



# **The Influence of Male Allyship on Employer Branding in the Basic Education Sector in Egypt**

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**Journal of Business Research**

**Faculty of Commerce -Zagazig University**

**Volume 47 - Issue 2 April 2025**

**link: <https://zcom.journals.ekb.eg/>**

## **The Influence of Male Allyship on Employer Branding in the Basic Education Sector in Egypt**

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### **Abstract**

This study addresses a critical gap in the literature by investigating how male allyship affects employer branding including social, developmental, application, economic, and interest values. The literature review and the exploratory study led to the development of the main hypotheses and 5 sub-hypotheses to test male allyship effect on employer branding including all its dimensions. Electronic questionnaires were used to collect data in Egypt's basic education sector. The researcher sent the survey link to a simple random sample of 384 school employees to both genders' perspectives. Spearman correlation analysis showed a significant strong positive correlation between male allyship and all employer branding dimensions. Additionally, Structural Equation Modeling (SEM) confirmed significant positive correlations between male allyship and all dimensions of employer branding, where the strongest relationship was observed for development value ( $\beta = 0.743$ ) and the weakest for economic value ( $\beta = 0.469$ ). The research results were discussed offering scientific and practical implications and recommendations to help organizations develop their reputation as inclusive and socially responsible employers. The study shows how HR managers should implement practical actions to boost employer branding by promoting allyship initiatives during recruitment, selection, and other HR processes. Finally, limitations are mentioned, based on which several future research directions are suggested.

**Keywords:** Employer branding, Male allyship, gender equity, Egyptian Education sector, Inclusive Workplace Practices, and workplace diversity

## **1) Introduction**

The constant flux of organizational environments has made the success of an organization dependent on its human capital. Therefore, scholars and practitioners are becoming increasingly aware that employer branding is critical for organizations to attract, engage, and retain top talent in a competitive labor market (Ahmed et al., 2022), and gain competitive advantage (Sivertzen et al., 2013). Employer branding is how an organization projects its image to current and future employees. It is also a key strategy for communicating a clear and realistic internal and external brand message. Its purpose is to build and transfer an organization's credibility as an attractive workplace (Kalinska-Kula, & Staniec, 2021).

Employer branding combines two organizational disciplines – branding and human resources – to provide a holistic approach to attracting and retaining the right people. A strong employer brand positions an organization as an employer that offers a better employment experience than the competition, giving a competitive advantage (Singh, & Misra, 2021). Job seekers consider corporate reputation as a source of information about working conditions (Singh, & Misra, 2021). Key elements of a strong employer brand are rewards, salary, benefits, career progression, and opportunities for added value (Jain & Bhatt, 2015). Research has shown that corporate reputation positively correlates with job application intentions, making organizations with a strong reputation more attractive in the labor market (Sivertzen et al., 2013). Reputation is socially constructed based on an organization's past and present actions (Singh, & Misra, 2021) influencing a candidate's perception.

One employer branding strategy that has recently been recognized among scholars is diversity, equity, and inclusion (DEI). DEI has become a core organizational value and has shaped the organization's reputation (Duarte et al.,

2023). One area of DEI that is specific but under-explored is male allyship. Male allyship is a key part of modern DEI strategies representing the active engagement of men in supporting gender equity initiatives by challenging discriminatory practices, amplifying marginalized voices, and advocating for inclusive policies (Smith, 2023). Unlike passive support, allyship requires sustained action, especially from men in positions of power to disrupt the existing power dynamics (Stephenson, 2024). The visible actions of male allies such as supporting fair hiring practices or championing pay transparency contribute to the broader DEI agenda within organizations (Madsen, 2021). Thus, male allyship within the DEI strategy can be seen as a key driver of employer branding.

As allyship becomes more visible it may impact how organizations are perceived by employees and their attractiveness as employers. Organizations that include male allyship in their DEI strategies may signal a strong commitment to gender equity and potentially enhance their employer brand. Despite the theoretical basis for linking male allyship to employer branding, the research is limited, especially in the basic education sector in Egypt. Given the Egyptian context where traditional gender norms and patriarchal structures still dominate the workplace (Barsoum, 2019), understanding how male allyship affects employer branding is timely and necessary. The basic education sector in Egypt faces specific challenges in recruiting and retaining talent, due to the increase in the number of schools. According to (CAMPAS, 2022) the demand to apply to private schools among students has doubled, and with it the number of schools seeking the best in the labor market. Given the critical need for schools to compete for top talent, this study seeks to explore how male allyship within DEI strategies influences employer branding in the Egyptian education sector. Therefore, Human resources teams and managers in schools need

strategies to create strong employer branding to attract potential employees and win the talent war.

The main objective of this study is to fill the gap in literature by investigating how male allyship affects employer branding including its five dimensions (social, developmental, application, economic and, interest values). Additionally, the researcher tests the level of awareness and participation of school employees male allyship and their perception of employer branding.

## **2) Literature Review and Hypotheses development**

### **Employer Branding**

Employer branding refers to the level of attractiveness of an organization as an employer in the labor market (Lievens & Slaughter, 2016). In other words, employer branding is about creating a brand that appeals to employees, making them eager to stay or to join the organization. Employer branding is the process of creating an employer image and reputation to attract, engage, and retain talented people by demonstrating the organization's unique values, culture, and employee experience (Myrä, 2022). This helps organizations stand out in a crowded market by showing their values, culture, and commitment to employee well-being (Jabeen et al., 2024). With a strong employer brand, organizations can attract top talent, engage employees, and reduce turnover.

