



A Field Study on the Relationship between Employer Brand and Employee Satisfaction

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ABSTRACT

Employees play a significant role in the success of establishments. The ensuring of employee satisfaction is an issue which should be examined carefully at this point. Today it is set forth with different studies that many elements are effective in ensuring employee satisfaction. This study was conducted towards the employees of an establishment with an important employer brand in our country in order to reveal the relationship of a powerful employer brand and the benefits that this brand promised to employees with employee satisfaction. Of the qualitative research methods, the questionnaire technique was used in the research. The results were analyzed with the SPSS (22.0) Statistical Program. The research findings reveal that the elements of employer brand are related to employee satisfaction and that the employer brand affects employee satisfaction. Besides, no significant difference could be found between the demographic characteristics of the participants and employee satisfaction.

Keywords: Brand, Employer Brand, Employee Satisfaction

JEL Classification: M

1. INTRODUCTION

Revealing the factors affecting employee satisfaction and increasing it are important based on both organizations and employees. A certain number of benefits the organization provides increases sense of belonging, motivation, performance and productivity for the employees. The success of an organization is in directly proportional with its employees. Today the employees are accepted as the most vital capital for the organizations. A satisfied employee becomes a good representative outside of the organization and hold a key role to attract qualified employees to be involved in it. Accordingly, ensuring employee satisfaction becomes a crucial subject matter for both the organization and both current and potential employees. Nowadays several variables reveal on the basis of attracting qualified workforce to the organization. One of them is employer brand, and the promised values of this brand. The other subject matter as important as the former mentioned is to provide employee satisfaction. At this point, the employer brand and its values are essential components of providing employee satisfaction. At the present time, the term “brand” is

not supposed as an only factor which consumers think of while purchasing goods or services. The term “brand” in the century we have experienced become more of an issue in terms of persons, cities and institutions and organizations in different businesses as well as goods and services presented in national and international markets. At this point, the term “brand” is a subject matter to be evaluated by employers with regard to current and potential employees. The brand of a strong employer, while contributing to many organizations, satisfies current employees and attracts potential employees who are able to contribute to and create value for the organizations. Creating and managing an employer brand whose audience are current and potential employees belong to a process which is needed to carry out carefully. This management process consists of many steps. In this process, current employer brand image, brand identity and brand communication should be analyzed in detailed at first.

The results of this analyses provide essential data for the management process and support to create intended employer brand. A strong employer brand has a position different from its

competitors in the eye of both current and potential employees with the help of providing functional and symbolic values. The organizations, which employ qualified workforce and provide its satisfaction, gain strength and get the whip hand of their competitors nowadays. To take this advantage lies behind a strong employer brand and its providing values. These values increase the employee satisfaction and the organization has an opportunity to achieve its goals with satisfied employees, and enhances competitive capacity in local and international markets.

2. EMPLOYER BRANDING

Defining the term “brand” and presenting its importance in terms of producers and consumers are found useful before discussing “employer brand.” According to the definition by American Marketing Association, the brand is “a name, term, sign, symbol or design aiming to define and differ products or services by a seller or seller groups from their competitors” (Keller, 2000. p. 3). The brand providing business products to be known easily, boosting the demand on the products, steadying the sales in the long term and achieving growth have importance and benefit in terms of organizations. Those importance and benefits are stated simply, as follows (Mucuk, 2007. p. 141):

- Helping sales promotion and having influence on lead generation.
- Creating consumers’ loyalty on the organization.
- Decreasing the risk of sales loss due to substitute goods.
- Taking the products to marketing channels, yet a well-known brand is sought by the organizations.
- Having a heavy hand on price stability. Trademark right holder calls the shots because of not allowing intermediary firms to sell its product for different prices.
- Organizational value increases with brand value.

Consumers are affected by many factors while purchasing any goods or services. Brand is one of the most important factors. Therefore, brand does not have importance and benefit in terms of not only the organization but also the consumer. According to Moon and Millison, the brand makes the decision making easier, give information about the product, protects the consumer and provides quality assurance, minimizes the estimated risks, helping the consumers express themselves and offers friendships and joy by making them involved in a social environment (Moon and Millison, 2000. p. 30-31). Other advantages of a brand regarding its consumers are, as follows (Bozkurt, 2004. p. 109; Yilmaz, 2011. p. 7-8):

- The brand remains the consumer protected. The consumer knows the producer of a branded product.
- The brands makes shopping easier for the consumers, provides them labor and time saving, and giving them an opportunity to purchase the preferred products again and again.
- The brand summarizes the products’ functional and emotional features by giving information, and helps the consumers remember information in memory and also helps purchasing decision.
- The brand gains favor of a status to the consumers by having a branded product.
- The existence of the brand’s name helps the consumers determine which product is satisfying.

- The name of the brand helps the consumers by holding messages about security and product quality.
- The name of the brand helps the consumer pay attention on the products which are beneficial for themselves, and purchasing decision.

The term “brand,” which is an essential factor for the decisions of today’s consumer, is studied in several ways. All the organizations producing goods and services in a tense competition environment are on the way to brand in order to shine amongst its competitors and build a steady and long-term relations with its consumers. Creating a brand needs many studies on building brand identity, brand awareness, brand image and brand loyalty. Nowadays, the term “brand” gains importance even for current and potential employees in an organization. Brand identity, brand image and positioning lie behind a strong employer brand.

