

## INVESTIGATING THE EFFECT OF EMPLOYER BRAND ON JOB SATISFACTION: A CASE STUDY OF DANA INSURANCE

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**Abstract.** The present research aimed to investigate the effect of employer brand dimensions on job satisfaction. The research population consisted of 200 employees of Dana insurance branches in Tehran. The sample size was estimated 131 employees using Cochran formula. Data were collected through questionnaire. The reliability of questionnaire was reported (0.87) using Cronbach's alpha. Regression analysis showed that employer brand has a significant effect on job satisfaction. Also, variables of fame and reputation, social responsibility and diversity affect job satisfaction; however, significant effect of training and development, work-life balance and organizational culture on job satisfaction was rejected.

**Key Words:** Employer Brand, Training and Development, Diversity, Fame and Reputation, Social Responsibility, Work-Life Balance, Organizational Culture, Job Satisfaction

### 1 Introduction

By increasing competition in all areas of business, companies have begun a competition and battle in the new field of competition and market, namely the labor market. Attraction and retention of skilled and experienced workforce have become major challenge for many companies. Several researchers have pointed to the importance of human capital as a source of competitive advantage and warned the necessity to have qualified and skilled staff. As a result, development of intelligent strategies to become a selected employing organization (employer) in labor market can create a sustainable competitive advantage for the company. Employer brand is the main goal of branding activities in labor market which encourages jobseekers to accept a job offer from the employer and also encourages current employees to stay in the organization and consequently, it can create competitive advantage for organization in the labor market (Hamidianpour, et al. 2013)

Prasad (2016) introduces employer brand dimensions, including training and development, diversity, fame and reputation, social responsibility, work-life balance and organizational culture. Various studies in this regard have indicated that future employees (potential) and also current employees of the organization pay attention to mentioned dimensions to choose an employer or stay in an organization and development of each component leads to better attraction of desired workforce and commitment among current employees (Prasad, 2016).

Commitment and job satisfaction are closely related to each other. A positive relationship between employees' commitment and job satisfaction has been approved (King & Grace, 2010).

Job satisfaction is defined as a person's emotional state resulted from evaluation of his work in achieving or facilitating achievement to occupational value (target) (Lok & Crawford, 2004). Job satisfaction is a structure which is directly related to organizational outcomes such as employee turnover, motivation, commitment and productivity (Wright & Davis, 2003).

According to Backhaus & Tikoo (2004), employer brand leads to job satisfaction through a strong organizational culture. However, very little empirical research has been conducted on the effect of employer brand on job satisfaction (Schlager, et al. 2011; Lelono & Martdianty, 2013).

Despite the competitive environment prevailing in the country's insurance market, Dana Insurance Company has been able to promote its position in terms of market share to be the country's

third-largest insurance company through making comprehensive efforts over the last years. The company's managers can develop job satisfaction on one hand and promote brand performance on the other hand through correct use of employer brand and consequently can expand market in different parts of insurance. Hence, investigating and recognizing the effects of company's employer brand can be a great step for gaining competitive advantage. The main question of the present study is as follows:

"Is employer brand effective on employees' job satisfaction in Dana Insurance Company?"

### 2 Theoretical framework of the research

#### 2.1 Employer brand

Employer brand is a combination of marketing and human resource management (Edwards, 2009). Employer brand is a term with a concept of product brand and is an image offered by the company to potential employees in the labor market of the human resources. Different images will attract different types of jobseekers. Watson Wyatt's definition of employer brand includes internal and external aspects. He believes that employer brand means the position of employer in the human resources market showing current and future employees the image of organization brand; it includes two dimensions; external and internal brands. External brand is created for potential employees to be encouraged to join the organization and internal brand is created for current employees including promises which would be implemented by the company (Watson, Wyatt, 2005).

#### 2.2 Employer brand dimensions

##### 2.2.1 Work-life balance

Work-life balance strategies can help promotion of employer brand which leads to increased desire in employee to stay in the organization (Barrow & Mosley, 2011). Development of employer brand with no work-life balance as one of its components can be very difficult for an organization (Barrow & Mosley, 2011). Research conducted by Hillebrandt (2013) shows that work-life balance is an important component to create a strong employer brand.

