee engagement (Lee et al., 2014). There is still a dearth of research which conceptualised the relationship between employer brand reputation, brand pride, employee engagement and employee brand loyalty. The current study fills this gap by providing conceptual groundwork on the mediation effect of employee engagement between employer brand reputation, brand pride and employee brand loyalty.

Social Identity theory

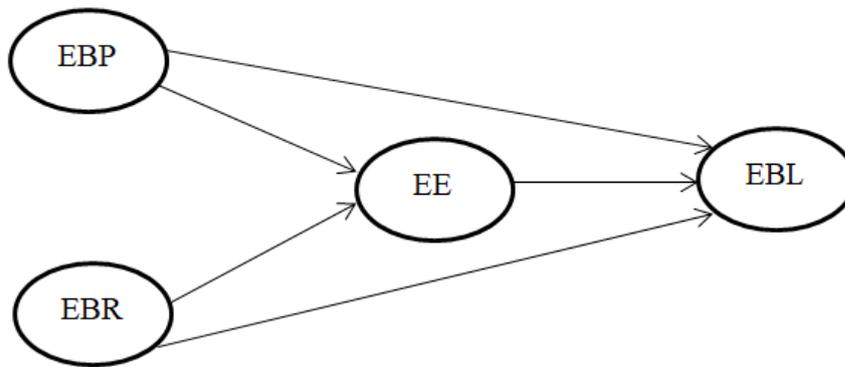
The Social identity theory was introduced by Tajfel (1972) and is a psychological analysis of the role of self-conception of the individuals in group membership, intergroup relations and group processes. Social identity theory defines the individual's self-conception in a social group as a member of the group in terms of the group, cognitively. Social groups consist of more than two individuals who identify, evaluate and define themselves in the same way about "who they are" and "what" their attributes and who follow the same interaction patterns when they interact with other people outside the group and distinguish themselves from those people (Hogg, 2006). Social groups have shared attributes and refer to the collective sense of self-construal "us" versus "them" and individual's sense of self identification refers "me" versus "you" (Miles, 2012. p.289).

There are three assumptions on which the theory based; (1) individuals endeavour to improve and maintain a positive self-concept and their self-esteem; (2) the membership of social category or group can lower or enhance the individual's self-concept and self-esteem; and (3) individuals evaluate the shared attributes of groups from which they perceive themselves as belonging and compared those attributes positively or negatively such as for prestige and status with outside the other groups (Miles, 2012. p.289). The three general theoretical principles of the theory were originated from these three assumptions; First, the individuals or group members strive to attain and maintain positive social identity; Second, individuals or group members made a comparison of in group from which they belongs compared with out group from which they doesn't belongs and in result the positive social identity derive from this favourable comparison; Third, the group members or individuals try to leave their current social group if the social identity is negative or inadequate and join to favourable groups and strive to make their new group adequate (Tajfel & Turner, 1979).

The employer brand and organization identity seems identical concepts when seen through the lens of social identity theory, when employees perceive that identity is distinct and attractive it enhances the strength of employee identification with their organization (Backhaus & Tikoo, 2004; Gozukara & Hatipoglu, 2016; Lenka & Chawla, 2015; Shaker & Ahmed, 2014; Sharma & Kamalanabhan, 2012). Furthermore, according to the theory, employees who identify themselves with the organization strive to achieve the organizational goals and endeavour to

achieve the organization's strategic interest (Brown & Williams, 1984; Cheney, 1983; Dutton et al., 1994; Van Dick, 2001; Maxwell & Knox, 2009). The employees differentiate themselves from other organizations and identify with their organization and their sense of pride and belongingness with employer brand and perceived external employer brand reputation positively influences employee attitude (engagement) and behaviour (loyalty). The present study conceptualized the relationship between employer brand reputation, employer brand pride, employee engagement and employee brand loyalty based on social identity theory.

Research framework



Conclusion

The purpose of this paper is to conceptualise the relationship between employer brand reputation, employer brand pride and employee engagement and employee brand loyalty. According to the social identity theory the employees who identify themselves with the organization, differentiate themselves from other organizations and identify with their organization's brand and they strive to achieve the organizational goals and endeavour to achieve the organization's strategic interest. The employee's sense of pride and belongingness in the context of the employer brand and perceived external employer brand reputation positively influence employee attitude (engagement) and behaviour (loyalty). The present study conceptualized the relationship between employer brand reputation, employer brand pride, employee engagement and employee brand loyalty based on social identity theory. The findings are that employees can feel a sense of pride in belonging to an employer brand which has positive social reputation and consequently, employees are motivated, engaged and loyal with their employer brand and there is flow on with their family, friends and colleagues in terms of perceived positive image of the employer brand. Employees feel proud when they belong with an employer brand that their family, friends and colleagues consider as a great place to work or an employer of choice.