Employer branding is a multidimensional concept, according to Berthon et al. (2005), the four main dimensions of employer branding are social value, developmental value, application value, and economic value. These dimensions reflect the different aspects of the employer-employee relationship and contribute to an organization's overall brand. First, the Social Value dimension is about the organizational culture, work environment, and the quality of relationships within the workplace. It includes factors such as supportive management, collaborative work environment, and overall inclusivity. A

positive social value makes employees feel part of the organization and contributes to a supportive environment where employees feel valued (Kumari, Dutta, & Bhagat, 2020). Second, the Developmental Value dimension refers to the opportunities for career growth and professional development, including training, mentorship, promotions, and leadership development programs. Employees are more likely to stay with an organization that has clear career progression and personal growth opportunities (Tetteh & Asumeng, 2020). The third dimension is Application Value, concerned with whether the employees perceive opportunities to apply what they have learned and to educate others in an atmosphere that is both customer-oriented and humanitarian. Finally, Economic Value is about tangible rewards, such as competitive salaries, bonuses, job security, and benefits. These economic incentives are important for attracting and retaining top talent (Kashive, Khanna, & Bharti, 2020). A strong employer brand with solid economic value offers employees not only a fulfilling career but also financial stability.

Several scholars examined employer branding antecedents as well as its outcomes. According to previous research, employer branding antecedents include organizational culture, leadership practices, and internal communication, which shape how the employer brand is perceived internally and externally (Biswas & Suar, 2016). External factors like market competition and corporate reputation also contribute to a strong employer brand (Laila & Khan, 2024). Diversity management not only shapes employees' identification with the organization but also projects corporate social responsibility, improving public reputation and competitiveness (Mazur, 2013). Diversity management has become an important part of employer branding as it aligns organizational values with corporate identity and strengthens both internal and external perceptions of the brand (Wells, Malik, & Edmondson, 2021). By

embedding diversity into employer branding, organizations build a culture of inclusion and equity, positioning themselves as socially responsible employers that can attract and retain top talent.

Internal branding is also key, as employees' perceptions of the employer brand influence their attitudes and behaviors, creating a positive work environment and aligning employee goals with organizational values (Hoppe, 2018). A strong employer brand increases employee job satisfaction, organizational identification, and commitment which in turn reduces turnover intentions and improves employee retention (Bharadwaj et al., 2022). A well-developed employer brand also increases employee engagement and organizational productivity and signals core values – such as fairness, inclusivity, and development – to external stakeholders. As diversity management became part of these branding strategies, the link to broader diversity, equity, and inclusion (DEI) initiatives became clear. In this regard, one emerging and underexplored area of DEI is male allyship which is linked to gender equity and strengthening the employer brand in today's organizations (Matuska & Sałek-Imińska, 2014).

### **Male Allyship**

Male allyship has become a key concept in the world of diversity, equity, and inclusion (DEI) particularly in organizations with a large gender imbalance. Male allyship refers to male employees using their privilege and influence to support women and gender minorities, challenge inequalities and create a more inclusive workplace (Smith, 2023). Unlike passive support, male allyship is about deliberate and visible action, such as advocating for policy change, calling out gender bias, and opening leadership opportunities (Moser & Branscombe, 2022). By acting, men can challenge the status quo and create a more inclusive culture (Beeman, 2021).

Effective male allyship includes behaviors that allow allies to initiate change effectively. One of these behaviors is advocacy, where male allies champion initiatives that promote equity such as changes to hiring and promotion practices. Visibility is another key behavior, as public display of allyship shows an ally's commitment to gender equity and encourages others to do the same (Cheng et al., 2019). Sponsorship and mentorship are also important behaviors in allyship, as male allies use their networks and influence to create career opportunities for women, especially in male-dominated fields (Beeman, 2021). Research by Madsen (2021) also shows that psychological standing – the belief that one has the right to act on behalf of underrepresented groups – is another key component of allyship.

Male allyship is influenced by several antecedents. For instance, psychological standing is where men believe they have the right and the ability to be allies (Madsen, 2021). Men with higher psychological standing are more likely to engage in allyship behaviors as they feel they can intervene in situations of bias and inequity. Awareness and Education are also important in shaping allyship behaviors. Research shows that exposure to DEI training, gender equity workshops, and bias-awareness programs increases the likelihood of men becoming allies (Moser & Branscombe, 2022). Organizational culture also plays a role in male allyship. When organizations put inclusion, fairness, and equity at the heart of their values, employees are more likely to engage in allyship behaviors (Roberson, 2019). Finally, leadership commitment is key as male leaders are often in positions of influence where their actions have a ripple effect on others. Allyship from senior leaders sends a message to the wider workforce that gender equity is a priority (Atcheson, 2018).

The outcomes of male allyship are seen at both individual and organizational levels. At the individual level, allyship creates psychological safety for women which means they experience more inclusion, less underrepresentation, and enhanced well-being (Warren et al., 2021). Women working with visible male allies feel more belonging and empowerment, which leads to higher job satisfaction, engagement, and career commitment (Moser & Branscombe, 2022). At an organizational level, male allyship impacts the organizational culture by promoting fairness, respect, and inclusivity. Stephenson (2024) argues that male allyship creates a culture of interactional justice where employees feel treated with dignity and respect. This sense of justice increases trust in leadership and perceptions of fairness (Ushakov, 2021). Male allyship also addresses the structural barriers that limit women's access to leadership roles as allies challenge discriminatory practices. Research in patriarchal societies like Egypt shows how important allyship is where traditional gender norms persist (Jewkes et al., 2015). Male allyship can be a game changer in reshaping these leadership structures and promoting equity (Madsen, 2021). These practices have the potential to influence employer branding by enhancing perceptions of fairness, social value, and development opportunities.

