

The Influence Brand Identity, Brand Leadership, and Brand Communication toward Job Satisfaction

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Abstract

Employees are pivotal resources for the organization as their various interactions among many levels in the employment experience that led to strong brands. Brand identity is the foundation in employer marketing that complement in training, social event, and mentor programs.. In this research, survey were conducted in telecommunication industry resulting 165 employee responses. Smart PLS was done to test the hypotheses, resulting that brand identity, brand leadership and brand communication influenced job satisfaction. This finding is in line with previous research where branding technique by employer not only cause employee turnover to drop, but also create benefits such as increased employee satisfaction, customer satisfaction and loyalty, and a positive image among other stakeholders. It is suggested that organization to promote employer branding includes brand identity, brand leadership, and brand communication for future business strategies.

Keywords

Brand Identity; Brand Leadership; Brand Communication; Employer Branding; Job Satisfaction

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Introduction

Employees can help build strong brands and positive images for various stakeholders, such as staff, customers, distributors, shareholders, etc. (Maroko & Uncle, 2008; Miles & Mangold, 2005; Tobias et al., 2011). Employer expects good service from employees to show empathy for their clients not to act as sales robots (Burmam & Zeplin, 2005). Understanding about what their employees think and say about the company is pivotal

to create positive employee image (Dabirian et al, 2016). Therefore, a company has to take good care of its employees such that they will take good care of the stakeholders. Therefore, having happy employees is important (Johan et al., 2016).

Johan et al. (2016) have suggested that marketing and HR managers should work in closer cooperation. HR professionals can adopt concept of marketing that focus on managing brand by utilizing,

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employer branding, a positioning means that will clarify the manner in which the company motivates employees to internalize and deliver the desired brand image (Miles & Mangold, 2005). As the topics about employer branding continues to grow, more practitioners and scholars studied this topic. A recent survey by Backhouse (2016) found that employer branding had become a subject of interest, amounting 72% in India, 87% in China, 87% in Brazil, and 65% in US. Thus, employer branding is becoming an important competitive advantage. By doing branding, the employer can receive a beneficial effect, such retain employees and attract the new ones, while creating a unique and distinctive image that is different and better than its competitors.

Measuring the success of employer branding is often through certain finance context, such as prices, earnings, stock value, and capitalization of market (Theurer et al., 2016). In terms of HR, the successfully executed employer branding will decrease turnover, increase satisfaction among employees and customers, enhanced loyalty, and creating a good image among stakeholders (Miles & Mangold, 2005).

Employees are pivotal resources because there are various interactions among many levels in the employment experience. They also have the power to make a strong brand and how well it will impact stakeholders (Maroko & Uncle, 2008). A brand is the name, word, sign, symbol, design, or a combination of those that is used to identify goods and services of the company to differentiate from their competitors that are made with great care, either explicitly or implicitly (Javid et al., 2016; Theurer et al., 2016; Keller, 2008). The role and effect of

the employer brand is similar to the brand in usual context (Davies, 2008). Fundamentally, employer branding researchs explore how a company can achieve and maintain competitive advantage, based on how they manage such competitiveness, so it will not be easily imitated or substituted by anything (Backhouse, 2016; Baum & Kabst, 2013).

The term “employer brand” and “employer branding” had been commonly used in human resource practice (Lievens & Slaughter, 2016). Therefore, to understand and distinguish both of the terms clearly is essential. Employer brand can be defined as a package from employing company, which includes all of functional, economic, and psychological benefits that is presented within itself (Theurer et al., 2016). While employer branding is a process which the employer did in order to deliver a consistent brand image to both customers’ and employees’ mind alike (Miles & Mangold, 2005). Employer branding includes both internal and external employer branding (Backhouse, 2016). External employer branding is considered to be a synonym for employer image management (Lievens & Slaughter, 2016). Internal employer branding focused on process such as retention of current employees as target group (Theurer et al., 2016). Finally, it is possible to apply employer branding by using employer brand in order to create internal or external image. Image includes both instrumental functions and symbolic benefits with a brand, that has been well supported in the marketing literature (Lievens, 2007; Keller, 2008). Table 1 lists the definition of various terms related to employer branding.

