

Employer branding: What constitutes “An Employer of choice?”

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Keywords

Employer Branding, Employer of Choice, Employer Image, Desired Employer

Abstract

This study looked at the factors that would attract employees towards an ‘Employer of Choice’. The study explored an analysis into the previous addressed literature along with exploratory sets of interviews held with fresh graduates and five focus groups working in various organizations. This resulted into a set of proposed factors which were compiled in the form of a questionnaire and distributed among 2000 individuals across various domains. Statistical results revealed a number of factors with relatively high importance that were grouped based on their relatedness into a proposed framework to define the factors that constitute ‘an employer of choice’. Future research should extend to other sectors to enhance the process of the generalization of the results.

1. Introduction

The new struggle and war among organizations is to adopt fully the talent management process in the strict sense. Organizations are living in the era of “Talent –War”. The creation of a product brand relies on a brand-driven organization that can attract employees (Keller, Lane, Aperia, Georgson Mats, 2008). Historically, employer branding focused on developing a distinctive external image and goodwill (Backhaus and Tikoo 2004; Love and Singh, 2011; Mosley, 2007). The new perspective of employer branding is an approach of aligning both the internal practices and the external image in an attempt to achieve positive employees’ engagement and satisfaction (Mosley, 2007). The nature of work is changing and is confronting several challenges with regard to recruitment and retention of employees. The changing employment trends aren’t only limited to globalization, but also to other aspects like, changing pace of work - life balance, social life demands, changing demographics and many other variables. Employer branding practices assume that human capital can create an added value through the adoption of optimum investment that in return improves performance (Backhaus et. al., 2004). The growing need to recruit qualified employees with a diversity of soft and technical qualifications is an ongoing urge to all organizations. Employer branding is likely to create a “magic-spell” that allows organizations to differentiate themselves from others in the market place. It is significantly strategic to utilize the employer brand to attract, and retain talents to create core competence within the human resources. This in return could create the organization’s unique distinctive advantage.

2. Literature Review

a) Defining Employer Branding

Employer branding is one of the growing areas of interest to organizations. Becoming a “desired employer” in the eyes of applicants is not an easy motto to attain. The origins of employer branding goes back to Ambler and Barrow. They were the first to address branding from corporate perspective building on the idea of branding for a given product/service. Employer branding is “the package of functional, economic, and psychological benefits provided by employment and identified with the employing company (Ambler and Barrow, 1996, p.187). Sullivan (2004) defines employer branding as a multi-dimensional construct encompassing current and potential employees as well as stakeholders. On the other hand, (Shaker and Ahmed, 2014) defines employer branding as the process of portraying an image of the firm to its’ prospective employees in the labour market as a

great working place. Employer branding is the representation of an organization to the external potential employees as well as how the organization will appear to the current existing employees. Crain (2009) viewed employer branding as an emotional attachment and identification between organizations and employees. In this respect, organizational identity was assumed as a construct that helps in creating the notion of employer branding. The motto "Employer of choice" refers to the choice of a preferred employer among various employers in the market that in return will increase employee's loyalty towards the choice of a desired employer (Petkovic M., 2008). Employer branding differentiates a given employer from other rivals in the market and is a key indicator of the relationship status between the employee and the organization (Backhaus et.al., 2004; Fernandez-Lores, 2012; Kimpakorn and Tocquer, 2009; Love et. al., 2011). Some scholars looked at employer branding as the main organizational driver for the creation of competitive advantage (Edwards, 2010; Kimpakon et. al., 2009; Maxwell and Knox, 2009). The author defines employer branding as a complex process of emotionalizing an employer in the cognition of an individual through a bundle of offerings and impressions about an employer of choice.

