Identify and Explain The Components and Effective Indicators of Employer Branding in The Statistics Center of Iran

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Abstract

This study aims to identify the dimensions, components and indicators affecting the employer brand in the government organization of the Statistical Center of Iran. The purpose of this research is applied and the nature of research is combined-exploratory research. Collection of research data in qualitative dimension based on purposive sampling method and through semi-structured interviews with senior managers of the Statistics Center of Iran and faculty members in the field of brand and human resources (10 people) took place. In a quantitative dimension, 340 managers, staff of the Statistics Center, Statistics Research Institute of Iran, companies and organizations cooperating with this center were selected based on the Cochran's formula and research data were collected through a field-based researcher-made questionnaire The reliability of the results related to the data in the qualitative dimension through peer review and the reliability of the findings were also confirmed by the interviewees based on the review and review of the findings. The content validity of the questionnaire was confirmed by experts and the reliability of the questionnaire was 0.987 through Cronbach's alpha method. The findings of the present study consist of 6 dimensions, 17 components and 51 items and seventeen components and indicators were identified, which are: statistical center structure, role clarity, fit and size of the statistical center, promotion opportunity, staff efficiency, statistical center efficiency, sense of honor and respect, technology level, social responsibility, internal and external equity, customer satisfaction, retaining talented staff, salary and benefits, employer brand equity, employer brand personality, job satisfaction, job security.

Keywords: Employer brand, Employer brand component, Employer brand dimensions, Employer brand index, Branding.

1. Introduction

Employer branding has become a critical element for many organizations because they are all eager to attract, develop and retain the appropriate talents in their organization by moving from the industrial age to the information age and arising the human capital as a major source in gaining the competitive advantage. Employers can use employer branding insights to see where they are in the employer attractiveness spectrum and use innovative data analysis techniques, including text visualization and sentiment analysis, to establish intelligent employer branding strategies (Hoppe, 2018). In the global economy and enhanced significance of intangible assets relative to tangible assets, having effective and competent staff is considered critical to achieving long-term profitable success; thus, the need of organizations for talented personnel has grown significantly in recent decades. However, the challenge for organizations is to differentiate themselves to attract and retain employees in highly competitive job markets successfully. Hence, recently employer brand management has been considered in the context of human resource management, and organizations apply employer branding as a tool to manage this infrequent resource, talent (Ranaei Kordshouli et al., 2019). Employer branding in the organization must be developed with long-term goals to emphasize achieving a competitive advantage and improving employee relationships. Employer branding represents an ideal plan of employment, and as a result, employers have realized the need for investment and effort to design an employer branding model, and thus can attract and retain employees important for organization success (Bharadwaj Shubhangi et al., 2021). Lack of talented human resources, changing the type of employer-labor relationship, and the situation of supply and demand for talented labor have all resulted

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in a struggle to attract the best workforce, more emphasis of organizations on talented employees, and the use of effective strategies in this regard (Kordnaeij & Nejat, 2018). Attractiveness, profitability, and future operations in modern organizations depend on their readiness to attract potential employees acknowledged as the most important stakeholders for organizational development (Tkalac Verčič, 2021). Employer branding decreases hiring costs and employee transfer to another organization by 46% and 28%, respectively. Therefore, the development and management of strong employer branding offer the best opportunity by creating a competitive advantage for companies to affect people's decisions positively to apply or stay in a company (Minchington Arasanmi & Krishna, 2019). As demonstrated by researchers, the relationship between the employer brand and employees' desirable behaviors is theoretically rooted in social exchange theory (Gupta et al., 2021). Developing the knowledge relating to employer branding allows managing employees' current perceptions and internalizing corporate values (Backhaus & Tikoo, 2004). In this way, employees feel committed to the values and goals of the organization and can transfer them out of the company (for example, job seekers, customers), which mostly supports the external brand (employer) and company effectiveness (Ambler & Barrow, 1996). Attracting the best employees, reducing job leaving, and increasing talent retention in the organization, are the most significant achievement that can be expected from employer branding (Kashyap & Verma, 2018). In line with global statistical systems, the Statistical Center of Iran has adopted the "transition from the traditional statistics system to the register-based statistics system" approach as a model of its activities. The register-based census is of special attention in the global statistical systems, which is applied to establish coordination and integration in the statistical system and the necessity to reduce traditional statistical plans gradually and move towards the use of new data sources. In this regard, since 2020, the transition of the traditional statistical system to register-based statistics has been on the key agenda of the Statistics Center of Iran, and the council of ministers has agreed to establish a register-based national population and housing census, and all ministries, organizations, institutions, companies, governmental, and non-governmental organizations were obliged to cooperate fully with the Statistics Center of Iran, to provide it with any required mini data and statistical information. Concerning the register-based census enactment, the attention to, retention of, and recruitment of specialized and talented workforce must be one of the main priorities of the center. However, the work environment of Iranian organizations and employees' priorities are various from other countries, and Iranian organizations face challenges in developing a distinguished brand that can lead to the employer attractiveness, leading to the loss of or non-absorption of talented people by the organization (Adler & Ghiselli Tanwar, 2015). According to these conditions, the results from employer branding studies by foreign researchers cannot be enough for Iranian organizations, And the necessity of conducting this research is to identify the dimensions, components and indicators of employer branding appropriate to Iranian employees in the Statistics Center of Iran and this research is necessary for Iranian organizations to show a distinct image of the organization to attract talent and increase retention of employees. Therefore, the main question of this research is that what are the dimensions, components and indicators affecting the branding of the employer in the Statistics Center of Iran?