Table 1. Definition of the Term

Term	Definition	Author
Employer Image	As a combination of mental representations from attributes of product(s) to create instrumental (function of the product) and symbolic (meaning of a product) categories.	Ito <i>et al.</i> , (2013); Lievens & Slaughter (2016)
Employment Branding	The instrumental part of organization that includes systems and policies regarding human resource management (<i>e.g.</i> job security) which also serves as a symbolic component such as corporate values (<i>e.g.</i> honesty and fairness)	Ito <i>et al.</i> , (2013); Lievens and Highhouse (2003)
Employee Branding	Also known as behavioral or internal branding	Theurer <i>et al.</i> , (2016)
Employer Branding	A method to promote employer brand externally or internally, by utilizing brand marketing activities to make an identifiable and unique employer identity as an employer	Backhaus & Tikoo (2004); Backhaus (2014); Theurer <i>et al.</i> , (2016)
Employer Brand	Package of functional, economic, and psychological benefits both instrumental functions and psychological (symbolic) benefits with a brand is well supported in the literature	Lievens (2007); Backhaus (2016)

Employer branding research has been a subject of interest for more than a decade and is spread across many scientific disciplines, not only human resource management, but also psychology and marketing. The objective of employer branding is to attract applicant, to retain the most talented existing employees, and to increase employee confidence to the brand

so that they can be committed to deliver the brand (Hoye *et al.*, 2014; Erkmen & Hencer, 2014). The successful effort of employer branding will also yield in decreased employee turnover, enhanced employee satisfaction, increased customer satisfaction and loyalty, and create a desired reputation among stakeholders (Miles & Mangold, 2005).

According to Lievens (2007), Backhaus and Tikoo (2004), and Burmann et al. (2009), employer branding is a process consisting of three course of actions. First, the upper management has to build a concept in the company to make sure that all employees understand the importance of brand, and ensure that they have a high person-brand fit. Such practice is often neglected in a company, which can cause a misalignment between HR and brand management. Brand identity is the foundation in employer marketing that complement in training, social event, and mentor programs.

The second step, value proposition, is to communicate the brand identity as foundation in employer branding that is needed to be understood and imbued to the members of the company. Every employees has to consciously aware about brand identity. therefore, those identities has to be built accurately and memorable. Creating brand mantras, or short and on-point statement, about brand identity will help such case. Brand mantras captures the irrefutable essence or spirit of the brand. In the communication, there are three kinds of internal communication: central communication, cascade communication, and lateral communication. Central communication is a form of broadcast distributed by the leading department that manages communication. In order for the information to be passed from top management down to the present hierarchy, a cascade communication can be established. Followed by lateral communication, which enable all employees to spread the information regardless of their position, a good brand mantras can be spread even further to every single employees in the company.

The third step of employer branding is how the leaders manage perceptions of

employees regarding the brand identity. In this scenario, there are two levels that must be comprehended by leaders. One is the macro level, which deal with the role of CEO and executive board regarding the process to manage brands. The other is micro level, that focus on personal leadership of executives for the organization.

Messages of employer branding is sent through those steps. The employer brand messages should be imbued by company's values, missions, and the desire about the brand itself, so that employees can behave in accordance with the brand identity. The messages should also be designed proactively, delivered frequently and consistently through all message channels (Miles & Mangold, 2005). Messages is delivered continuously to the employees they will have deep understanding about it. Consistent messages will help in giving clarity about what they have to do. On the contrary, if the messages is inconsistent with organizational identity, it will destabilize and may cause ambiguity and create a misconception among employees about the brand itself.

Literature Review

Job Satisfaction

Job satisfaction is an emotional state, be it pleasant or unpleasant, regarding how employees perceive their job (T Hani Handoko, 2003: 193). It reflects an individual's feelings about their working condition and the job itself. Such state is reflected in a form of either positive or negative attitude towards their job and any task regarding work environment. Wexley and Yulk in Moh. As'ad (2004: 104) provides definition about job satisfaction, namely "is the way employees feels about

their job", meaning that job satisfaction is an individual feeling towards his/her job.

Keith Davis and John W. New Strom mean job satisfaction is a set of employee feelings about the fun or not of their work. Job satisfaction has a dynamic nature due to its existence as a compilation of one's feelings. Thus, it has to be nurtured from time to time. It is not possible for leaders to create a suitable condition once and hope that it will still be working in the future. Job satisfaction may plummet just as fast as it may be increased by working condition. Therefore, it is essential for leaders to always nourish it.