### **Male Allyship and Employer Branding**

Research shows that inclusive practices among employees enhance perceptions of fairness, belonging, and employee satisfaction. Such practices can also strengthen an organization's reputation. Noland and colleagues (2016) indicate that equity-driven cultures are more attractive to employees and external stakeholders. Wilson and colleagues (2021) also show that male allies who challenge gender bias create a more inclusive environment where employees feel valued. Thus, by actively supporting gender equity initiatives

male allies may help create an inclusive and supportive workplace culture which improves the social value of employer branding.

Popo-Olaniyan and colleagues (2022) mention that organizations that promote women's development build a stronger, more diverse talent pool. Sandberg and Grant (2015) also show how male leaders can address unconscious bias in promotion decisions in a culture where employee development is prioritized and supported. By advocating for mentorship, sponsorship, and leadership opportunities for women male allies help break down barriers to career progression. This support means equitable access to opportunities enabling women to progress in their careers. Therefore, Male allyship can also influence the developmental value of employer branding.

Moreover, Prime and Salib (2014) indicate that male advocacy can drive systemic change and create equal opportunities for employees to use their skills in different roles and tasks. Randel et al (2018) propose that inclusive leadership behaviors (often associated with male allyship) make employees feel empowered to use their knowledge in ways that add value to the organization and its stakeholders. Organizations that are recognized for fair practices in recruitment, task allocation, and promotion are more likely to be seen as a place where employees can use their competencies. The World Economic Forum (2020) mentions that job seekers are looking for organizations that value equity and inclusion and roles where they can use their knowledge in impactful ways. Such indications mean that male allyship may increase the application value of employer branding by creating an environment where employees can use their knowledge, share their insights, and do meaningful work that aligns with the organization's goals.

Finally, Dixon-Fyle et al. (2020) found that organizations with diverse leadership are 25% above average in profitability. The link between

diversity and economic success is also highlighted by Hunt and colleagues (2015) who indicate that inclusive leadership improves decision-making and innovation. By advocating for gender equity and supporting women in leadership roles male allies contribute to organizational success and overall business performance. Therefore, male allyship can positively influence perceptions of the economic value of employer branding by driving diversity in leadership and decision-making. In summary, male allyship is key to employer branding and may impact all four dimensions – social, developmental, application, and economic.

This relationship can further be explained through three theoretical frameworks: Social Identity Theory (SIT), Signaling Theory, and the Resource-Based View (RBV). Social Identity Theory (Tajfel & Turner, 1979) suggests individuals derive their sense of identity from the groups they belong to. By being an ally, men shape a positive organizational identity associated with fairness, equality, and inclusivity. This in turn enhances the social value of employer branding by signaling the organization values diversity and inclusivity. Signaling Theory (von Deimling et al., 2022). suggest organizations send signals to both internal and external stakeholders about their values and practices. Male allyship is a powerful signal to potential employees, particularly those who prioritize diversity and gender equality, that the organization is committed to a fair and equal workplace. This signal strengthens the organization's reputation as an employer of choice and the employer brand (Cheng et al., 2019). Finally, Resource-Based View (RBV; Collins, 2022) highlights the strategic value of intangible resources such as organizational culture and reputation. Male allyship as part of an organization's diversity and inclusion efforts is an intangible asset that can enhance the organization's reputation and employer

brand. By improving gender equity and promoting women into leadership, male allyship is a competitive advantage for the organization making it more attractive to top talent (Moser & Branscombe, 2022).

## **Research problem**

Employer branding is heavily influenced by diversity, equity, and inclusion (DEI) practices (Myrä, 2022). Research indicates that allyship behaviors increase organizational diversity by increasing inclusion (Atcheson, 2018), the foundation of building the employer brand. Additionally, Stephenson (2024) shows that male allies who move from passive endorsement to active involvement create a workplace culture seen as more equitable and supportive. In turn, perceived organizational support and justice have been proven to enhance organizations' retention and reputation (Mulang, 2022). Additionally, Ushakov (2021) indicates that interactional justice – how employees perceive fairness and respect in interpersonal interactions – strongly influences their view of the organization as a desirable employer. Allyship behaviors that promote fairness and inclusiveness have employer branding potential. Despite this interest in allyship among scholars, research on male allyship has focused on outcomes like organizational climate, employee engagement, and psychological well-being. However, male allyship influence on employer branding is an under-researched area despite the growing recognition of this relationship's potential

Furthermore, most research on allyship and DEI initiatives has focused on Western cultures, leaving a notable gap in understanding its impact on Egypt's patriarchal and education-focused labor market. Madsen (2021) demonstrates the importance of male allyship in patriarchal societies where it can challenge gender biases and increase organizational inclusion. Yet, the relationship

between male allyship and employer branding in Egypt, particularly in the education sector, is unexplored. This gap is more pronounced in regions like Egypt where gender equity challenges are more severe. While studies like Madsen (2021) and Vajda (2023) show the potential of allyship in patriarchal contexts, there is no empirical research on how allyship initiatives impact employer branding in regions like Egypt. Filling this gap can provide insights into how culturally tailored allyship initiatives contribute to employer branding. This study aims to fill this gap, making a new contribution to the allyship and employer branding literature. These research findings can inform Egypt's private education sector and improve gender inclusion, as well as practical advice for organizations operating in non-Western contexts.

### **Exploratory Study**

To further test the potential relationship between male allyship and employer branding and identify the practical problem, the researcher conducted an exploratory study including 100 male and female employees from different Egyptian schools. Before the interviews, participants were given clear definitions of male allyship and employer branding to make sure participants understood the concepts correctly. The Exploratory study aimed to explore the relationship between male allyship and employer branding, focusing on social, development, application, and economic value.

