

## The Moderating Effects of Age on Employer Brand Dimensions in Increasing Job Satisfaction

**Gregory Michael Berces**

De La Salle University, Manila, Philippines

Email: [gregory\\_berces@dlsu.edu.ph](mailto:gregory_berces@dlsu.edu.ph)

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### Abstract

*In today's business landscape, recognizing the pivotal role of employees as valuable intangible assets has prompted organizations to expand brand strategy beyond products and services. Focused on attracting high-potential candidates and retaining well-suited employees, employer brand strategy has become indispensable for achieving revenue targets, industry positioning, organizational resilience, and sustainability performance. This empirical study examines the impact of employee brand dimensions, including training and development, reputation, diversity, organizational culture, work-life balance, and ethics & CSR, on job satisfaction in a continuing education center in Manila. Through regression analysis of data collected from 98 employees, the study establishes that employer brand dimensions significantly influence job satisfaction. Moreover, the study identifies age as a moderating variable that affects the strength of the relationship between employer brand dimensions and employee job satisfaction. The findings hold crucial implications for proposing effective strategies to boost overall job satisfaction among employees.*

**Keywords:** *Work–Life Balance, Reputation, Diversity, Ethics and Training and Development*

### INTRODUCTION

Employee attraction and retention are comparable to consumer acquisition and retention in that a firm gives value in a product/service to attract customers and turn them into repeat purchasers (Alshathry et al., 2017). To be attractive, a customer must experience the standard incentive in the thing that the company is seeking to offer- a job. This value may consist of both tangible and intangible rewards (Leekha Chhabra & Sharma, 2014).

Complexities of ordinary organizational behavior, such as unintentional and ambiguous transformations, translations, and reconfigurations that occur throughout employer branding procedures and practices, are generally overlooked. Particularly little attention has been dedicated to challenges within organizational employment branding efforts (Mölk & Auer, 2017). In recent years, the employer brand has emerged as a critical source of long-term competitive advantage. There is mounting evidence that organizations must prioritize communication with brilliant young people. In the early stages of the recruiting process, jobseekers typically have only basic information and hazy knowledge and experience about a job and organizational characteristics, and the symbolic functions of a brand are important (Eger et al., 2018).

The digital age is changing the way organizations recruit, select, and train a new generation of employees (Mihalcea, 2017). This new perspective on talent entails the development of fundamental abilities for improving organizational performance, such as leadership, analytics, advanced problem-solving, decision-making, and design thinking. According to Miles and McCamey (2018), establishing ties with all applicants is important since they may be or become clients or investors, suggest friends to the firm, or participate in future position openings. Employer branding is a relatively recent method to attracting and keeping the greatest possible human resources in an increasingly competitive labor market (Eger et al., 2018).

Aldousari et al., (2017) discovered that firms with sophisticated employer branding strategies outperform those with no or only a partially established plan. Employment advertising and employment branding will become more important as firms attempt to recruit new employees while also retaining current employees. This is only possible if businesses understand the aspects that contribute to 'employer attraction.' Only by incorporating these aspects into the employment brand can firms hope to successfully compete worldwide in attracting new employees (Berthon, Ewing, & Hah, 2005).

Mitchell (2002) emphasizes the importance of another "market": the organization's workers, who are the ones who can bring the brand to life for the organization's consumers. Employer branding offers advantages in a successful HR process, the process of public branding to consumers, and the creation of profit (Urbancová & Hudáková, 2017). With the significance of employer branding, the study aims to analyze the influence of employee brand dimensions on job satisfaction. The employer brand dimensions include training and development, reputation, diversity, organizational culture, work-life balance, ethics, and CSR.

According to Tanwar & Prasad (2016), employer branding plays a crucial role in creating an exceptional work environment and distinguishing organizations in the market. To achieve a strong employer brand, organizations must identify appealing qualities to attract and retain employees, aligning them with the company's culture and beliefs. Existing employees should embody the brand, generating positive attitudes through brand promises (Tanwar & Prasad, 2017).

Organizations are constantly being evaluated as potential employers, and a strong employer brand attracts high-quality talent (Miles & McCamey, 2018). Retaining current employees is a significant benefit of employer branding, and organizations must understand the factors contributing to organizational attractiveness (Berthon, Ewing, & Hah, 2005). Highly developed employer branding positively impacts organizational productivity outcomes, motivating employees to offer better services and product quality (Aldousari et al., 2017). Emphasizing a shared culture, engaging employees, and embracing digital technologies are key aspects for CEOs and HR leaders (Mihalcea, 2017). In an open talent economy, employer branding is essential for recruiting and retaining high-potential employees (Mihalcea, 2017). Integrating HRM and marketing approaches,

organizations can successfully attract new employees by incorporating factors contributing to employer attractiveness (Alshathry et al., 2017).

