



Identify the Relationship between Employer Brand Attractiveness, Job Satisfaction, Organizational Commitment and Workforce Agility in Telecom Industries based on Structural Equation Modeling (SEM) (Case Study: Huawei Technologies Service Iranian)

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Abstract

The present study aims to introduce the employer brand as a new tool in managing human capital and explaining its impact on job satisfaction, organizational commitment and agility of the workforce. The present study is descriptive of survey type and quantitative method. The statistical population of the study was all employees of Iranian Huawei Technology Services Company. The sample was distributed through simple random sampling. Validity of the content of the factors counted with the opinion of the experts and then the validity of the test construct was confirmed using factor analysis methods. The reliability of the test was also calculated and validated for all variables with respect to Cronbach's alpha. In order to analyze the information gathered by the method of structural equation modeling SPSS and Smart PLS software were used. The results confirm the assertion of all the research hypotheses in the research model, indicating that employer brand attractiveness has a positive and direct role in increasing job satisfaction, organizational commitment and workforce agility in the employees of the Telecom industry. At the end, suggestions were also presented based on research findings.

Keywords: Employer Brand Attractiveness, Job Satisfaction, Organizational Commitment, Telecom Industries, Workforce Agility

1. Introduction

The importance of brand and reputation of the organization in the product market is well-known and has recently become very prominent in the employment market in the recruitment process. Employer brand is an emerging field that is used to attract potential employees¹. Knowing the manpower's behavior in management is very important¹⁸. Of course, it's not just keeping people in the organization, but communicating them with the organization and creating a reciprocal solidarity between the individual and the organization. Perhaps people who have been in the organization for years but are forced to

remain, and in this case not only do they not go to the organization, but if they find the opportunity, they will place heavy burdens on the organization. Therefore, in order to increase the morale and job satisfaction and the organizational commitment of employees, it is necessary to pay attention to the needs of their workplace. Only managers can make it possible to meet the needs of top-level supervised staffs who have created an appropriate organizational climate within the organization¹⁵. Among the various factors and tools of organizational agility, human capital is the highest and most valuable asset of any organization and country. It is the only capital that has been undermined with increasing use and is increasingly

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being developed. In fact, human capital is the most important asset of an organization and source of creativity and innovation, which includes all the individual capabilities, talents, knowledge and experience of the staff and managers of an organization. Human capital includes factors such as employee knowledge, skills and attitudes⁴.

In the third millennium, small and medium enterprises emphasize the agility of customer responsiveness, network presence in the global market, employee participation, integrity in the extended enterprise model, the development of human capital competence and knowledge management. Organizational tools for agility include flexible structure, human resources, technology, innovation and creativity. Therefore, the lack of agility can lead to significant real losses and opportunities for loss¹⁶. In many of these studies, the term agility of organizations is used to express various factors and indicators¹⁹. Among the various aspects of agility, the agility of human power has so far been neglected. Human agility is the ability of employees to react strategically to uncertainty. Organizations should primarily rely on their employees to transfer unfamiliar and new technology to their products. In an organization centered on human resources, opportunities may arise in the future and remain risk free⁵.

Job Satisfaction is an important issue in the maintenance of human resources of an organization and neglecting it, in the long run, disrupts the social system of the organization and causes rebelliousness, diminished sense of responsibility, and ultimately leaving the service (Jafari et al., 2013). Investigations have shown that with increasing job satisfaction, creativity and productivity increase, more work incentives and lack of work (Donohue & Heywood, 2004), and organizational commitment and business profits increase²⁰. In addition, low or no job satisfaction and organizational commitment cause staff to be discontinued¹⁰. One of the first concerns of HRM is the satisfaction and motivation of human capital. From a different perspective, thinkers have achieved remarkable results in their studies. This is the case, for example, by attracting qualified applicants to create and strengthen the brand of the employer⁶. In fact, one of the brand's roles is creating and increasing satisfaction. Satisfaction predicts the future behavior of the brand¹³; meaning branded people who have an attractive personality. Inside organizations, higher employee satisfaction from the brand, in the first place, results in higher performance and higher performance, and ultimately leads to longer maintenance and lower service levels for the organization.

Management is required to provide information about employees' job satisfaction in order to make the right decisions about preventing and solving employee problems¹⁴. The results of a meta-analysis of various studies on 15,000 nurses show that job satisfaction is strongly correlated with stress, and a strong relationship exists between job satisfaction and the quality of work life of nurses¹¹. Job dissatisfaction can have devastating effects on work morale, because it overlooks human resources and motivates nurses. Previous studies indicate that job dissatisfaction and job cracks are related to each other. Research showed that the range of correlation between these two variables varies between 25% and 42%⁷.

