

THE MEDIATING ROLE OF HRM PLANNING ON THE EFFECTS OF BRAND ELEMENTS ON BRAND EQUITY AMONG PUBLIC LISTED COMPANIES IN JORDAN

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Abstract: This study investigated the role of HRM planning as a part of HRM that is one of the support activities in Porter's value chain on the effects of brand elements on brand equity among public listed companies in Jordan. Despite the significant development in branding globally and its role in increasing the equity of the companies. The main aim of the research was to answer a number of questions: Is there an effect of brand elements: names, Logos, Slogans and Signage / Packaging on brand equity? Is there a mediating role of HRM Planning on the effects of brand elements on brand equity? A quantitative approach was adopted in this research. A questionnaire was developed and administered for collecting data from the sample. 153 questionnaires were distributed using cluster sampling method to the marketing officers of the public listed companies that appeared in the sample, (148) retrieved and (146) were accepted for analysis. Data analysis took place to examine the study variables and test hypothesis using (SPSS). After conducting data analysis and hypotheses, the study found that brand elements have effects on brand equity with a mediating role of HRM planning on these effects. Based on the findings it is recommended that Jordanian public listed companies pay more attention to branding and brand elements due to the positive influence that they have on brand equity. It also recommended paying more attention to HRM Practices due to the positive influence on the effect of brand elements on brand equity.

Keywords: branding, brand elements, brand equity, HRM planning, Jordan.

I. INTRODUCTION

In 1987, the brands principle was aborted, although it was not fully operationalized until quite recently with the definition of a research method (Rossolatos, 2012). Examples have been found of marks used in the Greek and Roman eras. With a high level of analphabetism, shopkeepers took pictures of the goods they sold (De Chernatony et al., 2011) through their stores. Special skill craftsmen stamp with their own brands their goods and trademarks. In the Middle Ages, there was a more frequent distinction between suppliers (De Chernatony et al., 2011). The omnipresence of the brand has become so evident over the past two decades (Davis, 2009). Brands have become increasingly important. The last two decades at the end of the 19th century were decisive for the brand environment which we see today (Franzan & Moriarity, 2009). Due to their long term use of brands, they have been used as recognition of ownership for centuries (Davis, 2010). Branding has become an integral part of companies, organizations and even people in recent years. It is now so closely linked to a company's work that a brand is damaged. That's the enterprise. In contrast, a strong brand increases the company's value (Davis, 2010)

The new concept of marketing focuses on value creation and the position of consumers minds. These organizations have led the customers to concentrate on their brands as customer value and quality, forcing them to choose special brands trust because they view it as special brands Aqel (2010).

1- Problem definition

One of the main themes of branding is the development of a relationship between brand elements and brand equity. Brand elements chosen for this research are names, logos, slogans and signage / packaging or a combination of them, usually conceptually, sensibly and conceptually different, creating various meanings for individuals. To date, a brief preview of previous studies indicates the absence of such a connection especially in Jordan and the Arab world in general. Many previous studies have focused on certain specific fields such as food, banking, telecoms and clothing in some of the Jordanian companies. Brand elements and brand equity relationships are limited to and not broad enough in these sectors. Another important thing to be investigated is the mediating role of some of the internal elements of the company itself on the effect of brand elements on brand equity. It might be sense that good human resources management practices can affect the effect of brand elements on brand equity, but it is not proved yet.

The research will find the answer for the following questions:

- 1- Is there an effect of each of the selected brand elements on brand equity?
- 2- Is there an effect of HRM planning as a mediator on the effect of brand elements on brand equity?

2- Significance of the study

The importance of the study derives from the importance of the topic chosen for the study, i.e. branding, because it is a very important topic for all marketing subject companies from all sectors. This study also identifies branding and brand equity-related elements that will guide Jordanian public listed companies and other companies to pay attention to these elements and attempt to use them more widely. In addition, there is a shortage of branding research in Jordan and the Arab world, so this research is one of the few that will enrich the library of our Arab world with branding topic. Another important thing is to study an internal element in the selected companies and its mediating role on the relationship of brand elements and brand equity, that is HRM planning, which will indicate that internal elements may effect on brand equity.