The employer brand, studied firstly by Simon Barrow and Richard Mosley, was defined later on by Simon Barrow and Tim Ambler. According to Barrow and Ambler, the employer brand is a “functional, economic and psychological benefit package presented by the employer.” The brand employer draws a frame for the management to specify corporate priorities, boosts the production, provides to have a steady hand on, to strengthen the employees, and their dependence (Barrow and Mosley, 2007. p. 150-151). The original focus of employer brand thinking was to ensure that the same clarity and coherence was applied to defining and managing the organization’s proposition to employees as it typically applied to defining and managing the customer brand proposition (Moosley, 2007. p. 130). Much has been made of employer branding in the last decade. Firms from diverse industry sectors have formally defined, and are strategically managing, their employer brand (e.g., Siemens, Coca-Cola, Starbucks). Cultivating an employer brand is one method these firms have chosen to secure and retain the most sought after employees; those who will enable them to perpetuate their brand success and secure ongoing profitability. Potentially, those firms that embrace employer branding will have a competitive edge. Indeed, the motivation to employ strategies to attract and retain staff has never been more pressing as financial markets are increasingly recognizing ‘human capital’ — or the skills, experience and knowledge of employees — as sources of value to the firm and to shareholders (Moroko and Uncles, 2008. p. 160-161).

According to Dooley et al., the employer brand states “an intentional strategy aimed at creating perception on itself about recruitment, and reflecting a certain image” (Oğuz, 2012. p. 6). Ören and Yüksel summarizes some definitions and characteristics based on the employer brand in the literature (Ören and Yüksel, 2012. p. 39):

- In the study titled “conceptualizing employer branding in sustainable organizations” by Aggerholm et al. (2011), the term “employer brand” is defined as a structure appealing to the brand’s DNA based on the brand’s strategies in the brand identity within the dimensions of the employer and employee. In this study, the employer brand is not abstracted from the pure term “brand” and is identified with the relations between the employer and employee.

- In the study titled “exploring the relationship between corporate internal and employer branding” by Foster et al. (2010), it is revealed that corporate brand and employer brand shared the same characteristic features, the term provides functional, economical, psychological benefits and establishes a psychological bond between the employer and employee.
- In the study titled “the influence of the employer brand on employee attitudes relevant for service branding: An empirical investigation,” Schlager et al. (2011) states that the employer brand reaches at more customers, increases customer experience, and makes employees have positive attitudes towards the employer.
- In the study titled “conceptualizing and researching employer branding” by Backhaus et al. (2004), the employer brand is defined as long-term strategies to administer their awareness and perceptions of the factors like employers, employees or customers involving in the process.
- In the study titled “employer branding and its influence on managers,” Davies (2008) defines the employer brand as effective connotations provided between the employer’s name and its current or potential employees, and states that an employer having a strong brand gets more experienced and qualified employees. Davies orders basic features of the employer brand as creating awareness as a whole company, creating loyalty and providing pleasure, establishing an emotional bond between the firm and its customer.
- In the study titled “Building and Measuring Employee Based Equity” by King et al. (2010), the employer brand is defined as forming a basis to develop positive social and economic relations between the employer and employee.

A consequence of the anticipated permanent shortage of knowledge workers referred to above is the need for companies to differentiate themselves and to market the unique employment proposition they can offer. Employment branding is concerned with building an image in the minds of the potential labour market that the company, above all others, is a ‘great place to work’ (Ewing et al., 2002. p. 11-12). Organizations develop brands as a way to attract and keep customers by promoting value, image, prestige or lifestyle. By using a particular brand, a customer develops a positive image of the brand (Thomas and Jenifer, 2016. p. 62). As in the consumer brand, emotional and rationalist benefits presented to the customer (current and potential employees) by the employer brand is also

brought into the forefront. Brand connotations are divided into two basic groups: Namely, functional and symbolic. Functional and economic benefits consist of some factors such as physical working conditions, wages, additional payments, social facilities. Those factors affects employer decisions because of defining abstract benefits got by the current and potential employees. Psychological benefits consist of protecting their own identities, developing their personal images or expressing themselves (Baş, 2011. p. 30).

Figure 1, both consumer brand and employer brand have different targeted audiences. While consumer brand targets current and potential customers, employer brand does the same for both current and potential employees.

2.1. Employer Branding and its Management Process

A strong employer brand is created in five steps according to Hewitt - a consulting firm on human resources. The first step is to know the organization, the second one is to reveal an effective brand promise for both employees and customers, the third step is to present the standards on the evaluation of brand promise, the fourth one is to support everyone to enhance brand promise, and the last one is to carry out the process and measure them (Berthon et al., 2005. p. 154). Based on providing the organization to be perceived as “the best employer,” controlling brand management process and managing it in direction of its aims are really important. According to Baş, employer brand management model is defined as a detailed process (Baş, 2001. p. 53);

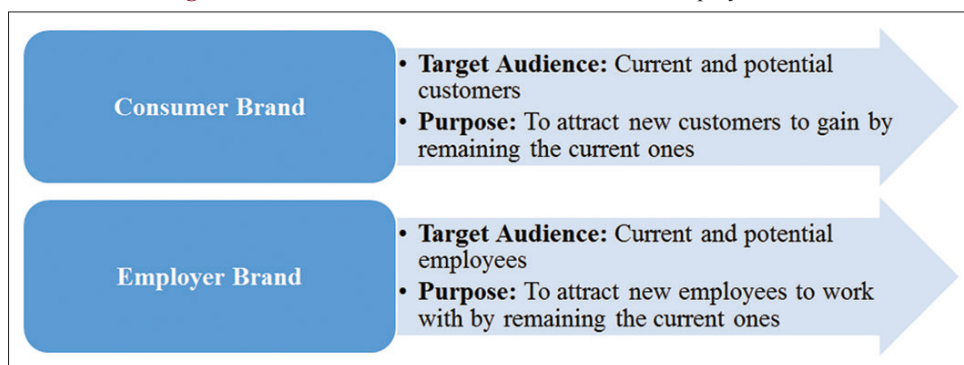
- To define the basis of employer brand,
- To reveal what the employer provide the employees and what the employer is waiting for in return,
- To position differently and exclusively from its competitors as an employer.