According to Kotler & Keller (2012), the brand is not inculcate to the client, but it creates a process to process the mind that does not need to trick and try to choose. The brand as a new breach of brand emerges from the application of marketing and communication laws in human resource management³. Employer branding is used to increase the attractiveness of the employer and to improve the reputation of the organization¹. In various business sectors of all countries, branding has become an important issue among small and large companies. A brand-rating survey showed that 94% of companies plan to increase or maintain their employer's brand budget in 2013². In a situation where, 70 percent of the value of a company is inseparable and skepticism has become controversial all over the world, being famous as an attractive employer is a competitive advantage. Today, with the growth of knowledge-based businesses, the shortage of talented applicants for work, diversity of work, and problems in attracting and retaining the talents needed. Hence, selecting and attracting suitable applicants is the key to the success of the organization in the future, and organizations must strive to become attractive employers¹⁷. Researchers have concluded that jobseekers choose employers based on the credibility and characteristics associated with their employer's brand⁹. In other words, the characteristics and information that are summarized in the employer brand affects the perception of the applicants for work from that employer. If potential employees have inaccurate, inadequate or contradictory information about the implications of recruitment in their organization, their perceived risk increases and, as a result, eliminates the organization from their portfolio⁸. The best way to reduce perceived risk and the uncertainty of potential employees as well as the current organization is to transfer and publish information about the competencies and characteristics of the organization in the labor market. As a result,

branding the employer as a tool to ensure the availability of qualified and qualified workforce as well as increased commitment and loyalty of the current employees of the organization.

Perhaps one of the most important reasons for paying attention to the concept of an employer brand is the ability of organizations to reach strategic strategic human resources with high talent and performance in a competitive competitive labor market that does not necessarily draw on an organization with normal business routines. Thus, due to the importance of employer brand concepts, job satisfaction, organizational commitment and workforce agility and the lack of sufficient studies in this regard, especially regarding the attractiveness of the employer brand in Iran, the present study aims to identify the relationships between these components in the industries Telecom is accepted.

2. Research Model

The theoretical framework of the research is a conceptual model based on theoretical relations among a number of factors that are recognized as important in the research question. The conceptual model of this research is based on the research of the literature of employer Burton et al. (2005), Kendall and Hollin's job satisfaction (1969), Meyer and Allen (1990) organizational commitment, and workforce agility of Dyer and Schafer (2003). After identifying the appropriate variables, the network of relations between the variables should be developed in order to make possible the hypotheses related to

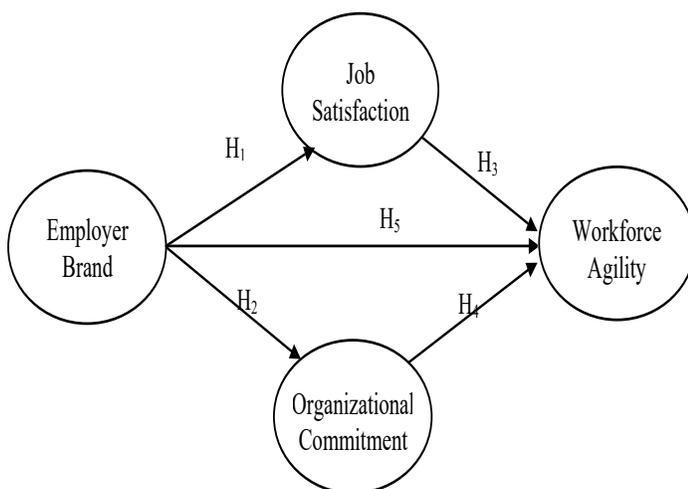


Figure 1. Conceptual Model of Research.

them. Therefore, based on theoretical literature and conceptual model, the agility of the workforce in the telecom industry depends on the attractiveness of the employer brand, job satisfaction, and organizational commitment of the employees. The conceptual model of the research with respect to the variables is shown in Figure 1.

3. Methodology

This research, considering its purpose, is an applied research. In the research classification based on the method, the present study is a correlation type. Also, this research is a descriptive study in terms of research categorization based on the method of data collection, which describes the characteristics of the sample and then generalizes these characteristics to the statistical population. Their descriptive research is on a series of surveys. With survey research, the description, prediction and analysis of the relationship between variables are discussed and according to the time of data collection, it is a type of cross-sectional research. The statistical population of this research includes all personnel of different units of Hawaii Iranian service company. The number of employees according to the information received is 1200 people. A simple random sampling method was used for sampling. According to the sampling formula, the number of samples was 291 for all staff of different units of Hawaii Iranian company. After distributing the questionnaire and collecting them, finally, 275 questionnaires Data collection and data analysis. In this research, Cronbach's alpha method was used to determine the reliability of the questionnaire and its amount was calculated for each sub-test of the questionnaire. The questionnaire was distributed among respondents and after collection, its data was analyzed. Cronbach's alpha for employer brand variables, job satisfaction, organizational commitment, and agility of the workforce were 0.837, 0.484, 0.762 and 0.901, which can be concluded that the questionnaires have a good reliability.

