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The Impact Of Employer Branding On Job Performnace: The Mediating Role Of Organizaional Commitment In Thailand

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Abstract

The objective of this research is to examine the impact of perceived employer branding, organizational commitment and job performance among the employees of jewellery industry in Thailand. To investigate the mediating role of organizational commitment in the connection between perceived employer branding, organizational commitment and job performance on the employees of the jewellery industry in Thailand. This research seeks to gather data from employees of the two generations and holding various positions in the different divisions: Merchandiser, Production and pattern, Sorter, Stone, Designer, and QC in the jewellery business enterprise in Bangkok, Thailand who have agreed to volunteer and participate in this study. Overall, the results of the SEM analysis provide support for the hypothesis that perceived employer branding, organizational commitment, and job performance are all positively correlated.

The path coefficient between EB and OC is 0.80, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in perceived employer branding, there is an 0.80 unit increase in organizational commitment.

The path coefficient between EB and JP is 0.40, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in perceived employer branding, there is a 0.40 unit increase in job performance.
The path coefficient between OC and JP is 0.17, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in organizational commitment, there is a 0.17 unit increase in job performance.
The results of the SEM analysis suggest that perceived employer branding is an important factor that can influence organizational commitment and job performance. Organizations that want to improve their employees' commitment and performance should focus on creating a positive employer brand.

Introduction

The objective of this research is to examine the impact of perceived employer branding, organizational commitment and job performance among the employees of jewellery industry in Thailand. To investigate the mediating role of organizational commitment in the connection between perceived employer branding, organizational commitment and job performance on the employees of the jewellery industry in Thailand. "Individuals and brands rather than machines." This quote is the outcome of a committee dialogue at the World Economic Forum in Davos on the performance indicators of the twenty-first century (Battenberg, 2013), which excellently illustrates the two major issues for businesses in the coming years: the need to make, convey, and uphold a brand in order to distinguish it from rivals and to entice, develop, and retain talented and motivated employees (Battenberg, 2013) (Acharyya, 2017; da Silva, Dutra, Veloso, Fischer, & Trevisan, 2015). A few researchers believed that perceived employer branding was required to improve each generation's job satisfaction, job performance, job engagement, and organizational commitment in Thailand's jewellery industry in Bangkok. A small amount of research on perceived employer branding can increase retention of existing employees who have a high performance and committed to the organization particularly in jewellery organization. As a result, by the end of this investigation, it is hoped to provide a conceptual framework that considers perceived employer branding to increase job organizational commitment and job performance which mediated by organizational commitment.

Research Objectives

The objective of this research is to examine the impact of perceived employer branding, organizational commitment and job performance among the employees of jewellery industry in Thailand. To investigate the mediating role of organizational commitment in the connection between perceived employer branding, organizational commitment and job performance on the employees of the jewellery industry in Thailand

Scope of study

The prime goal of this study is to examine how organization branding affects job satisfaction, job performance, organizational commitment, and job engagement amongst two generations as the moderator, in the jewellery enterprise in Bangkok, Thailand, particularly during the COVID-19 outbreak. How can the jewellery corporations retain existing highly skilled employees and provide incentives for their abilities, as well as how they can invest resources that are accessible and feasible for their employees, such as maintaining their safety and security, supporting their work-life balance, and dealing with the growing labour force between the two generations. How they can work in harmony without conflict, develop their work-related skills, and ensure an exemplary work force in the long run. Hence, the target population for this investigation includes the Generation Y (Millennial) and generation Z, who are working at Jewellery businesses in Bangkok, Thailand. This consists of workers operating in products departments, production & pattern departments, sorter departments, stone departments, fashion dressmaker departments, and QC departments via online questionnaires from 10 jewellery companies and each jewellery companies have around 100 workers which is total number expect to be more than 600 correspondences. The researcher seeks permission to collect data from the selected jewellery companies in

Bangkok and a formal permission letter will send to human resource department at the first stage before start collecting data then are allowed to take the survey. Once researcher received a confirmation from human resource department to allow researcher to conduct the data then researcher will send a link to those jewellery organization to human resources authorities who is the one can distribute this link to each department inside the organization. Data collection is conducted by using a self-administered questionnaire online survey. The data collection process is projected to take approximately 1 month to complete.

