



**When Employer Brand Image Aids Employee Satisfaction and Engagement**

Journal:	<i>Journal of Organizational Effectiveness: People and Performance</i>
Manuscript ID	JOEPP-03-2017-0028.R1
Manuscript Type:	Research Paper
Keywords:	Employer Branding, Engagement, Age, Gender, Experience, Satisfaction

SCHOLARONE™  
Manuscripts

## When Employer **Brand** Image Aids Employee Satisfaction and Engagement

### Structured Abstract

**Purpose.** To test whether employee characteristics (age, gender, role and experience) influence the effects of employer **brand** image, for warmth and competence, on employee satisfaction and engagement.

**Design/methodology.** Members of the public were surveyed as to their satisfaction and engagement with their employer and their view of their employer's **brand** image. Half were asked to evaluate their employer's 'warmth' half its 'competence'. The influence of employee characteristics was tested on a 'base model' linking employer image to satisfaction and engagement using a mediated moderation model.

**Findings.** The base model proved valid; satisfaction partially mediates the influence of employer brand image on engagement. Age and experience, gender and whether the role involved customer contact moderate both the influence of the employer **brand** image and of satisfaction on engagement.

**Research implications.** Employee engagement can be influenced directly or indirectly by different aspects of the employer's **brand image** and to different extents. Employee demographics and role can influence the relationships between the employer's **brand** image and both satisfaction and engagement.

**Practical implications.** Engagement varies with employee characteristics and **both segmenting employees and** promoting the employer's **brand** image differentially to specific groups **are ways is one** way to counter this effect.

**Originality.** The contexts in which employer **brand** image can influence employees in general and specific groups of employees in particular are not well understood. This is the first empirical study of the influence of employer **brand** image on employee engagement **and one of few that considers the application of employee segmentation.**

**Keywords:** Employer brand, **segmentation**, employee satisfaction, engagement, age, experience

This is a Research paper.

### When Employer **Brand** Image Aids Employee Satisfaction and Engagement

The potential advantages of employees having a positive view of the corporate brand, often referred to as the employee or employer brand, are widely recognised (Sparrow and Otaye, 2015; Lievens and Slaughter, 2016; Theurer, et al. 2016). These include enhanced recruitment, retention and employee engagement and commitment (Barrow and Mosley, 2005). Employer branding as a topic has developed out of corporate branding theory largely as a result of the application of ideas on influencing customers to human resource management and to its influence over potential and existing employees (Cable and Turban, 2001). But, while insights have been growing about the influence of the employer brand externally (Backhaus and Tikoo, 2004) in attracting potential employees (Rampl and Kenning, 2014) enhancing recruitment (Barrow and Mosley, 2005) and reducing the cost of doing so (Gultekin, 2011), the quantity of research into how the employee brand influences existing employees is comparatively lacking (Theurer et al., 2016). This is despite evidence that a positive view of the organisation among existing employees can enhance a range of outcomes factors (King and Grace, 2012) including sales growth (Davies et al., 2010) profit and profit growth (Mosley, 2007; Mosley, 2014).

Our aim here is to understand how the (symbolic) employer brand can be used to influence employee satisfaction and engagement and how this influence might vary by employee related factors such as age, gender, experience and role. Specifically we test the differential effect of two prominent dimensions of employer brand image on satisfaction and engagement and then examine the potential moderating effect of employee characteristics

1  
2  
3  
4  
5  
6  
7 on such relationships. After first presenting the idea of segmenting employees in the  
8 research and management of the employer brand, First we review the literature on  
9 employer branding to propose a 'baseline' model of the relationship between employer  
10 brand image, employee satisfaction and employee engagement. We identify the issue of  
11 different dimensions of brand image being reported as having differing effects on  
12 employees and specially one issue in prior work of the relative effects of two dimensions  
13 (which we will label as 'warmth' and 'competence'). We then report the results of a  
14 between subjects surveys of employees (n=111 and 117218) and use this data to test our  
15 baseline model using these two dimensions of image. We then test the influence on our  
16 models from of a number of employee relevant variables: age, gender, role and experience.

### Segmentation and the Employer Brand

17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31 Actual or potential employees, as customers, might not behave towards an employer brand  
32 as an homogeneous whole. There is considerable work on the matching process between  
33 potential employees and employers, much of it based upon the idea of organisation-person  
34 fit and some on how different groups (age, ethnicity) might respond differently to the same  
35 employer brand (Lievens and Slaughter, 2016). The more general idea of segmenting  
36 potential employees into different groups so that their specific needs or characteristics can  
37 be addressed more effectively is also recognised (Moroko and Uncles, 2009). However,  
38 there appears to be little or no work applying the idea of segmentation to existing  
39 employees, identifying the specific needs of different types based upon their demographics  
40 and role. Here we explore the research question of what changes, if any, need to be made in  
41 managing the employer brand for different groups of employees defined by age, gender,  
42 experience and whether the employee has a customer facing role.