Five questions were asked to get insights into how male allyship affects the workplace and employer branding. The first question was to define male allyship in the workplace and the answers showed men's role in advocating for gender equality, supporting women's career development, and challenging biases. This established male allyship as an active not passive force in the workplace. When asked about male allyship's impact on workplace culture, 87% of participants said male allyship creates an inclusive environment

therefore adding to the social value of employer branding. When asked “How does male allyship contribute to career development, especially for women?” 95% of participants mentioned the importance of male mentors and sponsors to help women navigate professional challenges so it’s clear that male allyship contributes to the development value of employer branding. The next question was “To what extent does male allyship impact your views of fairness in the organization?” 98% of participants said male allyship increases the perception of fairness by advocating for equal opportunities for women, so it’s clear it’s connected to the application value of the employer brand. Then the study explored the impact of male allyship on the organization’s financial rewards and 83% of the answers mentioned male allyship enhances the organization’s financial rewards by signaling diversity and inclusivity so it adds to the economic value of the employer brand.

Based on the above evidence and the exploratory study results the research hypotheses were formed as follows:

**H1:** There is a positive influence of male allyship on employer branding.

**H1(a):** There is a positive effect of male allyship on social value.

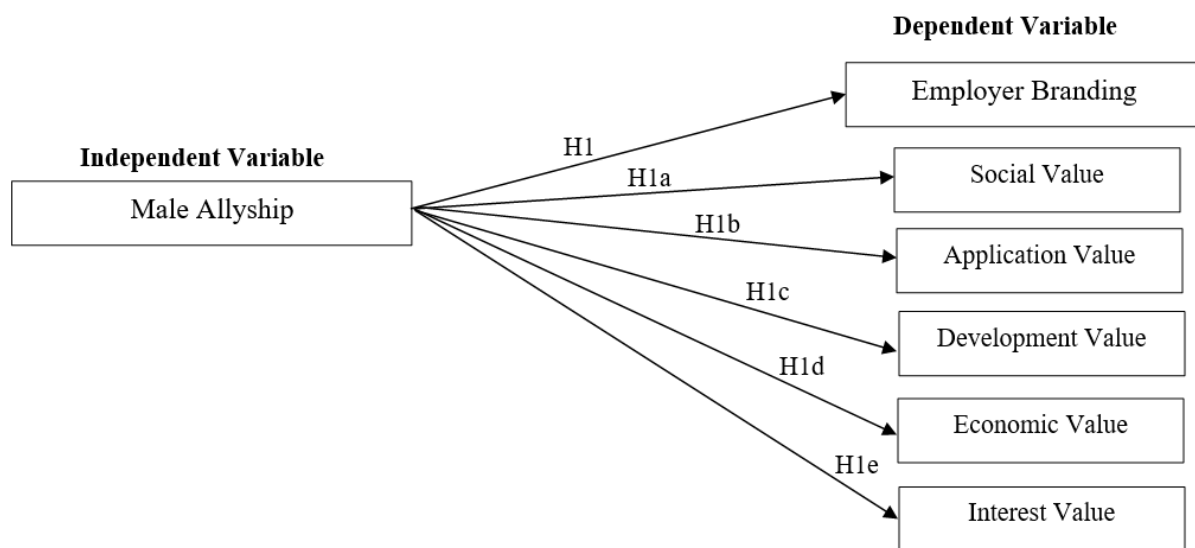
**H1(b):** There is a positive effect of male allyship on application value.

**H1(c):** There is a positive effect of male allyship on development value.

**H1(d):** There is a positive effect of male allyship on economic value.

**H1(e):** There is a positive effect of male allyship on interest value.

The research framework is represented in Figure 1



**.Figure 1: Research Model**  
 Researcher

Source: Developed by the

### 3) Methodology

#### Sampling and data collection

The study uses a quantitative approach with a cross-sectional survey to investigate the relationship between male allyship and employer branding. This design allows for large data collection and analyzes the relationship between the independent variable (male allyship) and the dependent variable (employer branding). This approach also allows testing the hypotheses and generalizing the findings in the context of the Egyptian basic education sector.

This study is very relevant to Egypt’s educational sector as it shows the positive impact of male allyship on employer branding which is very important to attract and retain top talent in schools. By implementing male allyship initiatives, educational institutions can become more attractive workplaces and thus increase job satisfaction and organizational commitment among educators and

administrative staff. Therefore, the study population includes male and female employees in the Egyptian education sector. According to CAMPAS (2022), the total number of teachers in Egyptian schools during the 2019/2020 academic year was more than 957,640 and the total number of administrative staff in the 2020/2021 academic year was around 1.8 million. Due to the large size of the population, the researcher used a simple random sampling technique to give each member of the population an equal chance of being selected in three schools located in Cairo; The International School of Choueifat, American college school, and Port Said School. This technique avoids selection bias and gives employees, from different roles and locations, an equal opportunity to participate. The sample size was 384 respondents using Krejcie and Morgan's sample size determination method to achieve 95% confidence level and 5% margin of error (Chuan & Penyelidikan, 2006)

Data was collected through an electronic survey sent to male and female employees in the Egyptian education sector. The first section of the survey measured perceived male allyship by males and females using a 19-item scale developed by Campbell (2023). Her scale measures the different elements of male allyship such as advocacy, sponsorship, visibility, and support for gender equity initiatives. The second section measured males and female perceptions of employer branding including its four dimensions using a 20-item scale adapted from Berthon et al. (2005). Participants rated each item on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

## **Measures**

To ensure the validity and reliability of the survey instrument, a pilot study was conducted with 30 participants before the full data collection. Pilot studies are essential in identifying and addressing potential issues with survey items, thus

enhancing the overall quality of the instrument (Connelly and Chang, 2016). The internal consistency of the measurement scales was measured using Cronbach's alpha, which is a widely accepted method for assessing reliability, with a threshold value of 0.70 or higher considered acceptable (Taber, 2018).

