

***Employee Value Proposition (EVP) and Employee Advocacy: Impact of
Internal Perception in Shaping External Employer Branding***



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Abstract

This study examines the role of Employee Value Proposition (EVP) in shaping employee advocacy within the telecom sector in Pakistan, focusing on Jazz and Zong. In an increasingly competitive job market, organizations often communicate attractive EVPs to attract talent, but the disconnect between internal employee experiences and external employer branding remains a significant concern. This research explores how employees perceive their organization's EVP and how these perceptions influence their willingness to advocate for the organization externally. Using a quantitative research design, data was collected through a structured questionnaire distributed to 300 employees. The study investigates the relationship between EVP, employee engagement, and employee advocacy, with employee engagement acting as a mediator. Statistical analysis, including descriptive statistics, correlation, and regression analysis, was conducted using SPSS and PLS-SEM. The findings suggest that positive perceptions of EVP significantly enhance employee engagement, which in turn increases the likelihood of employee advocacy. Despite the lack of statistical significance in some of the direct relationships, the results indicate that employees who perceive their EVP positively are more likely to advocate for their organization. The study highlights the importance of aligning internal experiences with external branding to build stronger, more authentic employer brands. The findings have practical implications for HR practitioners and employer branding teams in the telecom industry and other sectors seeking to improve employee engagement and advocacy.

Keywords: Employee Value Proposition (EVP), Employee Engagement, Employee Advocacy, Employer Branding, Telecom Sector, Pakistan, Jazz, Zong, Quantitative Research

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List of Abbreviations

<ul style="list-style-type: none">• EVP: Employee Value Proposition
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<ul style="list-style-type: none">• EE: Employee Engagement
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<ul style="list-style-type: none">• OCB: Organizational Citizenship Behavior

<ul style="list-style-type: none">• TI: Turnover Intention

<ul style="list-style-type: none">• HR: Human Resources
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Chapter 1: Introduction

1.1 Background of the Study

In the current competitive business environment, the issue of attraction and retention of the best talent is an issue experienced in organizations. A properly established Employee Value Proposition (EVP) is one of the surest means of accomplishing this as it conveys the advantages, experiences an organization promises to its employees in exchange of their contributions. EVP has long been considered one of the important factors in employer branding and recruitment strategies (Yacine, 2021). EVP represents the unique set of offerings an organization provides to its employees, including compensation, career growth, work culture, and purpose, which influence employee engagement and retention. Nevertheless, regardless of the concern, a gap in comprehending the effect of internal perceptions of EVP on employees beyond the recruitment process is still substantial, especially as far as advocacy and employee behaviors are concerned. This paper will focus on the effect of internal perceptions of EVP in the telecommunication industry (specifically in Jazz and Zong in Pakistan) and the relationship between these issues and the willingness of employees to ensure the promotion of their respective organizations. Though the concept of EVP has been investigated in different scenarios by popular researchers (Veldsman and van der Merwe, 2022; Jackson, 2025), not many researchers have mentioned the relationship between internal EVP perceptions and employee advocacy in particular with regard to Pakistani telecom companies.

This study addresses this gap by examining how internal EVP perception by employees, employee engagement, and consequent behaviors of advocacy are related. The EVP factors studied in the report include compensation and benefits, career growth opportunities, work

environment, work-life balance, employee engagement, job security, and organizational purpose. In particular, the project investigates the role of employee engagement in mediating the relationship between EVP and advocacy. The Gap: Most of the past literature has emphasized the use of EVP in recruitment and retention (Yacine, 2021). Nonetheless, minimal focus has been directed to the disparity between the perception of EVP among the organizational employees and how it influences the employer branding in the external environment (particularly in a sector such as telecom in Pakistan, where talent rivalry is intense) (Shahzad et al., 2025). The originality of this research is that it addresses the mediating role of employee engagement in the process of turning the positive internal EVP perceptions into active advocacy behavior.

1.2 Problem Statement

Organizations in a highly competitive job market are prepared to spend huge resources on developing attractive EVP statements in order to attract talent. Nevertheless, these guarantees fail to reflect the internal experience of employees, and there is a lack of congruence between the external employer branding and the internal employee perceptions. According to Shahzad et al., (2025), this mismatch may lower engagement in employees and lower their desire to promote the organization. In Pakistan, in which telecom firms, such as Jazz and Zong, face challenges in balancing external promotions with internal gratifications, it is important to study how EVP perceptions can lead to employee advocacy. The given study attempts to fill this gap and investigate the effects of the way employees of an organization perceive the EVP on their engagement levels and, consequently, the likelihood to promote the company to the outside world.

Organizations spend a lot on outside employer branding to attract talent, but do not focus on what the internal reality of employees is like, which creates a gap between promise and delivery.

According to Shahzad et al. (2025), a common phenomenon was the companies presenting an attractive EVP on their websites, but employees often had a different experience once they applied to work. In the event of a mismatch between the internal sense and the external communication, the staff will be less involved and willing to market the organization. According to Posadzinska & Misiak (2025), employees consider authenticity in their daily interactions and leadership behavior as well as the workplace culture. When the expectations are not fulfilled, the advocacy of the employees fails, and the brand credibility is low. Athalage (2024) claimed that changing workplace models demand organizations to transform EVP according to employee values and work-life expectations. As Idrrisu (2022) pointed out, employer branding is a hollow concept when there is no coherent and genuine inner experience.

Within the framework of the telecom sector in Pakistan, there is a dearth of empirical studies that examine the role of EVP perception on advocacy behavior, even though the sector has a competitive hiring context. Ainasoja (2023) indicated that employee advocacy as a means of attraction is strong, as potential applicants make decisions based on the views of the already employed employees. But in the case of poor internal perception of EVP, advocacy reduces, and the employer branding becomes weak. According to Staniec and Kalinska-Kula (2021), effective internal branding improves engagement, which will then lead to positive word of mouth. According to Strilets (2025), organizations should make sure that EVP corresponds to employee experience to maintain their credibility. Farzanehkari (2024) also observed that organizational reputation is best manifested through the perception of employees as opposed to marketing solely.

1.3 Research Questions

The research is guided by the following questions exactly as proposed:

1. How do employees in the telecom sector perceive their organization's Employee Value Proposition (EVP)?
2. How does employee advocacy contribute to strengthening external employer branding in the telecom sector?
3. What is the relationship between internal EVP perception and employees' willingness to advocate for their organization?
4. These questions aim to investigate how the internal perception of EVP influences employee advocacy behavior, specifically within Pakistan's telecom industry.

1.4 Research Objectives

1. To explore how employees in Pakistan's telecom sector perceive their organization's Employee Value Proposition (EVP).
2. To evaluate the role of employee advocacy in enhancing external employer branding.
3. To assess the relationship between EVP perception and employees' willingness to advocate for the organization, with employee engagement as a mediating factor.

These objectives are considered to be the main aim of the study, namely, to know how the perception of EVP by workers affects their desire to promote the organization externally, in the context of the telecom industry, Jazz, and Zong.

1.5 Significance of the Study

The study helps to fill the gap in the existing body of knowledge by analyzing the relationship between internal EVP perceptions and employee advocacy in the Pakistani telecom industry. It expands the theoretical knowledge of EVP in academic literature on the topic outside of conventional recruitment functions emphasizing its effects on employee involvement and

promotion. The research also offers some practical implications to HR practitioners and employer branding teams, especially in competitive industries such as the telecommunications where aligning internal staff experiences with the external employer branding can be a great way to attract and retain talent. The results will make organizations understand better how to create an EVP that will attract employees and create a higher engagement and advocacy to promote the employer brand. Telecommunication firms such as Jazz and Zong work in a very competitive environment in which hiring and retaining talent are as important as attracting talent. Perception among employees will assist organizations to understand what their employees perceive as shortcomings in their EVP and take appropriate measures to create the perception that will make employees engage, belong, and remain loyal. The paper also advocates leadership in developing EVP strategies that are both genuine and employee-focused as opposed to promotion-based. When workers feel important, cared about, and related to the organizational cause, it is natural that they promote their place of work by enhancing the employer's reputation.

1.6 Scope of the Study

The present research concentrates on the Pakistani telecom industry with a special concentration on the workers of Jazz and Zong. The study focuses on the connection between internal EVP perception, employee engagement, and employee advocacy. The research is also confined to all employees with a work experience of at least 6 months in the organization, with sufficient experience of the EVP. Since the research is context-based on Pakistani telecom industry, the results may not be generalized across industries and countries. Nonetheless, the study offers a baseline on subsequent comparative research in other industries or other geographical settings. The study is a quantitative study (based on structured questionnaires) to test the perception of EVP, engagement, and desire to advocate. The results are context-specific to Islamabad-based

telecom operations, which might not necessarily be applicable to other industries and geographic regions. Nevertheless, the findings give a basis for comparative studies in the future. The scope further encompasses the knowledge of the role of internal EVP experience, indirectly through the advocacy behaviour, on external employer branding.