##### 2.2.2 Reputation

Reputation or credibility has always been a very important asset for a company to gain a competitive advantage over its counterparts. This dimension helps a company become "employer selection" (Sutherland, et al., 2002). According to studies conducted by Moroko & Uncles (2005), reputation is considered as one of the components of employer brand. Combination of company's reputation and employer brand will help the company sustain its reputation (Moroko & Uncles, 2005).

##### 2.2.3 Diversity

Cox (2001) has defined diversity as variety of social and cultural identity among employees in a work environment. Regarding diversity, employers can create a better working environment where in workforces do the best. Schlager et al. (2011) introduced "value of diversity" as an important factor in employer brand. In the present study, diversity reflects both variety in work activities and multi-faceted workforce.

##### 2.2.4 Organizational culture

Robbins (2005) defines organizational culture as "a system of shared meaning of values of the members of an organization which distinguishes it from other organizations." Organizational

culture is an important factor affecting employer brand. Employer brand can be promoted by strengthening and developing important aspects of the culture of an organization (Barrow & Mosley).

### 2.2.5 Training and development

This dimension explains the role of training and staff development by promoting the necessary skills needed for both current and future occupational position. Wilden, et al. (2010) point out the importance of development opportunities (and growth in working environment) by potential employees to evaluate an organization.

### 2.2.6 Companies' social responsibilities

Employees prefer working for a company which offers an ethical work environment. The company would be able to create a positive image in the minds of current and potential employees through doing social responsibilities. Hillebrandt & Ivens (2013) have defined social responsibility as a new significant dimension of employer brand.

### 2.2.7 Job satisfaction

Job satisfaction means employee satisfaction from his current occupational position. Researchers have proposed various definitions of job satisfaction. Robbins (2005) defines job satisfaction as one's total inner feelings towards his job. Job satisfaction is a structure which is directly related to organizational outcomes such as employee turnover, motivation, commitment and productivity (Wright & Davis, 2003; Winterton, 2004).

## 2.3 Employer brand, its dimensions and job satisfaction

Since consumer brand helps create customer satisfaction, employer brand enhances employee satisfaction. Backhaus & Tikoo (2004) concluded that employer brand leads to job satisfaction through a strong organizational culture. However, very little empirical research has been conducted on the effect of employer brand on job satisfaction (Schlager, et al. 2011; Lelono & Martdianty, 2013).

Training and development is an important dimension for companies by which training and transfer of technology related to business or products take place (Biech, 2008). This dimension includes variables such as training and development programs and professional development opportunities and other items. Some of previous studies have also indicated a direct relationship between development and training opportunities offered by organization and job satisfaction (Thacker & Holl, 2008; Mariani, et al., 2013).

Many studies have focused on the predictive role of department image (Yu & Cable, 2011) in explaining job satisfaction. As Elsbach & Kramer (1996) proposed, reducing the credibility of an organization leads to promotion of dissatisfaction among employees.

Studies have shown that diversity is one of the most important factors affecting job satisfaction (Campbell, 2009; Longhi, 2011; Pitts, 2009). According to research conducted by Ongori & Agolla (2007), diversity refers to employees from different social and cultural perspectives within the company.

Work-life balance is an ideal balance between personal and professional life of a person. Clark (200), Pasewark & Viator (2006) have concluded that any conflict between work and family can lead to dissatisfaction among employees. Aryee, et al. (2005) also argue that the higher level of work-life balance among employees, the higher level of job satisfaction among them.

A research conducted by Koh & Boo indicated that if an organization only focuses on profitability with no regard to ethical standards, employee satisfaction will be reduced. Similarly, Coldwell et al. (2008) found that employees will be satisfied, if they observe organization's commitment to ethical responsibilities towards the society.

Dimensions of organizational culture and their effect on job satisfaction have been investigated in different studies (Lok & Crawford, 2004). A research conducted by Odom et al. (2003) showed that attitude and behavior of employees have increased by promoting innovative culture.