Job Satisfaction Indicator

Indicators of job satisfaction according to Luthans (2011) are:

1. The work itself (work it self)
2. Relationship with supervisors
3. Workers (workers)
4. Promotion (Promotion)
5. Salary or Pay (Pay) Wages are an effort to fulfill the living needs of employees who are considered worthy or not feasible.

Whereas according to Veithzal (2004) theoretically, there are many factors that can influence job satisfaction. It includes style of leadership, productivity, locus of control, behavior, effectiveness of work, and payrolls that fulfill expectations. Those factors can be used to measure employees' job satisfaction in a form of various activities, such as:

- a) Fill in the work, providing information about job assignment which also act as a method to control the job,
- b) Supervision,
- c) Organization and management,

- d) Chance to progress,
- e) Salaries and benefits from other financial fields,
- f) Colleagues,
- g) Job conditions

Factors Affecting Job Satisfaction

Job satisfaction levels are influenced by various variables, depending on many factors, be it individual, social, cultural, organizational and environmental.

- Individual factors: personality traits, past educations, qualifications, intelligence, skills, age, marital status, orientation towards job.
- Social factors: individual relationships with co-workers, work groups, informal organizations, norms, chances for interaction.
- Cultural factors: attitudes, beliefs, values.
- Organizational factors: organizational climate, size, formal structure, supervision, leadership style, policies, working procedures, working conditions, employees relationship, nature of work, technological adaptation, organizational work, management system.
- Environmental factors: economic condition, social condition, technical condition, government influences (Mullins, 2010).

In addition to all factors above, an employee's job satisfaction can also affected by a mentally challenging nature of work, individual adaptability to work, appropriate rewards (incentives), appropriate working conditions, and supportive colleagues (Robbins, 1996).

Method

This study is conducted using survey because the research purpose is to identify characteristic of the samples, examine their attitudes, and analyze behavioral pattern. Survey is organized using questionnaires that was given to people as respondents in research (Zikmund *et al*, 2003). The formal term of survey research is to acquire representative sample of the targeted population by contacting respondents.

The data was collected online during March 2017 and is processed using WarpPLS. The

link for questionnaire was spread to employees of the telecommunication company around Indonesia. A total of 290 questionnaires were returned. After excluding 125 questionnaires because of incompleteness or missing data, double respondent, or outlier data, 165 questionnaires were retained for further analysis. The number of participant had reach appropriate number according to Hair, Jr *et al*. (2010), where if the model has seven construct or less, the minimum sample size is 150.

Result

Testing of Validity

Table 2. Testing of Validitas

Variable	Item	Coefficient	r-table N=144	Information
Brand Identity (X1)	X1.1	0,694	0,163	Valid
	X1.2	0,687		Valid
	X1.3	0,669		Valid
Brand Leadership (X2)	X2.1	0,651		Valid
	X2.2	0,645		Valid
	X2.3	0,648		Valid
Brand Communication (X3)	X2.4	0,606		Valid
	X3.1	0,636		Valid
	X3.2	0,653		Valid
Job Satisfaction (Y)	X3.3	0,654		Valid
	X3.4	0,614		Valid
	Y1	0,710		Valid
	Y2	0,614		Valid
	Y3	0,668		Valid
	Y4	0,660		Valid
	Y5	0,682		Valid
	Y6	0,671		Valid
	Y7	0,601		Valid
	Y8	0,694		Valid
	Y9	0,633		Valid
	Y10	0,601	Valid	
	Y11	0,634	Valid	
	Y12	0,657	Valid	
	Y13	0,685	Valid	
	Y14	0,725	Valid	
	Y15	0,660	Valid	
Y16	0,657	Valid		
Y17	0,705	Valid		
Y18	0,604	Valid		
Y19	0,674	Valid		
Y20	0,666	Valid		

Results above it indicated that r count is greater than r table = 0.163 with an alpha of 0.05 (5%) so that the instrument used in this

study is valid and feasible to use for all respondents.

Testing of Reliability

Table 3. Testing of Reliability

Variable	Cronbach's Alpha	Information
Brand Identity (X1)	0,947	Reliable
Brand Communication (X2)	0,929	Reliable
Job Satisfaction (Z)	0,918	Reliable
Brand Leadership (X2)	0,971	Reliable

Based on the table above can be seen the value of cronbach's alpha from each variable used. Reliability test indicates that value

obtained is greater than 0.60, thus all variables are reliable.