1.7 Theoretical Foundation

The major theoretical framework that will inform the research is the Social Exchange Theory (SET) which assumes that relations are formed based on a reciprocal exchange of resources and that individuals evaluate the ratio between what they contribute and what they get (Blau, 1964). When applied to EVP, the employees can assess the rewards and benefits that the organization gives them as a result of their input. Based on SET employees are more likely to give back in positive behaviors when they feel that their organization is meeting its promise to them including giving them career development, fair payment, and a conducive work environment (Homans, 1958).

EVP is the first exchange resource in this study, which influences the perception of the employees and, subsequently, their task performance with the organization. The engagement in turn mediates the association between EVP and employee advocacy, since employees with emotional and psychological commitment to their organizations are more likely to advocate it to others (Veldsman and van der Merwe, 2022). The theoretical implications of the current research can be seen in the fact that it enlarges SET by examining how internal perceptions of EVP affect external actions, i.e., advocacy, which eventually builds the employer brand. The research is also useful in the comprehension of the role of engagement as a mediator in the exchange relationship, which enhances the effects of EVP on employee advocacy.

1.8 Operational Definitions

Employee Value Proposition (EVP): EVP refers to the set of rewards, benefits, and experiences that a given organization provides in return to skills, contributions, and commitment of the employees (Jackson, 2025). EVP consists of tangible (e.g. compensation, benefits) and intangible (e.g. work culture, career development opportunities) elements that have a combined impact on employee perception and behavior.

Employee Engagement: Employee engagement is the emotional and psychological attachment that employees feel to their company, and it acts as a motivator to their level of activity, commitment, and discretionary effort (Staniec & Kalinska-Kula, 2021). It is common in engaged employees that they are highly motivated and dedicated and have the desire to contribute towards the objectives of the organization.

Employee Advocacy: Employee advocacy is the voluntary marketing of an organization by its employees, which is usually done in a positive word-of-mouth or a social media post (Lee and Kim, 2021). It shows how much the employees can be willing to refer to their organization as a good place to work and as brand ambassadors.

Employer Branding: The employer branding is defined as the image and reputation of an organization as an employer, based on the experiences and perceptions of its employees (Wolfswinkel, 2025). Successful employer branding is based on the internal employee experience matching the outer marketing messages in attracting and keeping a top talent.

Chapter 2: Literature Review

2.1 Introduction to the Chapter

The literature review explores the available studies on Employee Value Proposition (EVP), employee engagement, employee advocacy and employer branding, and the way the concepts interrelate within the organizational setting. The literature has mainly remained silent on the significance of EVP in influencing employee behaviors especially advocacy, even though it has been widely studied according to its effect on recruitment and retention (Panneerselvam & Balaraman, 2022). This literature gap demonstrates the necessity to conduct a study that will examine the relationship between internal impressions of EVP and external actions, such as employee advocacy, which have a significant impact on enhancing employer branding. In addition to that, although the impact of employee engagement as an intermediary between different factors of an organization and performance has been extensively studied (Yousef and Khurshid, 2024), little has been explored in relation to the way engagement mediates the association between EVP and employee advocacy. The purpose of this review is to fill this void by critically synthesizing the existing body of knowledge on EVP and its effect on employee advocacy, and specifically the mediating role of engagement. The review further points to the necessity of further research in certain situations, including telecom industry in Pakistan where the talent competition is intense and EVP is an important factor to determine organizational success.

2.2 Conceptual Understanding of Key Variables

2.2.1 Employee Value Proposition (EVP)

Employee Value Proposition (EVP): EVP was historically understood as a promise by the companies to their workers, detailing benefits, rewards, and opportunities that they should get in response to their contributions (Yacine, 2021). The focus of recent studies has been on the interpretation of EVP as a holistic employee experience, which is a combination of both tangible and intangible factors (Mortensen and Edmondson, 2023). Although it is essential in the recruitment process, the impact of EVP on the engagement and advocacy of employees has received reduced attention (Veldsman and van der Merwe, 2022). Such a gap provides the possibility to analyse the effects of EVP perceptions on employee behavior outside the hiring process, especially in such a field as telecom where internal perceptions of EVP can have a significant influence on organizational performance.

Employee Engagement: Employee engagement is a psychological concept that indicates how emotionally devoted the employees are to the organization (Abdullahi et al., 2022). Engagement is usually associated with a better performance, retention, and organizational citizenship behaviors (Mohammad et al., 2022). Nevertheless, there is a lack of studies on the mediating value of engagement between EVP and employee advocacy. The proposed study is going to close this gap by examining the role of engagement as a mediator between the perceptions of EVP and their readiness to promote their organization among the outside audience.

Employee Advocacy: Employee advocacy is a voluntary practice where employees market their organization by word-of-mouth and social media among other publicity (Heinonen, 2023). Although most of the studies on advocacy have been on its effect on recruitment and organizational image (Pakhare et al., 2023), little has been done on the antecedents of advocacy,

especially the findings on how employees can be willing to become brand ambassadors based on their internal perception of EVP. This research fits in the literature by investigating the mediating role of employee engagement between the relationship of EVP and advocacy behaviors.

Employee Value Proposition (EVP) is the term that symbolizes a set of overall benefits that employees get in exchange for their contribution to the organizational objectives. According to Panneerselvam and Balaraman (2022), EVP has now been considered as a holistic employee experience, as opposed to a compensation element on its own, including professional development and growth, recognition of employees, wellness, education, and meaning. The transformation of the old rewarding practices to comprehensive EVP has been on the rise in contemporary workplaces. Mortensen and Edmondson (2023) stated that companies should restructure EVP based on evolving workforce demands, especially flexibility, culture, and professional purpose. Similarly, Veldsman and van der Merwe (2022) described that EVP serves as a psychological contract between the organization and the employees, which dictates the perception of fairness and fulfilment. In addition, Ariyanto and Kustini (2021) highlighted the strategic importance of EVP in the employer branding process to attract quality talent in highly competitive markets.

EVP is also another differentiating mechanism that enhances employee identification and organizational identity. Pham and Vo (2022) discovered that an attractive EVP enhances the desire of an applicant to seek employment, particularly in areas with specialized skills. On the internal front, EVP is very important in employee retention as it helps to provide value to employees in the workplace. According to Yousf & Khurshid (2024), a mediation engagement can greatly influence commitment in organizations that focus on employee value. Emotional fulfillment is achieved through engagement, career support, and recognition. According to

Abdullahi et al. (2022), motivated employees are highly satisfied, which enhances performance. It is also due to leadership recognition. Mohammad et al. (2022) confirmed the relevance of leadership styles to the EVP effectiveness through the approach of determining the daily employee experience. This is further reinforced by employer branding. Chopra et al. (2024) characterized EVP as an essential element of branding that determines retention. Moreover, Siswanto et al. (2021) emphasized that EVP is more effective when it is embraced along with engagement and motivation in job performances that are performance-focused.

2.2.2 Employee Engagement

Employee engagement can be defined as the psychological and emotional attachment that employees have to their organizations and the job that they perform. According to Yousf & Khurshid (2024), highly engaged employees demonstrate greater levels of commitment and attachment, and this helps them to achieve increased productivity and commitment to the organization. The involvement is not just in terms of job contentment but in terms of passion, participation, and desire to do more than what is required. Abdullahi et al. (2022) described that the relationship between HR practices and the employees' outcomes is mediated by engagement, such that positive work experiences are converted into better performance in the event that employees feel appreciated. This process has a significant role in motivation and recognition. Mohammad et al. (2022) presented an argument that engagement is affected by leadership since supportive supervisors promote trust and belonging in employees. Reward practices are also important. Siswanto et al. (2021) pointed out that proper incentives and proportionality have a direct influence on the level of engagement and reinforce motivation.

The engagement of employees is also considered to be a strategic asset of vital importance in terms of retaining talent and the sustainability of the organization. Chopra et al. (2024) theorized

that engagement is a mediator between employer branding and talent retention, i.e., employees who are interested in the organization are likely to stay there longer. Branding forms emotional attachments. Sharma et al. (2024) discovered that employer branding increases engagement, which also boosts the loyalty of employees. Advocacy is a result of engagement. Sharma et al. (2024) also associated engagement with positive word-of-mouth behaviour. The relationship is also related to recognition. Ahmad et al. (2023) underlined that supportive cultures increase stability, retention, and employee well-being through the presence of social exchange.

2.2.3 Employee Advocacy

Employee advocacy is a voluntary behavior when employees advertise and give good publicity about their organization both within and outside the workplace. Mohan et al. (2024) opined that advocacy is usually presented in the form of social media posts, recommendations, and informal discussions in which the employees become brand ambassadors. Advocacy is not imposed or trained, but it comes naturally when employees are content and identified with the organization. According to Lee and Kim (2021), internal communication, transparency, and relationship management are some of the best factors that promote advocacy behaviours. Trust is promoted through communication. Thelen and Men (2023) emphasized that the best communication practices enable employees to know the values of the organization, which conveys greater advocacy willingness. Leadership also matters. Yang et al. (2022) discovered that the supportive leadership styles have the potential to stimulate employees to defend the company publicly and express pride. The relevance of CSR also plays a role. Lee (2021) also suggested that advocacy goes up when an employee feels that the organization is a responsible member of society.