3- Research Objectives

The research aims to achieve the following objectives:

1. To identify brand elements Brand names, Logos, Slogans and Packaging / Signage.
2. To identify brand equity Brand Awareness, Brand Association, Brand Loyalty and Perceived Quality.
3. To examine the effect of each of brand elements on brand equity at Jordanian public listed companies.
4. To investigate the mediating role of HRM planning as a part of a support activity in Porter's value chain on the effect of brand elements on brand equity.
5. To put some recommendations depending on the researches results to consider it by managers of marketing departments at Jordanian public listed companies trying to reach higher brand equity.
6. To have a starting point for a lead up to multiple branding research in the Arab world, particularly in Jordan.

4- Research Questions

A large percentage of previous research focused on specific sectors of the economy such as banking, telecommunications and clothing. For example, this research studies the concepts of brand elements and brand equity across multiple industries (Jordanian public listed companies listed on the Amman Stock Exchange); also, the study context is Jordan and there is a lack of research in Jordan and the Arab world as a whole on this topic. The research will find the answer for these following questions:

- 1- Is there an effect of each of brand elements on brand equity?
- 2- Is there an effect of brand elements on brand Equity with a mediating role of a HRM planning as a part of a support activity in Porter's value chain?

5- Hypotheses

The hypotheses are as follows:

H01: There are no effects of brand elements on brand equity

- H01.1: There is no effect of name on brand equity.
- H01.2: There is no effect of slogan on brand equity.
- H01.3: There is no effect of logo or symbol on brand equity.
- H01.4: There is no effect of signage/packaging on brand equity.

H02: There is no mediating role of HRM planning as a part of a support activity of Porter's value chain on the effect of brand elements on brand equity.

- H02.1: There is no mediating role of HRM planning as a part of a support activity of Porter's value chain on the effect of name on brand equity.
- H02.2: There is no mediating role of HRM planning as a part of a support activity of Porter's value chain on the effect of slogan on brand equity
- H02.3: There is no mediating role of HRM planning as a part of a support activity of Porter's value chain on the effect of logo on brand equity
- H02.4: There is no mediating role of HRM planning as a part of a support activity of Porter's value chain on the effect of signage/packaging on brand equity.

6- Research Model

Figure 1 shows the research model. In this study, our independent variables are branding elements that are names, logos, slogans and packaging / signage. The researcher will examine the impact of each of these elements on brand equity as a dependent variable. Our mediator here is HRM planning that is a part of HRM practices which is a part of HRM, a support activity in Porter's value chain.

Research Model

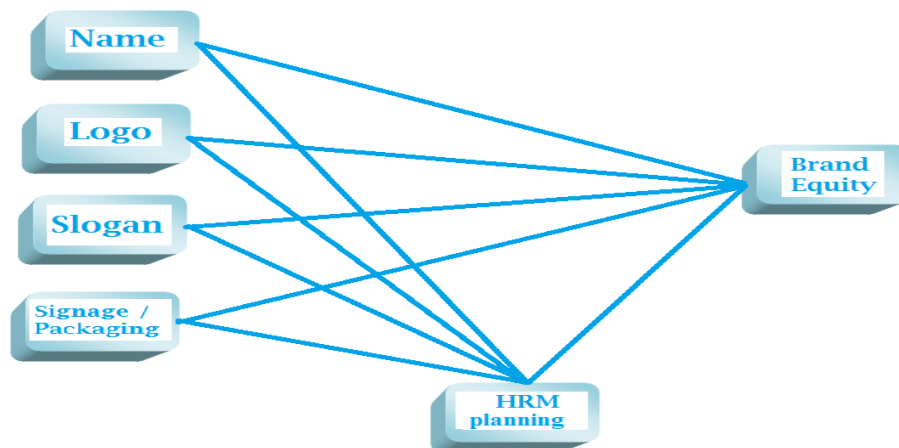


Fig 1. Research Model.

7- Current study

What distinguishes this study from previous studies is that many previous studies studied the effect of a brand element or two at maximum on brand equity in a certain sector but this research studied the effect of overall brand elements on brand equity, which gave us results that ensured the effect of brand elements on brand equity which will give us some hints for some practical contributions related to overall brand elements effect on brand equity. It is also distinguished by studying the mediating role of HRM planning that is a part of one of Porter's value chain support activities that is HRM, on brand equity in the public listed companies in Jordan.

II. LITERATURE REVIEW

1- What is Branding?

