

# Bridging the Gap: Employer Branding Link to Turnover Intentions and Job Satisfaction in Educational Organizations

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## ARTICLE INFO ABSTRACT

This research aims to examine the effects of Employer Branding on Turnover Intention and Employee Satisfaction within the private higher education sector in India. Employer Branding is a strategic approach adopted by organizations to retain existing employees and attract potential new talent. By focusing on the specific context of the private higher education sector, this study seeks to understand how Employer Branding influences Turnover Intention and Employee Satisfaction. This document strengthens the employees' desire to remain with the firm, adding to the organizations' current understanding. Survey questions were distributed to 100 personnel of teaching faculties in the higher education sector in order to gather data. Structural Equation Modeling (SEM), a quantitative method, was used in this work to evaluate the hypothesis. The outcome demonstrated a favorable relationship between Employer Branding and job satisfaction. Additionally, employees' intentions to leave their jobs lessen when job satisfaction rises.

## Introduction

This research aims to examine how employer branding, which refers to the organization's reputation and image as an employer, impacts employees' intentions to leave their jobs and their overall satisfaction with their work. The study provides evidence from the education sector to shed light on the relationship between employer branding and these important employee outcomes.

Employer branding is the word now being used by businesses to describe their reputation in greater detail. It increases the value of the firms' information, expertise, skills, and experience. It serves as a selling point for both internal and external customers (Barrow & Mosley, 2005). This promotes the firm, draws in job searchers, and influences workers with reference to the company's goal, vision, culture, values, and total benefits that employees get (Lybrand, 2018). Employer branding, which aids in promoting a favorable perception of the business, can also be referred to as human resource marketing (Urbancová, et al., 2017). Employee engagement, job happiness, and desire to leave the company are increased thanks to this motivational strategy. The intrinsic motivation has a significant impact on employees' happiness since it determines how well-liked an employee is in the workplace and raises their self-esteem (Wallace et al., 2014). The more effective a method of lowering personnel expenses and maintenance and raising performance productivity is, the better the employer brand (Schlager et al., 2011).

One critical component of a business is maximizing and strengthening its human resources. Motivating employees and fostering a sense of family inside the workplace can boost job satisfaction. Employee satisfaction is one of a strong company's biggest advantages. This study helps spread awareness of and information regarding employee branding. Additionally, it focuses on the higher education industry and how employee happiness, turnover intention, and employer branding are all directly related. Strong company branding may have a favorable impact on employee satisfaction and reduce the likelihood of turnover.

## LITERATURE REVIEW

### Employer Branding

Branding often has an impact on consumers' perceptions of a product's or service's reputation (Settembr et al., 2018). Employer branding may be promoted both internally and internationally, and it enables a company to create an identity that is distinct from its rivals. As a result, while the brand image created and displayed towards customers is important, it may also be managed by the business.

Employer branding refers to the reputation, image, and perception that an organization cultivates as an employer. It represents the organization's unique identity and value proposition as an employer, highlighting its culture, values, work environment, and employee benefits. Employer branding aims to attract and retain talented individuals by creating a positive and appealing employer image.

A robust employer brand serves as a powerful tool for organizations seeking to distinguish themselves amidst fierce competition in the labor market. By cultivating a distinct identity and showcasing their unique values, missions, and culture, companies can effectively capture the attention of top-tier talent. Beyond merely attracting candidates, a compelling employer brand also serves as a catalyst for heightened employee engagement and retention. When employees resonate with the company's brand identity and feel aligned with its core values, they are more likely to be deeply committed to their work and remain loyal to the organization over the long term. This not only reduces turnover costs but also fosters a vibrant and cohesive workplace culture where employees feel valued and motivated to contribute their best efforts. Ultimately, investing in building and nurturing a strong employer brand is not just a strategic imperative but a key driver of sustained organizational success in today's competitive landscape. When an organization has a positive employer brand, it can enhance employee morale, job satisfaction, and loyalty. Moreover, it has the potential to mitigate turnover rates while simultaneously drawing in top-tier individuals who closely resonate with the ethos and goals of the organization.