b) Classification of Employer Branding

There have been several attempts to classify employer branding. Dutton, Dukerich and Hurquail (1994) classified employer branding as internal employer branding and external employer branding. Internal employer branding is how employees evaluate an employer based on their employment experience. Moroko and Uncles (2008) addressed that internal employer branding is tied to employees' beliefs and directly influences other external employees' who are interested in the organization. Aggreholm, Andersen and Thomsen (2011), highlighted that internal branding practices targeting existing employees would deliver a brand promise to external potential employees acting as a tool to recruit the right candidates. Chhabra and Sharma (2014) argued that internal branding practices that increase employer loyalty and at the same time enhance employer attractiveness for potential employees. On the other hand, De Chernatony (2001) focused on internal branding as an emotional symbol of creating the bond between employees and their organizations. Sullivan (2004) addressed employer internal branding efforts as the tool that creates the perception of external employer branding.

Another perspective of classifying employer branding addressed symbolic and instrumental employer branding. Lievens and Highhouse (2003) and Lievens, Hoye and Anseel (2007), looked at the symbolic employer branding as the subjective, symbolism and abstraction of intangible attributes. They linked the symbolic aspects to the creation of a sound organizational reputation and image that are tied to emotions and perceptions towards a given brand. Symbolic aspects would include; prestige, innovativeness, organizational culture and management style. The distinguishing attribute of symbolic benefits is tying employees' wants to the fulfillment of self-identity (Backhaus et. al., 2004; Lievens et. al., 2003). Contrary to that, (Lievens et. al., 2007) defined the instrumental aspects of employment branding as the tangible and objective attributes that are tied to employer offerings, for example; payment and bonus schemes.

c) Benefits of Employer Branding

Several studies looked at the benefits and the advantages of employer branding that could be achieved by organizations as they become "an employer of choice". Through the review of literature the following perceived benefits were concluded as; creating and maintaining favourable customer image along with decreased employees' turnover (Lenaghan and Eisner, 2005; Minchington and Thorne, 2007), strengthening the organizational financial performance (Becker and Huselid, 2001); increased shareholders' returns (Shellenbarger, 1998), creation of positive identity and positive reputation (Luthans and Peterson, 2002), increased customer satisfaction, higher return on investment and profitability, reduced costs of employees' acquisition (Barrow and Mosley, 2007; Ritson, 2002), enhanced recruitment, retention and employee engagement (Backhaus et.al., 2004; Barrow et. al., 2005; Edwards, 2010; Love et.al.,2011; Michington et. al., , 2007; Van Mossevelde, 2010),

competitive advantage and assimilation of organizational values (Backhaus et. al., 2004; Love et. al., 2011), improved employees' relations (Berthon, Ewing, Hah, 2005), increase in the quantity and the quality of job applicants (Lievens et al., 2007), positions the organization as a great place to work for in the minds of potential employees (Branham, 2001), sending the right message about the organization thus, attract the appropriate candidate during the recruitment process (Smedley, 2007), improved organizational supportive culture (Backhaus et. al., 2004), employer commitment to employees, a pleasant feeling towards working for a good reliable organization (Woodruffe, 2006) and shorter flexible recruitment process along with reduced recruitment costs (Heilmann, Saarenketo and Liikkanen, 2013) .

d) Factors that attract employees to an "employer of choice"