In its professional way, branding began to be used to mark ownership of livestock such as horses and cattle by means of a distinctive symbol burned in the horses or the skin of cattle with a hot iron stamp in the 1500s. This led to the adoption of branding as a way of distinguishing items that belong to a particular group or individual. Thus, the ownership mark is usually branded onto the animal (Lee et al., 2015). Gradually, in these early days, branding is a guarantee of the product's source so it is legally protected from copying. In today's scenario, the words 'brands' and 'branding' seem to occupy an important place. In the hands of marketers and advertisers, they have become an important weapon and tool for carving a niche on the market. A well-developed branding strategy is behind every successful company (Trott & Sople, 2016). The added value is a major aspect of branding, reflecting the different perceived benefits and advantages for brands (Keller, 2013). Integration is the ultimate branding element (Brunello, 2013).

2- What is a Brand?

According to the American Marketing Association (AMA), a brand is defined as “a name, term, sign, symbol, or design or a combination of them intended to identify the goods or services of one seller or group of sellers and differentiate them from those of competitors.” (Alaaeldine, 2013; Keller, 2003). From the standpoint of Gupta (2009), “A brand is a collection of symbols, experiences and associations connected with a product, a service, a person or any beautiful fact or entity”. Keller (2003) wrote: “technically speaking, then, whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand”. He saw brands as not just an identifier, it's more than that. The word "brand" expresses a promise, including the brand name and logo. In addition, "brand" was overly associated with other important terms such as brand creation, brand value, brand personality, brand identity, and brand equity (Alaaeldine, 2013).

The brand therefore consists of a complex combination of attributes compressed into a coherent whole that is unique and distinguishes organizations and their offers from competitors (Effah, 2017). Thus, the increasing level of attention given by practitioners and researchers in contemporary times to brands and brand equity is justified. With each interaction, our brand changes – a living relationship between us and the world (Stratten & Stratten, 2017).

3- Brand Elements

McLennan (2004) identifies brand elements as those tradable devices identifying and distinguishing the brand. Kumar et al. (2013) say that the "brand elements" (also known as brand identities) consist of brand names, logos, symbols, characters, celebrities, jingles, packages and brand-related signage. Sadler (2003) pointed out that these elements could be the trademark logos, symbols, slogans, packaging, signage, etc.

Brand Names: A common brand name definition is that it is a verbalized or spoken component of a mark. Brand names are the brand's main characteristics (Bennett, 1988). Keller (1998) believes that the ideal brand name would be as follows: can easily be remembered and highly suggestive of each category of product and the special interests that served as the basis for its location. Most textbooks on marketing also know that there are a number of features to a good brand name. A short brand name is usually preferred to a more complicated one.

Logos: Logos are visual icons providing two basic functions for brands: identification and differentiation (Farhana, 2012). There are many types of logos, ranging from company names to abstract slogans in their entirety. Because of the visual nature, logos and icons are easy and valuable means to identify products, although the main concern is how well they are linked in memory to the corresponding brand name product and also to improve brand recall. A brand mark or a brand cue is sometimes called (Dunn, 2004). Some logos clarify the name literally while others clarify the organization that represents the product or service provided (Budelmann et al., 2010).

Slogans: Keller (1998) defines slogans as short phrases relating to brand information that is descriptive or persuasive. Slogans are short words conveying brand information that is descriptive or convincing (Keller, 2003). Slogans have to be long enough to be meaningful, but short enough to be memorable (Keller, 2003).

Packaging / signage: Colors, images and brand names on packaging are precisely intended to help consumers make the best choice at the point of sale (Fioroni & Titterton, 2016). Signage helps people recognize, navigate and understand environments; it can locate and sense the community's meaning as well. Signage reflects the brand's understanding of users' environmental needs and habits (Wheeler, 2013).

4- Brand Equity

Brand equity is “a set of brand assets and liabilities linked to a brand, its name and symbol, which add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers” (Aaker, 1991).

Value is a key element in the brand equity concept. Overall, brand equity is the output of long-term sustainable investment in brands by the company, and competitive advantages over their arrivals (Al said, 2013). Apart from the direct financial contribution, the owner of a strong brand also benefits from the aspects of efficacy and synergy (Keller, 2013). Aaker (1996) noted that brand equity is in fact a set of liabilities and assets that are linked to the symbol and name of a brand and add to or subtract from the value that a service or product provides to a company or / and the customer of a company. He defined four major asset categories as the four dimensions that have a positive correlation with brand equity:

- Brand awareness
- Perceived quality
- Brand associations
- Brand loyalty

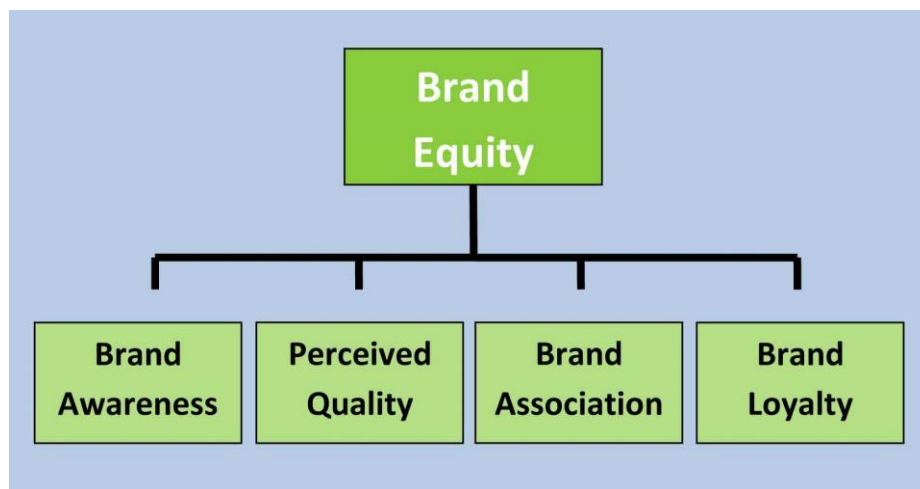


Fig 2. Brand equity.

5- Porter's value chain

Michael E. Porter, a professor of business strategy, began to seek the concept of competitive advantage to improve corporate management in 1985. He said the company's superiority stems from its competitive force mastery. The value chain of Porter consists of nine major value generating activities divided into two main groups. Support activities (company infrastructure, technological development, human resources management and procurement) and Primary activities (services, marketing and sales, outbound logistics, operations, and inbound logistics) (Andersson & Ivansson, 2003; Michail, 2013).

5.1 HRM planning

One of the main planning practices is the Job Analysis, which can be considered as an independent practice and is the basis for all HRM activities. It is a prerequisite for obtaining information on all jobs. An appropriate job analysis and eventually providing an adequate job description to employees prevents the complexities that employees do not know what they are expected to do. This is why the analysis of Job is the basis on which all other HR activities were based (Hosain, 2016).

III. RESEARCH METHODOLOGY AND DESIGN

To achieve these research goals and suit its objectives, a descriptive methodology has been adapted. A systematic method of data analysis is used to investigate and interpret the relationships between research variables.

1- Population and Sample

The study's population consisted of all Jordan's registered public listed companies. According to the Securities Depository Centre (SDC), the number of publicly registered companies is 253 classified into four major sectors; banking sector 16 firms, insurance sector 23 firms, services sector 149 firms and industry sector 65 firms.

To calculate the sample size required for starting collection of the data and according to Sampling Book by Steven K. Thompson, the formula is

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

Where

n: sample size required

N: population size (253)

d: error which is 0.05

z: the value of Z at 0.95 level of significance (1.96)

p: Proportion of the property offers a neutral = 0.50 (0.50)

So, the sample size required is = 153

The clustering sampling technique was followed because all Jordanian public listed companies are divided into four sectors. A total of (153) questionnaire were distributed randomly by using a dynamic website to generate random numbers called research randomizer (<https://www.randomizer.org/>) to choose the desired sample randomly from each cluster. 146 questionnaires were retrieved and analyzed with 95.4% response rate.

2- Data Source

The researcher used a combination of primary and secondary sources of data when collecting the data:

Secondary data: The researcher has used Arabic and English language books, articles, previous studies related to this study, and the internet.

Primary data: Number of companies and a great deal of population-related information were detected by visiting the Securities Depository Centre and using its official website (<http://www.sdcjordan.com/arabic/index.php>).

Questionnaire: Used as the primary source of research data collection, this questionnaire includes a cover letter and two main components.

1- Cover letter: It stated the name of the researcher for the purpose of the research. The confidentiality of the information obtained was ensured for the study purposes only and treated with complete confidentiality.

