

UDC 330

Economic sciences in general

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FACTORS INFLUENCING EMPLOYER BRANDING: A STUDY

Summary. *The activities and educational processes within the education sector are among the key factors underpinning the socio-economic development of any country or nation. This research aims to investigate the correlation between work experience, employee engagement, and employer branding among secondary school teachers in Mongolia. Using a survey questionnaire, the data were processed with SPSS 27.0 software. A total of 80 teachers from School A participated in the study, fulfilling the main requirements of probabilistic sampling. The reliability of the survey was above 0.7 for all measures, indicating that the results can be considered reliable.*

To identify the factors that define employer branding, we employed the Nigel Wright Group model, while Jacob Morgan’s Employee Experience Equation

was used to evaluate employee experience, and Schaufeli et al. 's methodology was used for employee engagement. Among the respondents, 92.5% were female teachers. Participants rated their level of engagement above the average level, and their work experience at an average of 4.17, which suggests they are satisfied with their organization's culture, technology, and working environment. Additionally, participants rated employer branding at an average of 4.3, indicating that the organization has a strong employer brand, is reputable among teachers, and holds a good standing in the labor market.

Key words: *secondary school teacher, employee engagement, employee experience, employee branding.*

Introduction. The foundation of any country's development is inextricably linked to human capital. In the field of education, the role and involvement of secondary school teachers is crucial in cultivating lifelong learning capabilities and fostering positive attitudes in future citizens. Many countries around the world emphasize improving the quality of education as a key contribution to national development, and thus are paying greater attention to policies regarding teachers' roles and engagement in achieving the Sustainable Development Goals. For example, it is noted as essential to attract talented students to the teaching profession, train and hire them through quality programs, and subsequently retain them in the field by providing favorable working conditions and opportunities for professional development through policies that support sustainability and success in teaching careers [1; 25].

In the case of Mongolia, the government has been continuously implementing comprehensive human resource policies in the education sector to supply educational institutions with qualified teachers and improve the quality and accessibility of teaching. This includes phased policies and activities aimed at achieving these targets [17; 5]. However, problems such as teacher shortages and turnover remain significant. For instance, in the 2023-2024 academic year,

the average teacher attrition rate was 9.8%, and among those who resigned, 46.5% had five or fewer years of work experience. According to studies by the National Statistical Office and the Ministry of Education and Science, the number of students is projected to increase by 71% by 2030, resulting in a need for 53,000 teachers in secondary education [13].

For all levels of educational institutions, successfully implementing education policies and achieving target goals require teachers who are satisfied with their jobs, highly capable of performing their duties, motivated, and committed. Therefore, this study aims to explore the relationship between secondary school teachers' work experience, engagement, and employer branding.

Literature review. Employee Engagement. Researcher Kahn defines an engaged employee as someone who actively, psychologically, and emotionally participates in their organization's work and performance with high levels of satisfaction [8]. Employee engagement refers to employees who devote their full attention, energy, and commitment to their work and organization, immersing themselves with a positive outlook and dedicated effort [23]. Employee engagement is a unique construct composed of cognitive, emotional, and behavioral components linked to the individual's role performance [21]. It is also described as a psychological state that draws individuals into their work, encouraging them to perform at higher levels [28].

High levels of engagement lead to employees staying with the company, increasing customer loyalty, and enhancing organizational performance and stakeholder value (Budriene & Diskiene, 2020). Engagement is characterized by vigor, dedication, and absorption. Vigor is the high level of energy and mental resilience at work, the willingness to invest effort, and persistence in the face of challenges. Dedication involves a sense of significance, enthusiasm, inspiration, pride, and challenge in one's work. Absorption refers to being fully concentrated and happily engrossed in one's work, where time passes quickly and one finds it difficult to detach from work [22].

Moreover, engagement contributes significantly to job performance, reduces employee turnover, increases accountability, decreases absenteeism, and ultimately enhances organizational efficiency. It focuses on what an individual can contribute to the organization [10]. In order to increase engagement, both internal and external employer branding play crucial roles [3].