Data was run through SPSS (28) and AMOS (24) for statistical analysis. Further, the researcher conducted descriptive statistics to summarize the demographic data and main variables of the study. Descriptive analysis provides an understanding of participant characteristics and key data trends (Hair et al., 2020). Additionally, Confirmatory Factor Analysis (CFA) was also used to test the factor structure of the measurement model. CFA is a key method to ensure the validity of measurement constructs and to confirm that the items align with their corresponding latent factors (Brown, 2015).

Item loadings were checked to test if they met the 0.70 threshold, a widely accepted standard for factor loadings (Hair et al., 2020). Moreover, the Spearman correlation was used to explore the relationship between male allyship and employer branding dimensions. Spearman's correlation is appropriate for assessing the strength and direction of relationships between ordinal or non-normally distributed variables, as it is suitable for non-parametric data and ordinal measures, making it appropriate for Likert-scale responses (Mukaka, 2018).

Structural Equation Modeling (SEM) was used to test the overall model and the relationship between male allyship and employer branding dimensions. SEM is a statistical technique used to analyze multiple variables and test direct and indirect effects (Kline, 2016). Model fit was evaluated using goodness-of-fit indices: Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Chi-square/df. The fit criteria were based on established cut-off values, where  $CFI > 0.90$ ,  $RMSEA < 0.08$ , and Chi-

square/df < 3 are indicative of a well-fitting model (Hair et al., 2020; Kline, 2016; Schumacker & Lomax, 2016). Finally, path coefficients for each hypothesized relationship were examined to check the strength and significance of the effects. Finally, Path coefficients provide insight into the direction and magnitude of the relationships between variables (Hair et al., 2020).

4) Findings and Results

4.1) Descriptive Statistics

Table (1) shows that Male allyship arithmetic mean is 3.82 indicating an overall positive perception of male allyship. While the analysis shows a low standard deviation of 0.25 suggesting that participants perceptions of male allyship are consistent across the study sample. Both indicators show a strong consensus among participants that male allyship is present and generally positive within the workplace. The descriptive analysis further shows positive employee views on employer branding dimensions with means ranging from 3.83 to 3.87 and standard deviations from 1.00 to 1.09. Employees are generally in agreement on these but Interest Value dimension shows slightly more variation in perception so an area to work on. This strengthens the reliability of the research findings, as there is little disagreement among respondents.

Table 1: Descriptive measures of statements

	Mean	Std.
<b>Male allyship</b>	3.82.	0.25
<b>Employer Branding</b>	3.85	1.02
Social Value	3.87	1
Development Value	3.84	1.01
Application Value	3.86	1.01
Interest Value	3.83	1.09
Economic Value	3.85	1.02

Source: Based on calculation of the surveyed sample from companies.

#### 4.2) Confirmatory Factor Analysis

Confirmatory factor Analysis (CFA) was used to ensure surveys measuring Male allyship and employer brandings are measuring the two distinct variables.

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Application value	0.725	0.823	0.543
Development value	0.723	0.826	0.545
Economic value	0.741	0.812	0.684
Male allyship	0.875	0.901	0.502
Interest value	0.724	0.845	0.647
Social Value	0.780	0.845	0.528

Table (2): Reliability and Validity analysis for phenomenon      Source  
developed by the researchers.

In Table (2) it is clear that the variables exceed the threshold of 0.7 for Cronbach alpha. Thus, it is safe to conclude that all the items in the survey are reliable. The researchers computed composite reliability and extracted the average variance, to test the validity of the items. The AVE shows the validity of the items as it exceeds the threshold of 0.5, also the CR was more than 0.7.

#### 4.3) Spearman Correlation coefficients

Spearman Correlation coefficients of the correlation between two variables. This tool is used in this research to investigate the magnitude and direction of the relationship.

**Table (3): Spearman Correlation coefficients of the phenomenon**

		<b>Correlations</b>					
			MALEAllyship	SocialValue	Development Value	ApplicationValue	EconomicValue
Spearman's rho	MALEAllyship	Correlation Coefficient	1.000	.706**	.701**	.570**	.528**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	389	389	389	389	389
	SocialValue	Correlation Coefficient	.706**	1.000	.689**	.577**	.543**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	389	389	389	389	389
	DevelopmentValue	Correlation Coefficient	.701**	.689**	1.000	.567**	.542**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	389	389	389	389	389
	ApplicationValue	Correlation Coefficient	.570**	.577**	.567**	1.000	.573**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	389	389	389	389	389
	InterestValue	Correlation Coefficient	.528**	.543**	.542**	.573**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	389	389	389	389	389
	EconomicValue	Correlation Coefficient	.509**	.508**	.514**	.569**	.412**
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	389	389	389	389	389

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table (3) presents a significant strong positive relationship between Male Allyship and social value at a 95% confidence level. Additionally, there is a significant strong positive relationship between Male Allyship and Development value at 95%. Moreover, there is a significant moderate positive relationship between Male allyship, Application value, Interest value, and Economic value at a 95% confidence level.

4.4) Structural Equation Modelling

SEM is a statistical technique used in this research to model the correlation between Male allyship and employer branding and to determine the causality relationship between them.