Research Methodology

According to the rule of thumb, the minimum sample size to consider for structural equations modelling containing less than five constructs, with each construct containing more than two observed variables or items, is 300 samples (Hair, Black, Babin, & Anderson, 2018). Hair, Black, Babin, and Anderson (2018) also mentioned that 15% of missing data was very high and that structural equations modelling might not be appropriate to test, so this study considered more than 300 respondents with 15% more to substitute for missing data, resulting in a sample size of 345 – 1,000 participants. Target jewellery companies = more than 30 and approximately = total 1,000 employees or more/ 30 firms.

This research seeks to gather data from employees of the two generations and holding various positions in the different divisions: Merchandiser, Production and pattern, Sorter, Stone, Designer, and QC in the jewellery business enterprise in Bangkok, Thailand who have agreed to volunteer and participate in this study. To obtain a diverse range of respondents, the snowball sampling method will be also used. Snowball sampling may enable you one to reveal previously unknown characteristics about a population (Glen, 2022).

Cronbach's alpha is a measure of internal consistency or reliability of the items within each construct, and it indicates how closely related a set of items are as a group and how well they measure the underlying construct. A higher Cronbach's alpha indicates a stronger internal consistency among the items. According to the table, the constructs and their measures show high internal consistency, as evidenced by their high Cronbach's alpha coefficients. The construct of Physical engagement has a Cronbach's alpha coefficient of 0.961, indicating that the six items used to measure this construct are highly correlated with each other and therefore, are reliable measures of the construct. The highest Cronbach's alpha coefficient is observed for the Cognitive engagement construct with a value of 0.985, followed by Development and Physical engagement with coefficients of 0.945 and 0.961, respectively. On the other hand, Continuance Commitment has the lowest Cronbach's alpha coefficient with a value of 0.886, which is still considered acceptable, but relatively lower than other constructs.

Hypothesis development

First, it is essential to understand that perceived employer branding encompasses all the efforts made by a company to shape how its employees, potential recruits, and other stakeholders perceive the company as a workplace. This perception is influenced by various factors, including the company's culture, values, reputation, and employee experiences. To establish a robust and positive employer reputation, Sullivan (2004) and Backhaus and Tikoo (2004) define employer branding as a long-term strategy aimed at managing awareness and perceptions of the organization among employees, potential employees, and other stakeholders. This strategy seeks to create a distinct and recognizable company identity. Moreover, Jenner and Taylor (2007) emphasize the importance of collaborating with partners and stakeholders to make the company an appealing and esteemed employer. Building upon this understanding, the following hypotheses are proposed:

Hypothesis 1.1: Based on the research by Chawla (2020) and Rana and Sharma (2019), it is hypothesized that perceived employer branding has a positive impact on organizational commitment.

Hypothesis 1.2: Drawing on the insights from the same studies, it is hypothesized that perceived employer branding has a positive impact on job performance.

Organizational commitment is the employee's dedication to remaining with the organization and contributing to its success. This commitment is influenced by various factors, including the employee's perceptions of the employer and the workplace environment. Job performance, on the other hand, refers to an employee's ability to effectively carry out their job duties and achieve their objectives. Furthermore, research, such as the meta-analysis conducted by Meyer, Stanley, Herscovitch, and Topchik (2002), has established a strong positive correlation between organizational commitment and job performance. This connection is underpinned by several reasons, including the motivation of committed employees to excel, their willingness to go the extra mile, adaptability, and their propensity to remain with the organization, reducing turnover costs and facilitating skill and knowledge development over time. It is important to recognize that the relationship between organizational commitment and job performance is influenced by various factors, such as an employee's personality, the nature of their job, and the organizational context. Building on this body of research, the following hypothesis is proposed: Hypothesis 2.1: In accordance with the findings of Meyer, Stanley, Herscovitch, and Topchik (2002) and considering the complex interplay of factors, it is hypothesized that organizational commitment has a positive impact on job performance.

Result

The distribution of respondents is based on several variables. The variables include gender, age, tenure, status, educational level, and position. The data is presented in terms of frequency and percentage. Regarding Gender, there were 297 (47.7%) male respondents, 324 (52.0%) female respondents, and 2 (0.3%) respondents who identified as Other. In terms of Age, 434 (69.7%) respondents were between the ages of 25 and 40, born between 1981 and 1994/6. Meanwhile, 188 (30.2%) respondents were between the ages of 6 and 24, born between 1997 and 2012/2015. Tenure, the largest group of respondents had been working for 1 to 3 years, with 262 (42.1%) respondents falling into this category. Additionally, 103 (16.5%) respondents had been working for less than a year, 101 (16.2%) had been working for 4 to 5 years, 30 (4.8%) had been working for 6 to 7 years, 34 (5.5%) had been working for 8 to 9 years, and 93 (14.9%) had been working for more than 10 years. Status, 369 (59.2%) respondents were single, 236 (37.9%) were married, and 18 (2.9%) were divorced.