H1: Employee engagement has a positive effect on employer branding.

Employee Experience

Employee experience is the set of interactions employees have with managers and colleagues throughout their employment lifecycle. Employees with positive workplace experiences are more likely to remain in the organization longer and are more inclined to advocate for the company as a great place to work. This, in turn, influences the number of applicants for open positions and increases the applicant pool. Many job seekers are easily influenced by the experiences and opinions of current and former employees regarding the company’s culture and working conditions.

Employee experience coexists alongside employee engagement, contributing to fostering an innovative culture and continuous improvement, which are essential for enhancing corporate performance. According to Jacob Morgan’s research, the factors shaping employee experience—namely organizational culture, technology, and the work environment—positively impact employees’ experience, thereby increasing their engagement [14].



Fig. 1. Employee experience equation

<https://thefutureorganization.com/>

This model considers the employee experience comprehensively within three factors, and research has shown that these factors are interrelated. Additionally, the model can be flexibly adapted for different sectors and organizational characteristics across 14 types of industries. According to employee experience experts, 87% believe that a positive employee experience helps retain and attract talent [16].

H2: Employee experience has a positive effect on employer branding.

Employee experience is defined as the sum of an employee's perceptions regarding their interactions with their organization, and it consists of three components: aligned expectations, three types of agreements, and trust [11]. Deloitte's 2017 Global Human Capital Trends report introduced the "Irresistible Organization Model" for employee experience, considering it as one of the ten key trends in the digital era and identifying 20 elements that contribute to an exceptional employee experience [4]. People Insight developed the "Pearl Model" to enhance employee experience and engagement, which includes the components of purpose, enablement, autonomy, reward, and leadership [6]. Another study evaluated four main criteria and 16 sub-criteria that influence a positive employee experience and confirmed that leadership positively affects employee experience [2].

Research by [7] on IT companies found that employee experience significantly impacts employee engagement and productivity. Another study [24] confirmed that employee experience plays a crucial role in increasing employee engagement. Thus, the research results show that employee experience positively affects employee engagement.

H3: Employee experience has a positive effect on employee engagement.

Employer Branding

Employer branding represents the image an organization creates and the unique employment conditions it offers. It affects the expectations about the organization throughout the entire employee lifecycle, both positively and

negatively. Organizations use the positive aspects and value of their brand to attract and select the right employees [15].

Employees want to highlight one particular organization and remain loyal to that brand. Consequently, they are more productive and perform better in an organization they trust and prefer over others [20]. The ability to attract skilled employees from the labor market depends heavily on the industry in which your organization operates and who the target market is [26]. Research by [19] and [9] indicates a strong correlation between a highly noticeable employer image and potential future employees, showing that a positive image inspires people to want to work at that organization. [27] identified five factors that define employer branding:

1. **Interest Value:** The degree to which the organization offers opportunities for employees to gain experience, encourages creative thinking, and creates a stimulating work environment that attracts their interest.
2. **Social Value:** The extent to which the organization fosters a helpful, fun, and joyful work atmosphere among colleagues.
3. **Economic Value:** The degree to which the organization provides above-average salaries, benefits, job security, and opportunities for advancement.
4. **Development Value:** The level at which the organization recognizes employees, reinforces their self-confidence, and ensures their future career growth.
5. **Application Value:** The extent to which the organization creates conditions that allow employees to apply their knowledge and skills and teach others.

The employer's brand image is evaluated by potential candidates from the outside and by existing employers from within [9]. According to research by MRINetwork, 69% of job seekers would refuse a job offer from a company with a poor employer brand, even if they are unemployed. Meanwhile, 92% would consider leaving their current job if offered a position at a company with an excellent reputation.

Research methodology. This study uses the Nigel Wright Group model mentioned above to identify the factors defining employer branding. The model consists of 25 questions addressing the five categories of employer branding: interest, social, economic, development, and application values.

For the employee experience, we used Jacob Morgan’s Employee Experience Equation, comprising three factors—culture, technology, and the work environment—and 13 questions. Employee engagement was measured using the Utrecht Work Engagement Scale (UWES) by Schaufeli, W. B., Bakker, A. B., & Salanova, M., which includes 17 questions. Employee engagement consists of three factors: vigor, dedication, and absorption.

