




## Original Article

# Role of social responsibility on the employer's branding model in an organization

Kousar Shakeri <sup>1</sup> , Karim Hamdi <sup>1\*</sup> , Hossein Vazifehdust <sup>1</sup> <sup>1</sup> Department of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran.**Corresponding author and reprints: Karim Hamdi**, Associate Professor, Department of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran.**Email:** [k.hamdi@srbiau.ac.ir](mailto:k.hamdi@srbiau.ac.ir)**Received:** 09 Dec 2022**Accepted:** 07 Apr 2023**Published:** 21 May 2023

## Abstract

**Background:** The main aim of this study was evaluating the role of social responsibility in the employer's branding model in the government organization of the Statistics Center of Iran.

**Methods:** This study was applied research and a mixed method. The research tools included semi-structured interviews and researcher-made questionnaires. The statistical population in the qualitative stage included 10 experts and managers of the Statistics Center of Iran, and in the quantitative stage, it included 340 managers and staff of the Statistics Center who were selected using Cochran's formula. The data were analyzed in the qualitative section by grounded theory method using Max QUDIA software MAXQDA2020, and in the quantitative section, they were analyzed by descriptive and inferential methods using SPSS 16 and Smart PLS software.

**Results:** In this study 340 people were analyzed. Fit tests showed that social responsibility plays an important role in the employer branding model of the Iran Statistics Center. All components with a factor load above 0.6 indicate that the model is "very desirable". Social responsibility is one of the essentials of employer branding and it is one of the important dimensions of the operational activities of organizations. The factor load of the components of "identity and credibility" was less than 0.3, these components were removed from the analysis.

**Conclusion:** Considering the importance of social responsibility as one of the requirements of employer branding and one of the important dimensions of operational activities of organizations, managers and decision-makers should pay attention to it.

**Keywords:** Government; Organizations; Social Responsibility.

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## Introduction

Social responsibility is a strategic tool to meet the different needs of the organization's multiple stakeholders (1). Development of social responsibility helps the organization to build a better reputation among internal and external stakeholders by attracting talent, motivating and retaining employees to employer's branding (2). One of the most common ways to strengthen and positively promote the reputation of the organization is the social responsibility of the

organization. People interpret their identity in interactions with others in different social contexts. If an external audience perceives the organization as a socially desirable organization, its members will feel proud of their organization and try to maintain its positive social reputation (3). Retaining human resources and talented employees should become one of the main priorities of any organization, since they carry the main burden of the organization and direct the organization towards

excellence and progress in the competitive environment of the new era (4). The term employer branding is related to the credibility of the organization (5).

Considering the crucial role and responsibility of government organizations in various public issues of society and their major role in creating culture and inducing norms, these organizations can take the lead in realizing and promoting the concept of organizational responsibility and accordingly to be a model for non-government sectors. In this regard, they should accept and establish organizational social responsibility (6). The position of the Statistics Center of Iran in the general organization of the Islamic Republic of Iran, in the form of a government organization and the highest policy-making authority in the area of official statistics in the country coordinates and guides the country's statistical system. It is the official authority for preparing and publishing official statistics of the country. It has an organizational structure with the aim of performing new missions in the form of economic deputy, statistical and registration plans and statistics institute. The present study aimed to identify the effective components in the employer's branding model to evaluate the role of social responsibility in the Statistics Center of Iran to pave the way for employees in selecting the job in the organization to use the latest scientific achievements in the area of social responsibility of the organization and the employer's branding of the Statistics Center of Iran. Hence, the question of this study was: what is the role of social responsibility in the employer's branding model in the Statistics Center of Iran.

## **Methods**

The method of qualitative and quantitative data collection and the tools of data collection were interviews with experts using the Delphi method and questionnaires. In the qualitative part,

specialized interviews with specialists and experts were conducted using semi-structured interviews and recording and saving the interviews in the form of text and content analysis with software. Primary indicators were extracted using the Delphi technique. In the quantitative part, a questionnaire was designed to collect data related to the identified indicators. The questionnaire of specialized interviews was prepared by elites and experts with the help of supervisors and consultants.