There are 5 steps in the management model of an employer brand, Figure 2. The process starting with how to determine how an employer brand is evaluated goes on with defining the brand identity, crating of employee value proposition, positioning and application process.

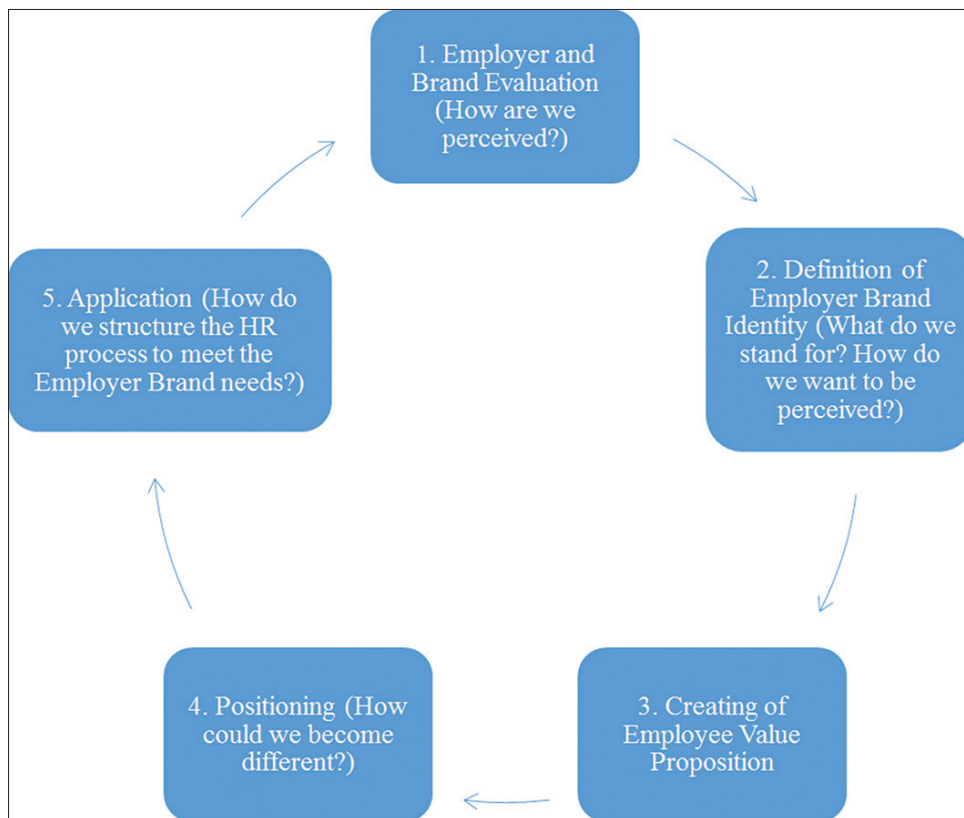
Baş defines the steps of employer brand management model, as follows (Baş, 2011. p. 54):

- Employer and brand evaluation: Primary questions to be answered for the employer are: What are the awareness level of potential candidates? What kind of an image arouses in the

Figure 1: Differences between consumer brand and employer brand



Source: Baş (2011. p. 30)

Figure 2: Employer brand management model

mind of current employees and potential candidates when the name of the organization is said? Does the employer brand have different features from its competitors? What is the effect of communication activities conducted by the organization on the potential candidates? At this point, when discussing brand image, brand identity and brand communication;

- Brand image: It is defined as a total of emotional and aesthetic impression arisen about the product for the customer. It is a total of connotations and features related to the brand name, and perceptions of products and services (Aktuğlu, 2011. p. 34-35).
- Brand identity: How the consumers define the brand or how they perceive it shows the brand image, but brand identity reveals how the organizations define the brands. There is no relation between brand identity and brand image. The identity, as a strategic planning tool, supports to create image. David Aaker defines brand identity as “a set of brand connotations aimed at being carried out and created by the brand strategists” (Yılmaz, 2011. p. 16).
- Brand communication: To obtain brand awareness, to reflect brand image and so to achieve brand preference and brand loyalty are possible with the establishment of communication mechanisms providing a permanent information transfer. Behind the brand success, marketing plans observing permanently consumer and its competitors and structuring rationally all the units related to marketing mix are needed. The success of all these plans is possible with bringing communication strategies into force (Aktuğlu, 2011. p. 154). This promissory should be embodied to make the consumers to understand the

physical connections, functional benefits and emotional connotations. The fact that this is not achieved in a single communication channel is obvious nowadays. The whole potential brand communication points are needed to synergistically design all the brand experience (Hollis, 2011. p. 36). “Brands are structured by conformably gathering several tools like advertising, public relations, sponsorships, events, social objectives, clubs” (Kotler, 2011. p. 78). Communication is vital for employer brand sense and perception. A communication event carried out with current employees supports the success of aims like employee maintenance and motivation increase. In addition to this, the communication with potential employees should be structured to create the recognition that makes the employers valuable to work with. At this point, maintenance and consistency in messages are important subject matters. External communication and internal communication activities should be planned long-term (Öksüz, 2012. p. 24).

