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## **Analysis of multiple structural relationships among employer brand, proposition value and intention to leave the organisation**

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**Abstract:** This study aims to analyse the multiple structural relationships among employer brand, value proposition and intention to leave by considering the mediating role of psychological contracts of employees of all branches of Iranian bank. In terms of nature and method, this research is descriptive-correlational and is a survey research in terms of data collection. The statistical population of this study consisted of 200 employees of Iranian bank. In this study, a standard questionnaire was used to compile and collect the required data. In order to assess the reliability; Cronbach's alpha was used. The value of Cronbach's alpha obtained in the questionnaire for all variables is higher than 70%, and the obtained values indicated that the measurement tool has good validity and reliability; received data were analysed with Smart PLS and SPSS software. The result of data analysis showed that the psychological contract between the employer brand and the employee value proposition with the intention of leaving the service in the all branches of Iranian bank, are positively mediated. In particular, the results show that the employer brand and the value proposition of employees have a weak but significant effect on the realisation of the intention to leave.

**Keywords:** employer brand; employee value proposition; intention to leave; psychological contract; Iranian bank.

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**Biographical notes:** Ali Ostad Hashemi has many books and articles in the field of management and accounting. He is a doctoral graduate and has 15 years of teaching experience at Payame Noor University. He has a background in university management and auditing several large companies and is interested in research in the fields of audit ethics, auditor commitment and pressure, and company auditing.

Fateme Nouri had done a lot of research projects in the field of education management, government management and business management. His relationship with knowledge-based and academic centres in order to communicate with industry was commendable. The use of new and virtual educational tools in the university's virtual training centre was one of the most important actions of this researcher.

Negin Gholami had gained a step in the path of growth and excellence of the organisation by gaining experience in the fields of public administration, education management and the use of virtual education tools in top universities. One of the most important actions of him had been cooperation in presenting and introducing dissertations supported by industry and an effective link between industry and university in order to reach the entrepreneurial university. He was interested in research in the fields of knowledge management, Six Sigma, lean manufacturing and production optimisation.

Mansoureh Hourali has many books and articles in the field of management and manufacturing. He has 15 years of teaching experience at Payame Noor University. He is interested in research in the fields of industrial management, agility, lean manufacturing, and industrialisation of cities.

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## **1 Introduction (reviewer 1)**

In the business world, human resource management is a very important factor for success of any organisation. The challenge for many organisations is to maintain their human resources, which can be a competitive advantage for the organisation (Davoudi and Fartash, 2013). Intention to leave refers to a person's mental assessment of the likelihood of leaving the organisation in the near future (Mowday et al., 1982). Intention to leave is a significant phenomenon that in case of leaving the service, imposes costs in terms of employment, training, and loss of organisational knowledge impose negative effects on performance in both the public and private sectors through the loss of social and human capital. Also, when employees want to quit, they have not affinity to organisation and do not value it. In fact, the psychological contract and the relationship between employees and the organisation is severed (Christian and Ellis, 2014). In fact, value proposition reflects the attractiveness of an employer and increases employee willingness to work for that employer (Khodami and Oslanloo, 2015). In recent years, organisations have been heavily involved in globalisation, the experience of intense competition, new technologies and demographic changes. In such situations, employees feel job insecurity and imbalances in psychological contracts. Therefore, they lose their loyalty and commitment to the organisation (Philipp and Lopez, 2013; Amiri et al., 2020). At this

time, it is necessary for organisations to adapt to environmental changes by reviewing jobs and employment relationships (Shih and Chuang, 2013). Psychological contract is a set of beliefs about what employees and the organisation offer to each other and what they receive from each other (Astrove et al., 2015). A breach of contract occurs when employees feel that the organisation has failed to meet its obligations in a commensurate manner (Flint et al., 2013). In other words, there is a gap between commitments and what has been done. Various studies show that a large number of employees face psychological contract violations (Lapointe et al., 2013). Various studies have confirmed the positive relationship between psychological contract violations and relocation intentions. Employees try to restore balance to their relationship with the organisation in various ways when faced with a breach of psychological contract (Kickul and Lester, 2001). Therefore, the main purpose of this study is to analyse the multiple structural relationships among employer brand, value proposition and intention to leave by considering the mediating role of psychological contracts of employees of all branches of Iranian bank, and this question arises whether the relationship between the employer brand and the value proposition has an effect on employees intention to leave? And does the psychological contract have a mediating role in this regard?

