

The Role of Employer Brand on E-Recruitment during COVID-19 in Egypt

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Abstract

This research aims to explore the role of using employer branding on E- the recruitment process. The research question is raised whether a relationship between employer branding and the E-recruitments process and E-WOM through LinkedIn. This research was laid out through a combination of qualitative and with quantitative questionnaire design. The data collection methods entailed online and offline questionnaires. In order to explore the impact of Employer-branding on E-recruitment. This research adopted a quantitative methodology and data was collected through an online and offline questionnaire measuring the job seekers' perception (attraction, intention, and time) of companies in Egypt with a sample of 385 respondents. results were analysed using the (Minitab) program The research concluded that there is a relationship and an effect between Employer branding and its dimensions and the E-recruitment of job seekers in Egypt under study.

Keywords: **EB:** Employer branding, **ER:** Electronic recruitment, **E-WOM:** electronic word of mouth, **SM:** social media



Introduction

The employer brand is the most powerful tool for attracting; engaging and retaining the right employees that will help leaders grow their organization. In principle, brands can be seen as a set of symbols representing various ideas and attribution employer's net result which is the public image, character, or personality of an organization. Employer brand is understood as a brand which differentiates it from other competitors in the employment market. (Kenna,2014) LinkedIn has features that facilitate the recruitment procedure and make searching for prospective employees or employment opportunities much simpler as opposed to sites such as Facebook and Twitter. Companies nowadays must distinguish themselves from their competitors not only on products or services but also as an employer (Mireille ten Broek 2015) Intense competition in the industry has made it crucial for companies to have high visibility for their brand in the market.

Branding has emerged as a key tool to create brand awareness, and brand identity, elucidating to customers the value-added benefit of buying a product. The dearth of availability and difficulty in finding the right candidate for the job profile has made the employers consider and promote themselves as an ideal brand to get the potential candidates with the required Knowledge, skill, and ability. Employer branding is a key strategy which is adopted by most companies to gain job seekers' attention with quality credentials (Manjunath S, Chaitra 2019) to enhance the usage of technology to attract prospective people.

The aim of the research

To explore and discuss the importance of employer branding for the E-recruitment process (attraction, intention, and time) Through Electronic Word of Mouth on LinkedIn.

Research Background

(Backhaus, 2016) Discussed the idea of employer branding was first developed by Amber and Barrow in the year 1996 by aligning the application of marketing techniques to the process of recruitment and retaining the application of branding principles to HRM has been called employer branding (Almıaçık & Almıaçık, 2012. Gilang, Pradana, Saragih, & Khairunnisa,2018). Companies are always concerned about employee's opinion and retention as well as their perception towards the company. (Dabirian et.al., 2016).

❖ Literature review

a) Employer Branding

Ambler and Barrow (1996) define employer brand to be "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company". Backhaus and Tikoo (2004) continue defining employer branding to mean that a firm takes to promote a clear view of what makes it desirable inside and out as an employer to attract potential employees. (Otake, 2015) Employer branding can be explained as process of developing the perception of the brand for the audience and making it that much unique so that it could be differentiated from its competitors. (Sullivan, 2004) Employer branding produces a reflection of the organization which portrays the organization as a comfortable place to work (Dawson, 2013) Brands are an organization's main precious resource. (Sokro, 2012) employer brand that "identifies an organization in the marketplace and makes it unique. (Backhaus & Tikoo, 2004) applying brand marketing principles to HRM is called Employer Branding.

b) Company image

The corporate image is the perception that members of different groups link to the company and represents all the information (perceptions, inferences, and beliefs) about the corporate these groups hold (Martenson, 2007). Image – Image is how external target groups perceive the company as an employer (Rebecca Boyko 2014). It is observable that the image of the organization is referred back to the results of a good employer based on the efforts established by an organization to be distinctive among others. The



employer's image is the result of employer brand efforts to build a brand association that relates the organization to a specific set of values, benefits, and behaviours (Backhaus and Tikoo, 2004). Employer brand image is the perception of what "Individuals believe about potential employers, and job seeker's memories and associations regarding an organization" (Cable & Turban 2001, 123).