In terms of educational Level, most respondents had a bachelor’s degree, with 415 (66.6%) falling into this category. Additionally, 194 (31.1%) respondents had a High school/Vocational School education, 2 (0.3%) had a master’s degree, and 12 (1.9%) had another education. Position, the largest group of respondents worked in the Production & sample department, with 339 (54.4%) respondents falling into this category. Additionally, 105 (16.9%) respondents worked in the QC department, 69 (11.1%) worked in other departments, 56 (9.0%) worked in the Merchandiser department, 26 (4.2%) worked in the Stone department, 16 (2.6%) worked in the Designer department, and 12 (1.9%) worked in the Sorter department.

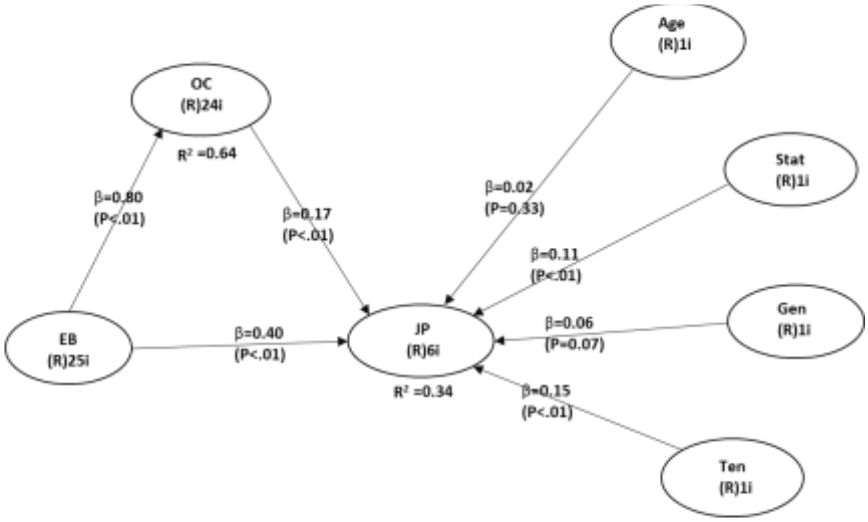
A correlation of 0.788 between EB and OC indicates that these two constructs are strongly positively correlated. This means that people who score high on EB also tend to score high on OC, and vice versa. A correlation of 0.429 between JP and OC indicates that these two constructs are moderately positively correlated. This means that there is a moderate relationship between people's scores on JP and OC. A correlation of -0.099 between Age and Stat indicates that these two constructs are weakly negatively correlated. This means that people who are older tend to score lower on Stat, and vice versa. It is important to note that correlation does not equal causation. Just because two variables are correlated does not mean that one causes the other. For example, the correlation between EB and OC could be because both constructs are measuring the same underlying construct, such as intelligence. To determine whether there is a causal relationship between two variables, it is necessary to conduct a controlled experiment.

Table 1 Correlation statistics for all constructs

	EB	OC	JP	Age	Stat	Gen	Ten
EB	1						
OC	0.788**	1					
JP	0.529**	0.429**	1				
Age	0.097	0.111	0.055				
Stat	-0.017	0.028	-0.099	0.021	1		
Gen	-0.064	-0.048	-0.060	0.017	-0.041	1	
Ten	0.030	0.027	-0.055	-0.021	0.217	-0.159	1

Job Performance (JP). It has a significant positive direct effect on Job Satisfaction (JS) with a path coefficient of (β = 0.15; *p* =0.001). This suggests that higher job performance is associated with increased job satisfaction. It has a significant positive direct effect on Organization Commitment (OC) with a path coefficient of (β = 0.18; *p* =0.001).

This indicates that higher job performance is linked to greater organizational commitment. It has a significant positive direct effect on Job Engagement (JE) with a path coefficient of (β = 0.59; *p* =0.001). This implies that higher job performance leads to higher levels of job engagement. It has a positive direct effect on Perceived Employer Branding (PE) with a path coefficient of (β = 0.13; *p* =0.001). This means that higher job performance is associated with a positive perception of the employer's brand. Job Satisfaction (JS). It has a significant positive direct effect on Organization Commitment (OC) with a path coefficient of (β = 0.79; *p* =0.001). This suggests that higher job satisfaction is related to greater organizational commitment. This indicates that higher organizational commitment leads to higher levels of job engagement. It has a small positive direct effect on Perceived Employer Branding (PE) with a path coefficient of (β = 0.03; *p* =0.05). This suggests that higher organizational commitment is slightly associated with a more positive perception of the employer brand. Job Engagement (JE), It has a significant positive direct effect on Perceived Employer Branding (PE) with a path coefficient of (β = 0.59; *p* =0.001). This implies that higher job engagement is associated with a more positive perception of the employer brand.