## **2 Theoretical framework and hypotheses**

### *2.1 Employer brand*

The meaning of employer brand is a concept like the mentioned concepts with the difference that potential and actual employees are as customers and work is as a product of the company and if the product (work in the company) is suitable and attractive for the customer (employees) and his needs is met, then he/she uses that product (Foreman, 2009). The employer brand can be a tool for managing scarce resources or talent management and show the company's efforts to promote (inside and outside) and create a clear vision of what makes the difference and the desirability of the employer. If a company succeeds in creating a brand image in the minds of people or employees and newcomers, it can build loyalty that is the goal of talent management (Zhan and Zarea, 2020; Shah, 2011). Ambler and Barrow (1996) first introduced the employer brand in 1996 as a solution to the West's entry into the crisis of non-committed and unskilled employees, in three dimensions: economic, functional and psychological benefits (Barrow and Mosley, 2010). In another study, Burton et al. (2005) considered employer attractiveness in five dimensions including interest value, Application value, developmental value, economic value, and social value, That interest value and social value were in line with 'psychological interests', the developmental value and Application value were in line with 'application interests' and the economic value was in line with 'economic interests' in Ambler and Barrow's research. As a result of Burton et al. (2005), a table of 25 attractiveness factors was designed, which has been used as a practical tool in many studies.

**Table 1** Conceptual model variables definition (reviewer 2)

<i>Variable</i>	<i>Definition</i>
Economic value	A person's perception of the economic and financial benefits provided by the employer: such as salary, pension and insurance (Yadollahi et al., 2012).
Developmental value	A person's perception of the amount of job development opportunities in the employer organisation.
Interest value	A person's perception of a motivating work environment and using the maximum power of employees to produce quality and innovative products in the employer organisation (Kazemi and Aliei, 2019).
Social value	A person's perception of attractive, pleasant work environment and friendly relations with colleagues and supervisors in the employer organisation.
Application value	A person's perception of using experiences learned in the workplace and passing them on to others (Yadollahi et al., 2011).

## 2.2 Employee value proposition

In the last decade, managers of large organisations have had significant tendencies towards human resource strategies and working conditions in a way that increases the 'sense of belonging' and creates sustainable performance (Campbell et al., 2014). One of the key concepts that has recently entered the theoretical foundations of human resources and organisational management is the value proposition of the brand (employer) to employees.

**Table 2** Employee value proposition dimensions (reviewer 2)

<i>Variable</i>	<i>Definition</i>
Workplace	Feeling of belonging to the organisation, including: values, culture, colleagues and supervisors.
Work content the profession	Job satisfaction, intrinsic motivation to perform work tasks. Possibility of long-term progress and development: job title, personal growth, education and development.
Advantages	Indirect financial rewards include: holidays, pensions and healthcare (Aliei et al., 2019).
Financial compensation	Money paid for work and performance (Zarea et al., 2020).

'Employees value proposition' is not a comprehensive pattern of rewards and benefits; rather, it refers to the set of values (financial and non-financial) that an employee earns from working for an organisation (Armstrong, 2011). A value derived from the overall experience of employment and a distinct experience. The main elements of brand value proposition to employees are: culture; reputation and prospects of the organisation; product brand strength; quality relationship with colleagues and managers; job security; good leadership; employee empowerment and freedom of expression and success based on transformation (Backhaus and Tikoo, 2004). The employee value proposition of a brand is in fact, the presentation and reception between the organisation and the employee, which encompasses all aspects of the recruitment experience, including: the organisation's mission, purpose and values, work, culture and people, as well as the overall package of reward procedures. Based on the dimensions (Kunkle and Sorensen,

2008), Browne (2012) listed the following five dimensions for employee value proposition.