Future Research and Limitations of the study

The purpose of this paper was to conceptualise the relationship between employer brand reputation, employer brand pride and employee engagement and employee brand loyalty. However this study has a few recognized limitations which provide the conceptual ground for further research. The first limitation of the present study is that it is just the conceptualisation of the relationship and empirical evidence is needed to support this relationship. By providing the empirical evidence on the relationship between employer brand reputation, employer brand pride, and employee engagement and employee brand loyalty future studies can expand the scope of this paper. Secondly, the present study conceptualised the role of employee engagement as mediator, a future study could provide the empirical support for generalizability of the relationship.



REFERENCES

- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of brand management*, 4(3), 185-206.
- Amjad, Z., Sabri, P. S. U., Ilyas, M., & Hameed, A. (2015). Informal relationships at workplace and employee performance: A study of employees private higher education sector. *Pakistan Journal of Commerce and Social Sciences*, 9(1), 303-321.
- Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *Cornell hotel and restaurant administration quarterly*, 43(2), 87-96.
- Asha, C. S., & Jyothi, P. (2013). Internal branding: a determining element of organizational citizenship behaviour. *Journal of Contemporary Management Research*, 7(1), 37.
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517.
- Bloemer, J., & Odekerken-Schröder, G. (2006). The role of employee relationship proneness in creating employee loyalty. *International Journal of Bank Marketing*, 24(4), 252-264.
- Born, N., & Kang, S. K. (2015). What are Best Practices in the Space of Employer Branding that Enable Organizations Attract and Retain the Best Talent?.
- Brown, R., & Williams, J. (1984). Group identification: The same thing to all people?. *Human Relations*, 37(7), 547-564.
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of brand management*, 12(4), 279-300.
- Burmann, C., Schaefer, K., & Maloney, P. (2008). Industry image: Its impact on the brand image of potential employees. *Journal of Brand Management*, 15(3), 157-176.
- Cable, D. M., & Graham, M. E. (2000). The determinants of job seekers' reputation perceptions. *Journal of organizational Behavior*, 21(8), 929-947.



- Carmeli, A., & Tishler, A. (2005). Perceived organizational reputation and organizational performance: An empirical investigation of industrial enterprises. *Corporate Reputation Review*, 8(1), 13-30.
- Cheney, G. (1983). The rhetoric of identification and the study of organizational communication. *Quarterly journal of speech*, 69(2), 143-158.
- Davies, G. (2008). Employer branding and its influence on managers. *European Journal of Marketing*, 42(5/6), 667-681.
- De Chernatony, L., & Cottam, S. (2006). Internal brand factors driving successful financial services brands. *European Journal of Marketing*, 40(5/6), 611-633.
- Du Preez, R., & Bendixen, M. T. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, 33(1), 78-91.
- Durkin, M., McKenna, S., & Cummins, D. (2012). Emotional connections in higher education marketing. *International Journal of Educational Management*, 26(2), 153-161.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative science quarterly*, 239-263.
- Ellis, C. M., & Sorensen, A. (2007). Assessing employee engagement: the key to improving productivity. *Perspectives*, 15(1), 1-9.
- Fernandez, C. P. (2007). Employee engagement. *Journal of Public Health Management and Practice*, 13(5), 524-526.
- Goffman, E. (1961). *Encounters: Two studies in the sociology of interaction*.
- Gouthier, M. H., & Rhein, M. (2011). Organizational pride and its positive effects on employee behavior. *Journal of Service Management*, 22(5), 633-649.
- Gözükara, İ., & Hatipoğlu, Z. (2016). The effect of employer branding on employees' organizational citizenship behaviors. *International Journal of Business Management & Economic Research*, 7(1).
- Haid, M., & Sims, J. (2009). *Employee Engagement: Maximising Organisational Performance*. Right Management. Retrieved 15 May 2014.
- Harris, P. (2007). We the people: The importance of employees in the process of building customer experience. *Journal of Brand Management*, 15(2), 102-114.