In the research of Eger et al., (2018). The results showed that the most important symbolic personality traits that describe an ideal employer were reliable, professional, flexible, and organized. Brand dimensions reflect the perceptions of existing employees regarding their organization (Tanwar & Prasad, 2017). By incorporating the brand vision into these employee touchpoints, companies over time inculcate the vision into the employee experience to the extent that on-brand behavior becomes instinctive (Mitchell, 2002).

Based on the study of Mitlacher (2008), training dimension is directly linked to employees' temporary perceptions of organizational treatment, which, in turn, influences their affective commitment. Memon et al., (2016) support the notion that training plays a crucial role in achieving positive attitudinal and behavioral outcomes among employees, with training satisfaction being positively related to work engagement. Chambel & Sobral (2011) propose that developmental opportunities, especially for temporary workers, increase their commitment to organizations. Social exchange theories help explain how temporary workers' perception of training's ability to enhance employability leads to higher evaluations of organizational support and, consequently, higher levels of affective commitment.

For the reputation dimension according to Walsh & Beatty (2007), customers appreciate a company that treats its employees well and that these perceptions translate positively into favorable word of mouth, greater trust, satisfaction, and other positive benefits for the firm relationship. Firms or industries that merely rely on superior financial performance, high salaries and bonuses neglecting soft factors such as corporate social performance might have problems to attract top talents in the future, particularly because damaging a reputation is much easier than restoring it (Allegis, 2013).

The diversity dimension has evolved from a legal obligation to a strategic priority for organizations (Subhash, 2017). To thrive and compete effectively, organizations must have managers and employees who embrace diversity and foster an inclusive culture. Nurturing a diverse workforce with inclusion enhances agility, creativity, and customer-centricity. Inclusive environments lead to better decision-making, increased innovation, and productivity, while exclusion results in conflicts and potential employee turnover (Panicker, Agrawal, & Khandelwal, 2017). Diverse teams perform better when led inclusively, leading to increased innovation, productivity, and better decision-making (Thomas & Davenport, 2018). Both public and private sectors are continuously seeking new approaches to accommodate, deploy, and benefit from growing diversity (McGrandle, 2017).

According to Mihajlović (2013), the brand should reflect the organizational culture firm. If the brand is not consistent with the organizational culture candidates will be drawn based on false images and promises, which is also a waste of time and a waste of money. A

brand should not be based primarily on what the company aspires to that, but first of all on what the company is, because it is based on an employer's ability to fulfill the promise. In a word, the employer needs to understand their organizational culture, to turn into a brand that employs and in accordance with it (Mihajlović, 2013). Organizational culture indirectly affects employee performance through job satisfaction. The better the organizational culture, the higher the Employee Satisfaction and the higher the employee performance (Suharningsih & Murtedjo, 2017). In addition, organizational culture helps provide opportunities and broad structures for the development of technical skills and human resources behavior within an organization (Omotayo & Adenike, 2013).

For Haar et al. (2014), work-life balance (WLB) dimension is crucial for individuals to maintain a sense of equilibrium among their various life roles. Predictors of employee behavioral outcomes, such as job satisfaction, intention, and engagement, include work leave arrangements, flexible work arrangements, employee time out, social support, and dependent care initiatives (Oludayo et al., 2018). Daily time pressure can lead to work-life conflict and reduced work-life enrichment (Brosch & Binnewies, 2018). Demanding work arrangements and increased workload may negatively impact employee well-being, potentially affecting turnover rates and national productivity (Nizam, 2018). Therefore, it is essential for top management to review and implement relevant work-life balance programs and policies to inspire acceptable workplace behavior (Oludayo et al., 2018).

Improving work-life balance enhances job performance by positively affecting employees' psychological well-being (Haider et al., 2018). Management should be accommodating to employees' needs, creatively addressing unique requirements, and regularly assessing and strategizing to foster a sense of belonging and commitment among employees (Oludayo et al., 2018). HR practitioners should prioritize work-life problems and design policies to enhance work-life balance, ultimately improving organizational performance (Bansal & Agarwal, 2017).