2. Review of Literature

In the field of international research, the following can be mentioned. The study of (Tkalac Verčič, 2021), with the title of The impact of employee engagement, organisational support and employer branding on internal communication satisfaction which was performed based on structural equation modelling, a qualitative research technique, the results suggest that three independent variables (employee engagement, employer brand were measured through employer attractiveness, and perceived organizational support) predicted and explained 78.9 per cent of the variation in internal communication satisfaction.

In the study of (Kashive et al., 2020), entitled Branding the employer through crowdsourcing: understanding the emotions of employees, research was conducted based on a qualitative research technique study that showed the emergence of social value, interest, development, and economics. my working life has been in management and branding.

In the study of (Minchington Arasanmi & Krishna, 2019), under the title of employer branding, perceived organizational support and employee retention and the mediating role of organizational commitment show that both directly and through organizational commitment, perceived administrative support as one from the techniques of employer branding techniques, it affects the workforce.

In (Tanwar & Kumar, 2019), entitled employer brand, the fit of the individual with the organization and the selected employer, it is stated that examining the moderating effect of social media on the dimensions of the employer brand can lead to the image of the employer of choice (EOC) for the individual and the organization they are proper. In this work, the importance of digital media and information distribution in reaching the position of the chosen employer was also confirmed.

In the study of (Mazraeh et al., 2021), under the title of developing an employer branding model based on the expectations of talented employees the research was based on a combined qualitative and quantitative research technique. The results suggest that the mutual expectations of the individual, job, and organization can create the employer brand experience. The experience and contextual conditions lead to employer strategies in brand promises and workforce strategies in brand promises, employees' plans to decide whether to stay or leave the organization and employer branding consequences.

The results of the study by (Yadegari et al., 2020), under the title of presenting patterns of employer branding in private insurance companies with a log of qualitative and

quantitative research techniques, the results showed that employer branding in insurance companies is based on the balance between work and life, rewards, benefits, social responsibility, and the strength of the organizational brand. internal branding, work environment, personal and professional competencies, culture and organizational environment are realized.

3. Material and methods

This study aims to identify the dimensions, components and indicators affecting the employer brand in the government organization of the Statistics Center of Iran. This study is of applied developmental type and concerning data collection is descriptive, and concerning data certainty is exploratory. The mixed research technique is a combination of qualitative approach in contextual theory and quantitative in structural equation modelling. The employer branding model was designed using the data-driven theory qualitative approach and then was tested with a quantitative approach. The qualitative part data was collected through semi-structured interviews with 10 professors, experts active in the branding field, managers, and deputies of the Statistical Center, who were purposefully chosen.

Qualitative section

In this research, a semi-structured interview was used. Data collection was done through an in-depth interview using interview protocols. Interviews with managers and elites began in 2018, and in the current research, data analysis was done based on typed texts and the audio of interviews, podcasts, and the readers of articles by Max Quidia software, a professional version. This process started at the beginning of 2019 and lasted for about two months. After recording the data, it was time to interpret, and analyze the data first, in order to identify the components of employer branding in Iran's statistics center, an analysis of available scientific documents in this field has been done through a literature review. Then, the importance of each of the components was evaluated through a researcher-made questionnaire, and finally, based on the information obtained in advance and through a researcher-made questionnaire, an evaluation and design of a comprehensive model of employer branding in the Iranian Statistics Center has been done.

In order to prepare a questionnaire for expert interviews, implement the text, define the unit of analysis, develop categories and a coding plan, test the coding plan, code all the text, evaluate the coherence of the coding, extract the results from coded data, report the method and findings (extraction of dimensions, components and indicators), the questionnaire of experts was prepared and finalized. Then this questionnaire was given to experts and its results were used in qualitative analysis.

In the qualitative part of the interview, 9 questions (open and closed) were designed and examined as follows:

Open question

Imagine that the implementation of employer branding in Iran's statistics center is done through you, taking into account individual, environmental and organizational conditions; How do you implement it to promote the employer's brand in Iran's statistics center? Please describe it according to your scientific and practical records.