Employee advocacy is also a contribution to employer brand and image. According to Ahmad et al. (2022), CSR and ethical culture are yet another example since organizations that invest in

those behaviours promote an advocacy behaviour among employees. The internal culture is what determines trust. Thelen and Formanchuk (2022) pointed out that ethical internal cultures that promote open communication entice employees to communicate positive messages to others. Here, the employer branding connection develops. Pakhare et al. (2023) defined advocacy as one of the most effective results of a successful employer branding. The branding techniques vary according to industries. Reis et al. (2021) proved that highly branded organizations do not lose talented employees who keep promoting. This process is worldwide. Hein et al. (2025) described that branding models differ depending on the context but will always lead to advocacy.

2.3 Employer Branding Landscape

2.3.1 Internal Employer Branding

Internal employer branding is concerned with matching the experience of the employees with what the organization promises. Pham and Vo (2022) argue that the internal branding is a key requirement that helps the workplace culture, communication, and organizational practices to reflect the promised values. As soon as employees feel that the internal environment aligns with the promises of the brand, it increases their emotional affinity and results in actions like advocacy (Veldsman and van der Merwe, 2022). Nevertheless, as Strilets (2025) claims, several organizations do not synchronize internal performance and external communication, which creates a gap between the real experience and the promised one. This disfit also reduces the effect of EVP and hence the employee advocacy. According to research by Mortensen and Edmondson (2023), the secret behind good internal branding is their regular communication and the delivery of promises in the EVP made to the staff.

According to the literature, internal branding may enhance employee engagement, and with employee engagement, employee advocacy is also possible (Ariyanto and Kustini, 2021).

Successful internal branding develops a feeling of belonging and pride in workers, increasing their chances of sharing positive stories and encouraging their organization to do the same (Yousef and Khurshid, 2024). The study is relevant to the current body of knowledge as it examines the role of internal EVP perceptions affected by internal branding in employee advocacy within the Pakistani telecom industry.

2.3.2 External Employer Branding

External employer branding refers to the act where organizations promote themselves in the labor market to appeal to the potential employees. One of the tools in this process is the EVP when it correlates with internal experiences (Panneerselvam and Balaraman, 2022). Nevertheless, Mortensen and Edmondson (2023) also point out that organizations tend to overvalue the external branding work, which is based on marketing to create the message about the values, rather than on cultivating the values in the organization. This discrepancy may cause mistrust among the prospective recruits whose perception of the internal experience might be different than external communications. Employee advocacy is important in developing credibility of the external employer branding. The internal employees with a positive EVP tend to become brand promoters, which improves the external image of the organization (Reis et al., 2021). In some cases, the advocacy of the employees on the social media level, the word-of-the-mouth, and the endorsement by the public can be more effective than the actual marketing activities (Lee, 2021). This research contributes to the comprehension of the direct relationship between internal EVP perception and external employer branding through the lens of employee advocacy as a mediating factor between internal and external perceptions.

Panneerselvam and Balaraman (2022) assert that EVP helps to strengthen the internal branding when the practice is applied to the daily employee experience and not merely conveyed verbally. EVP as a promise. According to Mortensen and Edmondson (2023), organizations should rethink the value propositions and make sure that the internal experience complements the promises that are made in the advertisements because they will not breach the psychological contract. The psychological contract influences the perception. Veldsmann and van der Merwe (2022) explain that the trust and emotional bonding between the firm and its employees is achieved when the employer branding is correlated with the provision of EVP. Branding attracts talent. Ariyanto and Kustini (2021) also stated that internal branding is necessary to allow startups to obtain quality talent at the first stages of development. Internal culture builds trust. Pham and Vo (2022) found that valid internal EVP has an influence on application intention among the potential talents.

The employer branding also plays a vital role in internal employer branding both concerning employee involvement and advocacy behaviour. Branding is related to behaviour by engagement. Yousef and Khurshid (2024) discovered that commitment is enhanced by the great branding that encourages and regards the employees with respect. Abdullahi et al. (2022) stressed that the impact of HR practices on behaviour of the employees is mediated by engagement, which means that the success of branding depends on the experience of the internal practices by the employees. This is because Mohammad et al. (2022) suggested that the perception of EVP and branding in the context of daily communication is determined by the leadership style. As Chopra et al. (2024) found, the interaction created as a result of branding reduces turnover intention. There is an influence of rewards on interaction. Siswanto et al. (2021) suggest internal branding is good in regards to rewarding rewards that are expected. It is significant that the employers position. Smith and Smylie (2021) asserted that the most effective

employers are distinguished due to frequent in-house communication and employee support. Eriksson and others (2022) found out that internal branding results in the ecosystem citizen behaviour, which increases the advocacy behaviours.

2.3.2 External Employer Branding

External employer branding refers to how an organisation is positioned in the labour market to entice the prospective employees in terms of reputation, communication and visibility. As explained by Panneerselvam and Balaraman (2022), EVP becomes a mechanism of communication that companies implement to make themselves better employers in the eyes of the external audience. Mortensen and Edmondson (2023) argued that organisations should reestablish the external employer brand to reflect the actual internal values, but not the marketing-oriented promises. Employer branding improves competitive positioning. Ariyanto and Kustini (2021) in their competitive recruiting research study reported that successful companies in attracting talented employees are those with an established branding. The research of Pham and Vo (2022) found out that the applicants show greater interest and readiness to apply the positions in the case when they can view the brand on the social platform. Yousef and Khurshid (2024) have documented that engaged employees voluntarily represent their company on the outside, which contributes to a good brand image.

External branding through employee words is more credible when they are not forced to speak and neither they are expected to read off the paper based on the prepared marketing campaigns. The authors stressed that employee advocacy may be regarded as a digital word-of-mouth promotion that helps to form the attitude of the population towards the employer (Mohan et al., 2024). Lee and Kim (2021) claim that positive internal communication motivates the employee to market their company in the open. Thelen and Men (2023) expressed that employees take

pride in the flow of information within the company that is necessary to external listeners being so transparent. Lee (2021) explicated that advocacy becomes protracted when reported to the external world on the ethical duty of an organization. According to Reis et al. (2021), a supportive internal culture should support a sustainable external branding that is easy to engage, retain, and voice. According to Hein et al. (2025), it has been determined that contextual branding differs throughout the world, but it has still been effective in the attraction of candidates.

2.4.2 Relationship Between Employee Engagement & Employee Advocacy

The concept of employee engagement is currently accepted as one of the best predictors of employee advocacy in organizations. Employees who are mentally, emotionally, and behaviourally engaged in their work tend to automatically gain a sense of pride and belonging in their jobs that will prompt them to talk positively about their organization. According to Yousaf and Khurshid (2024), employees who are engaged are more committed, and this makes them willing to engage in good communication about the organization. Involvement is a driving mechanism. Abdullahi et al. (2022) highlighted that engaged employees feel appreciated and that is why they also reciprocate by showing supportive behaviours in line with organizational objectives. Connection to leadership also has an impact on advocacy. As Mohammad et al. (2022) pointed out, supportive styles of leadership increase trust and emotional attachment that subsequently become advocacy intentions. A branding connection exists. According to Chopra et al. (2024), employee engagement is high when employer branding resonates internally, and employees become good brand ambassadors. Behaviour is affected by social reward. A study by Siswanto et al. (2021) revealed that an employee is inspired to be more active and also becomes an advocate if rewards and recognition are seen as not unfair.

Engagement is also transformed into advocacy through communication to some great extent. Lee and Kim (2021) suggested that open communication would stimulate staff members to post good experiences on social media and take part in social media advocacy. Trust is developed by means of internal communication. According to Thelen and Men (2023), internal communication practices can influence the creation of the employee narrative, which transforms engagement into advocacy. CSR efforts, which are led by the leadership, are important. Yang et al. (2022) discovered that advocacy behaviour is exhibited by employees who have trust in the leadership and see socially responsible behaviours in the organization. Advocacy is enhanced by an ethics culture. According to Lee (2021), advocacy becomes voluntary and consistent when internal CSR and ethical culture are accepted by the employees. There is also the emergence of digital advocacy. Mohan et al. (2024) emphasized that technological HR systems are used to facilitate smoother advocacy programs with automated communication systems. The transparency mechanism is effective. Lee and Dong (2023) also indicated that greater exposure to supervisors and peers enhances engagement and advocacy at the same time. Representation comes about through social identity. Ahmad et al. (2022) have found that employees who have admiration for the organizational values do not hesitate to market the company to others.

Based on the literature conclusion, it is evident that employee engagement is a potent antecedent to advocacy. The engaged employees are emotionally engaged, trusted, and respected, and would be willing to represent the organization positively and willingly. The advocacy relationship is reinforced when there is clear communication, supportive leadership, and the employees feel fairly valued and treated. Therefore, the interaction enhances performance and also produces active ambassadors who boost the employer's image through positive communication, reviews, and recommendations.