Employer branding involves various strategies, such as effective communication of the organization's values and culture, showcasing employee testimonials and success stories.

Investing in employer branding can have significant long-term benefits for organizations, as it helps create a positive reputation, attract top talent, retain valuable employees, and build a strong employer-employee relationship.

### Job Satisfaction

Job satisfaction is defined as a pleasant, happy emotional state that is the consequence of an evaluation of one's work experiences (Locke, 1976). An employee can only be really content with their work if certain psychological, physiological, and environmental factors all come together (Hoppock, 1977).

It reflects the extent to which employees find their jobs fulfilling, enjoyable, and rewarding. Job satisfaction is influenced by various factors, including the work itself, work conditions, relationships with colleagues and supervisors, compensation, opportunities for growth and advancement, and the overall organizational culture. When employees experience high job satisfaction, they tend to feel motivated, engaged, and committed to their work. They are more likely to perform well, be productive, and contribute positively to the organization. Job satisfaction also has a direct impact on employee well-being, mental health, and overall quality of life.

On the other hand, low job satisfaction can lead to negative outcomes such as reduced motivation, increased stress, burnout, and higher turnover intentions. It can also affect the overall organizational climate, productivity, and employee morale.

Measuring job satisfaction typically involves employee surveys, interviews, or self-assessment questionnaires that assess various aspects of job satisfaction. Organizations often strive to enhance job satisfaction through initiatives such as providing meaningful and challenging work, recognizing and rewarding employees' efforts, fostering positive relationships and communication. To conduct the study, the researchers employed a statistical technique called partial least squares structural equation modeling. They collected survey data from 202 hotel workers located in Gran Canaria, Spain. The findings of the study indicate two important benefits of implementing HPWSs. Firstly, the results suggest that HPWSs have a direct positive impact on job satisfaction, meaning that when these systems are in place, employees tend to experience higher levels of satisfaction with their work. This understanding shed light on the "black box" that connects HPWSs to employee outcomes, and it highlights the role of burnout as a crucial mechanism in this relationship. These findings make a substantial contribution to the theoretical understanding of how HPWSs influence employee job satisfaction in the hospitality industry. Additionally, the study offers practical suggestions for management professionals in terms of implementing effective work systems and addressing burnout issues. This research was conducted by Dorta, 2023.)

The findings reveal that teachers recognize the benefits of implementing DI in their classrooms; however, they also perceive it as somewhat stressful. The report highlights the need for further research to delve deeper into this topic and provides an analysis of the implications of the findings. It also emphasizes the importance of providing DI training for instructors based on these results. This research, conducted by Pozas and colleagues in 2023, provides valuable insights into teachers' perceptions of stress and job satisfaction related to the practice of DI. By using a mixed-method approach and considering both qualitative and quantitative data, the study offers a comprehensive understanding of the topic and suggests potential areas for future investigation.

## Turnover Intention

Turnover A responsive and deliberate self-will to leave the firm is known as intention (Tett & Meyer, 1993). In order to support this study, the researcher talked about how employee turnover intention and turnover severely effect workplace morale and frequently interrupt team performance. Employer branding, according to earlier studies, reduces employees' intentions to leave their jobs (Achoui & Mansour, 2007).

This research aims to evaluate existing theories on turnover intention. The evaluation was conducted in July 2017, and the researchers utilized the Google Scholar search term "turnover intention theories" to gather relevant literature. However, it is important to note that this review research solely relied on data obtained from Google Scholar. One limitation of this approach was that some papers were not readily accessible. This study, conducted by Ngo-Henha and P.E. in 2018, provides an evaluation of various turnover intention theories. By utilizing the Google Scholar platform, the researchers gathered relevant literature to assess and compare different theoretical frameworks. The research acknowledges its limitations regarding accessibility to certain papers but aims to make a valuable contribution to the field by clarifying the difference between theories and models in the context of turnover intention.