Other questions

1. According to your scientific and practical experiences, how familiar are you with the concept of employer branding at the Iranian Statistics Center? Explain these concepts.
2. Explain the characteristics, factors and indicators that are effective in branding the employer in Iran Statistics Center?
3. For what reasons does the implementation of employer branding in the Iran Statistics Center lead to the strengthening of the Iran Statistics Center brand? Explain your reasons.
4. Describe the encouraging and facilitating factors (such as psychological, motivational and social values; culture and work environment; economic; strength of the organization's brand) in employer branding in Iran Statistics Center?
5. Explain the appropriate conditions and platforms (including organizations, institutions, government laws, etc.) to support and operationalize employer branding in Iran's statistical center?
6. What implementation mechanisms should be considered in operationalizing employer branding in Iran's statistics center?
7. In your opinion, how can employer branding be implemented in Iran's statistical center? Describe your solutions and suggestions.
8. Describe the results and consequences of the implementation of employer branding in the Iran Statistics Center?

Quantitative section

The specialized questions of the researcher-made questionnaire (components and indicators) in the dimensions of psychological, motivational and social values of VPMS (with the components of sense of honor and respect, opportunity for promotion and job security), culture and work environment of CWE (with the components of fit and size of Iran Statistics Center), technology level, the structure of Iran Statistics Center and clarity in the economic role (ECO) (with the components of rights and benefits, contemporary and external equality of rights) the brand strength of the Iran Statistics Center BSO (with the components of social responsibility, the identity of the Iran Statistics Center, the credibility of the Statistics Center Iran and employer brand personality) the Internal Consequences of Employer Branding are ICEB (with the components of retaining talented employees, job satisfaction and employee performance) and the External Consequences of Employer Branding are ECEB (with the performance components of Iran Statistics Center, special value of the employer brand and customer satisfaction).

Reliability of the questionnaire

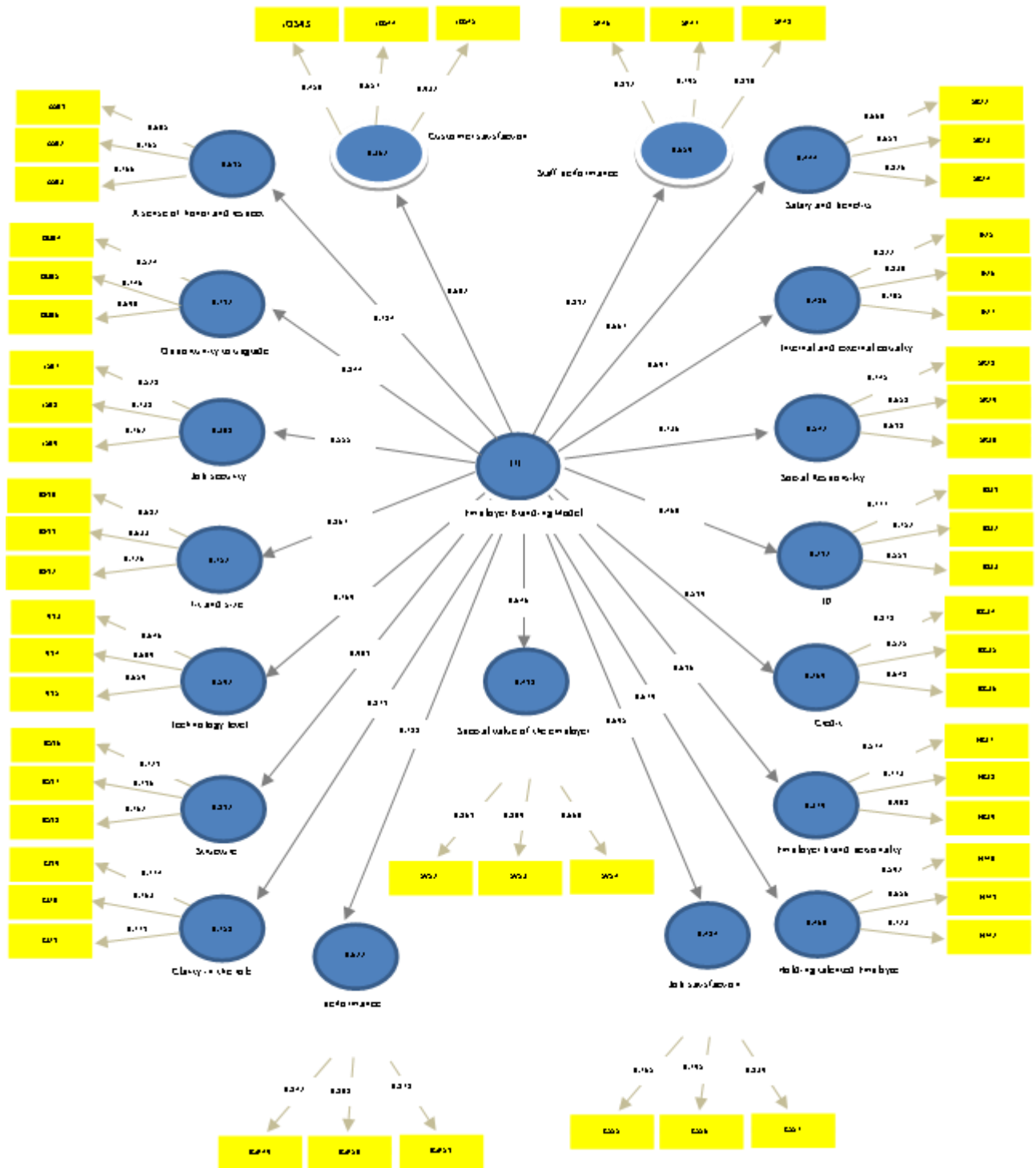Further, Cronbach's alpha measure was used to