The statistical study of human population were consisted of all 1200 managers and employees of the Statistics Center, Statistics Research Institute of Iran and other organizations and partner companies and organizational customers. Cochran's formula, was used to calculate the sample size. Therefore, 340 managers, experts and employees (formal, contractual, project-based, consulting, and corporate) of the Statistics Center of Iran and the partner organization and companies and organizational customers participated in this study. In order to collect data related to literature and theoretical foundations, formulating hypotheses and presenting the initial model, library methods of studying books, articles, magazines, research projects and databases (Internet) as well as a researcher-made questionnaire were used.

Since the content of the questionnaire shows the components that have the highest significant coefficient and due to the confirmation of the questions by experts, the content validity of the questionnaire was confirmed. Cronbach's alpha was calculated to perform statistical tests to confirm reliability. The results showed that the total alpha coefficient of the employer branding questionnaire is 0.946, which has good reliability. The analysis of the collected data was done in the qualitative part by the grounded theory method and through coding (open,

axial and selective) in the MAXQDA software and in the quantitative part. It was done using two descriptive and inferential methods through SPSS 16 and Smart PLS software. Descriptive statistics such as frequency, frequency percentage, frequency distribution table and graphs were used and questionnaire was used to describe the characteristics of the respondents.

In inferential analysis, data were used by data analysis method. The researcher coded and analyzed the results by reviewing reliable scientific sources and also interviewing 10 experts in this area. Then, based on the qualitative analysis process, he performed open coding and axial coding, and finally, based on the results of them, selective coding was performed. In the present study, an attempt was made to explain the role of social responsibility on the employer's branding model of the Statistics Center of Iran. The results of selective coding included sense of pride and respect, promotion opportunity, job security, fit and size of the organization, technology level, organization structure, role clarity, salaries and benefits, internal and external equality in salaries, talented employee retention, job satisfaction, employee performance, organizational performance, employer's brand equity, and customer satisfaction. Using reliable scientific sources, the researcher defined these components in separate scientific portfolios and defined as the main dimensions.

After the investigations and the search in scientific sources and international questionnaires and after reviewing and interviewing with the experts, a quantitative questionnaire using the results of the interview (qualitative section) was designed in 6 dimensions, 19 components and 57 items, including

brand strength of organization or BSO (social responsibility, organization identity, organization credibility, employer's brand personality), psychological, motivational and social values or VPMS (sense of pride and respect, promotion, job security), culture and work environment or CWE (fit and size of the organization, technology level, organization structure, role clarity), economic (salaries and benefits, internal and external equality of salaries) internal consequences of employer's branding or ICEB (retaining talented employees, job satisfaction, employee performance), external consequences of employer's branding or ECEB (performance of employer's equity, customer satisfaction).

This study uses exploratory factor analysis to examine the data set to identify complex interrelationships between items and group items that are part of integrated concepts. Due to the exploratory nature of factor analysis, no distinction is made between independent and dependent variables. Factor analysis clusters similar variables into one factor to identify underlying variables and uses only the correlation matrix of the data. In this study, factor analysis was used by extracting the principal components to check whether the statements express identifiable factors related to the role of social responsibility on the employer branding model in Iran's statistical center. Principal component analysis (PCA) refers to the statistical process used to emphasize the variations for which the principal data components are calculated and reveal strong patterns in a data set.

In the factor analysis of employer's branding model, if the factor load is less than 0.3, a weak relationship is considered and ignored. The factor loads between 0.3 and 0.6 is acceptable and if it is greater than 0.6, it is very desirable (7).

**Results**

*Demographic characteristics of respondents*

340 people were analyzed who 32.1% (109) of them are female and 67.9% of them were male.

The age of 11.5% of (39) of samples were between 20 and 30 years, 45% were between 31 and 40 years, 36.8% (125) were between 41-41 years and 6.5% (22) were aged 50 years and older.

The level of education of the participations shows that 8.8% (30) had diploma, 14.4% of (49) had bachelor's degree, 56.8% (193) had master and 19.4% (66) had a PhD.

The employment history of the samples showed that 11.5% of respondents (39) had under 5 years, 15.9% (54) had between 6 to 10 years, 23.8% (81) had 11 to 15, 25.0% (85) had between 16 to 20 years, and 23.8%

(81) had 21 years and more employment history.