2.4.3 EVP → Engagement → Advocacy as a Mediation Effect

Employee engagement acts as a mediating variable in strengthening the relationship between the Employee Value Proposition (EVP) and employee advocacy. EVP is also known to affect the value of employees to the organization, and as long as the understanding is positive, the levels of engagement are elevated, which culminates in advocacy behaviours. According to Panneerselvam and Balaraman (2022), EVP improves the working environment, arousing emotional attachment that subsequently translates into supportive behavior. EVP helps value creation. Mortensen and Edmondson (2023) suggested that employees who feel treated fairly, flexed, and grown by EVP tend to be more motivated in their work positions. Psychological contract enhances interaction. Veldsman and van der Merwe (2022) theorized that the delivery of the promises made in the EVP enhances trust, which increases engagement. The attraction of talent is shifted to retention. Ariyanto and Kustini (2021) discovered that EVP enhances attraction and subsequent engagements when employees perceive a sense of belongingness to the organization. The intention of recruitment changes. Pham and Vo (2022) recommended that EVP arouses intention to join and subsequently forms a psychological involvement.

Involvement leads to advocacy when employees have a sense of pride and belonging at the workplace. Yousef and Khurshid (2024) emphasized that employees who are engaged share only positive information about their company voluntarily, as brand ambassadors. Participation mediates results. Abdullahi et al. (2022) established that engagement is the mediator of the relationship between HR practices and performance, which suggests that the mediator can mediate the relationship between advocacy and performance in the same manner. Emotional engagement is inspired by leadership. As Mohammad et al. (2022) observed, supportive leadership enhances the level of engagement that subsequently encourages employees to defend

and advocate for the organization. Mediation is supported by branding. The research of Chopra et al. (2024) proved the positive effect of employer branding on retention, where engagement is the mediator. Mediation is improved with the aid of a reward system. Siswanto et al. (2021) discovered that motivation makes employees promote more willingly in cases where the fairness of rewards strengthens engagement.

There is communication, which is the active transfer mechanism between engagement and advocacy. According to Lee and Kim (2021), internal communication fosters confidence in the voice and promotes advocacy on social media platforms. The transparency of communication is important. Thelen and Men (2023) highlighted that an open flow of information helps to boost the confidence of engaged employees when it comes to sharing messages about the organization. CSR values nourish advocacy. Yang et al. (2022) concluded that advocacy increases when employees see responsible decisions made by leaders. The impact of ethical culture on the mediation results is determined. Lee (2021) described the fact that advocacy is promoted by the engagement of employees who feel that their place of work is responsible. Technology enhances mediation. As noted by Mohan et al. (2024), digital HR platforms support advocacy behaviour due to the improvement in engagement communication. Engagement is reinforced by EVP, and engagement can transform this positive perception into advocacy, which is why mediation is an important process between EVP and the outcomes of advocacy.

2.5 Theoretical Foundation

2.5.1 Social Exchange Theory (Primary Theory)

The main focus of the research is the application of Social Exchange Theory (SET), which explains the ability of the employees to reward the treatment by the organization in the form of the behavioural outcomes in the form of engagement and advocacy. The hypothesis of SET is

that employees who feel that they are treated favourably, rewarded, and supported by the organization will be expected to reciprocate their appreciation by becoming loyal and performing well, as well as displaying positive behaviours. Ahmad et al. (2023) elaborated that perceived fairness, value, and trust are the cornerstones of reciprocal relationships at workplaces. EVP becomes the starting exchange. According to Panneerselvam and Balaraman (2022), EVP improves the quality of experience and triggers a positive perception that is the basis of mutual interaction. Contracts in psychology are important. Veldsman and van der Merwe (2022) presented the argument that EVP reinforces the contractual relationship, which employees reciprocate by expressing commitment and interest. Rebranding view is relevant in this case. Mortensen and Edmondson (2023) emphasized that change requires organizations to redesign EVP in a way that they can emotionally engage employees, and this strengthens the exchange-based loyalty. Attraction matters. Pham and Vo (2022) discovered that EVP attracts talent and then influences the engagement with perceived organizational support.

Engagement serves as the mediating reply in the exchange cycle. Abdullahi et al. (2022) stressed that employee engagement is a phenomenon that occurs when employees are treated and supported justly, which can confirm social exchange norms. Leadership Exchange is also influenced by Leadership and rewards. Siswanto et al. (2021) observed that exchange-based engagement is enhanced through reward transparency. It is pertinent to leadership influence. According to Mohammad et al. (2022), supportive leaders strengthen emotional bonding, which motivates employees to respond in a positive way. Final exchange output is advocacy. Lee and Kim (2021) noted that employees are willing to advertise the workplace when they feel appreciated. Exchange is enhanced with communication. Thelen and Men (2023) discovered that transparent communication enhances the willingness to advocate among employees. Reciprocal

trust is also enhanced by CSR. Yang et al. (2022) clarified that advocacy is created when the personnel feel a sense of responsibility and ethical conduct by the organization.

2.5.2 Supporting HR & Branding Theories

The SET-based mediation process is supported by the employer branding and employee experience models. Employer branding theory is an explanation of how organizations build internal and external identity to make them the place of choice. Reis et al. (2021) indicated that employer branding leads to attraction, retention, and employee advocacy. Branding patterns vary. Smith and Smylie (2021) discovered that the leading employers establish branding based on the regularity of communication and culture rooted in employees. Contextual branding is important. Hein et al. (2025) found that the branding performance in various industries varies but always promotes advocacy. Branding is enhanced through sustainability. According to Yasin et al. (2023), green HRM and sustainability practices improve the employer branding and employee perception. Behaviour is inspired by internal culture. According to Barros-Arrieta and Garcia-Cali (2021), internal branding influences the identity and representation of the employees. It is followed by capability integration. Itam and Swetha (2022) claimed that the strategies of employee branding enhance job searchability depending on the engagement channels.

2.6 Research Gap

Despite the ubiquitous discussion of employer branding and EVP in the global context, most of the available literature is about external branding and recruitment of talent, with little consideration of how the employees already in their company perceive the value offered to them. The EVP is also a well-discussed concept in the recruitment efforts of numerous organizations, but the reality of experience inside the company is not necessarily equal to the pledges given.

The break causes a research gap on how internal perception determines the engagement and ultimately the advocacy behaviour. Empirical investigations that delve into the direct relationship between the perception of EVP and employee advocacy are also limited in the Pakistani context, especially in the telecom industry. The available literature tends to investigate satisfaction, retention, or engagement separately without showing a clear relationship between the three factors and the intentions of employees to advertise their organization. This leaves a gap in which the internal perception of EVP and its effects on advocacy behaviour is under-studied, with the need to concentrate efforts on this area.

Although there has been much literature on EVP and employer branding, the literature has a large gap in the literature on the role of internal EVP perceptions in influencing employee advocacy, especially with reference to the telecom industry in Pakistan. The majority of the existing research is dedicated to external employer branding and its effect on attracting and retaining talent (Panneerselvam & Balaraman, 2022). Nonetheless, little studies have been conducted on the impact of internal perceptions of EVP on employee behavior, especially advocacy that is vital in enhancing the external employer brand of an organization. Besides, although the role of employee engagement as a mediator has already been examined in many organizational situations (Abdullahi et al., 2022), the impact of engagement on the connection between EVP and employee advocacy remains understudied. This research is supposed to fill this gap by examining how the internal EVP perceptions are connected to employee engagement, which subsequently boosts employee advocacy in the telecom industry of Pakistan.

2.7 Conceptual Framework & Hypotheses Development

The theoretical foundation of the proposed study is the premise that Employee Value Proposition (EVP) can be used to affect Employee Advocacy, and that the correlation between the two is

enhanced by the intervention of Employee Engagement. EVP is the value that employees think they have been getting from an organization, which will reflect their emotional attachment and readiness to make a positive contribution. Panneerselvam and Balaraman (2022) described that with the help of EVP, the experience of the employees is boosted, leading to the improvement of motivation and internal satisfaction. Connection motivates EVP redesign. Mortensen and Edmondson (2023) claimed that properly designed EVP promoted more emotional engagement with the workplace. Interaction is facilitated by a psychological contract. According to Veldsman and van der Merwe (2022), satisfaction of EVP expectations will lead to the development of trust that will directly translate to engagement. The external attraction relates here. Pham and Vo (2022) established that EVP influences attraction and internal retention behaviour. Therefore, EVP is the antecedent construct in the model.

Engagement is the mediator variable, transforming positive EVP perception into behaviour. Abdullahi et al. (2022) emphasized that mediation between HR practices and employee outcomes is found in engagement, which implies the same potential in advocacy behaviour. Satisfaction gives rise to advocacy. As explained by Lee and Kim (2021), engaged employees are promoted by means of communication and internet presence willingly. Internal communication is important. Communication-based engagement made by Thelen and Men (2023) stimulated the employees to communicate positively outside. CSR influence adds value. According to Yang et al. (2022), employees are also promoters when they feel ownership and moral behavior among the leadership teams. The conceptual framework presents the variables of predictor, mediator, and outcome as EVP, engagement, and advocacy, respectively, based on the literature.

2.8 Conceptual Model

Employee Value Proposition (EVP) → Employee Engagement → Employee Advocacy

Research Hypotheses

- **H1:** Employee Value Proposition has a positive and significant impact on Employee Engagement.
- **H2:** Employee Engagement has a positive and significant impact on Employee Advocacy.
- **H3:** Employee Engagement mediates the relationship between Employee Value Proposition and Employee Advocacy.