2- Other variables: The first part of the questionnaire contained three questions about some of the respondent's variables. The questions were about the sector, size and age of the corporation. The researcher considered these as intermediate variables that could have an effect on the dependent variable of the study, brand equity. Brand elements and HRM practices

Assessment questions: This part contained 7 items divided into 5 parts each; the first part is about name and its effect on each of elements of brand equity – according to Aaker's model, whereas the second item is about slogan; after that we have logo and package / signage.

a) A five-point Likert scale that ranged from strongly agree to strongly disagree was used.

b) After collecting the primary data using the questionnaire, phone calls were made with the marketing departments of the public listed companies appearing as a sample asking them about their evaluation of their brand equity with its 5 categories – according to Aaker's model- with the comparison of other public listed companies. A five-point Likert scale was used for each of the categories as a whole in order to calculate the regression between each brand element and brand equity. With the role of HRM planning as a mediator on the effect of brand elements on brand equity.

3- Research Instrument (Measures)

In this study, items used to measure the variables of the study were mainly adapted from the model of Aaker measuring brand equity. The measurement approach for each variable and its impact on brand equity was measured by the five main assets that are brand awareness, brand association, brand loyalty, perceived quality, and some other major assets as brand identity, according to Aaker's model (Aaker, 2009).

4- Data Collection Procedure

The researcher had been directed to the Securities Depository Center after visiting the Ministry of Industry and Trade to collect all the primary information needed to start his research, such as the total number of public corporations and the number of corporations in each sector. The researcher visited these corporations after drawing a random sample of 153 corporations to meet the related individuals to explain the study and its purpose to achieve the study goal. It took 9 weeks to answer the questionnaire. A review of the collected data was performed after the questionnaire collection to ensure completeness and accuracy of all entries. Data were subsequently entered for processing using the SPSS application "Statistical Package for Social Sciences" to obtain frequencies, percentages, means and standard deviations.

5- Instrument Validity and Reliability

The instrument was assessed by five academic specialists. Face validity of questionnaire items was satisfactory according to their point of view with some comments. After considering their suggestions a final version of the questionnaire was developed. Another thing is that brand elements were measured depending on the study of Aqel (2010), brand Equity was measured depending on the study of Kakeesh (2010) and HRM practices were measured depending on the study of Alinizi (2009). To verify the reliability of the questionnaire, a pilot study was carried out on 20 respondents. Previous to the field work, it provided valuable feedback on the design and formulation of the questionnaire. The result of Cronbach's alpha test for the pilot study was the following:

TABLE 3. 1 Cronbach's alpha for the study variables for the pilot study

Variables number	Variable	Value of (α)
Brand Elements		
1	Brand Name	0.792
2	Brand Logo	0.741
3	Brand Slogan	0.795
4	Brand packaging/ Signage	0.746
Brand Equity		
1	Brand Awareness	0.710
2	Perceived Quality	0.805
3	Brand Association	0.798
4	Brand Loyalty	0.793
HRM		
1	Planning	0.622

To assess the instrument reliability the internal consistency was verified using Cronbach Alfa Coefficient for consistency. Accordingly the results were statistically acceptable since the value is greater than 0.60 which is acceptable to administrative and human sciences.

TABLE 3. 2 Cronbach's Alpha for the Study Variables

Variables number	Variables	Value of (α)
Brand Elements		
1	Brand Name	0.787
2	Brand Logo	0.737
3	Brand Slogan	0.846
4	Brand packaging/ Signage	0.724
Brand Equity		
1	Brand Awareness	0.634
2	Perceived Quality	0.838
3	Brand Association	0.814
4	Brand Loyalty	0.793
HRM		
1	Planning	0.618

As shown in the table above, for the study variables the total alpha of Cronbach was above than (0.60) indicating that the measures are reliable in terms of consistency of measurement concepts, which should be, since the measurements are identical.

6- Statistical Methods

Data were analysed after collecting the answers using the frequencies, percentages, means and standard deviation of the descriptive statistics. The SPSS Social Sciences Statistical Package was used to analyse the data collected through questionnaires. After that, the data is initially analysed and conclusions and recommendations have been reached. Statistical instruments used included:

- 1) Statistical descriptive techniques: these included the distribution of frequencies, mean, range and standard deviations.
- 2) Regression test to determine the effect between the variables independent and dependent.
- 3) Reliability test for measuring instruments: researchers evaluate the reliability of the instrument by measuring the reliability coefficient for each dimension of the instrument. The coefficient of reliability shows how congruent the items are in accurately measuring what they are meant to measure.
- 4) ANOVA test to measure the effect of HRM planning as a mediator on the effect of brand elements on brand equity

7- Limitations

- 1) Geographical dispersion (in many parts of Jordan, the spread of public listed companies).
- 2) The difficulties explaining the research are aimed at helping related individuals to answer the questionnaire and are subject to them.
- 3) Difficulty in establishing appointments with marketing managers and related staff, particularly in large companies.
- 4) In general, the lack of cooperation of some of the employees of the companies.