- Definition of employer brand identity: Employer brand identity consists of two components: Namely, business features and corporate features. Business features provide the employees functional and sometimes emotional benefits. For example, wage, job security, physical working conditions, personal development facilities, career opportunities are accepted as business features. Some of these features, for instance, are thought in the context of only functional benefits: However, some have potential to provide benefit both functionally and emotionally. A corporate feature is composed of competitive position, ethics, social responsibility (Baş, 2011. p. 72).

- Creating of employee value proposition: This is a promise based on the fact that specific expectations are met, and it also includes emotional and functional benefits promising the employees. All these promises are hidden in brand privacy (Baş, 2011. p. 75).
- Positioning: Brand positioning consist of developing the units of marketing mix to affect the perceptions of consumers toward a brand, product range or a firm in an influenced matter. It aims to create intended perception in consumers' minds functionally. Positioning allows to leave a specified brand image on consumers' minds in the process of presenting the brand to the market. Most of the firms positions themselves as "the most qualified," "the best performance," "the easiest use," "the most reliable," "the most prestigious" (Erdil and Uzun, 2010. p. 46-47). The prior condition of creating a strong employer brand makes the organization as employer the difference from its competitors. It is seen as creating "a different value" in accordance with brand identity in the mind of target audience (Baş, 2011. p. 94).
- Application: In the basis of employer brand approach, the promises in the proposition of employee value are in. Most of those promises are in charge of top management (Baş, 2011. p. 115).

The employer branding by Backhaus and Tikoo is discussed in two dimensions. The first one is that the employer brand provides employer attraction; the second dimension related to the inside of organization is ended with loyalty and productivity. Employer brand loyalty comprised of corporate identity and corporate culture provides employee's productivity. Employer brand image is shaped by employer brand connotations and is ended with employer brand attractiveness. Employer connotations provides employer image, and employer image provides employer attractiveness (Öksüz, 2012. p. 24). Berthon et al. (2005), by using Ambler and Barrow's approach as base, express that the factors contributing to corporate attractiveness by using inductive and deductive methods on the evaluation of the employer brand are under 5 units like interest value, social value, economic value, development value and application value (Zhu et al., 2014. p. 934-935; Kara, 2013. p. 53).

Employer branding is analyzed in two dimensions as in Figure 3. In the first dimension ending with employer attractiveness, the components providing this attractiveness are seen as employer image which is comprised of the result of employer brand

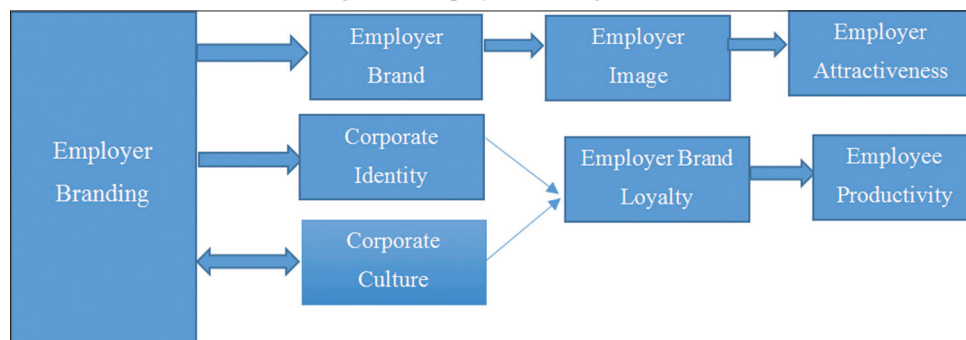
connotations. In the second dimension ending with employee productivity, corporate identity and corporate culture as accepted as factors defining the basis of employer brand loyalty, and it is shown that employer brand loyalty is resulted with employee productivity.

2.2. Advantages of Employer Brand

The advantages provided by a strong employer brand are, as follows (Baş, 2011. p. 44-47):

- Increase in the level of employees' loyalty: Provided that the employees see the organization as "the best place to work," s/he does not think of working at another organization. This increases the level of employees' loyalty, the employees turnover rates decrease.
- Motivation and performance increase: People see themselves as lucky because of working at an organization the people around them want to work for. This increases their motivation and performance.
- Increase in job applications and qualities: A strong employer brand increases the rates of highly qualified people toward the organization, so the candidates quality increases in a parallel way. In addition to this, an increase in brand awareness means an increase in the applications for the organization.
- Long-term effect: Employer brand management is needed a strategic approach in respect of its content. This helps human resources gain a strategic identity and get a long-term effect.
- Concentration: Employer brand provides applications and the composition of candidates pool to be managed. For instance, the employer brand has the opportunity to attract creative people by bringing some factors - like reinforcement, initiative, independent working space in employer brand - to the forefront if the organization gives importance on motivation.
- Increase in offer acceptance rates: As long as the employer brand is strengthened, the offers to passive candidates are accepted more.
- Increase in employees' references: Employer brand provides people to be proud of their works and increase the rates that they advise to the people around them.
- Increase in manager satisfaction: The increase in candidates quality lessens the interview time for the managers, and increases their satisfaction.
- A strong corporate culture: The aim of employer brand management is to create a message regarding the reasons of the existence of the organization. The fact that this message is

Figure 3: Employer branding model



Source: Öksüz, 2012. p. 24

perceived and embraced in the same way by all the employees is important. As a result of this, reconciliation on the value and norms of the organization increases and the corporate culture is strengthened.

- Decrease in the cost of recruitment: The organizations having strong employer brands do not experience any hardship to fill the critical positions.
- Increasing competitive capacity: Competitive capacity increases as the employer brand increases in human quality.