Research results. The research was conducted among teachers at a secondary school, referred to as “A” School, to determine the relationship between employer branding, work experience, and employee engagement. Data was collected through a random sampling method, and quantitative data were processed using SPSS30 and Smart PLS 4. Analyses for factor reliability, correlation, and regression were performed to derive the results.

The survey was conducted via Google Forms from December 8 to 10, 2024. The questionnaire comprised three sets of questions rated on a five-point Likert scale. The table below shows the general information (age, gender, education, years of service) of the participants.

Table 1

General Information of the Respondents

| Factor | | Frequenc y | Percentag e | Factor | | Frequenc y | Percentag e |
|--------------|--------------|---------------|----------------|--------------------------|-------------------|---------------|----------------|
| Gender | Male | 6 | 7.5 | Years of Service | 1-3 | 14 | 17.5 |
| | Female | 74 | 92.5 | | 4-6 | 17 | 21.3 |
| Age Group | 25 хүртэл | 4 | 5.0 | | Over 10 years | 49 | 61.2 |
| | 26-35 | 25 | 31.2 | Professi onal Rank | Teacher | 17 | 21.6 |
| | 36-45 | 12 | 15.0 | | Methodolo gist | 25 | 31.5 |
| | 46-55 | 37 | 46.3 | | Leading | 35 | 43.9 |

| | | | | | | | |
|-----------|----------|----|------|--|------------|---|-----|
| | Over 56 | 2 | 2.5 | | | | |
| Education | Bachelor | 55 | 68.7 | | Consultant | 3 | 3.0 |
| | Master | 25 | 31.3 | | | | |

Source: compiled by the researchers

Among the respondents, 7.5% are male, 92.5% are female, 46.3% are aged between 46-55, 68.7% have a bachelor's degree, 61.2% have more than ten years of work experience, and 43.9% hold a "Leading" teacher rank.

A reliability analysis of the sample resulted in a Cronbach's Alpha of 0.967, so the analysis was continued. To identify the relationships among employee engagement, experience, and employer branding, a factor analysis was conducted, and the results are shown in the following table.

Table 2

Results of the Factor Analysis

| Variables | | Number of Questions | Factor Loading | Mean | Variance | Cronbach's alpha | KMO | Sig |
|---------------------|----------------------------|---------------------|----------------|-------|----------|------------------|------|------|
| Employee Engagement | Vigor | 6 | 8.125 | 3.843 | .37 | .894 | .883 | .000 |
| | Absorption (Job Immersion) | 5 | 2.06 | 3.795 | .17 | .801 | .818 | .000 |
| | Dedication | 4 | 1.058 | 4.063 | .32 | .845 | .756 | .000 |
| Employee Experience | Cultural Factors | 6 | 7.456 | 3.988 | .017 | .900 | .871 | .000 |
| | Work Environment Factors | 4 | 1.308 | 4.309 | .007 | .903 | .810 | .000 |
| | Technology Factors | 3 | .973 | 4.367 | .000 | .875 | .697 | .000 |
| Employer Branding | Social Value | 5 | 10.819 | 4.33 | .004 | .866 | .833 | .000 |
| | Interest Value | 2 | 2.062 | 4.525 | .003 | .861 | .500 | .000 |
| | Development Value | 4 | 1.238 | 4.319 | .004 | .840 | .722 | .000 |
| | Economic Value | 3 | 1.091 | 3.988 | .099 | .853 | .685 | .000 |
| | Application Value | 4 | 1.037 | 4.344 | .006 | .776 | .764 | .000 |

Source: compiled by the researchers

When conducting factor analysis, it was found that employee engagement is composed of the variables "vigor," "absorption," and "dedication." Among these, "vigor" has the strongest representational capacity, followed by "absorption" and then "dedication," based on the results of the study.