c) Company Reputation

Corporate reputation may play an important role in attracting applicants (Cable and Turban 2003; Fombrun 1996) because corporate reputation is a prospective job applicant's perceptual representation of a firm's overall appeal compared with other firms (Fombrun 1996). Reputational capital/asset may provide a competitive advantage over competitors by making firms more attractive to potential employees because, in the absence of complete information about job attributes, job seekers use a firm reputation to make inferences about the unknown job attributes ('reputations may sometimes be more salient than the true state of affairs' (Teece, Pisano and Shuen 1997, 521). Reputation in conjunction with branding may well be assessed from the organization's perspective from the inside (Davies and Chun 2002). A strong corporate brand identity can help companies to attract better and more qualified applicants, directly or indirectly (Melewar 2003).

d) 1-4 Brand Association

Brand associations consist of anything that is linked in memory to a brand and that may contain meaning for consumers (Aaker 1991, 1996). According to Keller (1993), associations can be created from various sources, such as advertising. They can also result from inferences of other associations that already exist in customers' minds. For example, the quality of a brand in some situations can be inferred from the price of that product/service. For a new customer, these sources can inform beliefs about a particular brand. However, customers' experiences are the strongest creators of brand associations, which only occur for existing customers who have used the brand (Berry 2000).

e) Electronic -Word of Mouth (E-WOM)

E-WOM is considered a prominent form of social influence that affects the consumers' perceptions of the products/services adoption process (Bock et al., 2012). E-WOM takes place on different platforms in different forms (Pasternak, Veloutsou, & Morgan-Thomas, 2017). On LinkedIn, eWOM takes the form of users sharing, commenting, or liking content as well as adding individuals to their professional network and exchanging messages with them (Roulin & Levashina, 2019). As job seekers mostly only have limited and ambiguous information about organizations, they are effective to opinions of others to influence them in their job choice (van Hoyer, 2013).

f) LinkedIn

Mc Kenna (2014) noted that LinkedIn has features which facilitate the recruitment procedure and make searching for prospective employees or employment opportunities much simpler as opposed to sites such as Facebook and Twitter. The increased advantages of Social Network Sites for recruitment such as the low cost and the possibility to view online profiles have influenced professionals to adopt these sites, thereby transforming how employers attract and recruit qualified individuals (Cülcüloğlu, 2013). (Claybaugh and Haseman, 2013) LinkedIn focus on professionals it becomes imperative to understand how representatives of the companies are involved in recruitment and selection. The main idea behind LinkedIn is to provide a social networking platform for recruiters and job seekers to support recruitment activity. Their vision is to create economic opportunity for every member of the global workforce. Their motto is to provide a social media channel for working professionals to increase their productivity and make them more successful, which in turn makes the organizations more profitable. Thus, enabling economic growth worldwide. LinkedIn has more than 646 million users worldwide. (LinkedIn, 2019).



One of the main reasons for more usage of LinkedIn among other social networking sites is that LinkedIn relates to the public as almost exclusively for building professional relationships, which is not the case with Facebook and Twitter, which are more general social media (Zide et al., 2014). There were **5432000** LinkedIn users in **Egypt** in **September 2021** which accounted for **5.1%** of its entire population. People aged **25 to 34** were the largest user group (**2 900 000**). The LinkedIn profile is organized in the form of a list much like a CV and includes information concerning skills, recommendations, and endorsements, together with a profile photo, “who’s viewed your profile”, and notes about previous experience, achievements, and education (Heynes, 2015: 25; Basak and Calisir, 2014: 1156; Zide, Elman and Shahani-Denning, 2014: Van Dijck, 2013: 208).

g) E-Recruitment

E-recruitment, also known as online recruitment, is the practice of using technology and in particular web-based resources for tasks involved with finding, attracting, assessing, interviewing, and hiring job candidates. E-recruitment came to the fore as a better tool for communication (Mooney, 2002). The main purpose of recruitment is to identify and attract potential employees (Yas A. Alsultanny, Mona F. Alotaibi 2015).