4. Findings

In the sample, 150 (54.5%) were male and 125 (45.5%) were female. In terms of age, the highest frequency group in the sample is a group of 25 to 35 years of age, with 167 people, and the least frequent is the age group over 55 years old with 3 people. The highest frequency is related to the level of graduate

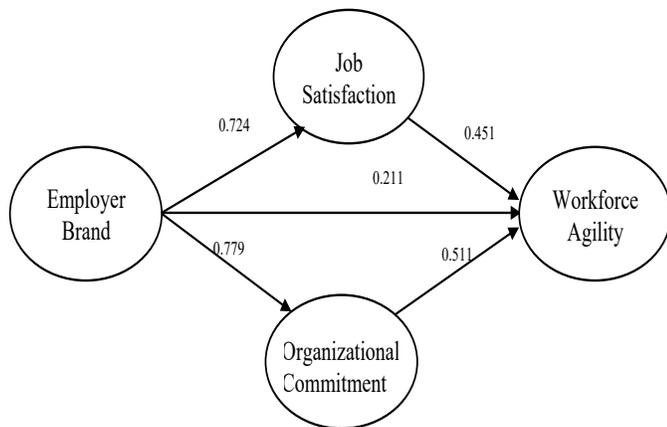


Figure 2. Internal model of path analysis in a significant number state.

Table 1. Test results of hypotheses

| Direction | Path coefficient | T | Result |
|--|------------------|--------|--------------|
| H ₁ : Employer Brand Attractiveness → Job Satisfaction | 0.724 | 45.028 | confirmation |
| H ₂ : Employer Brand Attractiveness → Organizational Commitment | 0.779 | 2.426 | confirmation |
| H ₃ : Job Satisfaction → Workforce Agility | 0.451 | 3.044 | confirmation |
| H ₄ : Organizational Commitment → Workforce Agility | 0.511 | 2.216 | confirmation |
| H ₅ : Employer Brand Attractiveness → Workforce Agility | 0.211 | 6.187 | confirmation |

and postgraduate education with 148 students and the lowest frequency of diploma education with 2 people. The highest frequency of work experience is between 5 to 10 years old with 110 people and the lowest frequency of work experience is over 15 years old with 5 people.

The value of the T statistic is in fact the main criterion for confirming or rejecting assumptions. If this statistic is greater than 1.64, 1.96, and 2.58, then we conclude that the hypothesis is confirmed at 90, 95 and 99% levels.

In Figure 2, there are significant numbers for the four research variables. As you can see, meaningful numbers are also more than 1.96. Therefore, it can be said that research hypotheses are verified. Also, the positive beta coefficient

according to Chart (2) is positive for all hypotheses, which indicates the positive and direct effect of the hypotheses.

According to Chart 2, the path coefficients above 0.19, 0.33 and 0.67 are described as weak, moderate and strong, respectively. According to table 1, acceptable values for the significance of path coefficients (t statistic) at the confidence level 0.90, 0.95 and 0.99 should be greater than 1.64, 1.96, 2.66, respectively, then with 95% confidence, the H₀ hypothesis is rejected and H₁ is confirmed. Also, the positive beta coefficient for all hypotheses is positive, which indicates the positive and direct effect of the hypotheses. The overall results obtained are shown in Table 1.

5. Conclusion

According to the results of the research, it can be concluded that the managerial, personality and environment factors including participation, empathy, need for agility, multidisciplinary education, management encouragement and support, management of relationships, self-promotion, job enrichment, problem-solving ability, Self-awareness and self-control can lead to employee empowerment. Accordingly, the results indicate that all the hypotheses presented in the research are substantially confirmed.

According to the results of the research, Huawei Iranian Technology Services Company suggested that it should be important for educated people and they should be told before

they enter the company that they will work in the company and explain the upgrade process in order to be able to hopefully More, use their abilities. The company must provide individual growth opportunities for employees to survive the sense of growth and excellence. The company's HR managers are advised that by creating performance-based payment systems, awarding profit and competitive rewards compared to other companies and organizations, defining diverse and attractive work projects, training and development related to the needs of individuals, flexible work schedules Providing a diverse and flexible working environment, it provides a platform for maintaining current staff and attracting top talent in the company. In this regard, the efforts of the public relations units of the company in reflecting the image of the company and the introduction of programs inside the company are undeniable. The company should continue to hire its employees in order to maintain employee's ethical integrity. Also, to reduce stress, courses should be held for company employees to keep their physical and mental health alive. In addition to carrying out these activities, the company should inform existing staff about the existence of these activities in the company through the current staff and take transparency policy. By doing this in the minds of people, a positive image of the company is created which makes it easier for them to attract the company.

The companies surveyed in this study are considered as technology companies. Therefore, the study of the challenges and factors affecting the agility of the workforce can also be found in the field of earth enology. Because the environments of such industries can be different in terms of design, production, human resources and management type than other industries. On the other hand, the research is typically a quantitative research, while the tendency to qualitative research in this area is increasing, therefore, it is suggested that a deeper investigation into future research will examine the process of success and the components that affect agility. The labor force should be pursued in terms of quality and in accordance with its related strategies, such as case studies.

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