Discriminant Validity

Table 4. Correlations among l.vs. with sq. rts. of AVEs

Variable	Brand Identity (X1)	Brand Leadership (X2)	Brand Communication (X3)	Job Satisfaction (Y)
Brand Identity (X1)	0,979	0,723	0,586	0,522
Brand Leadership (X2)	0,723	0,884	0,721	0,644
Brand Communication (X3)	0,586	0,721	0,871	0,770
Job Satisfaction (Y)	0,522	0,644	0,770	0,799

Results from Table 3 shows that discriminant validity is fulfilled. It is indicated by square roots of AVE that is greater than the value of correlation coefficient between presented variables and indicators. This shows that each variables

can be used as a measurement more accurately than the other. These results suggest that all four variables have met the criteria of discriminant validity.

Hypothesis Result

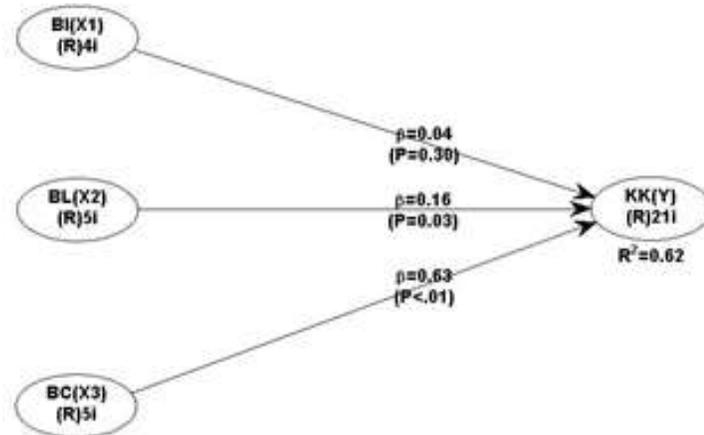


Figure 1. Hypothesis Result

Table 5. Hypothesis Result

Lane	variable relationship	Koefisien	p-value	Result
DIRECT				
1	Brand Identity > Job Satisfaction	0,04	=0,30	Not Sig.
2	Brand Leadership > Job Satisfaction	0,16	=0,03	Weakly Sig.
3	Brand Communication > Job Satisfaction	0,63	<0,01	Highly Sig.

Path Coefficient Effect of Brand Identity on Job Satisfaction

Based on statistical calculations using the WarpPLS version 6.0 application, it can be known the effect of brand identity (X1) on Job Satisfaction (Y) with a path coefficient of 0.04 and a p-value of = 0.30 so it can be said to be insignificant, so the hypothesis is rejected.

Path Coefficients Effect of Brand Leadership on Job Satisfaction

Based on statistical calculations using the Warp PLS version 6.0, it is shown that the influence of brand leadership (X2) on Job Satisfaction (Y) yields a value 0.16 for path coefficient and 0.03 for p-value. The influence is significantly weak, so the hypothesis is accepted. The positive path coefficient (0.16) indicates that a better the brand leadership will leads to an increased job satisfaction.

Path Coefficients Effect of Brand Communication on Job Satisfaction

Based on statistical calculations using the WarpPLS version 6.0, it is shown that the effect of brand communication (X3) on Job Satisfaction (Y) yields a value of 0.63 for path coefficient and less than 0.01 for p-value. The effect is significantly strong, so the hypothesis is accepted. The positive path coefficient (0.63) indicates that as purchase motivation increase, so is purchasing decision.

Conclusion

Results showed that brand identity, brand leadership and brand communication influenced job satisfaction. This results is in line with the previous research that successful employer branding efforts also result in increased employee satisfaction (Miles & Mangold, 2005). Finally, when the employer branding successfully includes brand identity, brand leadership, and brand communication, an increase in employees' job satisfaction is to be expected in organization.

Notes on Contributors

Rini Safitri is a lecturer in UIN Maulana Malik Ibrahim Malang. She is graduated from National Central University and University of Brawijaya. She graduated as best student and her university. Some of her research concern about human resource, psychological employee, and organizational behavior.

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