## Hypothesis

H1: There is a significant association between employer branding and job satisfaction with special reference to education industry in India.

H2: There is a significant association between job satisfaction and turnover intention with special reference to education industry in India.

H3: There is a significant association between employer branding and turnover intention with special reference to education industry in India.

## METHODOLOGY

This research employed a quantitative approach using SEM. The model consisted of three latent variables and six hypotheses. The researchers specifically focused on Indian institutes of higher learning.

### Reliability Statistics

Cronbach's Alpha	
Social Value	0.734
Development Value	0.763
Interest Value	0.73
Work life balance	0.805
Job satisfaction	0.845
Turnover Intention	0.849

## Convergent and Divergent Validity

### Social Value

	SV1	SV2	SV3	SV4	DV1
SV1	1	.663**	.767**	.647**	0.019
SV2	.663**	1	.755**	.662**	0.049
SV3	.767**	.755**	1	.817**	0.021
SV4	.647**	.662**	.817**	1	-0.004
DV1	0.019	0.049	0.021	-0.004	1

### Development Value

	DV1	DV2	DV3	DV4	IV1
DV1	1	.978**	.729**	.838**	0.019
DV2	.978**	1	.569**	.854**	0.018
DV3	.729**	.569**	1	.497**	0.016
DV4	.838**	.854**	.497**	1	0.002
IV1	0.019	0.018	0.016	0.002	1

### Interest Value

	IV1	IV2	IV3	IV4	WLB1
IV1	1	.663**	.767**	.647**	0.019
IV2	.663**	1	.755**	.662**	0.049
IV3	.767**	.755**	1	.817**	0.021
IV4	.647**	.662**	.817**	1	-0.004
WLB1	0.019	0.049	0.021	-0.004	1

## Work life Balance

	WLB1	WLB2	WLB3	WLB4	WLB5	WLB6	JS1
WLB1	1	.978**	.729**	.838**	.729**	.838**	0.019
WLB2	.978**	1	.569**	.854**	.569**	.854**	0.018
WLB3	.729**	.569**	1	.497**	1.000**	.497**	0.016
WLB4	.838**	.854**	.497**	1	.497**	1.000**	0.002
WLB5	.729**	.569**	1.000**	.497**	1	.497**	0.016
WLB6	.838**	.854**	.497**	1.000**	.497**	1	0.002
JS1	0.019	0.018	0.016	0.002	0.016	0.002	1

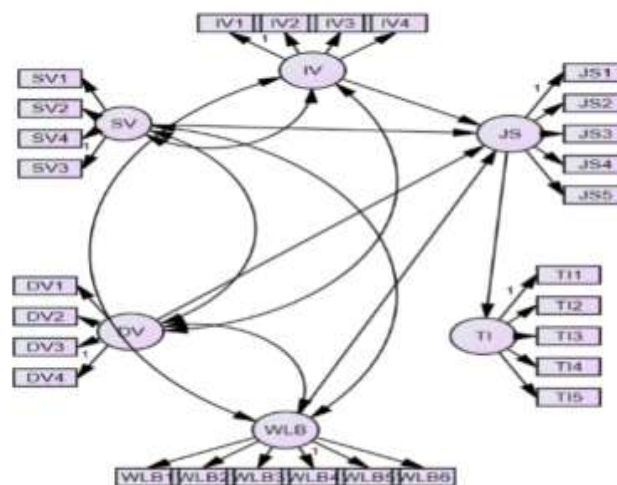
## Job satisfaction

	JS1	JS2	JS3	JS4	JS5	TI1
JS1	1	.663**	.767**	.647**	.647**	0.019
JS2	.663**	1	.755**	.662**	.662**	0.049
JS3	.767**	.755**	1	.817**	.817**	0.021
JS4	.647**	.662**	.817**	1	1.000**	-0.004
JS5	.647**	.662**	.817**	1.000**	1	-0.004
TI1	0.019	0.049	0.021	-0.004	-0.004	1