Social Media can reduce the cost and time needed for recruitment with higher efficiency (Sajjad Hosain¹, Abu Hena Mohammad Manzurul Arefin, Altab Hossin 2020. In a comprehensive review by Lang et al. (2011), it was found 14 important drivers for companies to implement e-recruitment were recognized by scholars from 1998 to 2010 which would be listed here: (1) Cost saving (2) Time saving (3) Increased number of applicants (4) Independence of place and time -e.g., the company can establish an assessment for applicants easily (5) Recruiting qualified staff more easily (6) Improved employer image

E-recruitment is increasing among organizations due to the cost reduction inside of the applicant pool proficiently (Leonard, 2000). Pin, Laorden and Saenz-Diez (2001) as cited in Kumar and Priyanka (2014), recorded that of 167 firms in Europe in which 83% were showing higher performance and were using online HR practices. In those firms, 44% were those who used e-recruitment to attract candidates for vacant positions. The author advised private organizations to emphasize E- Recruitment because it attracts the pool of potential candidates by saving time and gaining much profit (Khan et al., 2013). The decision of potential applicants to apply for a job could be affected by the source/medium of recruitment (Blackman, 2006). The companies that use their corporate website for recruitment, are either a well-known brands as an employer or take measures to drive job seekers to their websites. Acquiring the best talent involves the planning, sourcing, assessing, hiring, and onboarding of top talent. Automating the Recruitment Processes helps companies in implementing the Best Practices of recruitment and hiring the best talent available in the market. (Aastha Tyagi 2012).

h) Employer Branding & E-Recruitment:

Academic interest in employer brands has mirrored corporate interest. Whilst authors have used several terms to address the concept – i.e., “employer attractiveness” (Berthon et al., 2005), “recruitment image” (Gatewood et al., 1993) or “employer brand image” (Rampl and Kenning, 2014) this study uses the term “employer brand”, defined as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Ambler and Barrow, 1996, p. 187, emphasis added). (Martin et al.2005) define Employer Branding as the way people evaluate a company as an employer, as well as the way the organization exposes itself, also as employer branding aims at building an image in the minds of the potential employees that the company, above all others, is a ‘great place to work’ (Ewing et al. 2002).

In studying brands’ influence on HRM functions, a majority of HRM research has largely focused on corporate brands and its impacts (Kim, York, and Lim 2011). (e.g., DelVecchio et al. 2007) explain that brands are expected to impact opinions about a firm. For many new job seekers, the first point of interaction with companies’ Employer branding is a mix of the principles of marketing namely attracting, engaging,



and retaining employees by offering a mix of employment opportunities decided by the HR (Ambler & Barrow, 1996; Minchington, 2015). (Ambler and Barrow 1996) define employer branding as ‘the package of functional, economic and psychological benefits provided by employment, and identified with the employing company’.

In an employment context, Employer Brand Equity represents a cumulative evaluation of a package of benefits that reflects the value of being an employee of a company. The employer branding effort focuses on promoting this value internally (to existing employees) and externally (to potential employees) to make the organization a desirable place to work (Backhaus and Tikoo, 2004; Chhabra and Sharma, 2014).

The roots of employer branding theory originated in recruitment research and studies related to employer image and reputation (Theurer, Tumasjan, Welpe, & Lievens, 2018). The goal of an employer brand is to convey what the organization stands for in the market. While the usage of the corporate brand is to influence customers, the usage of employer brand is to influence potential employees (Backhaus, 2016).

❖ Statement of the problem

Many companies in Egypt nowadays they didn't aware of employer branding, and how it will be affecting the E-recruitment process (attraction, intention, time). Many companies in Egypt with their HR divisions invest a significant amount of money and time to attract employees. (Capelli, 2000). To tackle these problems, companies need to understand employer branding and its role and create strong employer branding.

❖ Purpose of the study

purpose of this thesis is to analyse the role and importance of Employer Branding in a company for the E-recruitment process for intention and attraction for job seekers and save time.

To be a helpful source for understanding the importance of Employer branding, changing in HR process in many companies in Egypt the adoption of a change that goes viral. It particularly focuses on how (EB) has come to impact the E-recruitment process in Egypt, especially time of COVID-19.

❖ Research Objectives

A research objective is a clear, concise declarative statement which provides direction to investigate the variables under the study (jaikumar,2018).