There have been several attempts to explore the reasons behind attracting applicants to a given organization as well as the reasons that keep employees willing to stay within a chosen organization. The researcher identified the following factors from the review of literature as the key factors in attracting employees to an "employer of choice"; employer attractiveness as the degree to which an individual would feel a level of identification within a given organization (Ambler et al., 1996; Moroko and Uncles, 2009), prestigious employer (Ambler et. al., 1996), an employer that can reflect self-image "who I am?" (Aaker, 1997), a good working place (levering, 1996; Woodruffe, 2006), organizational corporate social responsibility practices (Turban and Cable, 2003), organizational image (Belt and Paolilo, 1982; Gatewood, Gown and Lautenschlager, 1993; ; Knox and Freeman, 2006; Martin and Hetrick, 2006; Tom, 1971; Turban and Greening, 1997), dynamic business process, organization cares about the well-being of employees, task variety, clear opportunities for long-term career progression (Terjesen, Vinnicombe and Freeman, 2007), personality fits within a given organization brand (Byrne and Neuman, 1992; Cable and Judge, 1996), positive reputation and profitability (Cable and Turban, 2003; Pretson and O'Bannon, 1997), the type of industry or sector of operation (Burman, Schaefer and Maloney, 2008), work - life balance and compensation benefits (EBI'S branding global research), industrial health and safety programs (Watson, 2010), organizational rewards packages (Bretz, Ash and Dreher, 1989), training and development opportunities as well as global assignment opportunities (Jain, Bhalt, 2015), fulfilling promises and obligations towards employees (Barrow and Mosley, 2007), organizational ability to differentiate itself from competitors (Backhaus et. al., 2004; Erlenkaemper, Hinzdorf, Priemuth and Thaden, 2003), attractiveness and comprehensiveness of the company's website (Sarabdeen, El-Rakhawy and Khan, 2011), the interaction between existing employees and the general public in the form of the word of mouth especially if the existing employees interact regularly with a social group of friends and relatives (Dowling, 2001).

A second view addressed by (Kucherov and Zavyalova, 2012) looked at employer brand attributes from four perspectives; economic factors (such as: high salary, fair rewards and bonus system, and appropriate work schedule), psychological factors (such as: strong supportive corporate culture, favourable relationship among employees, teamwork, objective evaluation of the work itself), functional factors (such as: training, career growth, career development and utilization of employees' knowledge and skills), and organizational factors (such as: market leadership, scope of international operations, products brand reputation, management style and reputation of top-management).

A third view addressed by, Mckinsey &Company (2001) who identified four grouping of benefits that help in attracting and retaining the right calibers. In this respect, current and potential employees are attracted based on the benefits that they receive from the employer. There four grouping of benefits are; emotional benefits (describe soft employment offering like: culture, empowerment and teamwork), rational benefits (address employment elements as: working conditions, career path, career development potentials and training offerings), tangible associations (products, services and organizational success) and intangible associations (organizational roots,

organizational vision, mission and values). In their exploratory research (Chhabra and Sharma, 2014) identified compensation, career prospects, job profile, brand name, employee empowerment, corporate culture, supportive workmates, job security, recognition, and training as the core dimensions of employer branding. A fifth view looked at five different employer branding. The first value is economic value is likely to target current employees than potential applicants and includes; good salary, fair holidays, appropriate retirement packages (Berthon et.al., 2005). The second value is the development value such as good training opportunities, empowering and motivating environment, and a good supportive culture (Judge, Bono, Locke , 2000) as well as opportunities for promotion and development (Schnake, Williams and Fredenberger, 2007). Third is the social value that encompasses team spirit, friendly relationships, and respectable environment (Saari and Judge, 2004). The fourth value is the diversity value which refers to the interesting aspects of the job (Berthon et. al., 2005) which includes; challenging job tasks (Backhaus et. al., 2004; Towers Perrin, 2005) and task variety (Backhaus et. al., 2004). The fifth value is the reputation value (Berthon et. al., 2005) and includes company's reputation, and brand name products (Cable and Turban, 2001).

3. Research Problem

The notion "unique employment experience" is a multidimensional, stimulating construct to explore. Employer branding has received much attention from practitioners, but little in academic context particularly with empirical foundation in the Eastern domains. One of today's challenges is to group and identify the factors that would attract the right potential employees and would retain current employees to an employer. An insight into the current literature revealed up to the knowledge of the researcher a debate around a grouping of factors that would lead to the choice of "employer branding preference". The research problem could be addressed as: *What are the key factors that constitute "an employer of choice"?*

4. Research Objectives

1. Identify the key factors that constitute employer of choice through the review of literature and interviews with focus groups.
2. Examine and test statistically the relative importance of these factors.
3. Propose a conceptual framework that addresses the factors which constitutes an 'Employer of Choice' based on the statistical analysis and results.