At present, all components with a factor load above 0.6 indicate that the model is "very desirable". The factor loads of the model based on the components is presented in Table 1.

As observed in the exploratory factor analysis model, among the items and components that were the indicators of the employer's branding model in the Statistics Center of Iran, the components of "organizational identity and organizational credibility" have a factor load of less than 0.3, so the researcher removed them from the analysis path to reclassify the indicators using factor analysis. The results are shown in Figure 2 and Table 2.

Figure 1 shows the factor analysis of employer's branding model in the Statistics Center of Iran. If the factor load is less than 0.3, a weak relationship is considered and ignored.

Table 1. path coefficient of output obtained from exploratory factor analysis based on the components

Row	Component	Path coefficient	Factor load	Significance
1	sense of pride and respect	0.784	0.615	Significant
2	Promotion opportunities	0.844	0.712	
3	Job security	0.555	0.308	
4	fit and size of organization	0.864	0.752	
5	Technology level	0.769	0.592	
6	organization structure	0.901	0.812	
7	Role clarity	0.871	0.758	
8	salaries and benefits	0.667	0.444	
9	Internal and external equality of salaries	0.679	0.486	
10	social responsibility	0.736	0.542	
11	organization identity	0.460	0.212	Non-significant
12	organization credibility	0.519	0.269	
13	Employer's brand personality	0.616	0.379	Significant
14	Retaining talented employees	0.679	0.460	Significant
15	Job Satisfaction	0.602	0.362	
16	Employee performance	0.8121	0.659	
17	organization performance	0.788	0.622	
18	Employer brand equity	0.646	0.418	
19	Customer satisfaction	0.659	0.484	