## Turnover Intention

	TI1	TI2	TI3	TI4	TI5
TI1	-0.004	1	.978**	.729**	.838**
TI2	0.004	.978**	1	.569**	.854**
TI3	-0.028	.729**	.569**	1	.497**
TI4	0.003	.838**	.854**	.497**	1
TI5	0.003	.838**	.854**	.497**	1.000**

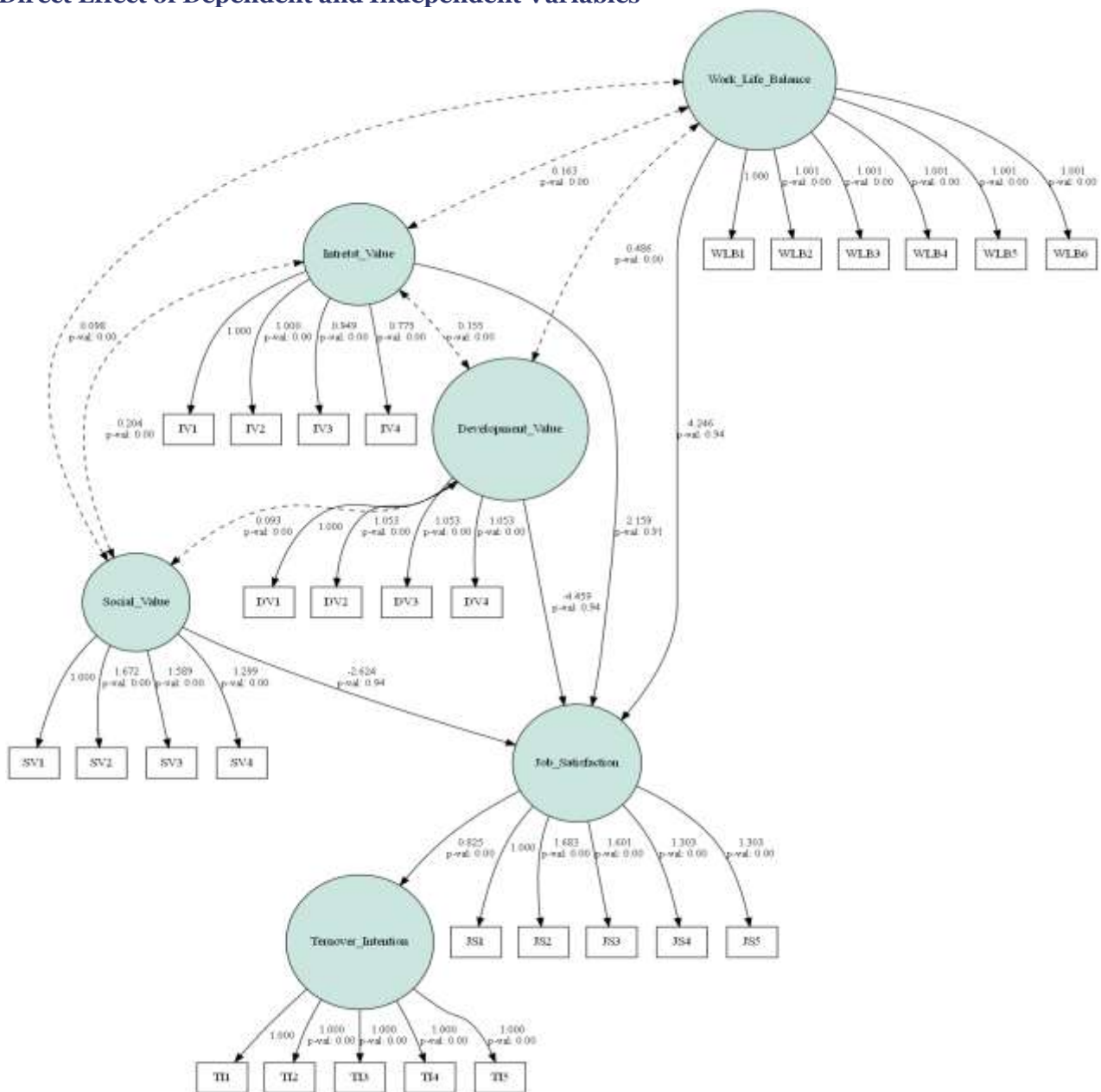
## Proposed Model



Hypothesis	Variables	Path	Coefficient	Direct Effect
		Standardized	P- Value	Remark