## 2.4 Purposes of the Research

### The Main Purpose

Investigating the Effect of Employer Brand on Job Satisfaction

### Subsidiary Objectives

- Investigating the effect of training and development on job satisfaction
- Investigating the effect of fame and reputation on job satisfaction
- Investigating the effect of work-life balance on job satisfaction
- Investigating the effect of social responsibility on job satisfaction
- Investigating the effect of organizational culture on job satisfaction
- Investigating the effect of diversity on job satisfaction

## 2.5 Related review of literature

Table 1. Related review of literature inside and outside the country

No.	Year	Researcher	Title	Results
1	2015	Morakabati	Investigating the Effect of Employer Brand on Employees' Attitudes in Insurance Industry: A Case Study of Central Office of Alborz Insurance	There is a positive relationship between employer brand value propositions and employees' attitudes
2	2015	Barghanmadi & Gholipour	Investigating the Effect of Employer Branding on Attracting Talented Ones in Refah Bank	Five internal factors of employer brand and one different factor have been effective on attracting talented ones in the case of giving information and informing them. Also, external factors have been effective on attracting talented ones in Refah Bank.
3	2013	Sanavifard	Investigating the Effect of Employer Brand on Employees' Performance	Employer brand leads to high performance of employees and eventually competitive advantage.
4	2012	Rabiei	Investigating the Effect of Employer Brand Value Propositions on Domestic Marketing of Asia Insurance Co. in	Among employer brand value propositions, social value and reputation have respectively the greatest impact on the company's domestic marketing and development, economic and diversity values are the next priorities.

			Tehran	
5	2016	Prasad	The Effect of Employer Brand Dimensions on Job Satisfaction: Gender as a Moderator	Training and development, diversity, reputation, organizational culture, ethics, social responsibility and work-life balance are effective on job satisfaction. These components are all important dimensions of employer brand.
6	2011	Longhi	Impact of Cultural Diversity on Wages and Job Satisfaction	There is a positive relationship between cultural diversity and wages. Also, cultural diversity improves job satisfaction among employees.
7	2008	Thacker & Holl	Behaviorally-Based Management Training: Linking Behaviors to Employee Satisfaction	There is a significant and positive relationship between job satisfaction and quality of supervision by the company/organization as an employer
8	2008	Coldwell, et al.	The Effects of Person–Organization Ethical Fit on Employee Attraction and Retention: Towards a Testable Explanatory Model	The dimension of person–organization ethical fit can explain behavior of those who consider corporate social performance consistent with their own ethical expectations and are attracted by them and tend to remain with a company.

### 3. Method of the research

From the aim perspective, this study is an applied research and from data collection perspective, it is a descriptive survey research. The research population consisted of 200 employees of Dana insurance branches in Tehran. The sample size was estimated 131 employees using Cochran formula. Random sampling was used in the present research. Data were collected through Prasad Questionnaire (2016) with 39 questions. 5-point Likert scale (ranging from strongly agree to strongly disagree) was used for measurement. Cronbach's alpha (0.91) represents high reliability of the questionnaire. Its validity was approved by opinions of experts and university professors.

### 3.1 Hypotheses and research model

#### The main hypothesis

Employer brand has an effect on job satisfaction.

#### Subsidiary hypotheses

- Training and development has an effect on job satisfaction
- Fame and reputation has an effect on job satisfaction
- Work-life balance has an effect on job satisfaction
- Social responsibility has an effect on job satisfaction
- Organizational culture has an effect on job satisfaction
- Diversity has an effect on job satisfaction

### 3.2 The research model

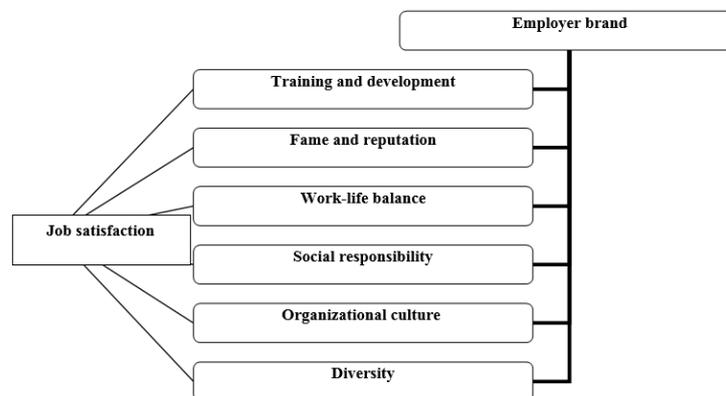


Figure 1. The conceptual model of the research

## 4 .Data analysis

### 4.1 Evaluation of demographic characteristics

Table 2. Results obtained from demographic statistics

Demographic variables		Frequency percentage
Work experience	5 years and less	19%
	5-10	26.71%
	10-15	38.16%
	15 years and over	17.55%
Education	Diploma and lower	0%
	Associate and Bachelor's degree	67%
	Master's degree and higher	33%
Age	20-30	25%
	31-40	40%
	Over 41	35%
Gender	Female	41.5 %
	Male	58.5%