### *2.3 Psychological contract*

In general, the concept of psychological contract refers to the relationship between employer and employees and raises the issue of the expectations or obligations that these cases bring to each other. One of the first definitions of psychological contract was proposed by Morrison and Robinson in 1997. Psychological contract is a set of mutual expectations that relationship groups may not be aware of; however, based on these unwritten factors, they manage the relationship between each other (Morrison and Robinson, 1997). While this definition focuses on both the employer and the employee, and argues that the two together form behavioural expectations, subsequent developments in this area emphasise on the psychological contract of individual employees (Lu and Gursoy, 2016). Researchers believe that the term psychological contract refers to an individual's beliefs in terms of the terms and conditions of a bilateral agreement between the main person and the other party. Accordingly, psychological contract is defined as: the perception of both parties of the obligations and promises created and presented in this regard, in the employment relationship of the organisation and the individual. Thus, as is clear from the definition, both manager and employee contribute to the development of psychological contract, manager and employee can tend to behavioural change by experiencing a psychological contract violation (Astrove et al., 2015).

### *2.4 Intention to leave*

Intention to leave is defined as a conscious and planned desire to leave the organisation in the near future. Intention to leave is an effective predictor of the actual dismissal rate of employees in organisations. Quitting not only entails direct and indirect costs, but also reduces the quality and failure of the organisation to achieve desired goals. It is also possible that people do not leave the organisation but do not have a job attachment (Shih and Chuang, 2013).

Qadeer and Jaffery (2014) in their research entitled 'Investigating the role of mediation psychological capital in the relationship between organizational atmosphere and organizational citizenship behavior' stated that employees' psychological capital has important effects on issues related to or even unrelated to a person's job description, such as organisational citizenship behaviour. Organisational atmosphere is one of the preconditions of psychological capital. This article specifically examines the psychological capital in an organisational atmosphere using a survey of 108 multinational employees of the organisation. The results show that psychological capital is significantly associated with both organisational atmosphere and citizenship behaviour. However, no relationship was found between organisational atmosphere and organisational citizenship behaviour. Mediation analysis shows that the influence of organisational atmosphere on organisational citizenship behaviour is direct (reviewers 1 and 2).

Compulsory redundancy generally refers to cases beyond the control of the organisation, such as retirement, transfer due to marriage, continuing education, and other such matters. Voluntary redundancy is also referred to cases that are controlled by the organisation and usually the cause is due to the existing conditions of the organisation (Christian and Eillis, 2014). Various studies on voluntary redundancies focus specifically

on job characteristics such as job quality (Munderlein et al., 2013). Employees who are absent or late for work may be asked to leave the organisation (Sartain and Schumann, 2014). This is a type of compulsory redundancy, but redundancy of those employees who decide to leave the organisation, considering that they are suitable employees and should stay in the organisation, is considered as voluntary redundancy. Organisations should use strong tactics to retain employees to minimise voluntary redundancies (Rahimnia and Hoshyar, 2010). There are several perspectives on the factors affecting resignation. Foreman (2009), in his research, has been divided factors affecting resignation into three groups (Yang, 2011):

- 1 work-related factors (job satisfaction, payment, performance and organisational commitment)
- 2 individual factors (age, gender, education, and work experience)
- 3 external factors (unemployment rate and unions).

### *2.5 Relationships between research variables and hypotheses development*

Darshi (2011), in his research, examined the relationship between the employer brand and job satisfaction and the tendency of employees to quit and concluded that the employer brand image directly increases the commitment and satisfaction of current employees and reduces their relocation. Employees' perception of the brand image of the organisation in which they work is formed through the direct experience of the work environment and the behaviour of supervisors, which changes their attitudes and behaviour. As a result, it is imperative that the employer periodically identify the factors that increase employee engagement and commitment (Hasan and Firouznia, 2020).