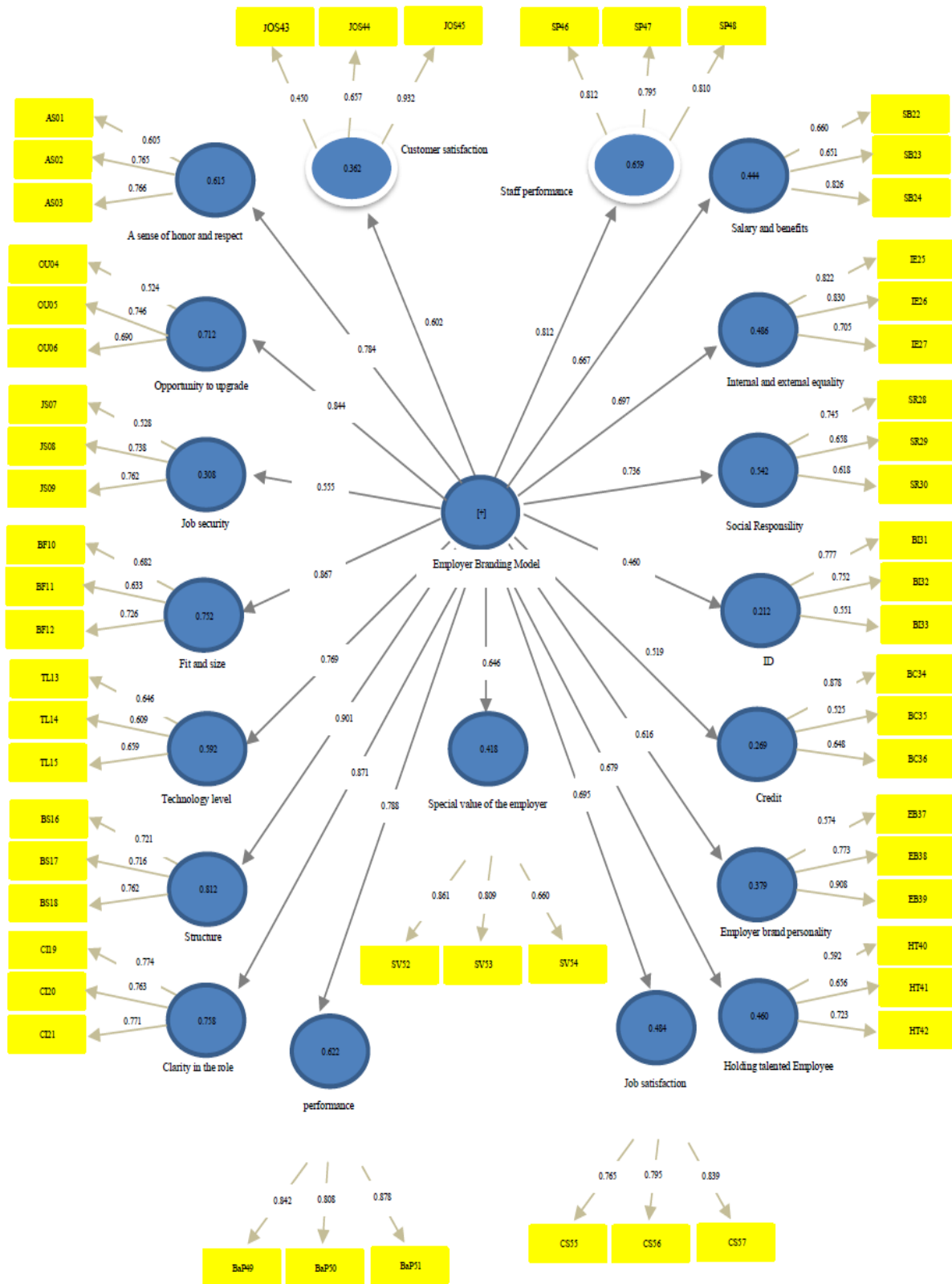


Figure 1. Model of factor analysis of employer’s branding indicators

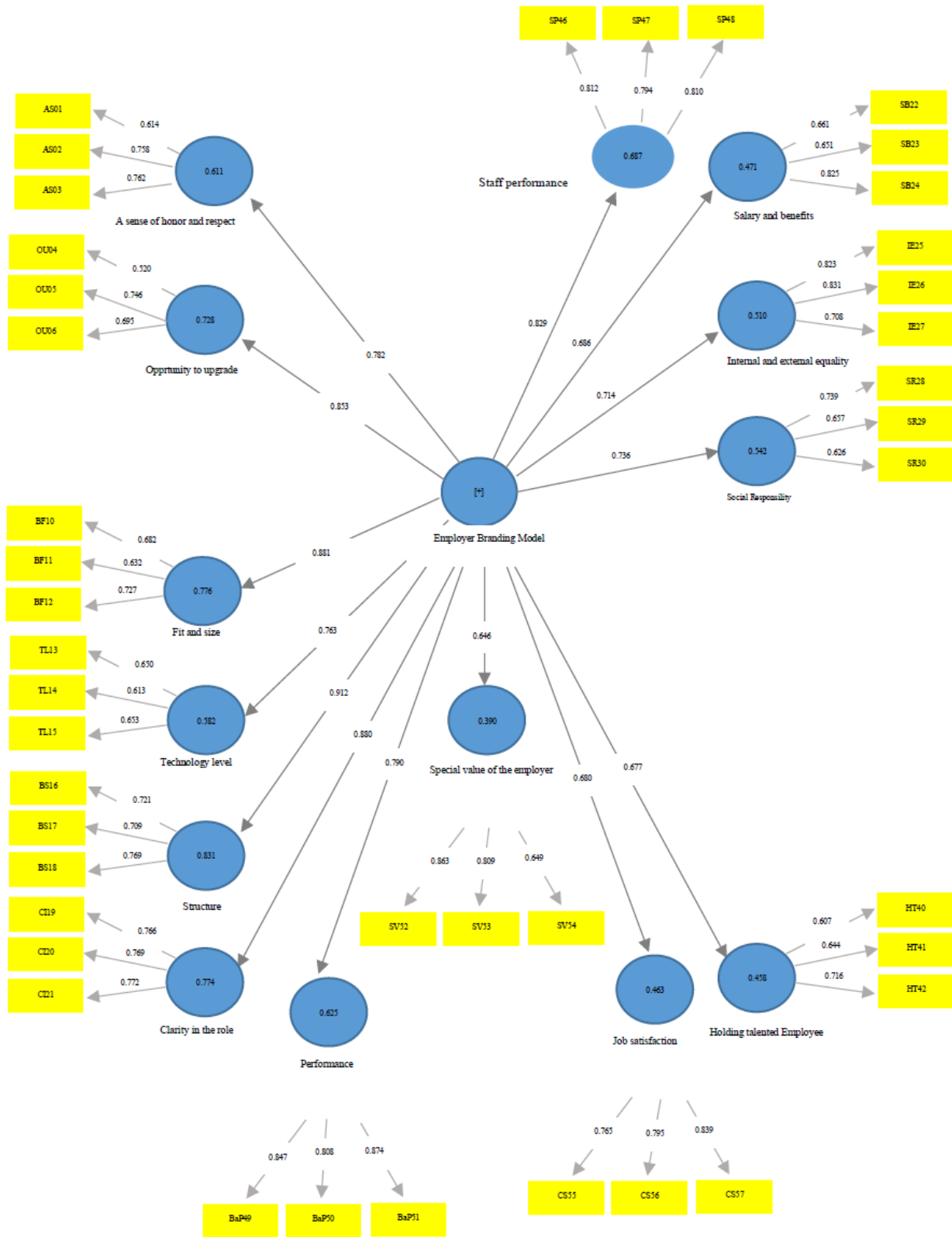


Figure 2. Factor analysis model (confirmation of the first stage) of indicators of the employer brand in the Statistics Center of Iran with removing factor loads of 0.75 and less

Table 2. Factor analysis output path coefficient

Row	Component	Factor load
1	The structure of the Statistics Center of Iran	0.820
2	Role clarity	0.765
3	fit and size of organization	0.763
4	Promotion opportunities	0.716
5	Employee performance	0.670
6	organization performance	0.624
7	A sense of pride and respect	0.613
8	Technology level	0.590
9	social responsibility	0.539
10	Internal and external equality of salaries	0.491
11	Customer satisfaction	0.476
12	Retaining talented employees	0.462
13	salaries and benefits	0.451
14	Employer's brand equity	0.409

Results of factor analysis model (Confirmation of the first step) of employer's branding in Statistics Center of Iran by eliminating factor loads of less than 0.3 showed social responsibility, organization structure, role clarity, organization fit and size, promotion opportunity, employee performance, organization performance, sense of pride and respect, technology level, internal and external equality of salaries, customer satisfaction, retention of talented employees, salaries and benefits, employer's brand equity, employer's brand personality, job satisfaction, and job security. Results of factor analysis model (Confirmation of the third step) of employer's branding model in Statistics Center of Iran by eliminating factor loads of 0.4 and less showed social responsibility, organization structure, role clarity, fit and size of organization, promotion opportunity, employee performance, organization performance, sense of pride and respect, technology level, and the internal and external equality of salaries.

By summarizing previous studies of factors, searching in scientific sources and international questionnaires, and after reviewing and interviewing experts, a researcher-made questionnaire with 19 components was obtained according to the employer's branding model of the Statistics

Center of Iran, and then the researcher evaluated the dimensions and components and examined the factor loads using factor analysis. Since the factor load of the components of "identity and credibility" was less than 0.3, these components were removed from the analysis and seventeen components were accepted in the employer's branding model of the Statistics Center of Iran. They included social responsibility, organizational structure, role clarity, fit and size of the organization, promotion opportunity, employee performance, organizational performance, sense of pride and respect, technology level, internal and external equality of salaries, customer satisfaction, retaining talented employees, salaries and benefits, employer's brand equity, employer's brand personality, job satisfaction and job security, as shown in Figure 3.

To evaluate the fit of the model,  $\chi^2$  was examined. RMSEA and RMR values less than 0.8, GFI and AGFI above 90% and close to one indicate the validity of the model. All these indices have desirable values. In the present model, the components of the employer's brand are considered as observed variables and the employer's brand variable is considered as the latent variable. As seen in Table 3 and Table 4, the model fit indices in factor analysis confirm the model fit.