5. Research Methodology

a) Research Design

The research adopted the usage of survey questionnaires to measure the relative importance of the factors that would attract employees to an employer of choice. The factors addressed in the questionnaire were derived from the literature review, as well as from the interviews held with a number of 50 fresh graduates and five focus groups encompassing employees working in reputable multinational, international and local operations organizations. The fresh graduates were from public and private universities in Cairo and Giza governorates and were asked to join the discussion collectively in one of the big sports clubs in Cairo. As for the five focus groups, participating organizations were asked to ensure that the selected candidates of the focus groups hold diversity in age, gender, income, job category and tenure. The five focus groups comprised a total of 35 employees with various demographic characteristics. Each of the groups were met for a period of time in a room equipped with sound recorders, whereby the research objectives were fully explored, questions were raised and time was allowed for free discussion. Participants were given gift certificates as a gratitude for their contribution in the discussions. The interview responses were analyzed and identified some additional factors that were not addressed in the literature namely; amount of work loads, sense of workplace empathy and compassion, democratic working environment whereby employees' opinions are counted, and clear role-definition among employees. A stratified random sample of 25 organizations as well as fresh graduates who were targeted with a

total of 2000 questionnaires distributed among employees working inside various multinational, international and local organizations in various business sectors as well as to fresh graduates in Cairo and Giza governorates. The questionnaires items were to be rated on a five-point Likert scale ranging from unimportant to extremely important. The questionnaire also included fields for the demographic data. A total of 1627 questionnaires were returned complete and valid, with a response rate of 81.35 %.

b) Initial Questionnaire

The initial questionnaire items were derived from the review of the previous research studies and the results of the interviews. The researcher grouped the benefits into a set of 43 items along with fields for demographic data concerned with; gender, age, marital status, employment status, and education level. In order to avoid any level of biasness, ex-ante procedural remedies as addressed by (Podsakoff, Mackenzie, and Podsakoff, 2012) were adopted; whereby the purpose of the research was announced in writing to the participants, and that data collected will be treated in a confidential manner, respondents were informed that there is no right or wrong answer and that it's all about their perception. On the other hand, ex-post procedural remedies were also adopted in the form of factor analysis. The initial questionnaire is shown in Table (1).

- 1 Prestigious Employer
- 2 Attractive Employer
- 3 Employer reflects my self-image
- 4 Employer practices lots of corporate social responsibility
- 5 Employer's image to the general public
- 6 Employer enjoys a positive reputation
- 7 Employer's type of industry
- 8 Employer's ability to differentiate itself from competitors
- 9 Employer's website is attractive and comprehensive
- 10 Employer is a market leader
- 11 Employer's scope of international operations
- 12 Employer's range of products and services offerings
- 13 Employer's vision, mission and core values
- 14 Employer's country of origin
- 15 Employer cares about my well-being
- 16 Employer adopts teamwork and team spirit practices
- 17 Favourable relationships among existing employees
- 18 Existing employees convey positive image about the employer to the general public
- 19 Employers' Management style and their interaction with employees
- 20 Employer's branded products match my personality
- 21 Employer's ability to fulfil obligations towards employees
- 22 Employer offers appropriate salary scheme
- 23 Employer offers fair rewards and bonus systems
- 24 Employer offers appropriate compensation benefits
- 25 Employer adopts a sense of workplace empathy and compassion
- 26 The working environment is democratic and employees' opinions are counted
- 27 Employer has a pleasant working place
- 28 Employer adopts a supportive corporate culture
- 29 Employer offers fair holidays
- 30 Employer offers appropriate retirement packages
- 31 Employer adopts dynamic business process
- 32 Employer allows for work-life balance
- 33 Employer offers industrial health and safety programs
- 34 Employer offers long-term career progress opportunities
- 35 Employer offers jobs with task variety and opportunities to learn
- 36 Employer offers challenging opportunities to grow and learn
- 37 Employer offers training and development opportunities
- 38 Employer offers opportunities for promotion and recognition
- 39 Employer offers clear defined roles for growth and development
- 40 Employer offers global assignment opportunities
- 41 Employer utilizes employees' knowledge and skills
- 42 Employer offers objective evaluation for the work with feedback for development
- 43 Employer offers job security that allows for future growth