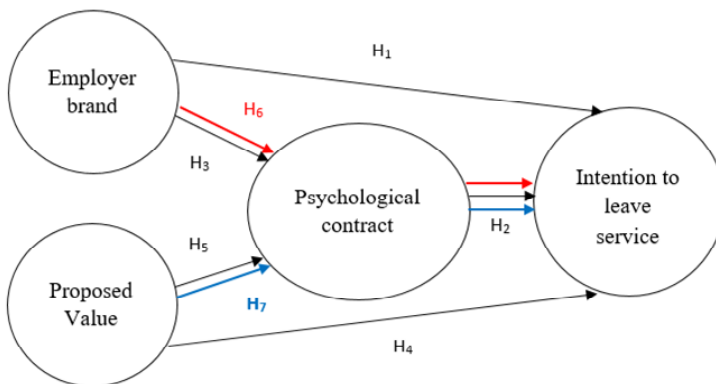
Therefore, the first hypothesis is explained as follows: the employer brand directly affects the intention to leave of employees of Iranian bank. Robinson and Rousseau (2015) showed in a study that the violation of the perceived psychological contract with job satisfaction and organisation and the desire to stay has a negative and significant relationship and in contrast to the tendency to quit has a positive and significant relationship. Golparvar et al. (2014) examined the structural pattern of psychological contract violation, organisational commitment, quitting, job satisfaction and deviant behaviours. The researchers of this study believe that the mechanism through which the breach of psychological contract weakens organisational commitment is the pressure arising from the mismatch between organisational commitments in the mental space of employees with breach of psychological contract with failure to meet expectations. Following the weakening of organisational commitment, two events occur, one is the weakening of job satisfaction and the other is the strengthening of the tendency to quit. In fact, this level of communication is due to employees approaching tangible behavioural reactions such as quitting. This relationship means that when attachment and assimilation to the organisation is weakened, this weakening simultaneously weakens the job-professional attitude of the reference job; that is, job satisfaction and reinforcement of quitting. Kraak et al. (2017) conducted an experimental study to investigate the relationship between the three variables of self-efficacy, intention to leave and psychological contract. The findings of this study showed that there is a positive and meaningful relationship between self-efficacy and psychological contract and both reduce the desire of employees to quit significantly.

Therefore, the second hypothesis is explained as follows: the psychological contract directly affects the intention to leave of the employees of Iranian bank. Backhaus and Tikoo (2004) found that the employer brand process can change employees’ perceptions of the organisation, which refers to the psychological contract and affects employees’ organisational relationships. Hendry and Jenkins (1997) stated that there is a traditional psychological contract framework between employees and employers, where employees promise loyalty to the organisation and employers guarantee employee job security.

Therefore, the third hypothesis is explained as follows: the employer brand directly affects the psychological impact Iranian bank employees. Alo and Morong (2014) in a study conducted in Kenya, examined the effectiveness of employee value proposition in increasing employee recruitment, retention, commitment and ultimately organisational performance. They concluded that communicating with strategic incentives and empowering employee helps the organisation better discover talents. Understanding these incentives can help the organisation define the right employment value proposition for the organisation. Appropriate value proposition increases employee recruitment and retention, employee commitment and reduce employee quitting, and ultimately improves organisational performance (Gilani, 2017).

Therefore, the fourth hypothesis is explained as follows: the employee value proposition directly affects the intention to leave of the employees of Iranian bank. Roseton (2009) considers the employee value proposition or the suggested brand options, what the organisation tends to see as the employer. He says that employee value proposition emphasises the quality of giving and receiving in an exchange and employment contract; and this quality is created by balancing the value expected of employees from the organisation and the value that can be provided by them to the organisation. The organisation must loyal to the value proposition (Lee, 2007). The organisation has employees who have created expectations for themselves that are affected by the value proposition. These expectations actually constitute a psychological contract, and the non-compliance of these expectations with the facts leads to a lack of loyalty and even the quitting of employees (Soltis et al., 2013).

**Figure 1** Conceptual model of research (reviewer 2) (see online version for colours)



Source: Browne (2012) and Burton et al. (2005)

Therefore, the fifth hypothesis is explained as follows: the employee value proposition affects the psychological contract of Iranian bank employees. Based on the previous



hypotheses and theories and based on the conceptual model of the research on the indirect effect of psychological contract on the employee's intention to leave, the following hypotheses are proposed:

Hypothesis 6 The psychological contract has a mediating role in the relationship between the employer brand and the intention to leave.

Hypothesis 7 The psychological contract has a mediating role in relation to the employee value proposition and the intention to leave.

After studying and summarising the research literature, the proposed conceptual model of the research was determined, which can be seen in Figure 1.