Figure1. Factor analysis of the promotion indicators in the employer brand in the Statistical Center of Iran.

calculate the reliability. The results indicate that the total alpha coefficient of the employer branding questionnaire in the Statistical Center of Iran is 0.946 (95%), indicating the excellent reliability of the tool used.

Validity of the questionnaire

According to the confirmation of the questions by the experts, the validity of the content of the questionnaire has been confirmed. In the quantitative part, required data was obtained using the Cochran formula for 340 managers and staff of the Statistical Center of Iran and Companies

cooperating with Iran Statistical Center (corporate customers). The collected data were analyzed through grounded theory and open, axial, and selective coding and using MAXQDA Pro in the qualitative part and SPSS 16 and Smart PLS 24 in the quantitative descriptive inferential part. A total of 1200 people were the statistical population, including all managers, deputies, experts, and employees in the Statistical Center and the organization and Companies cooperating with the Statistical Center of Iran (corporate customers of the Statistical Center of Iran). As one of the frequently used techniques, the Cochran formula

was used to calculate the sample size. Hence, 340 managers, deputies, experts, employees, corporate customers of the Statistical Center of Iran participated in this study. The library research techniques (study of books, articles, journals, research projects, and databases) and a researcher-made questionnaire were used to collect data relating to literature and theoretical principles and establish the initial model in question.

4. Results

Qualitative data analysis

The research findings were given to the participants, they studied the theory text, and their opinions were applied for validation of the qualitative data. Also, a questionnaire was sent to experts in the branding field and human resources, and the content validity of all items was accepted. Given that the content of the questionnaire provides highly significant elements, the validity of the content of the questionnaire was confirmed based on the confirmation of the questions by the experts. On the other side, the opinions of supervisors, consultants, and experts were used for validation of the quantitative data. Then the proposed revisions were made based on the received feedback.

In the qualitative part, the collected data were analyzed using the grounded theory technique and open, axial, and selective coding and using MAXQDA Pro and semi-structured interviews. Five key interview questions were used for a preliminary study in individual interviews with the interviewees. After conducting 10 interviews in which the main and sub-factors were repeated in all of them, data saturation was achieved, and the interviews were stopped. Then, the researcher performed open coding and axial coding based on the qualitative analysis, and finally, selective coding based on the results.

Selective coding results

Results of selective coding were elements of sense of honor and respect, promotion opportunity, job security, fit and size of the statistical center, technology level, statistical center structure, role clarity, salary and benefits, internal and external equity, retention of talented employees, job satisfaction, staff efficiency, statistical center efficiency, employer brand equity, and customer satisfaction. For the quantitative part, the researcher added the elements of social responsibility, the identity of the Statistics Center of Iran, and employer brand personality to the credibility element of the Statistics Center of Iran, entitled "dimension of brand strength of organization (BSO)" using reliable scientific sources and international questionnaires, and after interviewing experts through a researcher-made questionnaire to test it. Thus, a quantitative questionnaire was designed with 6 dimensions, 19 elements, and 57 items based on the interview results (qualitative part) and in a completely comprehensive and multifaceted way. It included the values of psychology, motivation, and social (VPMS) (sense of honor and respect, promotion opportunity, job security), culture and work environment (CWE) (fit and size of statistical center, technology level, statistical center

structure, role clarity, economy, salary and benefits, internal and external equity), brand strength of organization (BSO) (social responsibility, statistical center identity, statistical center credibility, employer brand personality), internal consequences of employer branding (ICEB) (retention of talented employees, job satisfaction, employee efficiency), external consequences of employer branding (ECEB) (statistical center efficiency, employer brand equity, customer satisfaction). The final results from open coding, axial coding, and selective coding were sense of honor and respect, promotion opportunity, job security, fit and size of Iran Statistical Center, technology level, the structure of Iran Statistical Center, role clarity, salary and benefits, internal and external equity, retention of talented employees, job satisfaction, employee efficiency, the efficiency of the Statistical Center of Iran, employer brand equity, customer satisfaction.