The employee experience group of variables consists of three factors: cultural factors, work environment factors, and technological factors. Each factor is statistically significant, as shown in the table below. Cultural factors have the highest representational capacity, followed by work environment factors and then technological factors.

According to researchers, employer branding comprises five independent variables: social value, interest value, development value, economic value, and application value. The factor analysis showed that four of these variables, with the exception of interest value, are statistically significant, as indicated in the above table. Although the interest value variable's KMO is .500, Cronbach's alpha is .861 and Sig .000. Moreover, when we include all five variables to represent employer branding, it remains statistically significant, as can be seen in the subsequent table.

The following table provides the numerical indicators for each group of variables considered in this study.

Table 3

Indicator Values for Factor Variables

| Factors | N | Min | Max | Mean | SD | Cronbach's alpha | KMO | Cumulative % | Sig |
|---------------|----|------|------|--------|--------|---------------------|------|--------------|------|
| EmpEng | 80 | 2.73 | 5.00 | 3.9208 | .59070 | .928 | .883 | 66.185 | .000 |
| EmpExp | 80 | 1.00 | 5.00 | 4.1740 | .67724 | .937 | .870 | 74.901 | .000 |
| EmployerBrand | 80 | 3.11 | 5.00 | 4.2972 | .49723 | .943 | .835 | 70.635 | .000 |

Source: calculations by the researchers

As shown in the table above, respondents' engagement is above average. The employee experience variable can range from 1 to 5, and the average rating is 4.17, indicating that respondents are satisfied with their organization's culture,

technology, and work environment. Additionally, participants rated the employer branding at an average of 4.3, suggesting that the organization maintains a strong employer brand.

A correlation analysis was conducted to determine the relationships between employee engagement, experience, and employer branding, and the results are shown in the following table.

Table 4

Correlations

| | | EmpEng | EmpExp | EmployerBrand |
|--|---------------------|--------|--------|---------------|
| EmpEng | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | .000 | | |
| EmpExp | Pearson Correlation | .673** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| EmployerBrand | Pearson Correlation | .530** | .399** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

Source: calculations by the researchers

The results of the analysis show that employee engagement, employee experience, and employer branding are significantly correlated. Employee experience has a weaker correlation with employer branding compared to the other relationships. Since the variables are interrelated, regression analysis was conducted, and the results are as follows:

Table 5

Multiple Regression Analysis Results (ANOVA)

| ANOVA ^a | | | | | | |
|---|------------|----------------|----|-------------|--------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 8.643 | 2 | 4.322 | 25.227 | .000 ^b |
| | Residual | 13.191 | 77 | .171 | | |
| | Total | 21.834 | 79 | | | |
| a. Dependent Variable: EmployerBrand | | | | | | |
| b. Predictors: (Constant), EmpExp, EmpEng | | | | | | |
| R Square .396, Adjusted R Square .380 | | | | | | |

Source: calculations by the researchers

The F-statistic is 25.227, $p = .000$, indicating that the factors considered in this study are statistically significant.

Table 6

Multiple Regression Analysis Results (Coefficients)

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.563 | .373 | | 4.188 | .000 |
| | EmpEng | .159 | .113 | .178 | 1.399 | .026 |
| | EmpExp | .473 | .123 | .489 | 3.838 | .000 |

a. Dependent Variable: EmployerBrand

Source: calculations by the researchers

The regression analysis shows that both employee engagement and employee experience have statistically significant positive effects on employer branding.

From the results of the multiple regression analysis, employee experience ($p < .000$) and employee engagement ($p < .05$) both have a positive effect on employer branding. Continuing the analysis using the Smart PLS program produced the results shown in the following figure.