3. EMPLOYEE SATISFACTION

According to Turkish Language Society (TDK), an employee means “a person who works at an organization for a fee, personnel” (<http://www.tdk.gov.tr>, Retrieved: 21.09.2015). In today’s world, ensuring and increasing employee satisfaction matters to both the organizations and employees. Professional life substantially takes place in the employees’ lives as one of the most important contributions. Accordingly, ensuring the employee satisfaction plays a key role in personal and family happiness, and to make the organizations reach at the aims.

According to Locke, the employee satisfaction is pleasurable or positive emotional status as a result of the evaluation of their job and job experience. If psychological status were positive as a result of the experience the employee get in the work place, satisfaction would be a matter; if not, dissatisfaction. The employee satisfaction is an outcome of the perceptions that get regarding what they experience as similar as they get important in their own lives (Gülakan, 2013. p. 12). According to Pool and Pool, there is no obligation to get a general provision on the whole job in order to talk about employee satisfaction, at the same time there could be emotional answers on different angels of the job. Therefore, a person may not get satisfied enough while the one gets satisfied in some cases (Bakan, 2011. p. 242). There are different categories based on the factors effecting the employee satisfaction in the literature. In Herzberg’s classification system, it is discussed as personal features and environmental or corporate features by observing several factors to define the ones causing gratification and non-satisfaction. The most mentioned factors in personal features as the employee satisfaction are gender, age, marital status, educational background, the personality of the employee, wage and job precedence; environmental or corporate factors are status, appraisal, relations with colleagues, sense of achievement, the boringness of job, relations with management, working conditions and voting power. Başaran (1982) orders the factors effecting the employee satisfaction as the nature of business, wage, promotion possibilities, appraisals, working conditions, audit system, relations with colleagues, the organization and management type, and employee personality (Gülakan, 2013. p. 32). When examined different studies on the factors effecting the employee satisfaction in the literature, there are generally two factors mentioned. These factors are personal factors and corporate factors. In this study, the components effecting the employee satisfaction is going to be evaluated under two main factors.

- Personal factors: Personal factors effecting the employee satisfaction are age, gender, marital status, educational background, educational level, professional status and

seniority, personality, intelligence, socio-cultural environment and work experience (Eroğluer, 2011. p. 124).

- Corporate factors: Corporate factors effecting the employee satisfaction are the nature of business, wage and salary supplements, promotion opportunities, colleagues, security, leadership, management style, appraisal, audit, corporate setting (Gülner, 2007. p. 166-168; Erdil et al., 2004. p. 19).

An organization having employees who get satisfied with their jobs is mentioned as they have a healthy workforce (Arklan and Başdemir, 2010. p. 75). The employee satisfaction has influence on increasing in motivation, performance, success, corporate activities, productivity and life satisfaction. In addition to this, the employee satisfaction is one of the indicators showing that rapport and loyalty are important. The fact that employee satisfaction is low results with swinging the lead, slowdown, indiscipline, decrease in performance, unprofitableness, employee turnover rates (Bozkır, 2014. p. 56-61; Güney, 2012. p. 10). There are some researches showing in the results that the employees having high satisfaction are able to deal with stress and to overcome the hardships easily. Besides, the satisfied employees are open to innovations and creativity, so they contribute to corporate changes and developments and displays organizational citizenship behavior. The highly satisfied ones contribute to the total quality management, so those factors make the competitive capacity increase among the organizations (Bakan, 2011. p. 213-264).

The employee satisfaction depends on many factors. At this point, the fact that the personal features of the employees are evaluated with corporate factors plays an important role. The employee satisfaction is directly proportionate to their motivation. Motivational factors change according to personal features and corporate features. Developing the corporate factors for the benefit of the employees, finding the factors effecting the employees’ satisfaction negatively, and correcting them makes a contribution to an increase in the employee satisfaction.

4. RESEARCH

4.1. Purposes and Importance of Research

In our day, the employees want to be employed in an organization with a strong brand name. Undoubtedly, there are some values presented under a strong name of an employer brand. Knowing and strengthening these values and whether to provide employee satisfaction or not and determining at what level it is affected are among the subjects that should be evaluated meticulously. The aim of this study is to reveal the relation between employer brand components and employee satisfaction.

4.2. Methodology

In the literature there are many studies determining the components of an employer brand. Employer Brand International (2007), one of the studies on basic factors of employer brand components, revealed components providing employer brand: Strategic aims, recruitment, communication, leadership, job process, performance, innovation, workplace environment, evaluation, social responsibility, training, leadership of ideas, perspective, customer relations, and those components are seen as not

affecting all the employees at the same level. Michaels et al. (1998), Pinkens (2008), Hemsly (2008), Swarop and Agrawal (2009) stated in their studies about some components like sectoral attractiveness, product/service quality, location, corporate culture, challenging and strategic responsibilities to provide the employees (Oğuz, 2012, p. 10). The academic studies concerning employee satisfaction dates back to 1930s. Until now, important developments about the employee satisfaction have been recorded based on both application and theory. Some questionnaires were started to be developed just after the end of 1960s, and Minnesota Job Satisfaction Survey in 1967 and Job Satisfaction Index in 1969 are examples. At the beginning of 1980s, the relation between employee satisfaction and customer satisfaction was started to be studied (Işık, 2014, p. 35). In this study, an index used in a master thesis titled "Employer Brands and Its Effect on Attracting the Talent" written by Oğuz, 2012 was used in the development of questions on employer brand evaluation. While preparing the questions on employee satisfaction, "Attitude Scale on Employee Satisfaction Survey" developed by Vatansver (1994) and used by Gülakan (2013) in a master thesis was used.