H1	There is a positive relationship between Social Value & job satisfaction	0.208	0.000	Accepted
H2	There is a positive relationship between Development value & job satisfaction	0.489	0.000	Accepted
H3	There is a positive relationship between Interest Value & job satisfaction	5.46	0.001	Accepted
H4	There is a positive relationship between Work life balance & job satisfaction	0.149	0.002	Accepted
H5	There is a positive relationship between job satisfaction & Turnover Intention	-7.44	0.988	Rejected

### Direct Effect of Dependent and Independent Variables



All these effects are significant at the 0.05 level: This research indicates that the observed effects of the independent variables on job satisfaction and turnover intention are statistically significant at the 0.05 significance level. This means that the relationships found in the analysis are unlikely to have occurred by chance.



Job satisfaction and turnover intention effect are not significant at the 0.05 level: However, it is also stated that the specific effect of job satisfaction on turnover intention is not statistically significant at the 0.05 level. This implies that the relationship between job satisfaction and turnover intention may not be strong or consistent enough to be considered statistically significant in this particular analysis. Overall, the information suggests that the variables Social Value, Development Value, Interest Value, and Work-Life Balance have a significant positive impact on job satisfaction, while job satisfaction itself has a negative effect on turnover intention. The overall findings of the analysis indicate that several variables, namely Social Value, Development Value, Interest Value, and Work-Life Balance, have a significant positive influence on job satisfaction. This means that when individuals perceive higher levels of social value, development opportunities, interest in their work, and a healthy work-life balance, they are more likely to experience greater job satisfaction.

Additionally, the analysis reveals that job satisfaction has a negative effect on turnover intention. In other words, when employees are more satisfied with their jobs, they are less likely to have intentions to leave their current position or organization.

These findings suggest that creating a work environment that promotes social value, provides developmental opportunities, fosters interest in work, and supports a healthy work-life balance can contribute to higher levels of job satisfaction. Moreover, enhancing job satisfaction may serve as a potential strategy to reduce turnover intention and retain employees within the organization.

### DISCUSSION

The basic hypothesis that employing employer branding is a wonderful strategy to determining employee job satisfaction, which helps influence employees' desire to leave and stay in their jobs, was strongly supported by this research.

The conclusion that there is a link between employer branding and job satisfaction supports Mendis and Wanigasekera's (2013) finding that employer branding can help boost workers' job satisfaction. Therefore, research have revealed promising new findings showing an organization's employer brand management approach leads to improved productivity outcomes (Aldousari et al., 2017).

The observed relationship between turnover intention and job satisfaction is consistent with Tookson's (2011) research, which found that workers who report high levels of job satisfaction had lower turnover intentions (Amah, 2009). Employees who are satisfied are less likely to miss work and are less likely to consider abandoning their positions (Neog & Barua, 2014).

### CONCLUSION

The main finding of this study indicates a positive relationship between employer branding and job satisfaction. The study suggests that when employees have a positive perception of their employer and its brand, they tend to experience higher levels of job satisfaction. Additionally, the study suggests that when employees are satisfied with their job, their intention to leave the organization decreases. These findings highlight the significant influence an employer can have on an employee's needs and behavior. It underscores the importance of building a strong employer brand and creating a positive work environment to enhance job satisfaction and reduce turnover intentions among employees.

The overall finding of this study demonstrated a favorable association between employer branding and job satisfaction and extended on the idea that workers are happy with their employment. Their desire to depart will diminish, which will result. This demonstrates unequivocally how much an employer may affect an employee's demands and behaviour.

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