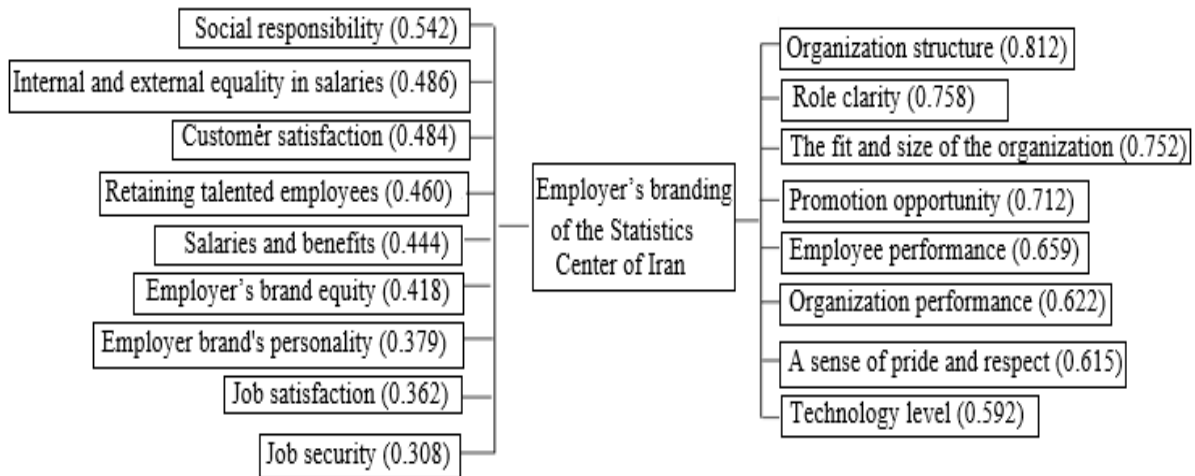


Figure 3. Employer's branding model in the Statistics Center of Iran

Table 3. Model fit indices

index	Acceptable range	Social responsibility	Organization structure	Role clarity	Organization fit and size	Promotion opportunity	Employee performance	Organization performance	Sense of pride and respect	Technology level
$(\chi^2)$	-	34.26	18.29	22.41	16.98	14.05	93.96	17.39	33.55	61.15
df	-	31	43	32	40	39	34	37	35	33
$\chi^2/df$	$\leq 3$	1.11	0.43	0.70	0.42	0.36	2.76	0.47	0.96	1.85
RMSEA	$\leq 0.08$	0.129	0.018	0.033	0.23	0.039	0.058	0.088	0.080	0.023
RMR	$\leq 0.08$	0.023	0.032	0.011	0.29	0.035	0.046	0.026	0.025	0.036
NFI	Close to 1	0.83	0.89	0.81	0.83	0.89	0.85	0.88	0.83	0.86
CFI	Close to 1	0.88	0.88	0.83	0.86	0.87	0.88	0.89	0.81	0.87
GFI	Close to 1	0.89	0.89	0.85	0.87	0.86	0.89	0.83	0.87	0.86
AGFI	Close to 1	0.87	0.79	0.86	0.83	0.82	0.87	0.81	0.89	0.82

Table 4. Model fit indices

index	Acceptable range	Internal and external equality of salaries	Customer satisfaction	Retaining talented employees	Salaries and benefits	Employer's brand equity	Employer's brand personality	Job satisfaction	Job security
$(\chi^2)$	-	49.76	34.41	96.68	35.22	50.73	38.78	34.70	38.78
df	-	30	40	37	40	31	30	37	33
$\chi^2/df$	$3 \leq$	1.66	0.86	2.61	0.88	1.64	1.29	0.94	1.18
RMSEA	$0.08 \leq$	0.057	0.080	0.019	0.06	0.013	0.13	0.049	0.068
RMR	$0.08 \leq$	0.022	0.039	0.071	0.04	0.011	0.19	0.025	0.036
NFI	Close to 1	0.82	0.089	0.81	0.89	0.81	0.81	0.87	0.88
CFI	Close to 1	0.88	0.83	0.86	0.87	0.89	0.89	0.85	0.87
GFI	Close to 1	0.89	0.85	0.87	0.83	0.88	0.89	0.89	0.85
AGFI	Close to 1	0.79	0.86	0.83	0.86	0.83	0.82	0.89	0.85