#### 4.2 Investigating the reliability status

Table 3. Reliability status

Variable	Cronbach's alpha	Reliability status
Training and development	0.89	High reliability
Fame and reputation	0.89	High reliability
Diversity	0.9	High reliability
Organizational culture	0.91	High reliability
Work-life balance	0.92	High reliability
Social responsibility	0.9	High reliability
Job satisfaction	0.89	High reliability
Total	0.91	High reliability

#### 4.3 Investigating the status of data distribution

Table 4. Result obtained from Kolmogorov-Smirnov test for each component

Variable/index	Number	Mean	Test statistic	Sig	Test result
Job satisfaction	131	3.33	0.095	0.055	normal
Training and development	131	3.13	0.089	0.386	normal
Fame and reputation	131	3.39	0.103	0.234	normal
Work-life balance	131	2.9	0.095	0.365	normal
Social responsibility	131	3.15	0.126	0.055	normal
Organizational cultural	131	3.3	0.11	0.081	normal
Diversity	131	2.82	0.13	0.096	normal

#### 4.4 Investigating correlation among variables

Table 5. The correlation matrix

Variable	1	2	3	4	5	6	7
Training and development	1	0.786	0.652	0.603	0.553	0.905	0.739
Fame and reputation		1	0.617	0.511	0.42	0.81	0.941
Diversity			1	0.525	0.636	0.592	0.695
Organizational culture				1	0.441	0.487	0.499
Work-life balance					1	0.379	0.476
Social responsibility						1	0.713
Job satisfaction							1

#### 4.5 Answer to the research hypotheses

**The main hypothesis:** According to table 6, the correlation coefficient between employer brand and job satisfaction is (0.689) showing that there is a relatively good correlation between these two variables. According to table 7, since the

significance level (0.000) is less than 5%, the hypothesis of linear relationship between these two variables is accepted. According to table 8, since the significance level (0.000) is less than 5%, employer brand has significant effect on job satisfaction.

Table 6. A summary of research model

Model	R	Coefficient of determination	Adjusted coefficient of determination	Standard error of the estimate
1	0.83	0.689	0.686	0.299

Table 7. Results obtained from regression analysis of variance

Model	Sum of squares	Degree of freedom	Mean square	F	Sig	
1	regression	25.642	1	25.64	285.658	0.000
	remaining	11.58	129	0.09		
	total	37.22	130			

Table 8. The impact factor of independent variable

Model	Non-standard impact factor		Standard impact factor	t	sig	
	B	Standard error	Beta			
1	constant	0.338	0.176		2.203	0.029
	Employer brand	0.944	0.056	0.83	16.901	0.000

Dependent variable: Job satisfaction

**Subsidiary hypotheses:** According to table 9, the correlation coefficient among variables is (0.921) in the third model

showing that there is a strong correlation between dependent and independent variables of the research. According to table 10,

since the significance level (0.000) is less than 5%, the hypothesis of linear relationship between dependent and independent variables is accepted. As shown in table 11, beta coefficients of fame, diversity and social responsibility are significant in error level less than 0.05; therefore, they are

effective on job satisfaction. Table 12 shows excluded variables (variables of training and development, work-life balance and organizational culture) which have been removed from the equation due to small amount of beta.