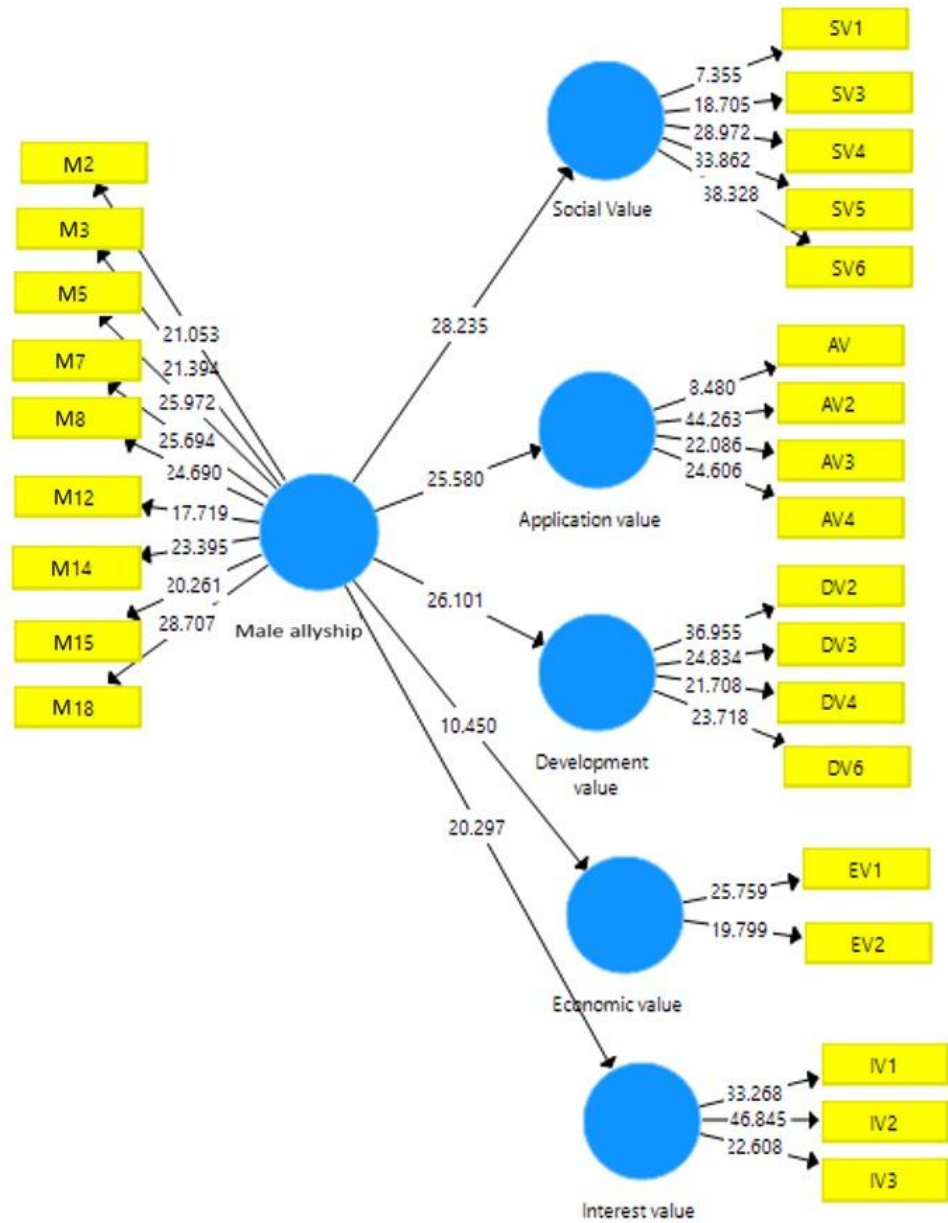


Figure (1): Structural equation model of the 4 factors provided by using SmartPls.

Figure (1) displays the manner through which the relations are built in the structural equation model. All the loadings exceed the 0.7 threshold, this indicates that no item should be excluded from the study. Both CFA and SEM confirm accurate model data as assumptions are met.

Table 2: Estimates of structural equation model of phenomenon

	Original Sample (O)	Sample Mean (M)
Male Allyship -> Application value	0.657	0.658***
Male Allyship -> Development value	0.743	0.742***
Male Allyship -> Economic value	0.469	0.472***
Male Allyship -> Interest value	0.674	0.675***
Male Allyship -> Social Value	0.717	0.719***

\*\*p-value<0.01, \* p-value<0.05, “” p-value>0.05 Source: Based on calculations using Smart PLS

SEM results (Table 4) show that Male Allyship has a positive significant impact on Application value, Development value, Economic value, Interest value, and Social value.

In conclusion, there is a significant strong positive relationship between Male Allyship and social value also a strong positive relationship between Male Allyship and Development value. As well as a significant moderate positive relationship between Male Allyship, Application value, Interest value, and Economic value at a 95% confidence level.

## 5) Discussion

The statistical analysis shows that male allyship has a positive effect on all aspects of employer branding: application value, social value, development value, economic value, and interest value. This is in line with previous research

that shows the benefits of inclusive practices like male allyship in the workplace. By promoting gender equity and supporting marginalized groups, male allies create a better work environment, a stronger culture, and a more attractive employer brand (Sherf et al., 2017).

Testing the first hypothesis, statistical results show that male allyship positively influences social value. Male allyship by advocating for gender equity and an inclusive culture improves social interactions and relationships between employees. This concurs with previous research that shows how male allies create supportive work environments and positive teamwork practices within organizations (Parker & Funk, 2017; Berthon et al., 2005). Male allies engaging in gender inclusivity are key to the social value of an employer brand.