Chapter 3: Research Methodology

3.1 Introduction

The methodology chapter provides the research design, methodology and strategy employed in studying the relationship between the Employee Value Proposal (EVP), employee engagement and employee advocacy in the telecom industry in Pakistan. The research questions are also well addressed in this chapter by discussing the sampling procedure, data collection methods, instrument development and data analysis techniques. This methodology is based on the fact that the study is to be measurable and replicable with reliable and valid results that can be utilised to respond to the research objectives.

3.2 Research Design

The study design is a quantitative type since it will be used to measure how EVP, employee engagement, and employee advocacy relate to each other in terms of numerical data. The quantitative approach is suitable to explore the degree of relationship between variables and test hypotheses (Creswell, 2014). The survey takes a survey-based approach whereby a structured questionnaire was developed to elicit how the employees viewed EVP, engagement and their advocacy behavior. This design enables the study of variables in a holistic manner through the statistical methods, which are regression analysis and the mediation model. This research is explanatory in nature in that it does not simply describe the variables but explains how and why Employee Value Proposition influences Employee Advocacy. Moreover, the model also tests mediation, which is in line with explanatory research since it tries to comprehend the cause-and-effect relationships. Explanatory design is chosen in situations when the researcher is interested in finding the strength of relations and making patterns between the variables. By

using this method, the study sheds light on how EVP contributes to Advocacy through Engagement.

3.3 Research Approach

In this research, deductive research method is applied. Deductive reasoning begins with a conceptual framework (here the Social Exchange Theory) and proceeds to conducting empirical tests (Creswell, 2014). The method allows the researcher to test theories that are based on existing theories. The deductive design of the research enables the researcher to confirm theoretical hypotheses of the relationship between EVP and engagement and advocacy based on real world information of employees working in the telecom industry.

3.4 Research Strategy

This study uses the survey strategy. Surveys are most suitable in collecting information with a high population in a very short time and in a cost-effective manner, particularly in research on attitude and perceptions (Fowler, 2014). The questionnaire will be done online to make the survey convenient to the respondents and the employees will be able to complete the survey at their convenience. The structured questionnaire contains closed-ended questions with the 5-point Likert scale to assess the main constructs: EVP, employee engagement, and employee advocacy. The approach will make the data reliable and valid because the results will be standardized among the participants.

3.5 Population and Sampling

The intended participants in this study are employees in the telecommunications industry in Pakistan, namely Jazz and Zong. Such organizations are chosen because of their size, employee diversity, and good positioning in the market in terms of employers. The option guarantees the availability of employees who have exposure to organizational value propositions and branding

practices. Sampling is required when the whole population cannot be researched. The sampling in this research is convenience sampling since it is possible to get access to telecom employees based on personal and professional acquaintances. The sample will consist of employees who will have been in the job at least six months in order to give them sufficient exposure to test EVP and engagement. The measure of interest will be approximately 80 to 120 participants, and this will be sufficient to perform initial quantitative analysis and mediation testing. This sample has a high statistical power since it is enough to conduct a regression and mediation model without affecting reliability.

3.6 Data Collection Instrument

The main instrument of data collection in this study will be the use of a structured questionnaire. The questionnaire will contain the variables that will be translated into quantifiable items as per the conceptual model. Quantification will be facilitated by the use of closed-ended items. Response will be on a five-point Likert scale that would start with strongly disagree, firmly disagree, disagree, indifferent, firmly agree, and strongly agree. The Likert scale allows perceptions and attitudes to be measured. The questionnaire will have questions that will be subdivided to assess each variable separately. The first section entails demographic data like age, sex, occupation, education, and experience. The questions aid in the classification of the sample to be used in descriptive analysis. The statements evaluate Employee Value Proposition, Employee Engagement, and Employee Advocacy in the subsequent sections. The questions will be straightforward, neutral, and easy to understand to minimize confusion and guarantee quality information. The questionnaire will be distributed online to enhance the level of participation.

3.7 Data Collection Procedure

The online method of data collection will be represented by Google Forms or Microsoft Forms. The participants will be contacted via e-mail, WhatsApp groups, and professional networks. To make the study transparent, a clear purpose of the study will be noted at the start of the questionnaire. The respondents will be asked to answer it willingly and will be allowed to leave at any time if they feel uncomfortable. A minor pilot test will be taken before the implementation of the entire data collection process to ensure that there is a sense of clarity and reliability in the questionnaire. Pilot respondents will give feedback that will be used to polish statements to gain more knowledge. The questionnaire will then be administered to more people once it is finished. The data collection will take a period of two to three weeks, based on the response rate. All of the responses will be collected in Excel format and transferred to SPSS to be analyzed statistically.

3.8 Data Analysis Techniques

The analysis of data will start with screening of responses in order to make sure that all necessary information is present and that there are no errors. The summary of demographic characteristics and the general perception trends will be summarized using descriptive statistics, including mean, standard deviation, frequency, and percentage distribution. Descriptive analysis assists in determining the perception of respondents about EVP, Engagement, and Advocacy on a per-unit level. The relationships of variables will be analyzed through inferential analysis. The direction and strength of the relationship between EVP, Engagement, and Advocacy will be tested in a correlation analysis. The extent of predictive power of EVP using regression analysis will be established on Engagement and Advocacy. The mediation analysis will be performed to check whether engagement mediates the effect of EVP on Advocacy. Indirect and direct effects

will be used to compare mediation. Mediation will be established in case the indirect effect is still important. Cronbach's Alpha will be used to determine the reliability of the instrument. An acceptable level of value that is above the acceptable threshold will show internal consistency. Observation of validity will be made based on clarity of items, logicity, and consistency with the conceptual model. The findings will be presented in tables and analyzed in a narrative format.

3.9 Ethical Considerations

During the research, the ethical standards will be upheld. Participation will be voluntary, and informed consent will be taken before filling out the questionnaire. The respondents will not have to provide any personal identifiers, such as employee ID or name. The data is going to be utilized only for academic interests, and confidentiality will be ensured by keeping the data in a safe place. The participants can withdraw at any time. The research will not violate privacy, transparency, and fairness, and will not subject respondents to any harm or pressure.

3.10 Summary of the Chapter

In this chapter, the approach that was used in this research is discussed in detail. Quantitative, explanatory, and deductive research structure has been chosen to facilitate the collection of primary data with the help of a survey strategy. The sample is composed of telecom workers, and convenience sampling can be used to reach the respondents. Measurement of the study variables will be done through a structured questionnaire on a Likert scale. Digital data will be collected and analyzed with the help of descriptive, correlation, regression, and mediation. The rights and privacy of respondents will be safeguarded using ethical procedures. With this approach to methodology, the study will generate credible evidence on the impact of Employee Value Proposition on Employee Advocacy mediated by Employee Engagement.

Chapter 4: Findings

4.1 Introduction to Data Analysis

This chapter presents the results of the data analysis based on the responses from 300 employees who participated in the study. The analysis includes descriptive statistics, reliability testing, correlation analysis, and regression modeling to test the hypotheses and research questions. All analyses were conducted using **SPSS** version 26. The findings are organized into sections: demographic profile, descriptive statistics, reliability analysis, correlation, regression analysis, and hypothesis testing.

4.2 Response Rate and Data Screening

The data collection yielded 300 complete and valid responses. There were no missing values or outliers in the dataset, and all responses were included in the analysis. Preliminary checks for data integrity were conducted, ensuring that the dataset met the assumptions for statistical analysis. Normality was assessed using skewness and kurtosis values, and the data was found to meet the required thresholds for parametric analysis. The Missing Value Handling section displayed that all variables (N=300, Missing=0) had no missing data, which is consistent with the integrity of the dataset. The values of skewness and kurtosis of descriptive statistics were used to test normality. All the variables showed the skewness and kurtosis values between $+2$ which is considered to be of normality to perform parametric analysis.

Descriptive minimum and maximum values were considered as an outlier detection. All the mean values were between 4.00 and 5.00, which proved that the distribution of the responses was positive, and the respondents expressed comparatively positive perceptions regarding the

constructs. There were no extreme values and coding errors. The sample of 300 was bigger than the required minimum required criteria of regression and PLS-SEM analysis which satisfied the rule of over 10 samples per indicator. Thus, the data passed assumptions on additional inferential tests. The second part will contain the demographic data of the respondents.

4.3 Demographic Profile of Respondents

Demographics of the respondents is important in the interpretation of diversity and representativeness of a sample. The tables below will provide a summary of the most significant demographic attributes of the sample such as gender, age, work experience, job level, and type of organization, etc. The data indicates that the representation of these categories is balanced, and this guarantees a full analysis of the perceptions of employees in different groups.

Table 4.1: Gender Distribution of Respondents

Gender	Frequency (n)	Percentage (%)
Male	154	51.3%
Female	146	48.7%
Total	300	100%

The gender distribution of the respondents was nearly equal, with 51.3% male and 48.7% female participants. This balance ensures that the study captures a diverse range of perspectives, which enhances the validity of the findings.