Table (1): Factors that constitutes an employer of choice: initial questionnaire items

6. Statistical Analysis and Results

a) **Pilot Study:** a pilot study was administered on a random sample of 50 participants in order to test the validity and the reliability of the variables. Factor analysis, internal consistency, and reliability would provide evidence for the construct validity (Cronbach et al., 1955). Results of the pilot test are shown in Table (2)

Prestigious Employer	0.779**	0.946
Attractive Employer	0.844**	
Employer reflects my self-image	0.831**	
Employer practices lots of corporate social responsibility	0.827**	
Employer's image to the general public	0.841**	
Employer enjoys a positive reputation	0.894**	
Employer's type of industry	0.755**	
Employer's ability to differentiate itself from competitors	0.833**	
Employer's website is attractive and comprehensive	0.705**	
Employer is a market leader	0.712**	
Employer's scope of international operations	0.687**	
Employer's range of products and services offerings	0.571**	
Employer's vision, mission and core values	0.761**	
Employer's country of origin	0.726**	
Employer cares about my well-being	0.66**	0.648
Employer adopts Teamwork and team spirit practices	0.516**	
Favorable relationships among existing employees	0.422**	
Existing employees convey positive image about the employer to the general public	0.719**	
Employers' Management style and their interaction with employees	0.637**	
Employer's branded products match my personality	0.526**	
Employer's ability to fulfill obligations towards employees	0.456**	
Employer offers appropriate salary scheme	0.829**	0.937
Employer offers fair rewards and bonus systems	0.765**	
Employer offers appropriate compensation benefits	0.848**	
Employer adopts a sense of workplace empathy and compassion	0.835**	
The working environment is democratic and employees' opinions are counted	0.890**	
Employer has a pleasant working place	0.855**	
Employer adopts a supportive corporate culture	0.732**	
Employer offers fair holidays	0.814**	
Employer offers appropriate retirement packages	0.615**	
Employer adopts dynamic business process	0.908**	
Employer allows for work-life balance	0.380**	
Employer offers industrial health and safety programs	0.774**	
Employer offers long-term career progress opportunities	0.749**	0.854
Employer offers jobs with task variety and opportunities to learn	0.597**	
Employer offers challenging opportunities to grow and learn	0.465**	
Employer offers training and development opportunities	0.742**	
Employer offers opportunities for promotion and recognition	0.745**	
Employer offers clear defined roles for growth and development	0.702**	
Employer offers global assignment opportunities	0.630**	
Employer utilizes employees' knowledge and skills	0.643**	
Employer offers objective evaluation for the work with feedback for development	0.634**	
Employer offers job security that allows for future growth	0.658**	

Table (2): Validity and Reliability of the study variables

The statistical results as shown in Table (2) show that all the items are valid and reliable for the study purpose as Cronbach Alpha ranged from (0.648-0.946), accordingly the items can be used for the purpose of the study

b) **Descriptive Statistics:** The questionnaires distributed included items related to the demographic characteristics. A summary of the demographic characteristics is presented in the following table

Demographic Variables	Fresh Graduates (Unemployed)		Employed	
	Frequency	%	Frequency	%
Gender				
Male	308	39.9	296	33.5
Female	436	60.1	587	66.5
Age				
21-30	139	18	83	9.4
31-40	345	44.7	401	45.4
41-50	229	29.7	298	33.7
Above 50	58	7.5	101	11.4
Job Category				
Entry Level Job				
First - Line Management			21	2.4
Middle - Management			309	35.2
Top - Management			448	51
Education Level				
University Graduate			101	11.5
Masters			762	86.3
Doctorate Degree			115	13
			6	0.7
Marital Status				
Single				
			170	19.3
Married				
			513	58.1
Divorced				
			135	15.3
Widow				
			65	7.4

Table (3): The demographic characteristics of the research study

c) **Factor Analysis:** the researcher used Second Order Factor Analysis. It is a statistical tool used to describe variability among observed, correlated variables to potentially lower number of unobserved variables. It is commonly used in social and behavioural sciences.