Quantitative part

In this study, a total of 340 subjects were included in the study, 32.1% female and 67.9% male. The age of 11.5% of the respondents was between 20-30 years old, 45% were between 40-31 years old, 36.8% were between 50-41 years old, and 6.5% were 50 years old and above. Also, the age of 0.3% of the respondents was unknown. In terms of the level of education of subjects, 8.8% of the respondents had a diploma, 14.4% had a bachelor's degree, 56.8% had a master's degree, and 19.4% had a Ph.D. degree. It should be noted that level of education of 0.6% of the respondents was unknown. Regarding employment history, 11.5% of respondents had less than 5 years of work history, 15.9% between 6 and 10 years, 23.8% between 11 and 15 years, 25.0% between 16 to 20 years, and 23.8% had 21 years and above.

Data inferential analysis

Factor analysis method was used to investigate and determine the dimensions, components and indicators affecting the client's brand in the Statistics Center of Iran. (Figure 1) shows the factor analysis model of employer branding indicators in the Statistics Center of Iran. The relationship is considered weak and ignored when the factor loading is less than 0.3. A factor loading between 0.3 and 0.6 is acceptable, and if above 0.6, it is greatly good. All elements with a factor loading above 0.6 demonstrate that the model is "very desirable." (Table 1) presents the factor loading of the model by elements. According to the exploratory factor analysis model, by removing the elements of "Statistical center identity and Statistical center credibility" due to a factor loading of less than 0.3 from the analysis path, the indicators were ranked again using factor analysis, which is shown in Figure 2. Figure 3 and Table 2 present the priority of each element based on its factor loading from the highest priority to the lowest priority. Finally, the factors, dimensions, and elements of the comprehensive employer branding in the Statistical Center of Iran were obtained from the summary of previous researches. Out of 19 elements, two elements were removed from the analysis. (Figure 4) represents "the factors, components and indicators affecting the

Table1. Significance of factor loading and path coefficient of elements in employer branding promotion in Statistics Center of Iran.

