Abstract

The Dynamics of the Employee Branding Effect: The Valuation of Interpersonal Relationships in Organizational Results

Andrea I. O. C. Sousa, CEFAGE -Centro de Estudos e Formação Avançada em Gestão e Economia da Universidade de Évora e Amplified Creations, Lda

João P. C. F. Thomaz, ISLA-Leiria, CEG-IST - Centro de Estudos de Gestão do Instituto Superior Técnico e Amplified Creations, Lda.

Eulália M. R. Santos, ISLA-Leiria, ISLA-Santarém e CIDMA -Centro de Investigação e Desenvolvimento em Matemática e Aplicações da University of Aveiro, Aveiro, Portugal.

The contribution of mentoring (Kram, 1983, 1985; Kram, & Isabela, 1985; Ragins, & Kram, 2007) and of helping relationships (Schein, 1999, 2009, 2013), when introduced in the employee branding model (Miles, & Mangold, 2004, 2005), as amplifiers of social relationships in organizations, leads to a new and increased result, the **Employee Branding Effect process** that contributes to a real and concrete diagnosis of the organization's relational and organizational environment.

The Employee Branding Effect promotes and reinforces the psychological contract between employees and the organization through the increase of catalyzing actions of the domain of interpersonal relationships that result from the informality created in social exchanges inside and outside of the organizations, with a change in the focus from management by objectives (Wang, & Wong, 2011) to management by competencies, meaning, from Organizations to the People, based on the leadership exercise evolution (Wang, & Wong, 2011) influencing the organization's brand image (Lishan, & Yaoqi, 2011).

The study was conducted in 2015 and involved 30 organizations and 725 employees who answered a questionnaire with 79 statements to measure the Employee Branding Effect. This study allowed the validation and reliability of the developed instrument, but also to demonstrate statistically the moderating effect of mentoring and helping relationships, from the informal to the formal domain of organizations, and to confirm a positive increase in the results of the employee branding process when enhanced and promoted by actions within the scope of interpersonal relationships.

This research required the combined and scientifically correct use of more than one methodology or parts of methodologies, using a multimethodological enrichment procedure due to the integration and interaction of several complex concepts of the behavioral and organizational domain, creating a new paradigm in the organization's management (Mingers, & Gill, 1997).

The Employee Branding Effect process reveals important analysis factors that allow a clear observation of the organizational reality, especially regarding the greater comprehensiveness and empowerment of social relationships in the sustainability of organizations, with an integrated vision of Human Resources Management and Organizational Behavior dynamics, based on the social exchange relationships of Relationship Marketing.

Keywords: employee branding effect, mentoring and helping relationships, human resources management, relationship marketing, management by competencies.

Bibliography:

Conway, N., & Briner, R. (2009). Fifty years of psychological contract research: What do we know and what are the main challenges? *International Review of Industrial*, *24*, 72-130.

Herington, C., Johnson, L., & Scott, D. (2006). Internal relationships: Linking practitioner literature and relationship marketing theory. *European Business Review*, *18*(5), 364-381.

Kram, K. E. (1983). Phases of the mentor relationship. *Academy of Management Journal, 26*, 608-625.

Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Glenview, IL: Scott Foresman.

Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role of peers relationships in career development. *Academy of Management Journal, 28*, 110-132.

Lishan, X., & Yaoqi, L. (2011). The spillover effect of supportive leadership on brand image through employee brand building behavior. In *Proceedings of the International Conference on Services Systems and Services Management* (pp. 21-26). Tianjin, China: IEEE.

Miles, J., & Mangold, G. (2004). A conceptualization of the employee branding process. *Journal of Relationship Marketing, 3*(2/3), 65-87.

Miles, J., & Mangold, G. (2005). Positioning southwest airlines through employee branding. *Business Horizons, 48 (6)*, 535-545.

Mingers, J., & Gill, A. (Eds.) (1997). *Multimethodology: The theory and practice of combining management science methodologies*. Chichester, UK: John Wiley & Sons.

Ragins, B. R., & Kram, K. E. (2007). *The handbook of mentoring at work: Theory, research, and practice*. Thousand Oaks, CA: Sage Publications.

Schein, E. H. (1999). *Process consultation revisited: Building the helping relationship*. Reading, MA: Addison-Wesley.

Schein, E. H. (2009). *Helping: How to offer, give, and receive help*. San Francisco, CA: Berrett-Koehler Publishers.

Schein, E. H. (2013). *Humble inquiry: The gentle art of asking instead of telling*. San Francisco, CA: Berrett-Koehler Publishers.

Vãleanu, C., Cosma, S., & Soficã, A. (2012). Strategic marketing and management tools used to increase employee efficiency. *Procedia Economics and Finance, 3*, 877-882.

Wang, J., & Wong, C-K. (2011). Understanding organizational citizenship behavior from a cultural perspective: An empirical study within the context of hotels in Mainland China. *International Journal of Management, 30*, 845-854.