The hypothesized model is that perceived employer branding (EB), organizational commitment (OC), and job performance (JP) are all positively correlated. The control variables are age, status, gender, and tenure.

The results of the SEM analysis show that the hypothesized model is supported. The path coefficients between EB and OC, EB and JP, and OC and JP are all statistically significant. This means that perceived employer branding has a positive impact on organizational commitment, perceived employer branding has a positive impact on job performance, and organizational commitment has a positive impact on job performance.

The control variables did not have a significant impact on any of the relationships. This means that the relationships between EB, OC, and JP are not affected by age, status, gender, or tenure.

Overall, the results of the SEM analysis provide support for the hypothesis that perceived employer branding, organizational commitment, and job performance are all positively correlated.

The path coefficient between EB and OC is 0.80, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in perceived employer branding, there is an 0.80 unit increase in organizational commitment.

The path coefficient between EB and JP is 0.40, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in perceived employer branding, there is a 0.40 unit increase in job performance.

The path coefficient between OC and JP is 0.17, which is statistically significant at the $p < 0.01$ level. This means that for every one-unit increase in organizational commitment, there is a 0.17 unit increase in job performance.

The results of the SEM analysis suggest that perceived employer branding is an important factor that can influence organizational commitment and job performance. Organizations that want to improve their employees' commitment and performance should focus on creating a positive employer brand.

Conclusion and discussion

The study investigated the impact of perceived employer branding (EB) on organizational commitment (OC) and job performance (JP). The study used a structural equation modelling (SEM) approach to analyse data from a sample of employees.

The results of the study showed that EB had a positive impact on OC and JP. This means that employees who have a positive perception of their employer are more likely to be committed to the organization and to perform well in their jobs.

The study also showed that OC had a positive impact on JP. This means that employees who are more committed to their organization are more likely to perform well in their jobs.

The study's findings have important implications for organizations. They suggest that organizations can improve their employees' commitment and performance by creating a positive employer brand. There are several ways that organizations can create a positive employer brand included, communicating the organization's values and culture to employees, providing employees with opportunities for growth and development, creating a positive work environment, treating employees fairly and with respect, and offering competitive compensation and benefits.

By taking these steps, organizations can create a positive employer brand that will attract and retain top talent, improve productivity, and boost employee engagement.

Overall, the study's findings suggest that perceived employer branding is an important factor that can influence organizational commitment, job performance, and other outcomes. By creating a positive employer brand, organizations can improve their employees' commitment and performance, attract and retain top talent, and boost their reputation. In addition to the above, the study's findings have some limitations. The study was conducted in a single organization, so the results may not be generalizable to other organizations. The study also used self-reported data, which is subject to bias. Future studies should replicate the study in different organizations and use multiple data sources to confirm the findings. Despite these limitations, the study's findings provide valuable insights into the impact of perceived employer branding on organizational commitment, job performance, and other outcomes. The findings can be used by organizations to improve their employee engagement and productivity.

The implication based on the findings of this investigation suggest that organizations should focus on creating a positive employer brand. This is because a positive employer brand can lead to a few benefits, such as increased employee commitment, improved job performance, and enhanced reputation. This investigation also suggest that organizations should invest in employee engagement initiatives. This is because employee engagement is closely linked to organizational commitment and job performance. Also, this investigation is important for both organizations and job seekers. Organizations can use the findings to improve their employer brand and attract and retain top talent. Job seekers can use the findings to identify organizations with a positive employer brand and make informed decisions about where to apply for jobs. The implications of this investigation are far-reaching and have the potential to impact organizations in a few ways. By understanding the impact of perceived employer branding on organizational commitment and job performance, organizations can take steps to improve their employer brand and achieve their strategic goals.