### **3 Research methods**

In terms of research method, this research is in the category of descriptive-survey research. The aim of this study was to analyse the multiple structural relationships among employer brand, value proposition and intention to leave by considering the mediating role of psychological contracts of employees of all branches of Iranian bank. Statistical population was 200 employees of all branches of Iranian bank. In the present study, for greater reliability and accuracy, 25% more was spread so that according to Morgan table, 127 people were selected by simple random sampling as the research sample. In measuring the employer brand variable from Burton et al.'s (2005) questionnaire including 25 items, the value proposition variable for employees from Browne (2012) questionnaire including 12 items, the psychological contract variable from Martin (2006) eight items and the resignation intention variable with Kim et al. (2007) questionnaire 15 items were used. The professors' opinion was used to ensure the content validity. In order to assess the validity of the structure, the method of confirmatory factor analysis has been used. In order to measure reliability; Cronbach's alpha was used. The Cronbach's alpha value obtained in the psychological contract questionnaire was 82%, the intention to leave was 87%, the employee value proposition was 87% and the employer brand was 91%. Considering that Cronbach's alpha coefficient for all variables is higher than 70%, the obtained values indicated that the measurement tool has the desired validity and reliability, which is shown in Table 3. In the analysis of the questionnaire inferential and descriptive statistical topics have been used. The software used to analyse the data are Excel, SPSS 22 and Smart PLS and the structural equation model is used to test the hypothesis.

Thus, two main hypotheses and five sub-hypotheses will be defined as follows, which are shown in Tables 3 and 4, which will be analysed using the structural equation method.

Research innovation is due to the fact that many researches have examined the values offered by the employer and the brand with the intention of leaving the service. And have analysed organisational factors. Unaware that individual factors such as psychological contracts also affect the intention to leave the service and should be considered. This research can be used not only in Iranian banks, but also in all private and public banks in other countries.

**Table 3** Five sub-hypotheses (reviewers 1 and 2)

<i>H</i>	<i>Independent variable</i>	<i>Dependent variable</i>	<i>Definition of hypothesis</i>
H <sub>1</sub>	Employer brand	Intention to leave	Employer brand has a significant effect on the Intention to leave
H <sub>2</sub>	Psychological contract	Intention to leave	Psychological contract has a significant effect on the Intention to leave
H <sub>3</sub>	Employer brand	Psychological contract	Employer brand the has a significant effect on the psychological contract
H <sub>4</sub>	Proposed value	Intention to leave	Proposed value has a significant effect on the intention to leave
H <sub>5</sub>	Employee value proposition	Psychological contract	Employee value proposition has a significant effect on the psychological contract

**Table 4** Two main hypotheses

<i>H</i>	<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Definition of hypothesis</i>
H <sub>6</sub>	Employer brand	Psychological contract	Intention to leave	Employer brand has a significant effect on the intention to leave employees with the mediation of the psychological contract
H <sub>7</sub>	Employee value proposition	Psychological contract	Intention to leave	Employee value proposition has a significant effect on the intention to leave employees with the mediation of the psychological contract

Table 5 examines the validity and reliability of research data. As can be seen, since the Cronbach's alpha of the questionnaires is more than 0.7, it shows that the data have good validity (reviewer 2).

**Table 5** Combined reliability matrix

<i>Variable</i>	<i>AVE</i>	<i>Combined reliability</i>	<i>R square</i>	<i>Cronbach's alpha</i>
Employer brand	0/86	0/92	0/87	0/91
Psychological contract	0/76	0/87	0/85	0/82
proposed value	0/85	0/9	0/85	0/87
Intention to leave service	0/89	0/89	0/89	0/87

### 3.1 *Descriptive statistics*

This section consists of two parts; the first part describes the demographic variables of the respondents and in the second part, the status of research variables is reviewed and described.

#### 3.1.1 *Description of demographic variables*

Table 6 shows the descriptive demographic statistics of the members of the statistical sample of the research based on what was in the questionnaire.

**Table 6** Descriptive data of statistical sample

<i>Variable type</i>	<i>Variable</i>	<i>Frequency</i>	<i>Frequency%</i>
Sex	Male	80	63%
	Female	47	37%
Age	Less than 30 years	18	14/17%
	30–39 years	72	56/7%
	40–49 years	34	26/77%
	50 years and up	3	2/36%
Education level	Diploma	2	1/57%
	Associate degree	23	18/11%
	Bachelor	64	50/39%
	MA	28	22%
	PhD	8	7/93%
Work experience	5 years and less	23	18/11%
	5–10 years	33	26%
	10–15 years	51	40/15%
	15 years and more	20	15/74%

### 3.2 Description of research variables

In this section, the results of the status of independent variables, which include the means, standard deviation, minimum and maximum values observed for the research variables in Table 7 are given.