- 1-Exploring the role of Employer Branding in E-recruitment process in companies in Egypt
- 2-Identify the importance of Employer Branding for companies in Egypt.
- 3-Explaining the relationship between Employer Branding and the E-recruitment process with the mediating role of E-WOM through LinkedIn

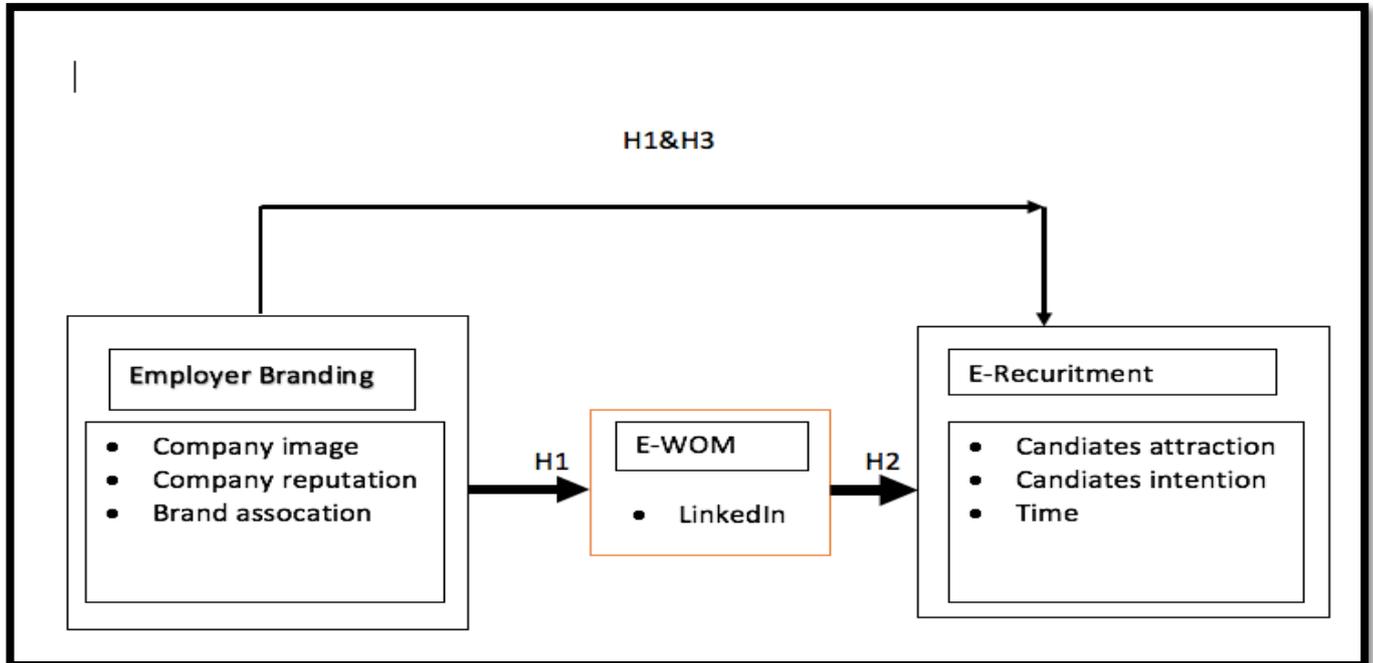
❖ Research Questions

- To achieve the research objectives mentioned earlier, this study aims to answer the following research questions:
- Research Question 1: What is the impact of (EB) dimensions in measuring attitude towards E-recruitment process dimensions?
- Research Question 2: There is a significant relationship between (EB) and E-recruitment process
- Research Question 3: Does the effect of (EB)dimensions affect attitude towards E-recruitment dimensions?
- Research Question 4: is there a significant relationship Mediating E-WOM through LinkedIn in companies in Egypt has a significant effect on the relationship between (EB) dimensions and the E-recruitment process



❖ **Conceptual framework**

The following Model in Figure (1-1) illustrates the relationship between Employer Branding dimensions and E-Recruitment dimensions in companies in Egypt, with mediator E-WOM it will also measure the intervening role of LinkedIn on the above relationship



❖ **Hypothesis of the study :**

- H1:** There is a positive relationship between employer branding on E-Recruitment.
- H2:** There is a positive relation of employer branding dimension on E-WOM for job seekers.
- H3:** There is a positive relation between E-WOM through LinkedIn on the E-Recruitment dimension for
- H4:** The effect of employer branding on E-recruitment increases by mediating (E-WOM) through LinkedIn for job seekers.