Based on the study of Corley et al., (2005), an ethical environment is characterized by ethical principles guiding professional behavior within an organization. Ethical leadership is positively related to job satisfaction across all dimensions (Güngör, 2016). In the public sector, pay cuts and increased workloads negatively impact job satisfaction and motivation, but when employees perceive alignment between personal values and job roles, the negative effects are mitigated (Esteve, Schuster, Albareda, & Losada, 2017). Ethical leadership significantly influences corporate social responsibility (CSR), which in turn affects trust and counter work behavior (Hussain & Attiq, 2013). CSR, considering economic, social, and environmental performance, enhances business performance according to numerous studies (Ilkhanizadeh & Karatepe, 2017). Work engagement serves as the mechanism linking CSR practices to flight attendants' career satisfaction and voice behavior (Ilkhanizadeh & Karatepe, 2017).

According to Barakat et al., (2016), CSR-oriented actions undertaken by companies will lead to a better organizational image, and this, in turn, will lead to greater employee satisfaction. On the other hand, Puncheva-Michelotti et al. (2018) suggests that

communicating clear and consistent CSR information in job advertisements is an effective tool firms can use to enhance their attractiveness to job seekers.

Lastly for the job satisfaction, the most frequently used definition in the scientific research is that provided by Locke (Locke, 1976), who defines it as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. When defined as an attitude, job satisfaction can be considered 'a positive (or negative) evaluative judgment one makes about one's job or job situation' (Wess, 2002). Emotions are inextricably linked to such evaluations, and so job satisfaction involves both emotion and one's attitude towards evaluations of his or her job (Saari & Judge, 2004).

In the previous studies on Employer Brand Dimensions, age was not used as the intervening variable. This time, respondents were already asked about demographic information primarily age, which was designated as a moderating variable. The scale's items focused on employees' sentiments or reactions to aspects of their work. Because satisfaction is subjective, structural employment qualities (i.e., real compensation value, position, autonomy, most recent yearly individual goal results, etc.) were deemed less essential in evaluating employee job satisfaction than employee reactions to such characteristics. As this study seeks to reveal which age group or generation will impact the effect of Employer Brand Dimensions, this will fuel generation of insights to assist on how to design better the organization activities.

Considering the existing studies, the primary objective is to assess the extent to which employee job satisfaction is influenced by employer brand attributes. It also examines whether age acts as a moderating factor between employee job satisfaction and employer brand attributes. Finally, the study tries to pinpoint and choose workable plans of action that management may use to successfully promote employer brand aspects throughout the firm. By fulfilling these goals, the study aims to shed light on the connection between employer branding and job satisfaction, offering insightful information to businesses looking to raise employee satisfaction and engagement levels.

Drawing from the past studies, it can be theorized that a firm which has a solid employer brand can respond more adequately to the necessities of its employees by improving their satisfaction levels.

The following hypotheses were developed by the researcher based on literature and explanations:

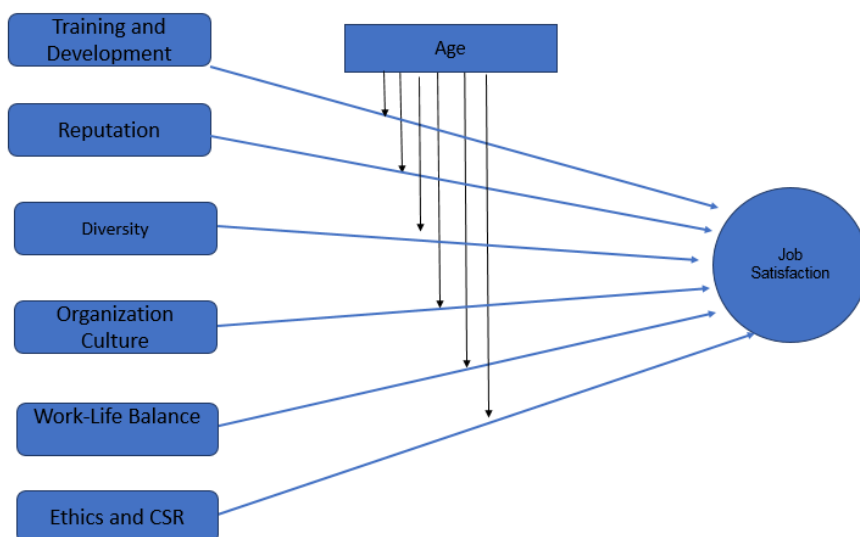
- H1: Employer Brand dimensions have significant influence in increasing employee job satisfaction.
- H2: Age moderates the strength of an effect between employer brand dimensions and employee job satisfaction.