IV. RESULTS AND DISCUSSION

To analyze the data and examining hypotheses, descriptive statistics for each field is calculated, in addition to Regression used means and standard deviation were calculated for each field and Table 4.1 shows the results.

TABLE 4. 1 Means and s.ds for all brand elements

No.	Brand Element	Mean	Std. deviation
1	Name	4.26	0.271
2	Logo	4.04	0.35
3	Signage / Packaging	3.78	0.277
4	Slogan	3.42	0.294
Total		3.88	0.3

From the above table, it is clear that Name element came in the 1st rank with a mean of (4.26) and s.d (0.271). Logo element came 2nd with a mean of (4.04) and s.d (0.35). After that Signage / Packaging element came 3rd with a mean of (3.78) and s.d (0.277). Slogan element came last in the 4th rank with a mean of (3.42) and s.d (0.294).

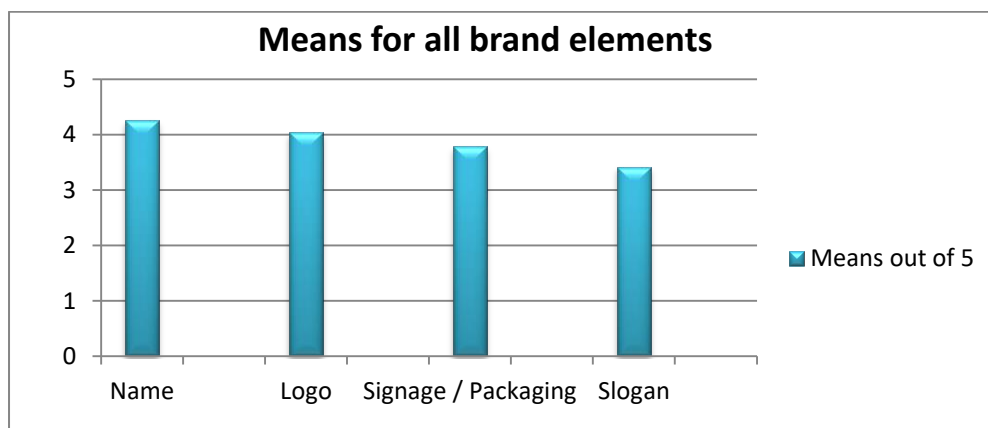


Fig 4. 1: Means and s.ds for all brand elements graph

TABLE 4. 2 Means and s.ds for Overall Brand equity

No.	Paragraph	Mean	Std. deviation
1	Perceived Quality	4.30	0.306
2	Brand Awareness	4.28	0.358
3	Brand Loyalty	3.58	0.364
4	Brand Association	3.49	0.360
Total		4.28	0.36

As for overall Brand equity, Perceived quality came 1st with a mean of (4.3) and s.d (0.306). "Brand awareness" came 2nd with a mean of (4.28) and s.d (0.358). After that "Brand loyalty" came 3rd with a mean of (3.58) and s.d (0.364). Finally, "Brand association" came 4th with a mean of (3.49) and s.d (0.360).