4.3. Sample

This study was carried out in a group company run in Istanbul within ARKAS Holding which has a strong employer brand. In this study, 150 questionnaire were distributed to the employees, 134 sent back and incorrect and missing forms were opted 102 form were analyzed.

4.4. Limitations

The fact that the employees did not want to fill in and felt nervous was the limitation of this study. The other limitation is that all the employees working connected to the holding company could not be reached.

4.5. Hypotheses

Hypothesis 1

H_0 : There is not a directional relation between employer brand and employee satisfaction.

H_a : There is a directional relation between employer brand and employee satisfaction.

Hypothesis 2

H_0 : There is not a meaningful difference between the gender of participants and employee satisfaction.

H_a : There is a meaningful difference between the gender of participants and employee satisfaction.

Hypothesis 3

H_0 : There is not a meaningful difference between the ages of participants and employee satisfaction.

H_a : There is a meaningful difference between the ages of participants and employee satisfaction.

Hypothesis 4

H_0 : There is not a meaningful difference between the marital status of participants and employee satisfaction.

H_a : There is a meaningful difference between the marital status of participants and employee satisfaction.

Hypothesis 5

H_0 : There is not a meaningful difference between the educational level of participants and employee satisfaction.

H_a : There is a meaningful difference between the educational level of participants and employee satisfaction.

Hypothesis 6

H_0 : There is not a meaningful difference between the work experience of participants and employee satisfaction.

H_a : There is a meaningful difference between the work experience of participants and employee satisfaction.

4.6. Findings and Evaluation

Cronbach Alpha (α) ratios, which was found on the reliability analysis of the scales used in the questionnaire, are given in the Table 1.

Within this study, the reliability of the scales used for the employer brand (0.965) and the employee satisfaction (0.963) is high.

4.6.1. Demographic features of participants

Demographic features of participants are given in Table 2.

According to the demographic features in Table 2, 44.1% of the participants are female and 55.9% are male. When the age ranges examined, 9.8% of all are between 18 and 24, 46.1% between 25 and 34, 30.4% between 35 and 44, and 13.7% of all are 44 or more. Considering their marital status, 48.0% of the participants are married, and 52.0% of all are single. According to their educational levels, the participants consist of 34.3% with high

Table 1: Reliability analysis of used scales

Scales	Number of items	Cronbach alpha (α)
Employer brand	19	0.965
Employee satisfaction	15	0.963

Table 2: Demographic features of participants

Features	N	100%
Gender		
Female	45	44.1
Male	57	55.9
Age		
18-24	10	9.8
25-34	47	46.1
35-44	31	30.4
44 and more	14	13.7
Marital status		
Married	49	48.0
Single	53	52.0
Educational level		
High school	10	34.3
Vocational school of higher education	49	48.0
Undergraduate	47	21.0
Graduate	8	7.8
Work experience		
1-3 years	26	25.5
4-6 years	40	39.2
7-9 years	16	15.7
10-12 years	9	8.8
12 years and more	11	10.8

school diploma, 48.0% with vocational school diploma, 21.0% with undergraduate degree and 7.8% with graduate diploma. Having looked at their professional work experience, 1-3 years' experience consist of 25.5% of all the participants, 39.2% of all have 4-6 years' experience, 15.7% of the participants have 7-9 years' experience, 8.8% of all have 10-12 years' experience, and 10.8% of all have work experience for 12 years or more.

4.6.2. Percentage distribution on employer brand, arithmetic average and standard deviations

Table 3 shows the percentage distribution on employer brand, arithmetic average and standard deviations.

When the arithmetic averages in Table 3 examined, the first numbered one is "Job security of the employer brand where I work for affect my decision on working" with 3.59, and "Corporate reputation/image of the employer brand where I work for affect my decision on working" is in the second one with 3.53, and the third one is "Universal job opportunities of the employer brand where I work for affect my decision on working" with 3.43. On the employer brand "Flexible working system of the employer brand where I work for affect my decision on working" statement has the lowest average with 2.84.

4.6.3. Percentage distribution on employee satisfaction, arithmetic average and standard deviations

When the arithmetic averages in Table 4 examined, "I am happy with the size of the place I work at, suitability for aims and its hygiene" is at the top with 3.31; the average of "We have social experiences with my colleagues" is 3.19 in the second; "Trainings are carried out to provide me professional and personal development" statement is on the third with 3.16. Under this dimension, "Considering my education, position and the works I deal with, I believe that I get a fair salary" is at the lowest level with 2.74.

4.6.4. Correlation analysis

Without considering that variables are dependent or independent, correlation means the statistical method used for defining the level of relations and their directions. P value is to be more than 0.05 in order to approve H_0 hypothesis. When H_0 hypothesis is approved, there is no directional relation between the variables; when H_0 hypothesis is denied ($P < 0.05$), it is decided that there is a directional relation between two variables. Pearson correlation coefficient is valued between -1 and +1 ($-1 \leq r \leq +1$). r coefficient gives the direction and strength of the relation. If r coefficient had- in values, the relation is inversely proportional; if not (namely, +), the relation is directly proportional (Durmuş, 2013. p. 143).

When the correlation between Employer Brand and Employee Satisfaction, hypothesis 1 H_0 is denied with $r = 679$ and significant $0.000 < 0.05$. Accordingly, there is a positive directional relation between these two variables.

4.6.5. Regression analysis

Regression analysis tries to define how a variable (dependent) is explained by the other variable(s) (independent) (Durmuş, 2013. p. 143).

$$Y = A + B * X$$

Here in;

Y = Dependent variable

X = Independent variable

A = Stability coefficient

B = Independent variable coefficient was defined.

$$\text{Employee satisfaction} = 0.818 + 0.691 * \text{employer brand}$$

As a result of regression analysis, it is seen that employer brand can explain 46.1% of employee satisfaction.