**Table 7** Independent variable status

<i>Variable</i>	<i>Variable dimensions</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Standard deviation</i>
Employer brand	Interest value	1/2	4/8	3/08	0/53
	Social value	2	5	3/39	0/6
	Economic value	1/8	4/6	3/18	0/6
	Developmental	1/2	4/6	2/92	0/63
	Application value	1/6	4/6	3/12	0/49
	Employer brand	1/96	4/36	3/14	0/46
Value proposition	Value proposition	2	4/58	3/17	0/55
Psychological contract	Psychological contract	2/13	4/75	3/33	0/53
Intention to leave	Intention to leave	1/87	4/33	3/04	0/5

#### 3.2.1 Validity test of research tool: diagnosis validity test is used

As can be seen, the root mean of the variance extracted from the correlation between the constructs is higher for each variable, so the instrument has a good diagnostic validity. The square root of the extracted variance is written in ital in the table and in the diameter of the matrix.

**Table 8** Correlation of latent variables

<i>Variable</i>	<i>Employer brand</i>	<i>Psychological contract</i>	<i>Value proposition</i>	<i>Intention to leave</i>
Employer brand	0/93			
Psychological contract	0/92	0/87		
Proposed value	0.87	0/82	0/92	
Intention to leave	0/89	0/71	0/86	0/94

### 3.3 *Calculating fit index*

This index also acts like the fit indices of LISREL model and is between zero and one, and values close to one indicate the appropriate quality of the model. Of course, it should be noted that this index, like the chi-square indices in LISREL models, does not examine the fit of theoretical model with the collected data (Aliei et al., 2012). Rather, it examines the overall predictive power of model and whether the tested model was successful in predicting endogenous latent variables. The overall fit criterion (GOF) can be obtained by calculating the geometric mean of the subscription mean and  $R^2$ .

$$\text{GOF} = \sqrt{\text{average}(\text{communalities}) \times R^2}$$

$$\text{GOF} = \sqrt{0/86 \times 0/83} = 0/84$$

According to Table 9 and calculated values, the GOF index is equal to 0.84, which indicates a strong fit of model.

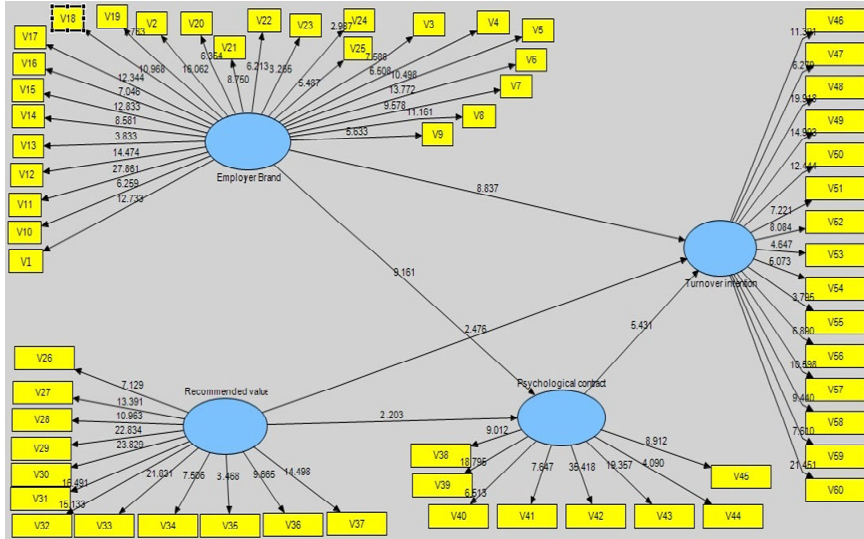
**Table 9** GOF fit index

<i>Variable</i>	<i>Communality</i>	<i>R<sup>2</sup></i>
Employer brand	0/85	
Psychological contract	0/76	0/85
Proposed value	0/85	0/85
Intention to leave	0/89	0/89
Mean	0/83	0/86