The study will be steered by motivation-hygiene theory which is often referred to as the two-factor theory of job attitudes or simply, as satisfier-dissatisfier theory. The theory suggests that job satisfaction and job dissatisfaction are produced by different work factors. What makes people satisfied at work are factors that relate to the content of

their jobs—specifically, achievement, recognition for achievement, interesting work, increased responsibility, growth, and advancement. On the other hand, what makes people unhappy at work is not what they do but how well (or poorly) they are treated. These treatment factors (dissatisfiers) are related not to the content of work, but to the context of the job. The main factors in this group are company policy and administration practices, supervision, interpersonal relationships, working conditions, salary, status, and security. Because these factors describe the job context and, in their negative aspects, serve to provide job dissatisfaction, these have been called hygiene factors, symbolizing the fact that they represent preventive and environmental conditions of work (Herzberg, 1974).

The model guiding this research is depicted in Figure 1. The research model in Figure 1 posits the employer brand dimensions (training and development, reputation, diversity, organization culture, work-life balance, ethics, and CSR) affecting job satisfaction. It was adapted from the work of Tanwar & Prasad (2017). In addition, the researcher included age as a moderating variable on the effect between employer brand dimensions and employee job satisfaction.

**Figure 1. Research Framework**



## METHODOLOGY

The field setting is an actual office environment conditions of a continuing education center in Manila. Regularly, it is estimated that around 10% of the employees are out of the office for fieldwork. This means that a portion of the remaining 90% of the employees are likely to be engaged in this study through an online survey.

The study used a quantitative research design. It is a structured study that began with research questions, then hypothesis, then an extensive survey. It is also statistical research that aimed to capture the features of the population by drawing conclusions

from the characteristics of a sample. The hypotheses have been quantitatively tested. The respondents are all workers of the office in Manila, and the field setting is the actual office ambient circumstances in the Continuing Education facility. It is a cross-sectional study that was conducted once and represents a snapshot of one moment in time. By completing online surveys, respondents were asked to account for the following variables: training and development, reputation, diversity, organizational culture, work-life balance, ethics and CSR, and job satisfaction.

This study examines the crucial part that ethical issues play in using human subjects in research. The significance of establishing a careful balance between advancing science and preserving the rights, wellbeing, and autonomy of study participants is discussed in the paper. It underlines important ethical rules, beliefs, and procedures that scientists should follow to conduct their study professionally and ethically.

The researchers conducted non-probability sampling, specifically convenience sampling is used due to the availability and willingness of employees to answer the questionnaire. The expected response rate was at least 30% of the population. With communication as the method of data collection, a set of questions has been given to employees in the office. Their responses have been collected with self-administered questionnaires via online. Subsets of questions for some constructs were adopted, with necessary citations of the authors, from previous surveys. Questionnaires were composed of close-ended questions to obtain necessary quantitative data. Some of these questions were followed by open-ended questions to allow respondents to elaborate their answers.

The survey contains an introduction which provided the respondents rationale of the study. The first item is asking for the consent of the respondent to proceed accomplishing survey. It has been followed by questionnaires for the dependent variable followed by dependent variables, and lastly with demographics questions. Six-point Likert scale was used for the dependent variable job satisfaction, and 6 independent variables, namely: work-life balance, reputation, organization culture, training and development, ethics and CSR, and training and development. All these were taken from previous studies. In the survey questionnaires, respondents rated from 1 being the lowest or "Strongly Disagree" and 6 being the highest or the "Strongly Agree."

Demographics answers were analyzed using descriptive statistics. The report gives a concrete top view of the profile of the respondents. The data gathered were tabulated. A test of normality was used for all continues variables. Relationship among the variables using correlation statistical tests has been used. Linear regression method has been used for employer brand dimensions variable and job satisfaction, to determine causality.

## **RESULTS AND DISCUSSION**

The researcher invited 98 employees to answer the survey through e-mail with the link of the questionnaire. Only 46 responded to the request conducted on August 1 through August 7. The researcher was guided by the previous study of Tanwar & Prasad in 2016

and Herzberg's motivation-hygiene model assessing the operational framework with the results of the survey for this study.

The average age of participants was 42 years (SD = 11.31). Participants were 15 men and 31 women aged 22 to 68 years (men: M= 43.29, SD= 12.92; women: M= 41.93, SD=7.24). The average tenure in the organization of respondents was 12.87 years (SD = 10.61). More than half (52.17%) of the respondents were single, less than half (47.83%) were married.