Contribution

One of the primary contributions of this study is the identification of causative relationships between perceived employer branding, organizational commitment, and job performance. It establishes that a positive perception of the employer branding leads to higher organizational commitment and job performance. Additionally, it confirms the positive relationship between organizational commitment and job performance. These findings help organizations understand the mechanisms through which these factors influence each other. The study provides valuable insights for organizations. It suggests that they can enhance employee commitment and performance by focusing on creating a positive employer brand. The specific strategies mentioned, such as communicating values, offering growth opportunities, creating a positive work environment, and fair treatment, can serve as practical guidelines for organizations aiming to improve their employer branding. The study highlights the importance of perceived employer branding in attracting and retaining top talent. Organizations can leverage this information to strategically improve their branding efforts, thereby increasing their ability to attract high-quality employees and reduce turnover rates. By establishing a link between OC and JP, the study underlines the importance of fostering organizational commitment to enhance job performance. This knowledge can be used to design interventions and strategies to boost employee engagement and, consequently, productivity. A positive employer brand not only impacts internal factors but also affects an organization's external image. This study underscores the role of employer branding in enhancing an organization's reputation, which is vital in today's competitive job market.

Implication

The implications drawn from this study are significant for both organizations and job seekers, as well as for the field of organizational management and psychology. Here are the key implications based on the study's findings:

1.Organizations Should Focus on Positive Employer Branding

The primary implication is that organizations should invest in creating a positive employer brand. A strong and positive employer brand can lead to several benefits, including increased employee commitment, improved job performance, and an enhanced reputation. To achieve this, organizations can adopt strategies like communicating their values and culture, providing growth opportunities, creating a positive work environment, ensuring fair and respectful treatment of employees, and offering competitive compensation and benefits.

2. Investing in Employee Engagement Initiatives

The study highlights the close relationship between employee engagement, organizational commitment, and job performance. Therefore, organizations should prioritize employee engagement initiatives to foster commitment and boost overall job performance. This could involve activities such as recognition programs, mentorship, training and development opportunities, and open communication channels.

3. Attracting and Retaining Top Talent

By understanding the impact of perceived employer branding on employee commitment and performance, organizations can actively work on improving their employer brand. This, in turn, can make them more attractive to top talent, helping them to not only attract but also retain high-quality employees. In a competitive job market, a positive employer brand can be a significant advantage.

4. Reputation Management

The study highlights that a positive employer brand doesn't just affect internal factors but also external ones, like an organization's reputation. Organizations should be aware of the impact their brand has on their image in the broader community and take steps to manage and enhance their reputation. This can influence how they are perceived by customers, partners, and potential employees.

5.Informed Job Seeker Decisions

Job seekers can use the findings of this study to make informed decisions about where to apply for jobs. They can assess an organization's employer branding efforts to gauge whether it aligns with their career goals, values, and expectations. This can lead to better job satisfaction and career fit.

6.Interdisciplinary Considerations

The study demonstrates the interdisciplinary nature of employer branding, organizational commitment, and job performance. Organizations should recognize that these concepts are interrelated and involve aspects of psychology, marketing, and human resources. A holistic

approach to managing employees can lead to better outcomes.
7.Continuous Research and Validation
The study's acknowledgment of its limitations encourages further research and validation in diverse organizational contexts and with various data sources. This highlights the importance of ongoing research in this field to refine and expand our understanding of the relationships between employer branding, commitment, and performance.

Further research

1. Replication Across Diverse Industries and Settings

Conducting similar studies in various industries and organizational settings can help determine the generalizability of the findings. Different sectors may have unique dynamics that influence the impact of employer branding on commitment and performance.

2. Longitudinal Studies:

Long-term studies tracking changes in employer branding, commitment, and performance over time can provide insights into the causality and persistence of these relationships. This would help in understanding how the effects of employer branding evolve.

3. Cultural and Cross-Cultural Factors:

Investigating the role of cultural and cross-cultural factors in the perception of employer branding, commitment, and performance would provide a deeper understanding of these relationships, particularly in global organizations.

4. Employee Segmentation:

Research can explore how different segments of employees, such as age groups or job roles, respond to employer branding and whether certain strategies are more effective for specific employee groups.

5. Qualitative Approaches

Qualitative studies, through in-depth interviews or focus groups, can help uncover the underlying mechanisms and individual experiences related to employer branding, commitment, and job performance.

6. Effect of Crisis and Change

Understanding how employer branding is impacted during times of organizational crisis or significant change and how it influences commitment and performance during these periods could be a valuable research area.

7. Technological Advancements

As technology continues to shape the world of work, investigating the role of technology, such as social media or online platforms, in shaping employer branding and its impact on commitment and performance is increasingly relevant.

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