The results of First Order Factor Analysis using Oblimin rotation and the fourteen factors that the results indicated are shown in Table (4)

Item	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
1									-0.696					
2														
3													-0.504	
4												0.754		
5														0.61
6													0.738	
7												-0.538		
8														-0.726
9		0.737												
10		0.727												
11								0.608						
12								0.787						
13								0.597						
14		-0.621												
15		-0.636												
16		-0.558												
17					0.508									
18							0.779							
19							0.692							
20					-0.735									
21					-0.662									
22						0.634								
23						0.7								
24											0.721			
25											-0.633			
26														
27				-0.682										
28				-0.821										
29				-0.598										
30	0.645													
31	0.707													
32	0.699													
33	0.596													
34			-0.769											
35			-0.834											
36			-0.765											
37			-0.624											
38										-0.734				
39										-0.82				
40										-0.728				
41										-0.617				
42	0.639													
43	0.609													

Table (4) Results of First Order Factor Analysis using Oblimin Rotation

- i) **Principle Component Analysis:** this analysis was conducted on the 43 study variables using rotation in order to identify the items that will be used for the study. The results are shown in Table (5)

Factor	Factor Items	Eigen Value	% of Variance	Cumulative % of Variance
1	30-31-32-33-42-43	7.536	17.525	17.525
2	9-10-14-15-16	2.652	6.167	23.692
3	34-35-36-37	2.248	5.228	28.92
4	27-28-29	1.842	4.283	33.203
5	17-20-21	1.647	3.83	37.033
6	22-23	1.451	3.375	40.408
7	18-19	1.352	3.145	43.553
8	11-12-13	1.308	3.041	46.594
9	1	1.239	2.881	49.474
10	39-39-40-41	1.191	2.77	52.244
11	4	1.124	2.615	54.859
12	7-24-25	1.104	2.568	57.426
13	3-6	1.085	2.522	59.949
14	5-8	1.033	2.403	62.351

Table (5): Results of First Order Factor Analysis and its' Relative Importance

The results shown in Table (5) indicate that there are four groups of factors that could be used to analyze the proposed items. Through the usage of oblimin rotation the proposed items 2 and 26 in the initial questionnaire were omitted from the study. The factors are shown in Table (6).

Factor	FF1	FF2	FF3	FF4
1	0.781			
2	0.568			
3	0.652			
4		-0.617	0.711	
5	0.668			
6				
7	0.624			
8		-0.579		
9				0.84
10	0.746			
11				-0.549
12			0.731	
13		0.583		
14		0.67		

Table (6) Results of Second Order Factor Analysis using Oblimin Rotation

The results in Table (6) show that the four groups (FF1, FF2, FF3, FF4) help in analyzing the items that constitute an Employer of Choice. Table (7) will present the analysis for the second order factor analysis and its' relative importance.

Factor	Factor Items	Eigen Value	% of Variance	Cumulative % of Variance
1	1-2-3-5-7-10	3.541	25.295	25.295
2	4-8-13-14	1.218	8.702	33.997
3	6-12	1.17	8.357	42.355
4	9-11	1.039	7.421	49.776

Table (7) Second Order Factor Analysis and its' Relative Importance

7. Discussion

This research study tried to investigate the factors that constitute employer branding and that would define 'an employer of choice'. Through the review of literature a number of items were posed along with four additional items that were developed from analyzing the results of the interviews. Based on the statistical analysis a number of factors were identified to be of high importance. The researcher grouped the factors of high importance based on their relatedness into a conceptual framework with four main dimensions. The framework is named as the 'BLCG Employer