**Table 1. Demographics**

Demographics	Choices	Count	Percentage
Gender	Male	15	67.39
	Female	31	32.6
Civil Status	Married	22	47.83
	Single	24	52.17
Job Level	Executive	3	6.52
	Individual	18	39.13
	Manager	9	19.57
	Supervisor	16	34.78

The Shapiro-Wilk normality test revealed that the distribution of age is normal ( $W = .968$ ,  $p = .231$ ). The Shapiro-Wilk normality test revealed that the distribution of job satisfaction scores is normal ( $W = 0.95$ ,  $p = 0.0779$ ). The Shapiro-Wilk normality test revealed that the distribution of Training and Development is normal ( $W = 0.96$ ,  $p\text{-value} = 0.15$ ). The Shapiro-Wilk normality test revealed that the distribution of reputation is not normal ( $W = 0.67$ ,  $p = .00000006$ ). The graph of respondents' reputation is left skewed. Most of the employees find the organization has a good reputation. The Shapiro-Wilk normality test revealed that the distribution of diversity rating is not normal ( $W = .74$ ,  $p = 0.0000001$ ).

The graph of respondents' diversity is left skewed. The Shapiro-Wilk normality test revealed that the distribution of organization culture is not normal ( $W = .89$ ,  $p = 0.0004698$ ). The graph of organization culture is left skewed. The Shapiro-Wilk normality test revealed that the distribution of Work-Life Balance is normal ( $W = .97$ ,  $p = 0.21$ ). The Shapiro-Wilk normality test revealed that the distribution of Ethics and CSR is not normal ( $W = .91$ ,  $p = 0.002$ ). The reason for its skewness to the left is the high engagement of employees in various social related activities.

### ***Employer Dimensions Effect on Job Satisfaction***

A linear regression analysis was used to test if employer dimensions scores significantly predicted job satisfaction score. The results of the regression indicated that the predictor explained 47.25 % of the variance ( $R^2 = .62$ ,  $F(13,32) = 4.1$ ,  $p = 0.0006$ ). Therefore, the employer brand dimensions significantly influence employee job satisfaction among employees. Employees are satisfied with their job if there is sufficient training and development, good corporate reputation, with a genuine program for diversity, aligned organizational culture, achievable work-life balance, and well-governed ethics and CSR.



Job satisfaction is affected by the identified employer brand dimensions. Table 2 shows the summary of the results. Column A is the result of the direct effect of employer dimensions on employee job satisfaction, while column B is the result with age as a moderating variable.

**Table 2. Multiple regression analyses on employer brand dimensions to job satisfaction**

Independent Variable	A	B
Constant	-0.85 (1.65)	0.30 (5.74)
Training and Development	0.21 (0.13)	0.73 (0.56)
Reputation	2.54 * (1.01)	-0.35 (1.59)
Diversity	-0.70 (1.36)	-0.084 (1.98)
Organization Culture	0.14 (0.88)	-0.78 (1)
Work-Life Balance	0.33* (0.14)	1.59 (0.80)
Ethics and CSR	-0.18 (0.94)	0.30 (1.37)
R-squared	.48	.62
Adjusted R-squared	.40	.47
p-value	.0002	.0006
Number of Observations	46	46

Standard errors are reported in parentheses.

\*, \*\*, \*\*\* indicates significance at the 90%, 95%, and 99% level, respectively.

## CONCLUSION

Based on the regression tests, employer brand dimensions collectively have significant influence in increasing employee job satisfaction. This simply supports the claim of Tanwar & Prasad (2017) that the employer brand is a powerful tool that can help an organization to attract and retain talent as well as to differentiate itself from competing firms. It is also assessed that age has influence as moderating variable employer brand dimensions and employee job satisfaction. The result showed that more employees in the age bracket of 40 to 49 years old have higher job satisfaction level in the organization.

A greater number of respondents is recommended to researchers who will conduct similar studies in the future. It is also suggested to investigate other moderating variables like job level, and tenure in the organization. The organization can use the employee brand scale used in this study to monitor the changes in employees' perceptions to make trend projections about the factors that need further improvement. This can help in employee retention, especially when the employees start comparing their organizations to others (Tanwar & Prasad, 2017).

The author agrees on the reminder of Mitchell (2002) that another "market" is just as important: an organization's employees, the very people who can make the brand come

alive for the organization's customers. Employer branding has the benefits in good HR process, process of public brand to the customers and good employer and create a profit (Urbancová & Hudáková, 2017).

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