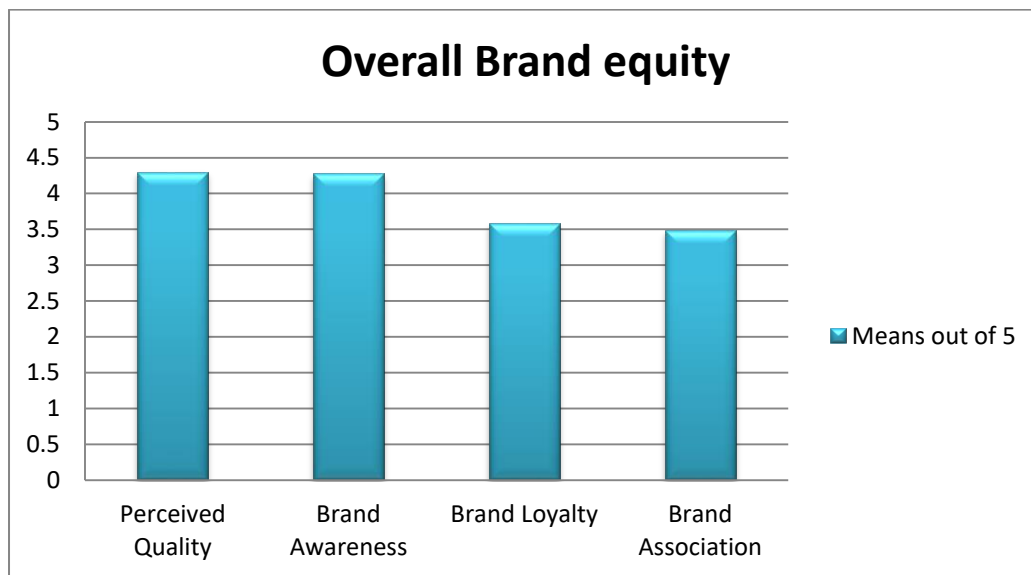


Fig 4. 2: Means and s.ds for Overall Brand equity graph

TABLE 4. 3 Means and s.ds for HRM planning

No	HR dimension	Mean	Std. deviation
1	HR Planning	4.08	0.342

1- Hypotheses Testing

Here, results of the research hypotheses are tested.

H01: There are no effects of brand elements on brand equity

- H01.1: There is no effect of brand name on brand equity.

Simple Regression test was used to check the direct effect of Brand Name on Brand Equity shown in the tables below:

TABLE 4. 4 Simple Regression test to check the direct effect of Brand Name on Brand Equity

Dependent Variable	R	R ²	F	DF	Coefficients			Sig
					Predictor	B	T	
Brand Equity	.501 ^a	.251	48.172	1	Brand Name	0.498	6.941	0.000
				155				

As shown in the table above, the effect of the brand name on the brand value of the brand has a significant effect on the brand name value, the significant value (0.000) is lower than (0.05), the value of R is the square root of R- Squared and is the correlation between the observed and predicted values of the dependent variable (0.501) and the determination

measure R2 (0.251). of the brand value explained by brand names. Restriction parameter (F) was (48,172) of the brand stock value based on the brand name and thus we will accept the alternative the hypotheses “There is an effect of Brand Name on Brand Equity, at ($\alpha \leq 0.05$)”.

- H01.2: There is no effect of slogan on brand equity.

Simple Regression test was used to check the direct effect of Brand Slogan on Brand Equity shown in the tables below:

TABLE 4. 5 Simple Regression test to check the direct effect of Brand Slogan on Brand Equity

Dependent Variable	R	R ²	F	DF	Coefficients Predictor	B	T	Sig
Brand Equity	.265	.070	10.844	144 155	Brand Slogan	0.292	2.293	0.000

As shown in the table above, the effect of the brand slogan on brand equity is effective, the result shows that the brand slogan has a significant effect on brand equity since the mean value (0.000) was less than (0.05), the value of R is the square root of R- Squared and is the correlation between the observed and predicted values of the dependent variables (0.265) and the measurement of de Restriction parameter (F) was (10,844) of the brand share value is caused by brand slogan and thus we will accept the alternative the hypotheses “There is an effect of Brand Slogan on Brand Equity, at ($\alpha \leq 0.05$)”.

- H01.3: There is no effect of logo on brand equity.

Simple Regression test was used to check the direct effect of Brand Logo on Brand Equity shown in the tables below:

TABLE 4. 6 Simple Regression test to check the direct effect of Brand Logo on Brand Equity

Dependent Variable	R	R ²	F	DF	Coefficients Predictor	B	T	Sig
Brand Equity	.628 ^a	.395	93.884	144 155	Brand Logo	0.484	9.689	0.000

As can be seen from the table above that the effect of the brand logo on the brand value is effective, the result shows that the brand value on the brand value is significant, since the significant value (0.000) was below the value of (0.05) is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable (0.628) and the measure of determination R2 (0.395), hence about 39.5 percent of the variation in brand equity explained by brand logo. F) (93,884) of the brand stock value was attributable to the brand logo and thus we will accept the alternative the hypotheses “There is an effect of brand logo on brand equity, at ($\alpha \leq 0.05$)”.

- H01.4: There is no effect of signage / packaging on brand equity.