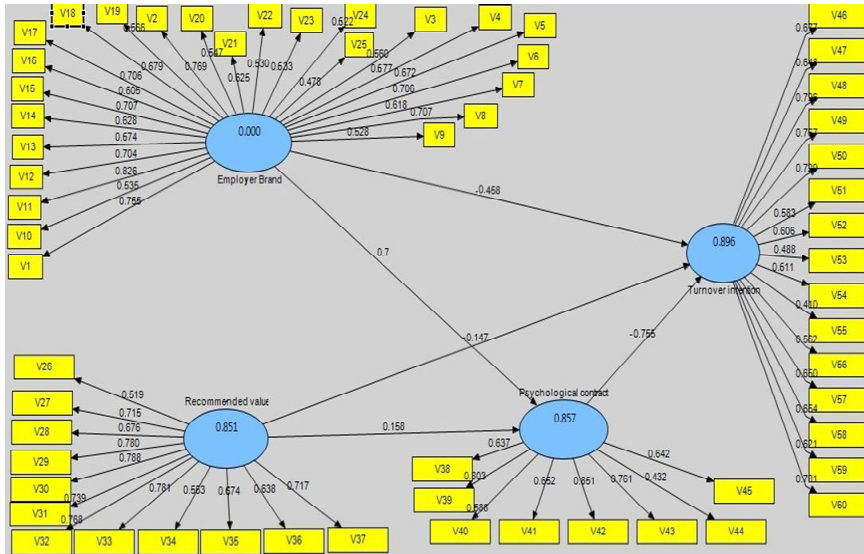
### 3.4 *Internal model analysis (answer to research hypotheses)*

To investigate the validity of the present study hypotheses, causal relationships based on structural equation modelling were used. According to the structural equations model, if the t-statistic is greater than 1.96, the significance of the relationship between the tested variables is accepted, and if this value is less than that, there is no significant relationship between the variables. Figures 2 and 3 show the test results of research hypotheses by structural equation modelling.

**Figure 2** Structural equation model in a significant state (see online version for colours)



**Figure 3** Structural equation model in path coefficient display mode (see online version for colours)



### 3.5 Research findings

Based on the data analysis, we examine the test results of direct hypotheses, the results of which is given in Table 10.

**Table 10** Test results (direct hypotheses, confirming or rejecting the hypotheses)

<i>H</i>	<i>Independent variable</i>	<i>Dependent variable</i>	<i>Path coefficient (<math>\beta</math>)</i>	<i>t-statistic</i>	<i>Coefficient of determination</i>	<i>Test result</i>
H <sub>1</sub>	Employer brand	Intention to leave	-0/458	8/837	0/89	Confirmed
H <sub>2</sub>	Psychological contract	Intention to leave	-0/755	5/431	0/86	Confirmed
H <sub>3</sub>	Employer brand	Psychological contract	0/7	9/161	0/85	Confirmed
H <sub>4</sub>	Proposed value	Intention to leave	-0/147	2/476	0/89	Confirmed
H <sub>5</sub>	Employee value proposition	Psychological contract	0/158	2/203	0/85	Confirmed

The significance value of the relationships between independent and dependent variables is greater than 1.96, so there is a significant direct relationship between these two variables with 95% confidence. Therefore, all the hypotheses of this research are confirmed.

**Table 11** Path analysis results with the sixth and seventh mediating variables (confirmation or rejection of hypotheses)

<i>H</i>	<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Path coefficient</i>
H <sub>6</sub>	Employer brand	Psychological contract	Intention to leave	$-0/807 = (-0/755) * (1/07)$
H <sub>7</sub>	Employee value proposition	Psychological contract	Intention to leave	$-0/119 = (-0/755) * (0/158)$

Thus, since the indirect path coefficient (between independent and dependent variables) is a verifiable value, it can be concluded that the sixth and seventh hypotheses are confirmed by the research mediating variable.

According to the results obtained in this hypothesis and confirmation that the dimensions of psychological contracts.

Intention to leave there is a significant relationship, it is suggested to build self-confidence at the organisational level, and this causes the person to attribute career success to their ability, and also causes people to have high psychological capital (Lu and Gursoy, 2016). Considering the results obtained in this hypothesis and confirming that the proposed value has a significant effect on the dimensions of psychological contracts, it is suggested that it should be noted that the training needs assessments of today's organisations should not be based solely on job needs personality traits (Aliei and Kazemi, 2019). On the contrary, the positive psychological characteristics of individuals should be evaluated. Their level of psychological capital should be measured both at the beginning and in the career path, because this evaluation informs organisations of many problematic behaviours in the future and the burden of observing behaviours such as type. It increases friendship, civic virtue and work conscience and reduces the intention of employees to leave (reviewers 1 and 2).