Employer brand meaningfully affect (significant $0.001 < 0.005$) employee satisfaction. The effect of employer brand is 0.691 at the employee level. When the components of employer brand is increased one unit, employee satisfaction rate will go up with 0.691. In the regression analysis carried out with the aim of the level of effect on employee satisfaction, it is determined that employer brand affects employee satisfaction ($\beta = 0.818$) in a positive way.

4.6.6. T-test and analysis of variance (ANOVA) results

T-test is a statistical method to analyze whether two independent groups' averages are different from each other or not. One way ANOVA is used for analyzing more than two independent groups regarding whether there are any difference or not (Durmuş, 2013. p.143).

Gender variable; when t test results examined, there is not a meaningful difference ($P = 0.285 > 0.05$) for employee satisfaction according to their genders. Therefore, Hypothesis 2 H_0 is accepted.

Marital status variable; when t-test results examined, there is not a meaningful difference ($P = 0.523 > 0.05$) for employee satisfaction according to their marital status. Therefore, Hypothesis 4 H_0 is accepted.

When ANOVA test results are examined based on the age variables, there is not a meaningful difference ($P = 0.185 > 0.05$) for employee satisfaction according to their ages. Therefore, Hypothesis 3 H_0 is accepted.

When ANOVA test results are examined based on the educational level variables, there is not a meaningful difference ($P = 0.054 > 0.05$) for employee satisfaction according to their ages. Therefore, Hypothesis 5 H_0 is accepted.

When ANOVA test results are examined based on the work experience, there is not a meaningful difference ($P = 0.253 > 0.05$) for employee satisfaction according to their work experience. Therefore, Hypothesis 6 H_0 is accepted.

5. CONCLUSION AND RECOMMENDATIONS

As a result of this research, a positive directed meaningful relation between the employer brand and the employee satisfaction was

Table 3: Percentage distribution on employer brand, arithmetic average and standard deviations

	Totally disagree (%)	Disagree (%)	Not sure (%)	Agree (%)	Totally agree (%)	Arithmetic average (%)	SD (%)
Statements on employer brand							
1. Corporate culture and values of the employer brand where I work for affect my decision on working	4.9	24.5	16.7	48.0	5.9	3.25	1.05
2. Wages and vested benefits of the employer brand where I work for affect my decision on working	5.9	28.4	16.7	41.2	7.8	3.16	1.10
3. Training and professional development facilities of the employer brand where I work for affect my decision on working	5.9	28.4	21.6	38.2	5.9	3.09	1.06
4. The fact that the employer brand is innovative affect my decision on working	5.9	27.5	28.4	34.3	3.9	3.02	1.00
5. Giving challenging responsibilities of the employer brand where I work for affect my decision on working	5.9	25.5	34.3	33.3	1.0	2.98	0.93
6. The communication between executives and employees of the employer brand where I work for affect my decision on working	4.9	20.6	27.5	42.2	4.9	3.21	0.99
7. Appraisal system of the employer brand where I work for affect my decision on working	8.8	19.6	42.2	26.5	2.9	2.95	0.96
8. Leadership of the employer brand where I work for affect my decision on working	6.9	23.5	34.3	30.4	4.9	3.02	1.00
9. Career opportunities of the employer brand where I work for affect my decision on working	7.8	25.5	33.3	28.4	4.9	2.97	1.02
10. Job security of the employer brand where I work for affect my decision on working	4.9	9.8	23.5	44.1	17.6	3.59	1.04
11. Corporate reputation/image of the employer brand where I work for affect my decision on working	4.9	9.8	24.5	48.0	12.7	3.53	1.00
12. Providing time for social life of the employer brand where I work for affect my decision on working	6.9	13.7	23.5	43.1	12.7	3.41	1.09
13. Universal job opportunities of the employer brand where I work for affect my decision on working	5.9	15.7	20.6	45.1	12.7	3.43	1.08
14. Social responsibility activities of the employer brand where I work for affect my decision on working	5.9	19.6	25.5	41.2	7.8	3.25	1.05
15. Sectoral attractiveness of the employer brand where I work for affect my decision on working	7.8	14.7	24.5	40.2	12.7	3.35	1.12
16. Product/service quality of the employer brand where I work for affect my decision on working	5.9	15.7	25.5	43.1	9.8	3.35	1.04
17. Location of the employer brand where I work for affect my decision on working	5.9	14.7	24.5	44.1	10.8	3.39	1.05
18. Competitive position of the employer brand where I work for affect my decision on working	4.9	15.7	29.4	41.2	8.8	3.33	1.00
19. Flexible working system of the employer brand where I work for affect my decision on working	9.8	36.3	17.6	32.4	3.9	2.84	1.10

SD: Standard deviation

Table 4: Percentage distribution on employee satisfaction, arithmetic average and standard deviations