- Heger, B. K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organization Development Journal*, 25(2), P121.
- Helm, S. (2011). Employees' awareness of their impact on corporate reputation. *Journal of Business Research*, 64(7), 657-663.
- Helm, S. V., Renk, U., & Mishra, A. (2016). Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors. *European Journal of Marketing*, 50(1/2), 58-77.
- Hendry, C., & Jenkins, R. (1997). Psychological
- Heskett, J. L., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard business review*, 72(2), 164-174.
- Hoyle, R. H., & Robinson, J. C. (2004). Mediated and moderated effects in social psychological research. *Handbook of methods in social psychology*, 213-233
- Ilyas, M. A., Shaari, H., & Alshuaibi, A. S. I. (2018). Employer Branding and Its Dimensions: A Pilot Study in Higher Educational Institutions of Pakistan. *International Business and Accounting Research Journal*, 2(2), 103-110.
- Jung, H. (2013). Resting on your laurels: The effects of pride on persistence at creative tasks (Doctoral dissertation, UCLA).
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Katzenbach, J. (2003). Pride: a strategic asset. *Strategy & Leadership*, 31(5), 34-38.
- King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management*, 15(5), 358-372.
- Kucherov, D., & Samokish, V. (2016). Employer brand equity measurement. *Strategic HR Review*, 15(1), 29-33.
- Kunerth, B., & Mosley, R. (2011). Applying employer brand management to employee engagement. *Strategic HR Review*, 10(3), 19-26.
- Lee, Y. K., Kim, S., & Kim, S. Y. (2014). The impact of internal branding on employee engagement and outcome variables in the hotel industry. *Asia Pacific Journal of Tourism Research*, 19(12), 1359-1380.



- Lee, Y. K., Kim, S., & Kim, S. Y. (2014). The impact of internal branding on employee engagement and outcome variables in the hotel industry. *Asia Pacific Journal of Tourism Research*, 19(12), 1359-1380.
- Lemmink, J., Schuijf, A., & Streukens, S. (2003). The role of corporate image and company employment image in explaining application intentions. *Journal of Economic Psychology*, 24(1), 1-15.
- Mangold, W. G., & Miles, S. J. (2007). The employee brand: Is yours an all-star?. *Business Horizons*, 50(5), 423-433.
- Maslach, C. (2001). What have we learned about burnout and health?. *Psychology & health*, 16(5), 607-611.
- Matzler, K., & Renzl, B. (2006). The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total quality management and business excellence*, 17(10), 1261-1271.
- Matzler, K., Sauerwein, E., & Heischmidt, K. (2003). Importance-performance analysis revisited: the role of the factor structure of customer satisfaction. *The Service Industries Journal*, 23(2), 112-129.
- Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. *Journal of marketing management*, 25(9-10), 893-907.
- Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. *Journal of marketing management*, 25(9-10), 893-907
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, 40(6), 407-429.
- Moroko, L., & Uncles, M. (2005). Employer Branding—the case for a multidisciplinary process related empirical investigation. In *ANZMAC 2005 Conference: Branding* (pp. 52-57).
- Mosley, R. (2015). CEOs need to pay attention to employer branding. *Harvard Business Review*.
- Papasolomou, I., & Vrontis, D. (2006). Building corporate branding through internal marketing: the case of the UK retail bank industry. *Journal of product & brand management*, 15(1), 37-47.



- Parasuraman, A. (1995). Measuring and monitoring service quality. *Understanding services management*, 143-177.
- Punjaisri, K., & Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*, 45(9/10), 1521-1537.
- Rafferty, A. M., Maben, J., West, E., & Robinson, D. (2005). *What Makes a Good Employer?* International Council of Nurses, Geneva.
- Rindova, V. P., Williamson, I. O., & Petkova, A. P. (2010). Reputation as an intangible asset: Reflections on theory and methods in two empirical studies of business school reputations. *Journal of Management*, 36(3), 610-619.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement.* Report-Institute for Employment Studies
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619
- Shaker, F., & Ahmed, A. N. (2014). Influence of Employer Brand Image on Employee Identity. *Global Disclosure of Economics and Business*, 3(2), 157-166.
- Sharma, N., & Kamalanabhan, T. J. (2012). Internal corporate communication and its impact on internal branding: Perception of Indian public sector employees. *Corporate Communications: An International Journal*, 17(3), 300-322.
- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107
- Suharti, L., & Suliyanto, D. (2012). The effects of organizational culture and leadership style toward employee engagement and their impacts toward employee loyalty. *World Review of Business Research*, 2(5), 128-139.
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, 33(47), 74.
- Tanwar, K., & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3), 186S-206S.



- Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: a second-order factor approach. *Personnel Review*, 46(2), 389-409.
- Terglav, K., Ruzzier, M. K., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership–commitment relationship. *International Journal of Hospitality Management*, 54, 1-11.
- Tracy, J. L., & Robins, R. W. (2007). The psychological structure of pride: a tale of two facets. *Journal of personality and social psychology*, 92(3), 506.
- Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3(4), 265-283.
- Viktoria Rampl, L., & Kenning, P. (2014). Employer brand trust and affect: linking brand personality to employer brand attractiveness. *European Journal of Marketing*, 48(1/2), 218-236.
- Williams, L. A., & DeSteno, D. (2008). Pride and perseverance: the motivational role of pride. *Journal of personality and social psychology*, 94(6), 1007.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *the Journal of Marketing*, 31-46.