Simple Regression test was used to check the direct effect of Brand Signage / Packing on Brand Equity shown in the tables below:

TABLE 4. 7 Simple Regression test to check the direct effect of Brand Signage / Packing on Brand Equity

Dependent Variable	R	R ²	F	DF	Coefficients Predictor	B	T	Sig
Brand Equity	.671	.45	294.220	144 155	Brand Signage / Packing	0.750	17.153	0.000

As shown in the table above, the effect of brand signage / packing on brand equity shows that the result has a significant effect on brand signage or packing on brand equity because the substantial value (0.000) was below (0.05). As shown in the table above, the effect of brand signage or packing on brand equity shows that the result has a significant effect on brand signage or packing on brand equity because the substantial value (0.000) was below (0.05). Corresponds to approximately 45.0 percent of the variation R2 (0.45). Restriction parameter (F) was (294.220) of the brand value is

caused by brand signage / packaging and thus we will accept the alternative the hypotheses “There is an effect of Brand Signage / Packing on Brand Equity, at ($\alpha \leq 0.05$)”.

Ho2: There is no effect of HRM planning as a mediator variable on the effect of brand elements on brand equity.

In the light of HRM planning, the hierarchical regression test was used to check the effect of brand elements on brand equity as a mediating variable as shown in the following tables.

TABLE 4. 8 Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	ofChange R Square	Statistics Change F	df1	df2	Sig. Change	F
1	.901 ^a	.811	.806	.11890	.811	151.341	4	141	.000	
2	.918 ^b	.843	.837	.10887	.032	28.157	1	140	.000	

a. Predictors: (Constant Brand Name, Brand Logo, Brand Slogan, signage / Packing

b. Predictors: (Constant), Brand Name, Brand Logo, Brand Slogan, signage / Packing. HRM

c. Dependent Variable: Brand Equity

TABLE 4. 9 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.558	4	2.139	151.341	.000 ^b
	Residual	1.993	141	0.014		
	Total	10.551	145			
2	Regression	8.891	5	1.778	150.023	.000 ^c
	Residual	1.659	140	0.012		
	Total	10.551	145			

TABLE 4. 10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.218	0.195		6.235	0
	Brand Name	-0.157	0.074	-0.158	-2.124	0.035
	Brand Logo	-0.658	0.093	-0.854	-7.102	0
	Brand Slogan	0.006	0.043	0.006	0.144	0.886
	Signage / Packing	1.591	0.092	1.74	17.333	0
2	(Constant)	0.848	0.192		4.414	0
	Brand Name	-0.41	0.083	-0.413	-4.952	0
	Brand Logo	-0.581	0.086	-0.754	-6.75	0
	Brand Slogan	0.004	0.039	0.004	0.107	0.915
	Signage / Packing	1.692	0.086	1.85	19.633	0
	HRM planning	0.198	0.037	0.223	5.306	0

a. Dependent Variable: Brand Equity

As shown in the tables above, the direct effect on brand equity for brand elements is significant because the significant value was (0.00) lower than (0.05), the value of R was (0.901) and R² was (0.811) and the restriction parameter (F) was (151.341).

While in the light of HRM planning as a mediating variable significant value was (0.0.00), the value of R was (0.918) and R² (0.843) and the restriction Parameter (F) was (150.023), and this leads to an improvement in brand equity in the umbrella of HRM planning and thus we will accept the alternative the hypotheses “There is a role of HRM planning as a mediator on the relation between brand elements and brand equity”.

- 1) There is an effect of the brand name on brand equity.
- 2) There is an effect of brand slogan on brand equity.
- 3) There is an effect of logo on brand equity.
- 4) There is an effect of packaging / signage on brand equity.
- 5) There is a role of HRM planning as a mediator on the relation between brand elements and brand equity.

V. CONCLUSION

Research has found that brand elements have an effect on brand equity with all of their four considered elements. The research also found that HRM planning as a mediating role between brand elements and brand equity has an important role to play. Based on the findings, the research recommended several recommendations such as: companies should pay more attention to the branding field, by creating branding units and, for example, by employing specialists to brand the company. Executive managers need to increase the branding awareness and importance of their employees and begin to do internal branding side by side with external branding. Because of their enormous importance and impact on brand equity, start-up companies should be careful when choosing their brand elements, especially brand name and logo. Finally, companies need to be aware of HRM's role in brand equity and improve their HRM practices in order to increase brand equity in their companies. The research suggested that future research could study the effect of brand elements on brand equity by small and medium-sized enterprises and establishments. It was also suggested that future research could re-examine this relationship from the point of view of customers or consumers. In addition, future research may explore more internal variables than HRM practices such as Information Technology and its role between brand elements and brand equity.

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