### 3.5.1 Path analysis (examining direct and indirect effects of variables on each other)

According to the results of research hypotheses, the degree of direct impact of variables on each other was determined, now the total effects (direct and indirect) are calculated using path analysis. It is worth mentioning that in path analysis, all possible paths in the model that are between variables are considered.

**Table 12** Path analysis of the dimensions of research variables

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Direct effect</i>	<i>Intermediate variable</i>	<i>Indirect effect</i>	<i>Total impact</i>
Employer brand	Psychological contract	1/07	Proposed value	$\times (0/922) = 0/145$ (0/158)	1/215
	Intention to leave	-1/45	Proposed value	$\times (0/158) \times (0/922)$ $= (-0.755) - 0/109$	-2/366
			Psychological contract	$\times (1/07) = -0/807$ (-0/755)	
Value proposition	Psychological contract	0/158	-	-	0/158
	Intention to leave	-0/147	Psychological contract	$\times (0/158) = -0/119$ (-0/755)	-0/266
Psychological contract	Intention to leave	-0/755	-	-	-0/755

### 3.5.2 Prioritising the impacts of dimensions of independent variable on dependent variable

In order to prioritise impacts of variables on each other, path coefficients in the relationships between variables must be compared with each other.

**Table 13** Prioritising the impact of variables

<i>Priority number</i>	<i>Independent variable</i>	<i>Dependent variable</i>	<i>Impact rate</i>
1	Employer brand	Intention to leave	-2/366
2		Psychological contract	1/215
4	Psychological contract	Intention to leave	-0/755
5	Proposed value	Intention to leave	-0/266
6	Proposed value	Psychological contract	0/158

Thus, it can be seen that the negative impact of the employer brand on the intention to leave (through the variables of value proposition and psychological contract) have the least impact and the amount of positive impact of value proposition on psychological contract have the highest value.

## 4 Conclusions

The employer brand, as the organisation's feeling and image, exists informally in the minds of employees, even if the organisation has not tried to shape this image. Of course, the organisation's efforts to improve the employer's brand are important from two perspectives; on one hand, it is able to attract and hire potential personnel, and on the other hand, it satisfies the current staff. Among employer brand research, most researchers have only examined the factors influencing the recruitment of future employees, while employer branding is not only to convey the message of the organisation's personality (to potential employees), but also to motivate and engage current staff (Barrow and Mosley, 2005).

A study by a Japanese software company found that job characteristics, such as the importance of duty and freedom, in practice have a positive effect on reducing the job leave of employees. Have an effect (Kazemi and Aliei, 2019). Most research has shown that improving psychological contracts, increasing self-confidence and reducing feelings of helplessness, pessimism and reducing feelings of personal inadequacy and despair, and reducing the intention to leave the service have a positive effect and can be used to solve problems related to the workplace. The effectiveness of management procedures and policies used and stress reduction and are in line with current research (Zhan and Zarea, 2020; Backhaus and Tikoo, 2004) (reviewers 1 and 2).

It is noteworthy that a strong employer brand, in addition to reducing the cost of employment, can lead to optimal employee relations, increase their productivity, sense of organisational belonging and alignment of employees with organisational values and create a competitive advantage for the organisation based on unique forces. As a result, customer satisfaction and organisational profitability are achieved. Despite the importance of the subject, according to the researcher, so far there was not a study that examines the relationship between perception of the employer brand and job attitudes such as job satisfaction, organisational identity and organisational commitment. Often, research has looked at the one-sided effect of some variables. Overall, the magnitude of intention to leave among bank workers working in Iranian bank was low. Most of the bank workers were satisfied with co-worker relationship within their organisation, but organisational policy, performance appraisal, educational opportunity, supervision, payment, and benefit mechanism were reported satisfying by most of health workers. Age of workers 35–59 years, living out of family, job opportunity, poor performance appraisal, and low affective commitment were the factors affecting intention to leave. Therefore, bank managers, supervisors, and policymakers need to develop and implement retention strategies that aim to improve the retention of workers.

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