❖ **Research design & Methodology**

Based on the nature of this research, used the descriptive analytical approach. In social sciences descriptive approach is used when the researcher has no control over the variables, he only describes what has happened or what is happening, while in the analytical approach the researcher must use facts or information already available, and analyse these to make a critical evaluation of the material, which means that the researcher has gathered information about existing conditions at the time of study then he explained the causes of these phenomena (Kumar, 2008).

a) Research Design

The following research is the steps followed to conduct the research:

The first phase: Includes developing the research proposal that contains identifying and defining the problem, establishing the objectives of the research, and developing of the research plan. The second phase: The researcher started developing a questionnaire including the determining variables to be measured. Then





the questionnaire was evaluated and reviewed. The third phase: This phase is focused on the modification of the questionnaire design, by distributing the questionnaire to the pilot study, to test and prove that the questionnaire questions are clear to be answered in a way that helps to achieve the objectives of the research. The fourth phase: It is about publishing the questionnaire on social media. This electronic questionnaire was used to collect the required data from job searchers in Egypt and was published on employment pages, and groups on LinkedIn, and Facebook, 385 questionnaires were collected from the research population. The fifth phase: Is about conducting data analysis and discussion by using Statistical Package for the Social Sciences (MINITAB). The sixth phase: The final phase includes the conclusions and recommendations based on the analysis of the data.

b) Data Collection

The data collected by the researcher was mainly from primary and secondary resources: Primary resources: To address the analytical framework of the study, a structured electronic questionnaire was distributed to the target group. Respondents were asked to provide opinions on the variables of this research, such as type of social media, ease of finding social media, degree of responsiveness, and purpose of using social media. The researchers considered the preparation and formulation of the questions and their sequence and order in a logical situation and suitability to undergo statistical processing tools. The questionnaire was built according to the following steps:

- Before writing the terms and questions of the study questionnaire, then researchers reviewed the educational literature and previous relevant studies and used them to build the study tool.
- Presentation of the tool in its preliminary form to the scientific supervisor of this study and his guidance played a major role in building the questionnaire and modifying its wording.
- The researcher gave some sections of the questionnaire weights according to the scale of the five-dimensional Likert represented in figures (1, 2, 3, 4, 5), respectively.

c) Statistical Methods

To analyse the study problem and prove the four main hypotheses and (9) sub-hypotheses emanating from them and achieve the objective of the study researcher distributed (420) and collected (420) questionnaires feedback which are complete, i.e., no missing data in the questionnaire. The researcher enters the data in the programs (Minitab 18) and analyses the data collected and tests hypotheses through the following statistical methods:

- The filtration process through screening questions to make sure that we are targeting the right characteristics of sample size in the population (they are searching for a job, have a LinkedIn account, use a LinkedIn account)
- The Cronbach's alpha is used to calculate the reliability of all constructs of the questionnaire which include study variables the independent variable (Employer Branding) and its dimension, the mediator variable (E-WOM through LinkedIn) and the dependent variable (E-recruitment) and its dimensions
- Calculation of mean and standard deviation and gap for job seekers' perception
- Checking the relationship between the variables of the study through calculation of the Pearson correlation coefficient between them and testing the effect between these variables and testing the hypotheses through using simple and multiple regression models between them.

❖ Results and Discussion

The reliability of all constructs measured by Cronbach's alphas has a higher degree that ranges between (0.688, 0.897), which is larger than (0.6) (a level considered "acceptable" in most social science research). Evaluation of the study variables by using mean and standard deviation proves that, job seekers' perception for the independent variable (EB) and its three dimensions (company image, reputation, association), mediator variable (E-WOM), and dependent variable (ER) and its three dimensions



(attraction, intention, time) are moderate, There is a significant relationship between EB and ER in companies in Egypt".

Pearson correlation coefficients show that there is a positive relationship between the independent variable (EB) and dependent variable (E-recruitment) in companies in Egypt which equal (0.699) at level of significance equal (0.000), while Pearson correlation coefficients for (ER) and its three dimensions (attraction, intention, Time) with EB are equal (0.634, 0.549, 0.639) respectively at the same level of significance that equal (0.000). these results consistent with (Norman Rudhumbu, Golden Chikari, Douglas Sivotwa, 2014) importance of the use of employer branding strategies practices as key push or pull factors as far as the attraction and retention of employees. (shazaia khald, shahnila Tariq, 2015) The company B which is using employer branding strategy have highly positive association than company A which is not using employer branding strategy. (Sivertzen, Nilsen and Olafsen ,2013) emphasized that employer branding is based on attractiveness, reputation of the organization and attracting of potential talent. Applying four simple regression between EB and ER and its three dimensions proved the effect of (EB) on (E-recruitment) in companies in Egypt through using a simple regression model between them, prove that the model is significant through (P value and F distribution) ,and the effect is evaluated through coefficient of determination $[(R)^2=0.488]$ that means (48.8%) of the changes in the dependent variable (E-recruitment) in companies in Egypt returned to the changes in the independent variable (EB), and three simple regression models for ER dimensions showed that $[(R)^2]$ equal (0.402, 0.301, 0.409) respectively and it's clear that the employer branding has the highest effect on the third dimension (time), while has the lowest effect on second dimension (intention).