| No.	Element	Path coefficient	Factor loading	Significance
1	Sense of honor and respect	0.784	0.615	
2	Promotion opportunity	0.844	0.712	
3	Job security	0.555	0.308	
4	Fit and size of statistical center	0.864	0.752	
5	Technology level	0.769	0.592	Significant
6	Statistical center structure	0.901	0.812	
7	Role clarity	0.871	0.758	
8	Salary and benefits	0.667	0.444	
9	Internal and external equity	0.697	0.486	
10	Social responsibility	0.736	0.542	
11	Statistical center identity	0.460	0.212	Insignificant
12	Statistical center credibility	0.519	0.269	
13	Employer brand personality	0.616	0.379	
14	Retention of talented employees	0.679	0.460	
15	Job satisfaction	0.602	0.362	
16	Employee efficiency	0.812	0.659	Significant
17	Statistical center efficiency	0.788	0.622	
18	Employer brand equity	0.646	0.418	
19	Customer satisfaction	0.695	0.484	
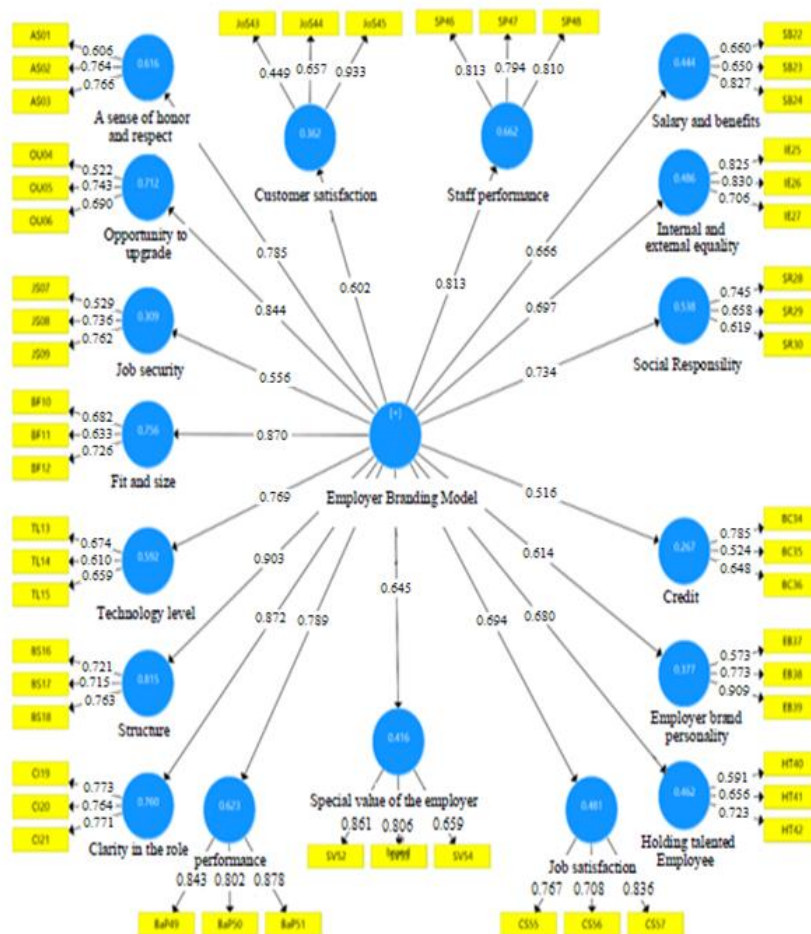
Figure2. Factor analysis (first stage confirmation) of indicators appropriate for employer branding promotion in the Statistical Center of Iran by eliminating factor loadings of 0.75 and less.
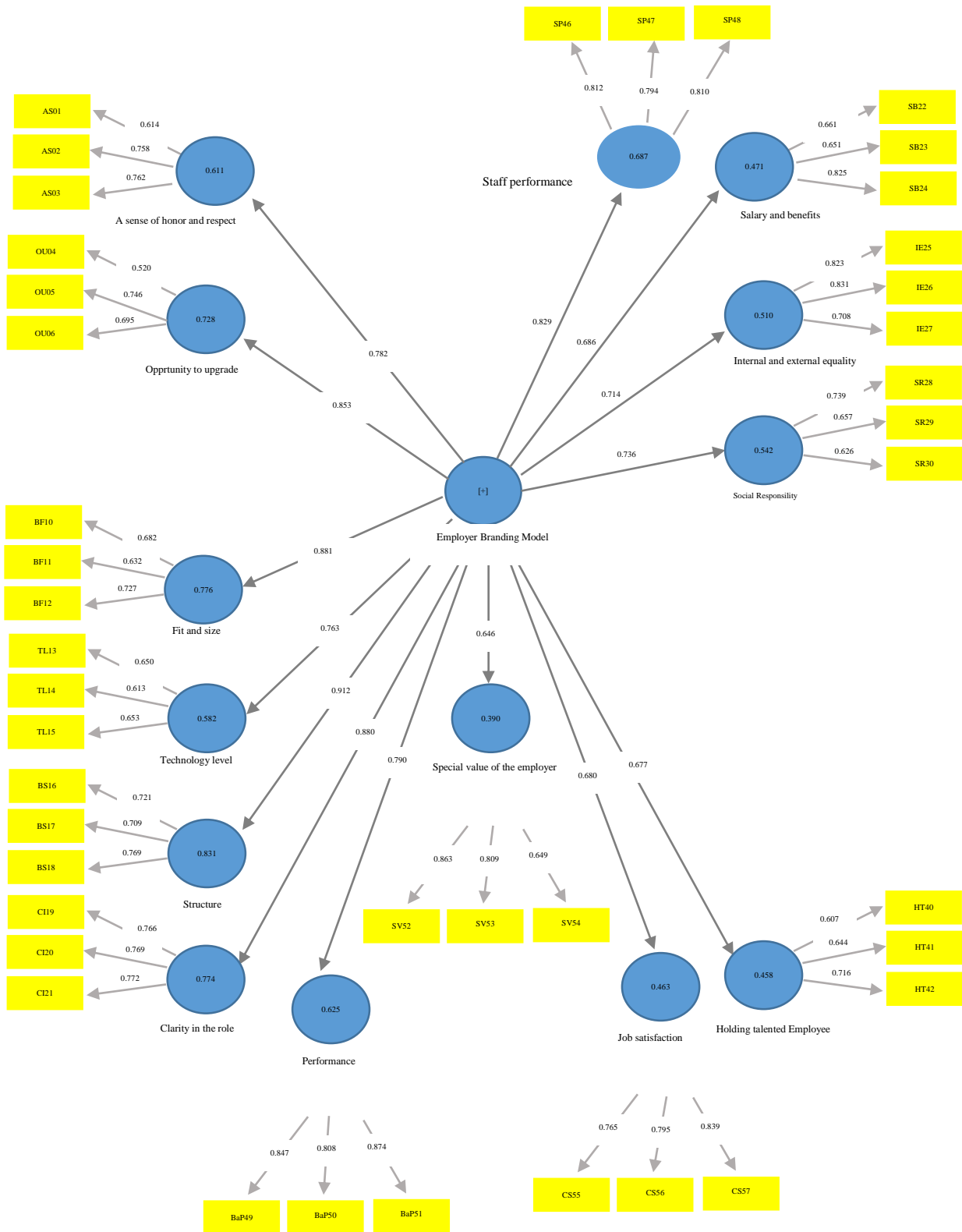
Figure3. Factor analysis elements (second stage confirmation) of employer branding indicators in the Statistical Center of Iran by eliminating the factor loadings of 0.7 and less

Table2. Prioritizing elements resulting from factor analysis of the second stage confirmation based on factor loading.