Branding Framework' as an abbreviation of the four main dimensions namely; Bloom-Live-Connect-Grow. The proposed framework is explained below and is shown in figure (1)

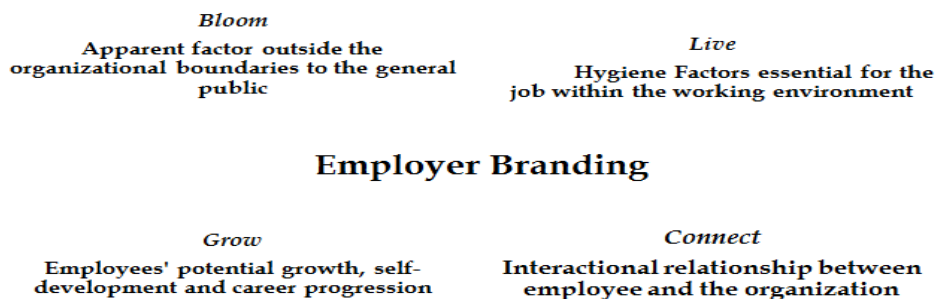
a) Bloom: this dimension represents the apparent factors outside the organizational boundaries. This is what will appear to the general public as well as to the potential applicants about the organization. Bloom dimension acts as the magnetic force that would attract potential applicants. Bloom would also help in retaining existing employees as they feel a sense of self-image and prestige conveyed about their working place to external environment. Bloom dimension includes; prestigious employer, corporate social responsibility practices, positive image conveyed to the general public, type of industry, scope of international operations, comprehensive website, employer is a market leader, range of products and services, employer's ability to differentiate itself from competitors, vision, mission and core values, employer's country of origin and the ability to maintain a positive reputation.

b) Live: this dimension is the actual working environment where employees operate. This basically revolves around the hygiene factors with respect to the working conditions essential for job functioning and execution. Live dimension includes; salary scheme, fair rewards and bonus system, appropriate compensation, sense of workplace empathy and compassion, pleasant working place, supportive corporate culture, fair holidays, appropriate retirement packages, dynamic business process, work-life balance, and good industrial health and safety programs.

c) Connect: this dimension revolves around the aspects tied to the interactional relationship between the employee and the organization. The interaction is a complex process as it involves human readiness to exchange workplace compassion and empathy with other workmates. Connect is realized through existing employees and sometimes conveyed through the word-of-mouth outside the organizational boundaries to the external community. Connect dimension includes; caring about employees' well-being, adopting teamwork and team spirit practices, a positive image is always conveyed through existing employees to the general public, management style and interaction with employees, branded products matching employees personality, and employers' ability to fulfill obligations towards employees.

d) Grow: this dimension is concerned with the factors related to an employee potential growth, self-development and progression in the workplace. Grow dimension includes; long-term career development opportunities, jobs with task variety, challenging opportunities to grown and learn, training and development opportunities, utilization of employees' knowledge and skills, objective evaluation, feedback for employees' development, and job security that allows for future growth.

Figure (1): BLGC Employer Branding Framework



Source: Conceptual Model developed by the researcher

8. Limitations and Directions for future research

This study proposed a framework to identify the factors that constitute an employer of choice. Due to the costs and inability to access other governorates in Egypt as well as overseas countries, the research was only adopted on the Egyptian environment specifically Cairo and Giza governorates. It is recommended that future research should explore and test the proposed

framework and the dimensions relatedness in other domains to provide a better in-depth insight on the addressed factors and to enhance the generalization of the results. The present literature up to the knowledge of the researcher lacks a scale to measure the employer branding construct. It is recommended that future research could use the BLGC framework to develop a scale to measure employer branding construct. In this respect, research methods for scale development and procedural remedies should be fully utilized.

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