Table 9. A summary of research model

Model	R	Coefficient of determination	Adjusted coefficient of determination	Standard error of the estimate	d-statistic
1	0.941	0.886	0.885	0.18	
2	0.953	0.907	0.906	0.16	
3	0.959	0.921	0.919	0.15	2.1

Table 10. Results obtained from regression analysis of variance

Model		Sum of squares	Degree of freedom	Mean square	F	Sig
1	regression	32.993	1	32.993	1006.254	0.000
	remaining	4.23	129	0.033		
	total	37.222	130			
2	regression	33.773	2	16.886	626.610	0.000
	remaining	3.449	128	0.027		
	total	37.222	130			
3	regression	34.265	3	11.422	490.574	0.000
	remaining	2.957	127	0.023		
	total	37.222	130			

Table 11. The impact factor of dependent variable

Model		Non-standard impact factor		Standard impact factor	t	sig
		B	Standard error	Beta		
1	constant	0.156	0.101		1.537	0.127
	Fame	0.936	0.03	0.941	31.722	0.000
2	constant	0.114	0.092		1.23	0.221
	Fame	0.823	0.034	0.828	24.206	0.000
3	Diversity	0.151	0.028	0.184	5.38	0.000
	constant	0.14	0.086		1.627	0.106
	Fame	0.966	0.044	0.927	21.794	0.000
	Diversity	0.175	0.027	0.214	6.588	0.000
	Social responsibility	0.174	0.04	0.2	4.6	0.000

Dependent variable: Job satisfaction

Table 12. Excluded variables in third model

Model	Variable	Beta In	t	sig
3	Training and development	0.123	1.979	0.05
	Work-life balance	0.012	0.379	0.705
	Organizational culture	-0.018	-0.579	0.564

## 5. Conclusion

The effect of employer brand on job satisfaction was approved; therefore, it is suggested that managers strengthen components of employer brand to achieve job satisfaction.

The effect of fame and reputation on job satisfaction was approved; therefore, it is suggested that managers make an attempt to improve their own reputation and credibility. For this purpose, it may be appropriate to offer programs in accordance with the clients' and employees' rights, observe standards, respect opinions and needs of customers, be honest and keep promises, be clear at presenting services, make use of new services and apply fair prices.

The effect of social responsibility on job satisfaction was approved; therefore, it is suggested that company's managers carry out their responsibilities towards the environment and consider and implement some programs to help charities and of course, they can notify these programs in their advertising and marketing programs. It is suggested to monitor an accountability system to customer complaints as well as a private monitoring system can be designed and implemented for workplace crimes. They are obliged to respect all laws and regulations in workplace.

The effect of diversity on job satisfaction was approved; therefore, it is suggested that human resource managers accept employees based on their abilities and skills and ignore their gender and culture as negative categories in terms of

employment and admission. This issue is very important, especially in Iran; since there are different ethnics over the country, culturally, there is much cultural diversity. Also, the category of religion can be highly regarded. Regarding cultural diversity among employees, it can be very important to respect individuals' beliefs and pay attention to their merits. Another fundamental category is gender. Since this research has been conducted on an insurance company which presenting servicing activities and servicing spaces do not usually need men's physical power, it is expected that gender equality in recruitment and individuals' selection be observed.

## 6. Discussion & Analysis

The effect of training and development on job satisfaction was rejected. It could be caused by presenting inappropriate training against employees' needs which are not consistent with organizational culture, employees' current level of knowledge and skill and etc. It is proposed to conduct training needs assessment before holding training courses in order to prevent wasting organizational limited resources in addition to ensure the effectiveness of training courses.

The effect of organizational culture on job satisfaction was rejected. It could be caused by the lack of opportunity and condition for employees' participation, the low level of experience and specific knowledge, and lack of attention to employees' comments and suggestions by managers and administrators. If employees give their opinions but they are ignored in practice, and employees experience it over and over, they will be discouraged and will give no opinion or solution despite the suggestions and criticisms system. Hence, it is suggested that managers take advantage of means such as transformational leadership style, employees' training and most importantly the proper incentive system to create an appropriate atmosphere for participatory culture.

The effect of work-life balance on job satisfaction was rejected. It could be caused by more basic expectations of employees for welfare program. Also, when employees are dissatisfied with more important issues, it seems that implementation of welfare programs will have no significant effect on job satisfaction. According to Maslow's hierarchy needs, if basic needs are neglected, meeting other needs cannot have much impact on job satisfaction; therefore, it is suggested that human resource managers pay attention to this category and implement programs related to work-life balance.

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