This results compatible with "Employer brand image has been shown to influence a potential job applicant's intentions to apply to a firm" (Ehrhart and Ziegert, 2005; Fombrun and Shanley, 1990; Rynes, 1991).proved the correctness of the second main hypothesis which states "There is a significant relationship between EB and E-WOM through LinkedIn in companies in Egypt", and confirmed this by proof the correctness of the three sub-hypotheses emanating from it and which proved through Calculation of Pearson correlation coefficient between them and using four simple regression models between them. By calculate Pearson correlation its proved that there is a positive relationship between EB and its three dimensions (image, reputation, association) and E-WOM through LinkedIn. Egypt which equal (0.699) at level of significance equal (0.000), while Pearson correlation coefficients for the three dimensions (image, reputation, brand association) of employer branding are equal (0.666, 0.627, 0.651) respectively at the same level of significance that equal (0.000). this consistent with previous research (Awo Ama Dede Quartey, 2017)'the employer brand is the image that the company can reflect, it is the word-of-mouth effect too because if someone has already had an experience".

Applying four simple regression between EB and its dimensions (image, reputation, association) and E-WOM to prove the effect of (EB) on (E-WOM) in companies in Egypt, prove that the model is significant through (P value and F distribution) ,and the effect is evaluated through coefficient of determination $[(R)^2=0.488]$ that means (48.8%) of the changes in the independent variable (EB) returned to the changes in E-WOM through LinkedIn , and three simple regression models for EB dimensions showed that. $[(R)^2]$ equals 44.3%, 39.4%, 42.4%) respectively by calculating multiple regression to know dimension effect more on E-WOM, the results proved that through (P value) which equal (0.000, 0.003, 0.015) respectively which are less than (0.05) and (T calculated) which equals (5.92, 2.99, 2.43) respectively which are greater than (T tabulated) (1.966).its clear company image has greatest effect on E-WOM. Which The findings of this research are same when compared to other research (Patrick Kissel, Marion Büttgen, 2015), "with employer attractiveness largely depends on a holistic evaluation of a company in terms of its corporate image; it is not a quick process determined by specific job-related information gathered in social media. Proved the correctness of the third main hypothesis which states " There is a significant relationship between E-WOM and E-recruitment in companies in Egypt and confirmed this by proof the correctness of



the three sub-hypotheses emanating from it and which proved through: Calculation of Pearson correlation coefficient between them and using four simple regression models between them.

By calculate Pearson correlation its proved that there is a positive relationship between E-WOM and (E-R) and its three dimensions (attraction, intention, time). which equal (0.699) at level of significance equal (0.000), while Pearson correlation coefficients for the three dimensions (attraction, intention, time) of ER are equal (0.590, 0.628, 0.587) respectively at the same level of significance that equal (0.000). its clear E-WOM has a greatest effect on job seeker attention. This result not consistent (Mehrad and Mohammadi, 2017). e-WOM does not have a direct influence on jobseekers' intentions in the presence of other variables concerning the acceptance of e-recruitment, but consistent with (Davinder Kaur and Rajpreet Kaur, 2022)., e-WOM has a significant influence on the intentions of jobseekers in the absence of other constructs. This result is supported by the conclusions of Jalilvand and Samiei (2012a). By applying four simple regression between E-WOM and ER and its dimensions (attraction, intention, time) to prove the effect of (e-WOM) on (ER) in companies in Egypt, prove that the model is significant through (P value and F distribution) ,and the effect is evaluated through coefficient of determination (47.3%) of the changes in the dependent variable (E-recruitment) in companies in Egypt returned to the changes in the mediation (E-WOM) and this proof the third main hypothesis. , and three simple regression models for EB dimensions showed that. [R^2 equals 0.348, 0.394, 0.345) respectively its clear from the results E-WOM has greatest effect on intention of job seeker by The results of this section agree with (Xie and Stevenson, 2014) in many points like; the users usually are trying to get more information about institution through its social media websites, through the comments and posts in social media employees can influence friends to apply for the company they are currently working in, offering incentives for users to engage in interactions is an effective approach to attract users. This can be explained by the new trend of job searching behavior to find information about the institution on the internet and social media before applying to jobs in it, the new trend of offering incentives on posts sharing and likes, and that the more attractive the place of social media icons the more followers the company will have.