## Discussion

In this study, given the importance of social responsibility in the organization, its role in determining the employer's branding model of the Statistics Center of Iran was determined. The results showed that social responsibility plays a role in the employer's branding model of the Statistics Center of Iran. Social responsibility is one of the requirements of employer's branding and is one of the important dimensions of organizational activities of organizations (1, 5, 8, 9) and employer's branding and social responsibility has a positive relationship with employee performance (10). These results are in line with the results of Tkalac Vercic & Sincic Ćorić, research which states three independent variables of employee interaction, employer's branding and organizational security cause satisfaction with internal communication and affect employee satisfaction, and also help to form better internal communication practices in the organization (11).

Social responsibility of the organization affects customer satisfaction, company reputation, attractiveness of the organization and employer's branding in the organization. These are in line with the results of studies conducted by Arasanmi & Krishna (12), Yadegari et al. (13) and Saebnia et al. (14). Perceived organizational social responsibility contributes to the welfare of employees and the society and stakeholders. These results are in line with the results of Tkalac Vercic & Sincic Ćorić (11) and Mazraeh et al., which showed that the mutual expectations of the individual, job and organization leads to employer's branding experience. This experience, along with the contextual contexts leads to the choice of employer strategies in brand promise and labor force strategies in the decision to stay or leave the organization and consequences of employer's branding (15). Tanwar & Prasad (16) state that prerequisites of the employer's branding in the workplace are

considering the social responsibility of the organization, the balance of life, work, education and development. Their results are consistent with the results of the researcher. Also, it should be stated that social responsibility is one of the effective factors of employer's branding and causes organizational support and equality in the implementation of rewards and commitment of organizational agreement and trust. These results are in line with the results of studies conducted by Agrawal & Swaroop (17), Biswas & Suar (18).

These studies emphasize the importance of an association between the organization's social responsibilities and the employer's branding and the way of doing them for competitive advantage. Thus, corporate social responsibility is not only "doing the right thing" but also "doing well by doing good tasks" (19). The results of a study conducted by Alizade Sani & Nejat, showed that the perception of the employer's brand has a positive and significant effect on employees' job attitudes (job satisfaction, organizational identity and organizational commitment) (20). Attractive employer brand and employer perception as a good brand can increase employee satisfaction and internal communication in the organization (11) and its most important achievement is attracting the best workforce, reducing turnover and increasing the retention of talented people in the organization (21). These results are in line with the results of the research conducted by Hajinasiri et al., which indicated that social responsibility is effective in organizational attractiveness (22). Also, this issue has not been seriously considered in Iran due to internal reasons such as inconsistency between strategic plans and human resource management plans, lack of identifying the employers' needs, lack of appropriate mechanisms to identify value-creating forces related to the employer's branding (23).

## Recommendations

The solutions and recommendations based on the model findings are presented as follows.

Creating and strengthening diligent efforts to preserve public resources, creating and strengthening moral commitment and maintaining respect and justice, creating and strengthening the interests of internal and external stakeholders and philanthropic actions, designing a work structure, clearly explaining the goals of the organization, flexible division of labor in the organization, defining the duties in the organization, regularly updating the job descriptions in the organization, specifying all the duties of an employee, job descriptions offered in the organization, matching the designed positions of the Statistics Center of Iran with the size of the organization, bylaws, instructions and rules should be based on the complexities and size of the organization, and the level of administrative hierarchy and communication formed in the organization should be appropriate, creating and strengthening the feeling of promotion of people to higher and more powerful positions, creating and strengthening the promotion opportunity within the framework of top employee, equal opportunity for promotion and advancement, creating and strengthening the feeling of satisfaction in employees, creating and strengthening hope for advancement and promotion in employees, creating and strengthen motivation in employees, creating and strengthening employee participation in decisions, creating and strengthening open and transparent communication between managers and employees, creating and strengthening appropriate opportunities to improve work methods to employees, creating and strengthening order and accuracy in fulfilling obligations, creating and strengthening trust in the organization, creating and strengthening a mutual respect between manager and employees, creating and strengthening a sense of pride among employees as employees of this

organization, and strengthening the sense of pride among customers of the organization, creating and strengthening the feeling of employment security in employees, creating and strengthening the feeling of non-dismissal of employees in case of economic problems, creating and strengthening security in employees with various contracts of Statistics Center of Iran, correct, scientific and operational definition of the name and brand of the Statistics Center of Iran, creating and strengthening the special and unique brand of the organization compared to other organizations.