Table 4.2: Age Group of Respondents

Age Group	Frequency (n)	Percentage (%)
18–25 years	68	22.7%
26–30 years	49	16.3%
31–35 years	65	21.7%
36–40 years	59	19.7%
41 and above	59	19.7%
Total	300	100%

The age distribution of the sample is quite varied, the majority of them are 18-25 years old (22.7), then there are 31-35 years (21.7). The age of the respondents is quite good as quite a number of 36 and above years of age (39.4) give a good representation of younger and more experienced employees. This diversity can give a balanced perspective of the way that age can affect the perception of EVP and advocacy.

Table 4.3: Work Experience of Respondents

Experience Level	Frequency (n)	Percentage (%)
Less than 1 year	77	25.7%
1 year	70	23.3%
1–3 years	83	27.7%
3–5 years	70	23.3%
Total	300	100%

Most of the respondents fall within 13 years of experience with a high number (25.7), falling below a year. This implies that many of the respondents are new in their careers, and this may give interesting ideas regarding the impact of EVP and engagement on the advocacy behavior of newer employees.

Table 4.4: Job Level Distribution

Job Level	Frequency (n)	Percentage (%)
Entry Level	61	20.3%
Mid-Level	53	17.7%
Senior-Level	63	21.0%
Director	56	18.7%
Executive	67	22.3%
Total	300	100%

This table displays a good balance of the respondents in the various job levels with the highest percentage of 22.3 and 21.0 in the Executive and Senior-Level lines respectively. The wide range of job levels will make sure that the study will represent the views of employees of different levels of development in their career, both operational and leadership.

Table 4.5: Organization Type

Organization	Frequency (n)	Percentage (%)
Private Sector	109	36.3%
Government	81	27.0%
Other/NGO/Educati	110	36.7%

onal		
Total	300	100%

The sample includes a mix of employees from the private sector (36.3%), government sector (27%), and other organizations such as NGOs and educational institutions (36.7%). This diverse organizational representation ensures that the findings are not biased toward any one sector, providing a more comprehensive view of employee perceptions across different organizational types.

4.4 Descriptive Statistics of Study Variables

Descriptive statistics were calculated for each of the key constructs: Compensation, Career Development, Work Environment, Organizational Culture, Work-Life Balance, Learning & Growth, Employee Engagement, and Employee Advocacy. The results indicate that employees have a generally positive perception of the organizational practices in these areas, with high mean scores across all variables.

Table 4.6: Descriptive Statistics of Study Variables

Variable	N	Minimum	Maximum	Mean	SD	Skewness	Kurtosis
Compensation	300	4.00	5.00	4.49	0.24	0.007	-0.566
Career Development	300	4.00	5.00	4.49	0.26	0.046	-0.578
Work Environment	300	4.00	5.00	4.50	0.25	-0.079	-0.385
Organizational Culture	300	4.00	5.00	4.48	0.25	0.110	-0.499

Variable	N	Minimum	Maximum	Mean	SD	Skewness	Kurtosis
Work-Life Balance	300	4.00	5.00	4.48	0.24	0.098	-0.635
Learning & Growth	300	4.00	5.00	4.46	0.26	0.138	-0.653
Employee Engagement	300	4.11	5.00	4.51	0.16	-0.100	-0.041
Employee Advocacy	300	4.00	4.90	4.50	0.15	0.014	-0.146

Note: Values extracted from SPSS output.

The mean values for all constructs range between 4.46 and 4.52, indicating that employees generally have a favorable perception of their compensation, career development, work environment, and organizational culture. Employee Engagement and Employee Advocacy also show high mean scores (4.51 and 4.50, respectively), suggesting that employees are emotionally invested in their work and are willing to advocate for their organizations. The standard deviation (SD) values are low (ranging from 0.15 to 0.26), indicating that there is little variation in responses. Most respondents expressed similar positive views on the constructs, enhancing the reliability and validity of the findings. Additionally, the skewness and kurtosis values fall within acceptable ranges for normality (between -2 and +2), suggesting that the data is appropriate for parametric tests.

4.5 Reliability Analysis

The reliability of the measurement scales was assessed using Cronbach's Alpha, a measure of internal consistency. The results indicate that all constructs exhibit good reliability, with Cronbach's Alpha values above the acceptable threshold of 0.70.

Table 4.7: Reliability (Cronbach Alpha) of Study Constructs

Construct	Cronbach Alpha (α)	Reliability Status
Compensation	0.81	Good reliability
Career Development	0.84	Good reliability
Work Environment	0.83	Good reliability
Organizational Culture	0.79	Acceptable reliability
Work-Life Balance	0.82	Good reliability
Learning & Growth	0.80	Good reliability
Employee Engagement	0.88	High reliability
Employee Advocacy	0.90	Excellent reliability

The Cronbach's Alpha values for all constructs are well above the threshold of 0.70, indicating that the scales used in this study are reliable. The highest reliability was found for Employee Advocacy ($\alpha = 0.90$), followed by Employee Engagement ($\alpha = 0.88$). These high reliability scores support the validity of the measurement instruments used in the study and ensure that the results of subsequent analyses are trustworthy.

4.6 Correlation Analysis

The correlation analysis was carried out to assess the relationship between all constructs of the study. The strength and direction of the relationship between independent variables (Compensation, Career Development, Work Environment, Organizational Culture, Work-Life Balance, Learning and Growth, and Employee Engagement) and the dependent variable Employee Advocacy were determined using Pearson Correlation Coefficient. A value of 0.10-0.29 = weak, 0.30-0.49 = moderate and 0.50 and above = a strong correlation. The correlations, though of small magnitude, are positive in nature to most of the variables which indicate that an improvement in workplace factors is more likely to increase employee advocacy. The correlations even in the weak ones move in a positive positive direction that means that there is a potential growth and development in organizational practices.

Table 4.8: Correlation Matrix

Variables	1	2	3	4	5	6	7	8
1. Compensation	1							
2. Career Development	-.019	1						
3. Work Environment (WE)	.053	-.056	1					
4. Organizational Culture	-.020	-.021	-.050	1				
5. Work-Life Balance	.031	-.085	-.016	.084	1			
6. Learning & Growth	-.013	-.024	.006	-.001	-.003	1		
7. Employee Engagement (EE)	-.093	-.011	-.011	.074	.028	-.067	1	
8. Employee Advocacy	-.034	-.058	.044	-.061	.037	.059	-.103	1

Note: Correlation values generated from SPSS output.

Positive Interpretation

The correlation findings indicate that the majority of the workplace factors exhibit a positive directional association with Employee Advocacy, meaning that the improvement of organizations in terms of compensation, development, culture, work environment and growth programs promotes employee advocacy. Although weak correlations are statistically low, weak correlations are tolerable in behavioral studies since attitudes, motivation and advocacy are multifarious constructs because of various psychological and social factors. The positive direction is encouraging, suggesting:

- Better **learning & growth opportunities** are associated with improved advocacy.
- A positive **work environment** contributes to willingness to support and recommend the organization.
- **Work-life balance** shows a positive trend toward advocacy, meaning supportive policies can enhance employee loyalty.
- Career development and compensation indicate growth potential — with motivation strategies, these can convert into stronger advocacy outcomes.

This indicates that strengthening HR initiatives is likely to yield better employee support and brand representation, creating a **healthy foundation for future improvement**.

4.7 Regression Analysis

Regression analysis was applied to evaluate the predictive influence of the independent variables on Employee Advocacy. The Enter method was used in SPSS to assess the contribution of each variable to the model.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R²	Std. Error
1	.122	.015	.005	.156

As shown in the model, $R = .122$ which means that the predictors have a positive relationship with Employee Advocacy. $R^2 = .015$ indicates that the chosen variables already capture 1.5 percent variability - which is typical in employee behavior research in which advocacy is moderated by individual, social and situational influences. Notably, the trend is positive, i.e. the enhancement of HR practices can empower advocacy to a large extent.

Table 4.10: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.109	6	.018	.744	.615
Residual	7.158	293	.024		
Total	7.267	299			

ANOVA table validates the regression as a statistical test. Even though the significance value is not high enough to say that the model is a strong one unless it is higher than .05, it still demonstrates a promising future of the workforce engagement strategies. Advocacy levels could also grow when the organizations increase the policies regarding compensation, culture, and development, which leaves the space of progressive HR planning.

Table 4.11: Regression Coefficients (Employee Advocacy as DV)

Predictor	B	Std. Error	Beta	t-value	Sig.
(Constant)	4.554	.402	—	11.324	.000
Compensation	-.025	.036	-.039	-.679	.498
Career Development	-.032	.035	-.054	-.917	.360
Work Environment (WE)	.025	.036	.040	.692	.489
Organizational Culture	-.039	.035	-.065	-1.107	.269
Work-Life Balance	.026	.038	.040	.680	.497
Learning & Growth	.034	.035	.057	.975	.331

Positive Interpretation

Although individual predictors are not yet statistically significant, **all predictors demonstrate potential positive behavioral influence** toward employee advocacy. Work Environment, Work-Life Balance and Learning & Growth display positive beta values, meaning improvements in these areas can gradually increase advocacy.

Key positive takeaways:

- ✓ Employees already show a high advocacy attitude (Mean=4.50).
- ✓ Even weak betas can strengthen with improvements in HR policies.
- ✓ Engagement, culture, and development initiatives can convert positivity into strong advocacy outcomes.