	Totally disagree (%)	Disagree (%)	Not sure (%)	Agree (%)	Totally agree (%)	Arithmetic average (%)	SD (%)
Statements on employee satisfaction							
1. I feel happy and proud of having a work life here	3.9	23.5	31.4	34.3	6.9	3.16	0.99
2. Job definition and authority distribution is suitable for organizational aims	4.9	26.5	32.4	32.4	3.9	3.03	0.97
3. Trainings are carried out to provide me professional and personal development	6.9	22.5	24.5	39.2	6.9	3.16	1.07
4. My opinions are taken in the decision process of my unit	7.8	22.5	28.4	35.3	5.9	3.08	1.06
5. I am happy with the size of the place I work at, suitability for aims and its hygiene	6.9	17.6	24.5	39.2	11.8	3.31	1.10
6. I do not experience lack of communication between personnel and managers	7.8	23.5	26.5	34.3	7.8	3.10	1.09
7. The works are balanced or fair distributed	9.8	28.4	35.3	22.5	3.9	2.82	1.01
8. I can display my talents and abilities at work	6.9	26.5	26.5	34.3	5.9	3.05	1.06
9. The works I deal with provides me with prestige in addition to new professional knowledge and abilities	8.8	21.6	32.4	34.3	2.9	3.00	1.01
10. Considering my education, position and the works I deal with, I believe that I get a fair salary	14.7	23.5	36.3	23.5	2.0	2.74	1.04
11. I feel that my managers are ready to help me in the works I do	8.8	21.6	34.3	33.3	2.0	2.98	0.99
12. When I have a question, want or suggestion, I can always meet my managers	6.9	19.6	36.3	31.4	5.9	3.09	1.00
13. In the organization I work for, the employees have mutual understanding, respect and rapport	8.8	20.6	34.3	34.3	2.0	3.00	0.99
14. We have social experiences with my colleagues	3.9	18.6	34.3	40.2	2.9	3.19	0.91
15. I appreciate personnel policies towards its employees in this organization	8.8	23.5	41.2	24.5	2.0	2.87	0.95

Table 5: Hypothesis 1 correlation

		Employer brand	Satisfaction
Employer brand	Pearson correlation	1	0.679**
	Significant (two-tailed)		0.000
	N	102	102

**Correlation is significant at the 0.01 level (2-tailed).

found. This result is explained like this: The better the employer brand components are, the more the employee satisfaction is. Those employer brand components shaping the employer brand are different advantages presented the employees by the employer. These advantages consist of some components such as corporate culture and their values, wages and appraisal policies, trainings and career development facilities, universal job opportunities, corporate innovative approach and values given to the employees, the organization's location, its field of activity, product, service quality, its name, its reputation. Therefore, to develop these components leads for example by placing and practicing some

components to strength functional and symbolic benefits giving pleasure to the employees in corporate cultural values, by placing salary policies, by structuring career opportunities at a universal level, by structuring work process for increasing corporate reputation, product and services. At the same time, a strong employer brand gives importance to its employees' social development, puts some policies into human resources policies to make them have a qualified and joyful time except the working hours.

The social facilities of the employer brand are another determinant component for both current and potential employees. In addition to them, the image of the employer brand also have importance for current and potential employees. A positive employer brand consists of a strong social responsibility conscious. Nowadays, not only the consumers but also employees follow through the firm's social responsibility activities, they accept that all the activities contributing to firm reputation and image and so they are proud of working at such places. At this point, employer brand communication is not just important for consumer, but also for

Table 6: Regression analysis results

Model summary ^b					
Model	R	R ²	Adjusted R ²	Standard error of estimate	
1	0.679 ^a	0.461	0.456	0.61129	
ANOVA ^a					
Model	Sum of squares	df	Mean square	F	Significant
Regression	31.987	1	31.987	85.601	0.000 ^b
Residual	37.367	100	0.374		
Total	69.354	101			
Model	Unstandardized coefficients	Standardized coefficients	t	Significant	
	β	Standard error	Beta		
1 Constant	0.818	0.248		3.298	0.001
Employer brand	0.691	0.075	0.679	9.252	0.000

a,b, As a result of regression analysis, it is seen that employer brand can explain 46.1% of employee satisfaction, model is meaningful with 0.000 significant value, ANOVA: Analysis of variance

Table 7: T-test results of employee satisfaction according to their gender

Demographic variable	Dependent variable	Groups	t	df	Significant
Gender	Employee satisfaction	Female	1.076	100	0.285
		Male			

Table 8: T-test results of employee satisfaction according to marital status

Demographic variable	Dependent variable	Groups	t	df	Significant
Marital status	Employee satisfaction	Married	0.641	100	0.523
		Single			

Table 9: ANOVA test results of employee satisfaction according to age variables

Variables	Variance source	Sum of squares	df	Average of squares	F	Significant
Employee satisfaction	Intergroup	3.314	3	1.105	1.639	0.185
	Intragroup	66.040	98	674		
	Total	69.354	101			

ANOVA: Analysis of variance

current and potential employees. Therefore, at what level social responsibility is essential at the basis of a strong employer brand positioning.

In the research carried out, the components making the employees satisfied are divided into two, such as personal and corporate. Herein, the employer brand is an important corporate factor. A strong employer brand component consists of the relation and communication of manager-employee providing employee satisfaction, career, wage policies, authority distribution, job security, social components, firm reputation, and its name the ones are proud of. Accordingly, the relation between the employer brand and the employee satisfaction, and the employer brand affects the employee satisfaction as a result of the research findings. In this research, there is not a meaningful difference between demographic factors and employee satisfaction. In the

Table 10: ANOVA test results of employee satisfaction according to educational level variables

Variables	Variance source	Sum of squares	df	Average of squares	F	Significant
Employee satisfaction	Intergroup	5.172	3	1.724	2.632	0.054
	Intragroup	64.182	98	0.655		
	Total	69.354	101			

ANOVA: Analysis of variance

Table 11: ANOVA test results of employee satisfaction according to work experience variables

Variables	Variance source	Sum of squares	df	Average of squares	F	Significant
Employee satisfaction	Intergroup	3.690	4	0.922	1.363	0.253
	Intragroup	65.664	97	0.677		
	Total	69.354	101			

ANOVA: Analysis of variance

circumstances a strong brand creates satisfaction in the eye of all the employees.

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