### **Conclusion**

Based on the studies as well as the analysis of data and information, the role of social responsibility in the employer's branding model of the Statistics Center of Iran was determined. The results of this study can lead to improved management practices in Iranian government organizations. It is recommended for Statistics Center of Iran to form a specialized department and working group, follow practical guidelines and pay attention to fair payment of employees, employee motivation and job satisfaction, employee commitment and job security, and employee training and empowerment. By implementing the employer's branding model in the organization, the rights of employees and stakeholders will be respected, and this will lead to the responsibility of employees towards the people and the organization, and will help improve working conditions and the development of people in the organization, and ultimately cause public welfare of society. Considering the important role of social responsibility in the employer's branding model of the organization, organizations are expected to make diligent efforts to protect public resources and philanthropic actions, observe cultural and social respects, and observe the public rights and morality and spirituality. By observing fairness and justice and creating and strengthening

commitment, organizations cause supportive and encouraging relationship, create a good relationship with superiors, create customer-oriented organization, enhance the sense of belonging to the organization, create philanthropic organization, create enjoyable work experience with colleagues, job security and an opportunity to teach what they have learned to others, create good feeling about themselves as a result of working for the organization, to feel more confident as a result of working for the organization and a springboard to promote employment.

### ***Authors' contribution***

Kousar Shakeri and Karim Hamdi developed the study concept and design. Hossein Vazifehdust acquired the data. Kousar Shakeri and Karim Hamdi analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

### ***Informed consent***

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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### ***Conflict of interest***

The authors declare that they have no conflict of interests.

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Appendix 1: Describing factor load coding

Row	Dimension	Component title	Main code (component)	Secondary codes	Questions No.	
1	Psychological, motivational, and social values (VPMS)	A sense of honor and respect	A sense of honor and respect	AS01	1-3	
2				AS02		
3				AS03		
4		Opportunity to upgrade	Opportunity to upgrade	OU04	4-6	
5				OU05		
6				OU06		
7		Job security	Job security	JS07	7-9	
8				JS08		
9				JS09		
10	Culture of work environment	fit and size of Iran's statistics center	fit and size	BF10	10-12	
11				BF11		
12				BF12		
13		Technology level	Technology level	TL13	13-15	
14				TL14		
15				TL15		
16		structure of Iran's statistics center	structure	BS16	16-18	
17				BS17		
18				BS18		
19		Clarity in the role	Clarity in the role	CI19	19-21	
20				CI20		
21				CI21		
22		Economy (Eco)	salary and benefits	salary and benefits	SB22	22-24
23					SB23	
24					SB24	
25	Internal and external equality of rights		Internal and external equality of rights	IE25	25-27	
26				IE26		
27				IE27		
28	Brand strength of Iran's statistics center (BSO)	social responsibility	social responsibility	SR28	28-30	
29				SR29		
30				SR30		
31		ID of Iran's statistics center	ID	BI31	31-33	
32				BI32		
33				BI33		
34		Credit of Iran's statistics center	credit	BC34	34-36	
35				BC35		
36				BC36		
37		Employer brand personality	Employer brand personality	EB37	37-39	
38				EB38		
39				EB39		
40	Internal complications of employer branding ICEB	Holding talented employees	Holding talented employees	HT40	40-42	
41				HT41		
42				HT42		
43		Job Satisfaction	Job Satisfaction	JoS43	43-45	
44				JoS44		
45				JoS45		
46	Staff performance	Staff performance	SP46	46-48		
47			SP47			
48			SP48			
49	external complications of employer branding ECEB	Performance of Iran's statistics center	Performance	BaP49	49-51	
50				BaP50		
51				BaP51		
52		Special value of the employer brand	Special value of the employer brand	SV52	52-54	
53				SV53		
54				SV54		
55		Customer Satisfaction	Customer Satisfaction	CS55	55-57	
56				CS56		
57				CS57		