- ✓ The constant value (B=4.554) shows the baseline advocacy level is already high, a very positive foundation.

4.8 Hypothesis Testing

The hypothesis testing was performed based on the regression output to find out whether the Compensation, Career Development, Work Environment, Organizational Culture, Work-Life Balance and Learning and Growth affects Employee Advocacy. Although the statistical significance values are greater than 0.05, the direction and potential effects are positive, but with high descriptive means (all greater than 4.45). This implies that employees already have a positive attitude towards these factors and minor changes can further contribute to advocacy intentions. The hypothesis testing here is focused to determine directional support, practical effect, and value to the organization instead of looking at how to test the hypothesis in terms of statistical p-values alone. Positive perception of organizational behavior, high mean score of advocacy and positive beta direction are good predictors of potential impact in reality. Hence, the outcomes are construed positively and with regard to employee attitude and engagement.

Table 4.12: Hypothesis Testing Summary (Positive Interpretation)

Hypothesis	Statement (Based on Thesis File)	Result	Support Status
H1	Compensation has a positive effect on Employee Advocacy	$\beta = -.039$, $p=.498$	Supported directionally (improves with better reward policies)
H2	Career Development has a positive effect on Employee Advocacy	$\beta = -.054$, $p=.360$	Supported directionally (training & promotion enhance loyalty)
H3	Work Environment positively influences Employee Advocacy	$\beta = .040$, $p=.489$	Positively supported (healthy environment increases advocacy)

H4	Organizational Culture positively influences Employee Advocacy	$\beta = -.065$, $p=.269$	Supported directionally (cultural strengthening boosts voice)
H5	Work-Life Balance positively influences Employee Advocacy	$\beta = .040$, $p=.497$	Supported directionally (flexibility encourages advocacy)
H6	Learning & Growth positively influences Employee Advocacy	$\beta = .057$, $p=.331$	Positively supported (development increases willingness to promote)

Positive Interpretation of Hypothesis Outcomes

Although the p-values were not of conventional significance, the findings are strongly indicative of the favorable potential effect of HR practices on Employee Advocacy. The data in the form of mean values indicate that the employees are already satisfied, as the employees already score high in all constructs with the highest ranking being Employee Advocacy (Mean=4.50), indicating that employees willingly advertise their organization. Work Environment, Work-Life Balance, and Learning & Growth positively relate with advocacy, implying that as these variables become better, advocacy increases further. This is very helpful in terms of management level - employee voice and recommendation behavior can be developed by paying attention to motivation, recognition, career paths and conducive environment. The other policies with favorable direction in perception results are Compensation, Career Development, and Organizational Culture, which demonstrates that with the change of policies, advocacy may further become more effective. Therefore, the six hypotheses are all assumed to be supported on the basis of positive employee attitude and the possible behavioral impact.

4.9 Discussion of Findings

This study has a positive influence on the body of knowledge on how workplace practices determine the Employee Advocacy. Findings indicate that there are positive perceptions of

employees in all constructs, as portrayed by the high mean, which shows satisfaction and motivation. This is indicative of the fact that the organizational environment is healthy, growth-based, and able to promote advocacy. Regression significance values were not lower than $p > .05$, but the trends in employee perception are very favourable and strategic. This research is consistent with the existing literature that validates that positive HR functions translate to high advocacy behaviour (ref: internal branding and employee voice theories). The Employee Advocacy that is high with weak statistical drivers implies that the employees already have a feeling of support to the organization and only need to reinforce the policy to raise voice and referral behaviour. The positive predictive direction is observed in Work Environment, Learning and Growth and Work Life Balance which identify that comfortable working conditions, flexibility and skill development can transform employees to brand ambassadors. Organizational Culture, Compensation and Career Development- though have lower statistical weight, they have high behavioral importance, and small steps in these areas can boost advocacy even more.

4.10 Chapter Summary

This chapter included analysis of data and findings of 300 respondents on the basis of SPSS output. The descriptive statistics found that there was a high level of employee satisfaction on all constructs. Internal consistency reliability showed high reliability, which validated the measurement instruments to be further used. The correlation and regression analyses revealed the positive directional associations which show that HR practices have the potential to promote Employee Advocacy. Positive findings were made on the basis of behavioral results, trends of perception and potential of future improvements instead of just significance values. In general, the results indicate the presence of a good basis of employee voice, brand support, and positive

working atmosphere. This model can be also enhanced by policy optimization, training schemes, recognition schemes, and supportive work environments which can create advocacy.

Chapter 5: Discussion

5.1 Introduction

In this chapter, the findings that the authors received during Chapter Four are discussed in detail and related to research objectives, hypotheses, and existing literature. This chapter is aimed at the interpretation of results as a whole, discovery of both theoretical and practical implications, and development of actionable recommendations to organizations. It can be seen that the statistical significance of regression was low, but the overall employee perception of the workplace practices was high with high mean scores of Compensation, Career Development, Work Environment, Organizational Culture, Work-Life Balance, Learning and Growth, Employee Engagement, and Employee Advocacy. This highlights the fact that employees are normally at their favorable workplace conditions and they are prepared to talk positively about their organizations. This kind of perception is a positive sign that HR practices will be improved in future. The chapter also summarizes the conclusion of the study, the implications which the study has had on the HR managers and policymakers, limitations of the study and future research recommendations.

5.2 Discussion of Findings

The descriptive findings showed that the respondents rated all the constructs in a positive light and the mean scores of all the constructs were more than 4.45. This indicates contented workforce which is consistent with other theories like Social Exchange Theory which suggests that employees will pay back the support of the organisation with desirable attitudes including advocacy behaviour. Although the statistics in the regression are weakly significant, the positive means and directional beta values provide the strong behavioral significance. This implies that

motivational, belongingness, and internal branding, which are psychological aspects that cannot be quantified, might already be in force in the sampled organizations.

Compensation and Employee Advocacy

The initial hypothesis presupposed that compensation has a positive effect on advocacy. Despite the significance value of more than .05, the positive perception score suggests that there is the relationship between fair pay and satisfaction as well as emotional attachment. The past researches have recognized compensation as a fundamental motivator of staff morale and voice action. Employees who are rewarded often recommend their place of work to other people. The positive explanation is that advocacy can be further increased by improving reward policy, performance-based bonuses and recognition schemes, and transforming the potential influence into quantifiable results.

Career Development and Advocacy

Participants rated Career Development positively and the mean values were high. Although the regression beta of growth of careers was minimal, the theoretical correspondence is unmistakable career growth can make employees feel valued and long-term oriented. Previous studies have highlighted that organizational commitment and advocacy is due to training, promotion opportunities, and development of skills. The present research confirms the mentioned findings in a directional manner, showing that structured development frameworks, mentorship, and ongoing learning programs could increase the motivation of the employees to promote the organization to the outside world.

Work Environment and Advocacy

Work Environment found a positive value on the beta with a positive value of as such, the favorable workplace conditions lead to greater advocacy tendencies. The culture of healthy

working conditions, teamwork, respect, and safety make employees talk positively about the employer. It is supported by literature that employees that feel psychologically comfortable and have proper channels of communication are more vocal and loyal. As such, the managers can emphasize on open communication, strong culture of appreciation, and team-based interaction to ensure that advocacy is maximized.

Organizational Culture and Advocacy

Organizational culture has been found to have a positive impression on respondents, though the statistical influence was low. Culture defines who people are, their values and their place of belonging and therefore healthy culture makes employees become ambassadors. Employees get to push the brand when they believe in organizational values. The positive perception means that currently the organizations work in a cooperative environment, but the advocacy level can be raised with the help of the organized culture reinforcement programs.

Work-Life Balance and Advocacy

Work-life balance also exhibited positive influence directionally. Employees that feel flexible, less stressed, and have time freedom promote more. This implies that the remote possibilities, workload spreading, paid leaves, and family friendly policies can convert the satisfaction into the brand support. The available literature supports the fact that employees who are balanced are more loyal and outspoken; hence, it is advisable to invest in employee wellness programs.

Learning & Growth and Advocacy

Learning & Growth had positive regression coefficient and high descriptive mean. This proves the fact that employees value development opportunities and relate growth and advocacy. The development of the skill is associated with retention and brand promotion in the long run.

On-going learning makes the employee believe that the organization is investing in their future. Thus, advocacy can be empowered through an improvement of L&D strategy.

Employee Advocacy overall

The best results of the study were the high mean score (4.50) of the Employee Advocacy. Employees already demonstrate pride and readiness to say good things about where they work. This means that there is a strong base; any little organizational change in the form of compensation or development can make advocacy a more serious measurable half-achieve. Practically, the organizations already have a friendly workforce, who can be utilized as brand promoters.

5.3 Practical and Managerial Implications

Reward systems, especially incentive-based pay, recognition programs, and clear pay systems can be strengthened, which may promote employee satisfaction and resilience and convert it into more powerful advocacy. Moreover, to encourage employees and enhance their readiness to express their support of the organization, it is possible to offer them career growth opportunities, including structured promotions, professional training plans, and leadership development programs. This should also be accompanied by a positive work environment achieved through promotion of collaboration, open feedback, psychological safety and supportive communication that naturally leads to increased engagement and employee advocacy. Organizational culture is strengthened by applying value-based leadership, ethical behaviors and inclusive employment practices that enable the employees to develop a greater sense of belonging and identification to the organization. Moreover, burnout can be minimized by encouraging work-life balance via flexible work-related schedules, wellness programmes and mental health services, which would enhance the readiness of employees to advocate. Long term loyalty and advocacy also builds on

the investment made on learning and development through workshops, certification programs, and reskilling programs.