The second hypothesis is also supported, indicating that male allyship has a moderate positive effect on application value. Male allies enhance the perception of employees about their ability to apply their knowledge and skills within the organization. Indeed, promoting inclusive team dynamics, encouraging collaboration, and open communication will increase application value. For example, Lathabhavan & Mishra (2017) found that inclusive leadership behaviors such as involving team members in decision-making and giving constructive feedback, which is very similar to male ally's inclusive behaviors, led to higher job satisfaction and the application of skills in the workplace. Moreover, Bates (2022) argues that inclusive career development strategies, a concept that male allies often value, create conditions where employees have better access to learning, growth, and opportunities to use their competencies.

The third hypothesis is also supported, showing that male allyship has a positive effect on development value. Male allyship was proven to have the strongest effect on development value. In other words, perceptions of male allyship

enhance the views of both males and females about their career advancement, training, mentoring, and development. Male allies actively advocating for equal opportunities and career development initiatives for women leads employees to view the organization to be committed to all groups' professional growth including men and women (Tetteh & Asumeng, 2020; Muisyo et al., 2021a). By involving male allies in mentorship and career development programs organizations can strengthen their employer brand and employee satisfaction. Research shows that inclusion and equal opportunity strategies open up career growth and development opportunities for employees, especially for women and underrepresented groups. For example, Okafor et al. (2021) imply that inclusion strategies provide mentorship, advocacy, and sponsorship to provide employees access to growth opportunities and leadership roles. This finding concurs as well with Traavik (2018) who clarified that organizations could create development value by creating inclusive environments and ensuring career equality through development opportunities for both men and women.

The statistics also supported the fourth hypothesis, that male allyship has a positive effect on economic value. However, this influence was found to be the weakest. Economic value is about the financial benefits and compensation packages organizations offer employees. Male allyship may not directly focus on financial incentives for women, but it can create a positive work environment that leads to higher employee satisfaction and commitment and therefore increases the economic value of the employer brand (Campbell, 2023). Research shows that when employees feel their organization is supportive and fair, they feel valued and therefore more satisfied with compensation and benefits. Haynie et al. (2016) found that overall organizational justice plays a big role in shaping employees' evaluations of compensation. Nevertheless, Male allyship can create a supportive culture and

development opportunities for women but its impact on financial issues like salary and economic benefits is less direct and slower to show up, especially in education. In this sector economic value is less flexible and more dependent on external regulations and funding structures thus it's harder for male allyship to impact salary or economic benefits directly. This is in line with researchers indicating that gender equity is more effective at enhancing social and developmental values with the impact on the economic value being more gradual and influenced by broader organizational and external financial systems (Cook & Glass, 2014; Nicol et al., 2024).

Finally, the last hypothesis is also accepted, showing that male allyship has a positive effect on interest value. Interest value is the fun and creativity employees associate with their work. Male allyship creates an inclusive and enjoyable work culture where employees including both men and women feel encouraged to contribute to the organization's goals. This is supported by research that shows organizations that have a higher purpose get more engaged employees (Muisyo et al., 2021b; Freitas et al., 2020).

In summary, male allyship practices have a positive impact on employer branding from both male and female employee perspectives and put the organization in a more competitive position in the labor market and better recruitment outcomes. Organizations that prioritize allyship and inclusion will attract and retain top talent and contribute to a more supportive and equitable work culture.

### **Research implications**

These findings have managerial and theoretical implications for organizations.

### **Managerial Implications**

Practically, organizations can implement structured initiatives to promote allyship and inclusion. One key strategy is to develop training programs for male employees on the importance of allyship in achieving gender equity and supporting marginalized groups (Muisyo et al., 2021a). These training sessions could include workshops, role-plays, and storytelling approaches that use real-life scenarios of effective allyship. Another important initiative is to establish mentorship and sponsorship programs where male allies actively support the career progression of underrepresented employees.

Organizations should embed allyship into their culture and policy by introducing inclusive recruitment practices, pay equity audits, and diversity-focused metrics (Haynie et al., 2016). To hold managers accountable and measure the impact of allyship initiatives organizations should do regular employee surveys and track metrics such as employee satisfaction, retention rates, and perceptions of fairness and inclusion (Bates, 2022). This will strengthen their employer brand by showing that the organizations are committed to equity and inclusion and improve recruitment and retention outcomes.

As for the limited positive impact of male allyship on economic value in employer branding, managers need to understand that while male allyship has a positive impact on many areas of employer branding, the impact on economic value may be less. The reason for this limited impact is that economic value can be influenced by many factors such as market conditions, organizational structure, and financial policies. Male allies can still support economic value indirectly by creating a culture of inclusion and equity which leads to higher employee engagement and satisfaction and therefore productivity. For example, male allyship can create a more inclusive and supportive work environment which is shown to improve organizational effectiveness (Tinsley & Ely, 2017).

To amplify the economic impact organizations should provide specific training for male allies on how their actions can contribute to both social and economic value by increasing gender diversity and career growth opportunities for all employees (Heilman, 2012; Nicol et al., 2024). Male allyship initiatives should also be aligned with broader business goals such as improving performance and reducing turnover (Kaiser & Spalding, 2015). Additionally, organizations should review the outcomes of allyship programs regularly to identify areas for improvement and refine strategies that deliver both social and economic benefits (Cook & Glass, 2014).

### **Theoretical Implications**

Theoretically, this research extends the employer branding literature by introducing male allyship as a key driver of an organization's brand value. Traditionally employer branding models have focused on tangible elements like pay and benefits, this research highlights the importance of intangible elements like inclusivity, gender equity, and perceptions of fairness (Kalinska-Kula & Staniec, 2021). The findings also contribute to social exchange theory, showing that male allyship strengthens the reciprocal relationship between employees and the organization. When male allies advocate for an inclusive and equitable work environment employees perceive the organization as fair and supportive which increases their engagement, loyalty, and positive evaluations of the employer brand (Sherf et al., 2017).