| Priority	Element	Factor loading
1	Statistical center structure	0.820
2	Role clarity	0.765
3	Fit and size of statistical center	0.763
4	Promotion opportunity	0.716
5	Employee efficiency	0.670
6	Statistical center efficiency	0.624
7	Sense of honor and respect	0.613
8	Technology level	0.590
9	Social responsibility	0.539
10	Internal and external equity	0.491
11	Customer satisfaction	0.476
12	Retention of talented employees	0.462
13	Salary and benefits	0.451
14	Employer brand equity	0.409
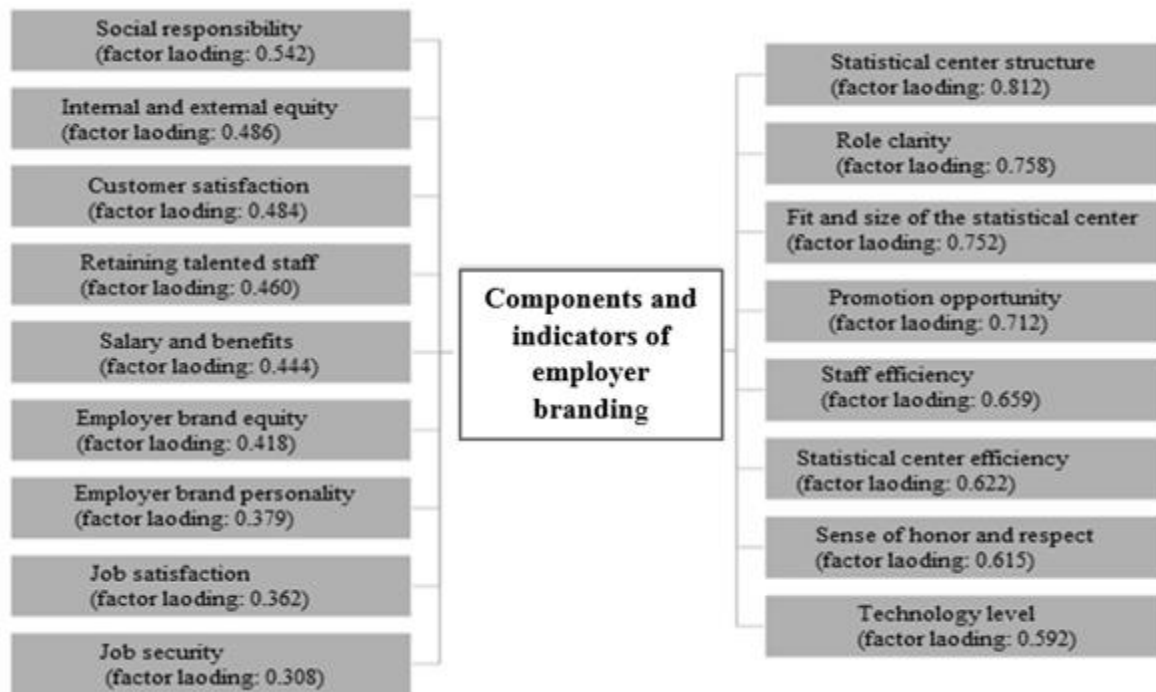
Figure4. The components and indicators affecting the employer brand in the Statistical Center of Iran

employer brand in the Statistical Center of Iran." The Chi-squared test was used to evaluate the o model fitting. The Root Mean Square Error of Approximation (RMSEA) and Root Mean Square Residual (RMR) values less than 0.8, Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) above 90% and close to 1, all suggest the validity of the proposed model. All these indicators have desirable values. In the proposed model, the employer brand elements (statistical center structure, role clarity, fit and size of statistical center, promotion opportunity, employee efficiency, statistical center efficiency, sense of honor and respect, technology level, social responsibility, internal and external equity, customer satisfaction, retention of talented employees, salary and benefits, employer brand equity, employer brand personality, job satisfaction, job security) are considered as observed variables and employer brand variable as a latent variable. The model fitting is confirmed by model fitting indicators in factor analysis.

5. Discussion

In this study, due to the importance of employer branding, dimensions and components and indicators affecting the employer brand were identified in the Statistics Center of Iran. The research findings led to the identification of dimensions, components and indicators affecting the employer brand in the Statistics Center of Iran. The research findings, including 6 dimensions, 17 elements, and 51 items, resulted in establishing the employer branding in the Statistical Center of Iran.

The elements were statistical center structure, role clarity, fit and size of the statistical center, promotion opportunity, staff efficiency, statistical center efficiency, sense of honor and respect, technology level, social responsibility, internal and external equity, customer satisfaction, retaining talented staff, salary and benefits, employer brand equity, employer brand personality, job satisfaction, job security, all were involved in explaining the comprehensive employer branding model in the Statistical Center of Iran.