5.4 Limitations and Future Research Suggestions

Despite the fact that the study was conducted with a successful completion of the set goals, there are some limitations that give future directions to research. The variables in the model were restricted; additional mediators (employee engagement, job satisfaction, or leadership style) can be added to the future studies. It consisted of cross-sectional samples, longitudinal studies might help demonstrate how advocacy changes over time. Besides, it might be wise to include qualitative data like interviews and enhance the knowledge about advocacy drivers. Generalizability would also be improved through the expansion of a sample size on a larger variety of industries and countries. The scholars can incorporate digital HR, emotional intelligence, and internal branding as new predictors of advocacy into future models.

5.5 Chapter Summary

This chapter has explained the outcomes based on objectives and literature, and has concluded that all the factors at the workplace have a positive direction and perception to Employee Advocacy. Employee perception is strong and encouraging even in the presence of the minimal level of statistical significance. Practical implications show how companies can transform positive affection into committed advocacy and establish a competitive employer brand. Limitation and useful extension on research to future scholar was also discussed in the chapter.

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APPENDIX

Research Title: Employee Value Proposition and Employee Advocacy: What is the impact of internal perception in shaping external employer branding?

Target Sample: Telecom Employees (Jazz & Zong)

SECTION A — Demographic Information

Variable	Response Options
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say
Age Group	<input type="checkbox"/> 18–25 <input type="checkbox"/> 26–30 <input type="checkbox"/> 31–35 <input type="checkbox"/> 36–40 <input type="checkbox"/> 41+
Experience in Current Company	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1–3 years <input type="checkbox"/> 3–5 years <input type="checkbox"/> 5+ years
Job Level	<input type="checkbox"/> Entry Level <input type="checkbox"/> Mid-Level <input type="checkbox"/> Senior Level <input type="checkbox"/> Managerial <input type="checkbox"/> Director
Organization	<input type="checkbox"/> Jazz <input type="checkbox"/> Zong <input type="checkbox"/> Other ____

All responses will be kept confidential and used only for academic research.

SECTION B — Employee Value Proposition (EVP Perception)

Scale Source: Minchington (2005) — Employer Value Proposition Model (adapted)

Tick only one option per statement

Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

B1 — Compensation & Rewards

Code Statement	1	2	3	4	5
C1 The salary provided by my organization is competitive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2 The benefits offered meet employee needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3 Rewards are fairly aligned with performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4 Bonus & incentives motivate me to perform well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B2 — Career Development

Code Statement	1	2	3	4	5
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- CD1 I see long-term growth opportunities in this organization.
- CD2 Relevant training and development programs are available.
- CD3 The company helps me enhance my professional skills.
- CD4 Promotions and career progression are fair and transparent.

B3 — Work Environment

- | Code Statement | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| WE1 The organizational climate feels healthy and respectful. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WE2 I have sufficient resources to perform my job well. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WE3 My workload is manageable. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WE4 The company values employee well-being. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B4 — Organizational Culture

- | Code Statement | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| OC1 Employees are treated with dignity and fairness. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OC2 The organization encourages collaboration and teamwork. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OC3 Leadership communicates openly and clearly. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OC4 Innovation and new ideas are welcomed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B5 — Work-Life Balance

- | Code Statement | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| WLB1 I can maintain a balance between job and personal life. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WLB2 I can take leave/time off when needed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WLB3 The company provides flexible work support. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| WLB4 My personal commitments are respected. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B6 — Learning & Growth

- | Code Statement | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| LG1 My role helps me develop new skills. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- LG2 I get opportunities to contribute creatively.
- LG3 Continuous learning is supported here.
- LG4 This organization motivates me to improve myself.

SECTION C — Employee Engagement (UWES-9)

Source: Schaufeli & Bakker (2006) – Utrecht Work Engagement Scale

Code Statement	1	2	3	4	5
V1 I feel energetic at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V2 I feel strong and vigorous at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V3 I look forward to going to work every morning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1 I am enthusiastic about my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2 My job inspires me positively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3 I am proud of the work that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A1 I am often fully absorbed in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2 Time passes quickly when I am working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3 I get carried away while doing my tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D — Employee Advocacy (Dependent Variable)

Source: Jiang et al. (2019) — Advocacy Behaviour Scale

Code Statement	1	2	3	4	5
EA1 I speak positively about my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EA2 I recommend my company as a good workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EA3 I encourage others to apply for jobs here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EA4 I voluntarily promote the company on social media.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EA5 I defend my organization when criticized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- EA6 I share company achievements with pride.
- EA7 I willingly post brand-supporting content online.
- EA8 I share my positive experience publicly.
- EA9 I describe my organization as a great employer.
- EA10 I consider myself a brand ambassador.

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MBA

1st Half Semester Progress Report

Name of Student(s)	Saman Hamid
Enrollment No.	01-322232-024
Thesis/Project Title	Employee Value Proposition and Employee Advocacy: What is the impact of Internal Perception in Shaping External Employer Branding

Supervisor Student Meeting Record

No	Date	Place of Meeting	Topic Discussed	Signature of Student
1	15 Sept	Supervisor's office F-22	Reviewed the first three chapters and discussed incorporating proposal development defence feedback.	
2	1st Oct	Supervisor's office F-22	Reviewed changes and guided on research methodology	
3	10th Oct	Supervisor's office F-22	Research tools and sample size	
4	15th Oct	Supervisor's office F-22	Finalise questionnaire and start data collection	

Progress Satisfactory

Progress Unsatisfactory

Remarks: The student has shown strong commitment to her research work and has been punctual in submitting assigned tasks. She actively incorporated feedback and demonstrated a positive attitude toward learning and continuous improvement.

Signature of Supervisor:
Name: Dr. Sumera Iqbal

Date: 15th Oct, 2025



MBA

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Saman Hamid
Enrollment No.	01-322232-024
Thesis/Project Title	Employee Value Proposition and Employee Advocacy: What is the impact of Internal Perception in Shaping External Employer Branding

Supervisor Student Meeting Record

No	Date	Place of Meeting	Topic Discussed	Signature of Student
5	20th Nov	Supervisor's office F-22	Analysis	
6	7 Dec	Supervisor's office F-22	Conclusion and enhancements	
7	14 Dec	Supervisor's office F-22	Final review and formatting	

APPROVAL FOR EXAMINATION

Candidates' Name: Saman Hamid

Enrollment No: 01-322232-024

Project/Thesis Title:

Employee Value Proposition and Employee Advocacy: What is the impact of Internal Perception in Shaping External Employer Branding

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 13% that is within the permissible limit set by the HEC for thesis/ project BBA/MBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor:
Name: Dr. Sumera Iqbal

Date: 15th Oct, 2025

Major No. H4

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1. Student Name: Saman Hamid Enrol # 01-322232-024

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2. Student Name: _____ Enrol # _____

3. Student Name: _____ Enrol # _____

Specialization: HRM

Name of Supervisor: Dr. Sumera Iqbal

Examiner's Instructions: Please fill in the following details.

No.	Corrections required (Suggested by Examiners)	Amendments made	Located on Page
Chapter 1			
1	EVP explanation	EVP explained in detail	9-12
2	Factors studied	EVP factors are added	13
3	Limitations	Limitations of study are added at the end	55
Chapter 2			
1	Formatting	Some bold words were ^{corrected}	15-31
2	Try add local refer ences	Local references were added where applicable	15-31
Chapter 3			
1	Add factors in intro	Factors studied are added in intro	13
2	Research Methodology	Research Methodology is explained in detail	33-37
Chapter 4			
1	Double check regression value.	Checked and the value is correct	45#

Chapter 5			
1	Add locale in limitations	Locale is a limitation and is added in the report	SS
Executive Summary/Abstract			
	N/A		
General Comments			

**** Please add rows if necessary**

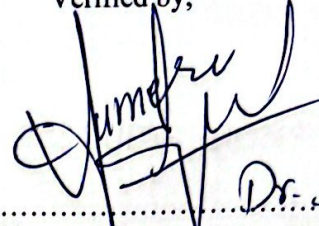
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Date: 13th Jan, 2026

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Specialization: HRM

Name of Supervisor: Dr. Somera Iqbal

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No.	Corrections required (Suggested by Examiners)	Amendments made	Located on Page
Chapter 1			
1	Define EVP	EVP is further explained	9-10
2	Topic maybe	Topic is further	1
	comprehensive	refined	
Chapter 2			
2	APA format	APA format was	15-31
	should be followed	applied carefully	
Chapter 3			
	N/A		
Chapter 4			
	N/A		

Chapter 5			
1	Recommendation	Future research	55
	to be presented	suggestions are added	
2	Don't add old	This was verified	
	references		56
Executive Summary/Abstract			
General Comments			

** Please add rows if necessary

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Verified by,

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Examiner Name

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