### **6) Limitations and directions for future research**

There are several limitations to consider when interpreting the results. First, the study used self-administered surveys which are prone to biased answers such as social desirability and response bias. Future research should use other data collection methods that minimize bias. Second, the sample only included

schools in Cairo so the findings may not be generalizable to a wider population. The researcher also looked at internal employer branding without considering the external views of potential employees. Moreover, the research was done in private schools – particularly international ones where there is intense competition for high-caliber employees. This may limit the generalizability of the findings to public schools or other educational institutions with less competitive recruitment practices. Future research should look into how male allyship affects employer branding in different educational sectors and other governorates to get a broader perspective on how male allyship can support employer branding.

Furthermore, expanding the male allyship models can help to understand how male allies work in different organizational contexts. The existing literature on male allyship is based on Western models that focus on personal responsibility, gender advocacy, and active support for women in leadership positions (Kaufman et al., 2020). It is also recommended for future researchers examine how structural and cultural factors within an organization either enable or disable male allyship. These models can show how organizational diversity and inclusion policies align with or challenge gender norms to provide a roadmap for effective male allyship.

Finally, future research on male allyship and employer branding should investigate the effects of mediating and moderating variables. Mediators like employee engagement, organizational trust, and perceived support can explain how male allyship affects employer branding outcomes by increasing employee commitment and trust in leadership. Moderators like gender diversity, organizational culture, leadership style and demographic factors (e.g. age or job role) can influence the strength and visibility of the relationship. For example, a more diverse workforce and supportive organizational culture can amplify the

impact of male allyship while transformational leadership can encourage more engagement with allyship initiatives. Investigating these variables will give a better understanding of how male allyship affects employer branding considering different organizational and employee factors.

## **7) Conclusion**

This study shows the positive influence of male allyship on different dimensions of employer branding in the education sector in Egypt. Through examining the relationships between male allyship and social, developmental, application, economic, and interest values, the study shows how male allies make the employer brand more attractive to both genders. The findings show that male allyship has the strongest positive impact on developmental value which means it's key to perspectives of career advancement and professional growth for both male and female employees making the organization more attractive to potential employees. While the impact on economic value was weaker, the impact of male allyship on perceptions of career growth was strong. The study implications suggest that organizations should encourage male allyship through training, mentorship, and inclusive recruitment to maximize its benefits to their employer brand. Theoretically, the research adds to the employer branding literature by introducing male allyship as an important factor in shaping organizational reputation and provides a more detailed understanding of the intangible elements that make up employer branding such as inclusivity and gender equality.

Finally, this research calls on HR managers and leaders to consider male allyship initiatives as part of their overall diversity and inclusion strategy and recognize the benefits of a fair and equal workplace culture. Future research could explore the mechanisms through which male allyship impacts economic value and extend these findings to other sectors to get deeper insights into the generalizability of these results.

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## تأثير تحالف الرجال دعم على العلامة التجارية لأصحاب العمل

### في قطاع التعليم الأساسي في مصر

#### الملخص

يسلط هذا البحث الضوء على فجوة هامة في الدراسات السابقة من خلال دراسة تأثير دعم الرجال (التحالف الذكوري) على العلامة التجارية لأصحاب العمل، مع التركيز على القيم الاجتماعية والتنموية والتطبيقية والاقتصادية، إضافة إلى قيم الاهتمام. بعد مراجعة الأبحاث السابقة وإجراء دراسة استكشافية، تم صياغة الفرضية الرئيسية وخمس فرضيات فرعية لاختبار تأثير التحالف الذكوري على العلامة التجارية لصاحب العمل بجميع أبعادها. تم استخدام الاستبيانات الإلكترونية لجمع البيانات من قطاع التعليم الأساسي في مصر، حيث تم إرسال رابط الاستبيان إلى عينة عشوائية مكونة من 384 موظفًا في المدارس من كلا الجنسين. أظهر تحليل الارتباط باستخدام اختبار Spearman وجود ارتباط إيجابي قوي وهام بين التحالف الذكوري وجميع أبعاد العلامة التجارية لصاحب العمل. بالإضافة إلى ذلك، أكد (SEM) Structural Equation Modeling وجود ارتباطات إيجابية هامة بين التحالف الذكوري وجميع أبعاد العلامة التجارية لصاحب العمل، حيث تم ملاحظة أقوى علاقة في قيمة التطوير ( $\beta = 0.743$ ) وأضعف علاقة في القيمة الاقتصادية ( $\beta = 0.469$ ). وقد تم ايضاً مناقشة نتائج البحث بشكل مفصل، حيث قدم البحث دلالات علمية وعملية، بالإضافة إلى توصيات لمساعدة المؤسسات على تطوير سمعتها كأصحاب عمل شاملين ومسؤولين اجتماعياً. توضح الدراسة كيفية تنفيذ مديري الموارد البشرية لإجراءات عملية تهدف إلى تعزيز العلامة التجارية لصاحب العمل من خلال الترويج لمبادرات التحالف الذكوري أثناء عمليات التوظيف والاختيار وغيرها من عمليات الموارد البشرية. أخيراً، تم تسليط الضوء على حدود الدراسة مع عرض عدة اتجاهات لأبحاث مستقبلية في هذا المجال.

**الكلمات المفتاحية :** العلامة التجارية لأصحاب العمل، دعم الرجال، المساواة بين الجنسين، قطاع التعليم المصري، ممارسات العمل الشاملة، تنوع مكان العمل.