According to the results, the job satisfaction element with a relationship with human resource practices and organizational behavior contributes to employer branding (Bharadwaj & Yameen, 2020); (Kashyap & Chaudhary, 2019); (Tanwar & Prasad, 2016). Also, the results of the present study are in line with the results reported in a study conducted on the employer brand as a tool to create employee satisfaction and job satisfaction by (Sefidgar & Vazifehdoust, 2020) and employer branding models designed by (Tanwar & Prasad, 2016) and (Kashyap & Chaudhary, 2019) based on job satisfaction. For the identity element, researchers have also referred to the lack of evidence on how an organization creates a sense of identity (Backhaus & Tikoo, 2004); (Bharadwaj & Yameen, 2020); (Tanwar & Kumar, 2019); (Tanwar & Prasad, 2016). Employees' sense of honor, respect, and positive evaluation of their jobs because of the perception of a given employer brand leads them to introduce themselves as organizational members, which was consistent with the reported results (Kashive et al., 2020); (Loi et al., 2014). The job promotion opportunities, job security, salary and benefits, and social responsibility were identified as elements of employer branding, which is in agreement with findings that highlighted the significance of social responsibility, work-life balance, job promotion, salary and benefits as the key dimensions involved in the employer branding (Tanwar & Prasad, 2016); (Hillebrandt & Ivens, 2013).

Researchers have found a positive relationship between employer branding and social responsibility with employee efficiency, commitment (Maurya & Agarwal, 2019), and attractiveness to employees (Goswami et al., 2017), which is line with our results. Employer branding emphasizes organizational features, such as structure, for the organizational structure and efficiency element (Backhaus et al., 2019).

6. Conclusion

According to the results of the present research, it is necessary to look at the components that play a role in explaining the comprehensive pattern of employer branding in the Iranian Statistical Center, including the structure of the Iranian Statistical Center, clarity in the role, appropriateness and size of the Iranian Statistical Center, promotion opportunities, employee performance, performance Iranian Statistics Center, sense of honour and respect, level of technology, social responsibility, internal and external equality of rights, customer satisfaction, retention of talented employees, salaries and benefits, the

special value of employer brand, employer brand personality, job satisfaction, job security.

Suggestions

From the summary of previous studies and researches as well as the analysis of data, dimensions and components and indicators affecting the employer's brand were identified in the Statistics Center of Iran. The Statistical Center of Iran can form an expertise committee for employer branding and apply the following findings-based suggestions. It is recommended to design the structure of the work unit, clearly explain the center's goals, and divide works and duties between staff at the center flexibly. For role clarify, the jobs' functions in the center should be defined, and the jobs' description should be updated regularly. For the fit and size element of the center, the designed posts should be following the size of the center, the by laws, instructions, and rules of the center should meet the complexities and size of the center, and equal opportunities should be provided and strengthened for staff promotion. For the employee efficiency element, attention should be paid and strengthened to training and development of skills and competencies of human resources and employee participation in decisions. It is recommended that in line with the center efficiency element, order and accuracy in fulfilling obligations, trust in the center's promises, a sense of determination and willpower are created and strengthened in employees' minds. For the element of a sense of honor and respect, mutual respect between the manager and employees is created and strengthened, and with a positive sense relative to organization and workplace, which is created through appropriate physical conditions of the workplace and proper communication, employees are apathetic about rival organizations. It is best according to the technology level element, configuration and appearance of the website should be in line with the latest technology. For the social responsibility element, it is best to promote fairness and equality, realize and strengthen the preservation of the public resources of society, establish equality and social justice, and treat everyone impartially. Concerning internal and external equity, salaries and benefits should be paid and strengthened fairly and equitably within the Statistics Center of Iran compared to other organizations. In line with the customer satisfaction element, it is recommended to create and strengthen a better feeling and experience when using services. Besides, the needs of employees, as internal customers of the organization, must be considered, leading to increased motivation and satisfaction of employees at all levels, and consequently the satisfaction and loyalty of customers outside the organization. According to the element of retention of talented employees, increasing welfare and medical services to employees, incentive plans, and appreciation of talented and specialized personnel should be done. Concerning the element of salary and benefits, the feeling of satisfaction and fairness of employees' salary, the feeling of gratitude by employees after receiving salaries, the feeling of fairness of side benefits by employees should be realized. Appropriate salary and benefits and receiving the necessary services

and effectiveness-based payments and rewards make people feel better about the organization when they compare themselves to rival organizations. Therefore, it is better to create and strengthen the brand quality, appropriate brand efficiency, brand differentiation according to the employer brand equity element. According to the employer brand personality element, it is recommended that employees' familiarity with the employer brand be established and strengthened, the employer's name and brand are defined correctly, significantly, operationally, and specialness and uniqueness of the brand of the Statistics Center of Iran should be created and strengthened compared to other centers. Based on the element of job satisfaction, the feeling of satisfaction, hope for progress, and motivation in employees should be created and strengthened. Finally, in line with the job security element, the feeling of job security, non-dismissal of employees in case of economic problems, and the guarantee of job security in employees should be created and strengthened.

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Appendix1: Describing factor load coding

Row	Dimension	Component title	Main code (component)	Secondary codes (indicator)	Questionnaire questions
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	BS16	16-18
17		structure of Iran's statistics center		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	

Appendix1: Describing factor load coding (Continued)

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	