Proved the correctness of the fourth main hypothesis which states " effect of EB on E-recruitment increases by mediating (E-WOM) through LinkedIn for job seekers. The results proved that the effect of Employer branding on E- recruitment through mediator E-WOM through LinkedIn which equal R^2 equals (56.6%), which is greater than effect of employer branding on E-recruitment and the effect of E-WOM on E-recruitment which equals R^2 (48.8%, 47.3%) respectively. That means E-WOM through LinkedIn is a partial mediator the results is proved that E-Wom through LinkedIn is pure mediator, by applying (ANOVA) test of demographics factors which shows that are no differences between them through (P value = 0.919) which is greater than (0.05) and confirmed by (F calculated = 0.08) which less than (F Tabulated =3.019), which mean that reject null hypothesis and accept alternative, which consistent with (Nariman Khalid Ajjur,2017) There is no significant differences between the mean of responses of the research sample toward using social media as a tool for employer branding due to some personal characteristics (age, scientific qualification, and employment status).

❖ Recommendations

Our study has also important managerial implications. The results show that (company image, reputation, association) have effect on (E-R), which are important to attracting and intention job seekers. Therefore, managers should cultivate, enhance, and communicate company reputation and image and association congruence between their organizations and applicants in the recruitment process. Moreover, because company reputation is the highest factor affect job seekers attraction and intention, companies should focus on their reputation. E-WOM through LinkedIn is increasing the relationship between EB and ER, so Through LinkedIn, organizations should be disseminated information about many facets of the organization and its operations both externally and internally and increase the E-WOM. companies should talk more about their products or services, because many job seekers attracted for companies with good product or services, following by company has a good reputation in the industry. Although good reviews



on linked will increase the job seeker intention, the highest answer for job seeker for was read good reviews about company through LinkedIn, so marketing and HR managers should keen to have good reviews on LinkedIn. Usage of different corporate communication tools like career pages, employee videos, games and screenings of inside activities on a company, shop window, live chats, and online events, and many more should be used to attract fresher's as well as senior hires.

❖ **Conclusion**

Our study has also important managerial implications. The results show that (company image, reputation, association) have effect on (E-R), which are important to attracting and intention job seekers. Therefore, managers should cultivate, enhance, and communicate company reputation and image and association congruence between their organizations and applicants in the recruitment process. Moreover, because company reputation is the highest factor affect job seekers attraction and intention, companies should focus on their reputation. E-WOM through LinkedIn is increasing the relationship between EB and ER, so Through LinkedIn, organizations should be disseminated information about many facets of the organization and its operations both externally and internally and increase the E-WOM. companies should talk more about their products or services, because many job seekers attracted for companies with good product or services, following by company has a good reputation in the industry. Although good reviews on linked will increase the job seeker intention, the highest answer for job seeker for was read good reviews about company through LinkedIn, so marketing and HR managers should keen to have good reviews on LinkedIn. Usage of different corporate communication tools like career pages, employee videos, games, and screenings of inside activities on a company, shop window, live chats, and online events, and many more should be used to attract fresher's as well as senior hires.

❖ **Research Limitations**

In conducting this research there were several limitations that should be acknowledged. Considering the specific and limited size of the research location and the sample of this research, the findings, and implications of this research might not be widely applicable to a greater extent. In addition to that, a disparity in indicator and items used to measure the variables of this research might affect the outcome of the statistical analysis and thus, affecting the result of this research.

❖ **Future Studies:**

There are number of recommended interesting topics that researchers can cover their future researchers:

- 1) A qualitative research approach as well as combination of quantitative and qualitative research approaches is recommended for future research, as the qualitative research for this may differ in outcome.
- 2) Studying other aspects of social media platforms effects on job searchers perception employer brand attractiveness.
- 3) Studying employer branding from the marketing aspect.
- 4) Focusing on more than one social networking website like: Facebook, wuzzuf and study its effect.
- 5) Focusing on employer brand attractiveness from the aspect of the management the organization.



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