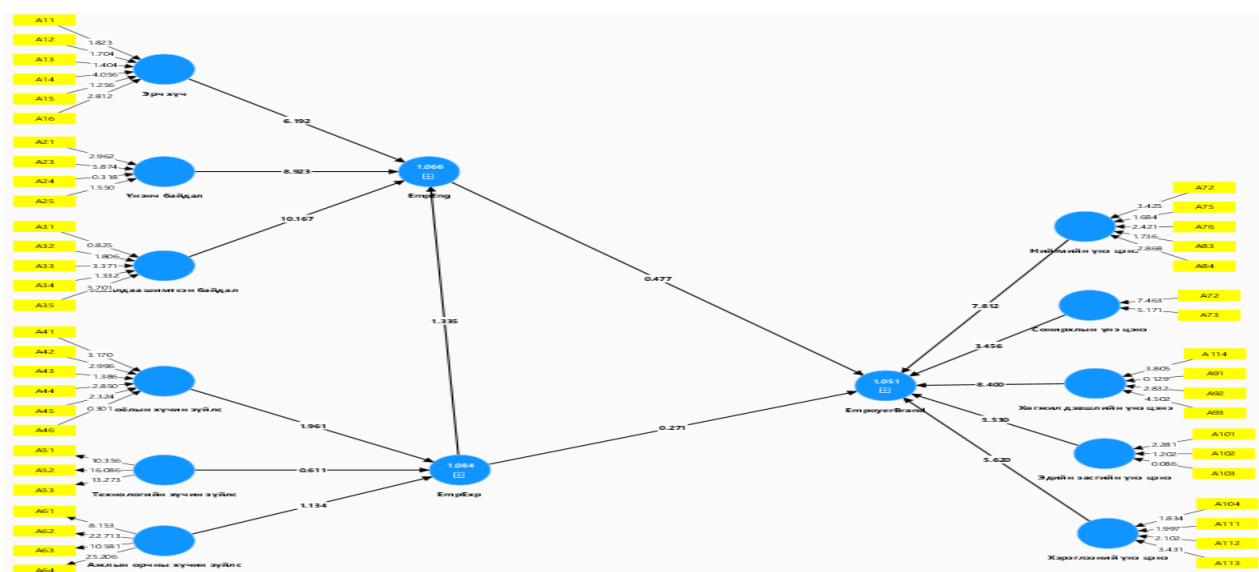


Fig. 2. Structural model

Source: calculations by the researchers

An examination using the structural model confirms once again the relationship between employee engagement, employee experience, and employer branding. The quantitative results of the structural model analysis are presented in the following table.

Table 7

Results of Hypothesis Tests for Direct Effect Analysis

| Relationship | | Cronbach's alpha | CR | AVE | P values | Hypothesis |
|--------------|-------------------------|------------------|-------|-------|----------|------------|
| H1 | EmpEng -> EmployerBrand | 0.921 | 0.922 | 0.446 | .000*** | Supported |
| H2 | EmpExp -> EmpEng | 0.938 | 0.938 | 0.538 | .016** | Supported |
| H3 | EmpExp -> EmployerBrand | 0.936 | 0.937 | 0.443 | .000*** | Supported |

Source: calculations by the researchers

The study findings confirm our hypotheses: employee engagement positively affects employer branding; employee experience positively affects employer branding; and employee experience positively affects employee engagement. Due to excluding some questions with low statistical significance during factor analysis, the explanatory power of employee engagement, employee experience, and employer branding may have been influenced.

Conclusion. This study examined the relationship between teachers' work experience, employee engagement, and employer branding at Secondary School A. All of our proposed hypotheses were confirmed by the results. For the teachers at School A, employee engagement and employer branding show a positive correlation (.530) and have a moderate effect. In other words, employees who are loyal and work energetically indicate a strong internal employer brand.

Meanwhile, employee experience has a positive correlation with employer branding (.399) but with a weaker effect, and a strong positive correlation with employee engagement (.673). Although 61.3% of the surveyed teachers have more than 10 years of work experience, their experience shows only a weak correlation with employer branding, which is a noteworthy finding. Thus, this factor should be examined more deeply in future research. As teachers gain

extensive work experience and remain at their organization for a long time, they come to appreciate the value of their work, become more interested in it, and ultimately become loyal, high-performing employees.

The results also show that the economic value factor of employer branding received a relatively low average rating. This indicates a need for the organization to implement more effective policies and programs related to salaries and incentives. Such measures could increase employee satisfaction and well-being, encourage long-term retention, and enhance the organization's employer brand value.

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