1  
2  
3  
4  
5  
6  
7  
8  
9 Age related factors have been linked to employee engagement in prior work (James, et al.,  
10 2011) and to employer branding effects (Lievens and Slaughter, 2016). Age has also become  
11 a more important issue for practitioners, following changes in employment legislation in  
12 many countries barring age discrimination. This has promoted the idea of employees'  
13 working longer, leading to an older workforce and a workplace where age differences and  
14 age-related issues can be expected to increase. We also chose to examine gender effects  
15 due to the complex relationship between the issue of equal pay and work-lifestyle balance  
16 between the genders (e.g. Sloane and Williams, 2000) leading to the idea that women might  
17 be less satisfied than men in the world of work due to such equality issues. Prior work is  
18 somewhat equivocal on whether engagement varies with gender and (if so) why (Schaufeli,  
19 et al., 2006; Stoeber, et al., 2013; Robinson, et al., 2007) and we wanted to explore this  
20 further. As job satisfaction (often related to overall satisfaction with an employer) has been  
21 shown to be influenced by experience (Klassen and Chiu, 2010) we decided to include the  
22 effect of experience on our base model. (In the latter study teachers were shown to be  
23 more satisfied as their experience increased their confidence to do their job). Given the  
24 relative significance of the views held of the employer brand by customer-facing employees,  
25 we were interested in any differences between those with customer-facing roles and those  
26 without. If companies have embraced internal marketing, and the idea of influencing  
27 customers attitudes by improving the attitudes of front line employees (Davies et al., 2010),  
28 customer facing employees might be expected to have more positive views of the employer  
29 brand.  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

## Employer Brand Image

Three recent reviews of the literature on employer branding (Sparrow and Otaye, 2015; Lievens and Slaughter, 2016; Theurer et al. 2016) emphasise the different ways of examining and defining the concept. Reflecting work on consumer brand equity, Lievens and Highhouse (2003) argue that the employer brand can be usefully seen as having two aspects, instrumental (including more tangible factors such as pay and conditions) and symbolic (including the image held of the employer) where the latter is defined as the subjective, abstract and intangible attributes associated with the organisation. Strengthening these symbolic qualities can be expected to improve work related factors such as identification (Edwards, 2010). Our focus is on the latter, where Pprior work within this perspective on consumer branding has been adapted to the measurement of consumer brand imagery to that of of the image of employers among both with potential (Slaughter et al., 2004) and with existing employees (Davies et al., 2002). In both instances these researchers measured employer image using the device of brand personality, developing multidimensional scales similar to those in the consumer branding literature (see for example Geuens, et al., 2009).

Such work has led to a large number of dimensions to brand personality being identified, too many to be included in a single study. Recent work using the stereotype content model (SCM)~~theory~~, which explains how we perceive entities with humanistic associations including brands, suggests that two dimensions of corporate brand image are universally significant. In SCM ~~their~~ terminology these are 'warmth' and 'competence'. In prehistoric times, a 'warm' individual or group would be seen as trustworthy and present no threat; while a competent individual or group would be seen as able to enact any positive or

1  
2  
3  
4  
5  
6  
7 negative intentions (Fiske, et al., 2006). A group seen as not warm but competent could be a  
8  
9 significant threat, but a group seen as warm and competent, a potential ally. Failure to make  
10  
11 such an evaluation or, worse, making an incorrect evaluation risked damage or death. The  
12  
13 argument is that only those making such evaluations correctly survived, passing their genes  
14  
15 onto modern humans who, unconsciously, still use both measures to assess other groups,  
16  
17 such as an organisation. Hence, stereotype content thinking has been used to assess the  
18  
19 imagery of corporate entities, where not for profit organisations were seen by the public as  
20  
21 warmer but less competent than for profit organisations (Aaker, et al., 2010). Warmth is  
22  
23 similar to the dimension labelled variously as Sincerity (Aaker, 1997), Agreeableness (Davies,  
24  
25 et al., 2002) and Boy Scout (Slaughter, et al., 2004) in the brand personality literature, which  
26  
27 also contains the dimension of competence. At issue is which is the more important of the  
28  
29 two as, within work on employer branding, Anitha and Madhavkumar (2012) found that  
30  
31 competence was more important in attracting employees, while Davies et al. (2002) found  
32  
33 warmth (measured as agreeableness) more relevant in predicting employee satisfaction.  
34  
35 More generally, warmth is argued to be more important than competence (and is evaluated  
36  
37 first) in social situations (Fiske, et al., 2002; Fiske, et al., 2007, Cuddy, et al., 2008).  
38  
39  
40

#### 41 **The Consequences of Employer Brand Image**

42  
43 In the context of existing employees, various attitudinal outcomes ~~and consequences~~ have  
44  
45 been linked with improving the employer brand, including: greater employee affinity,  
46  
47 satisfaction and loyalty (e.g. Davies, 2008), employee satisfaction and commitment (e.g.  
48  
49 Priyadarshi, 2011), satisfaction and identification (Schlager et al., 2011) satisfaction,  
50  
51 commitment and retention (Ito, et al., 2013) and engagement (e.g. Kunerth and Mosley,  
52  
53 2011).  
54

We chose employee satisfaction and engagement as our outcome variables, as satisfaction appears to be the most commonly used outcome measure when assessing the impact of employer branding and because of the recent increase in interest within the management literature on engagement (Billett and Smith, 2003). Satisfaction<sub>z</sub> in the context of the employee<sub>z</sub> can be defined in a number of ways<sub>z</sub> including as satisfaction with the job<sub>z</sub> but here we define it as 'overall satisfaction with the employer'. Engagement is more complex being seen as a 'complex nomological network encompassing trait, state, and behavioral constructs' (Macey and Schneider, 2008). The UK's professional body for Human Resource Management offers a number of definitions including the one we adopt here: 'being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others<sub>s</sub>'.

### **Employee Demographics**

~~Employees, as customers, might not behave towards an employer brand as an homogeneous whole. There is considerable work on the matching process between potential employees and employers, much of it based upon the idea of organisation-person fit and some on how different groups (age, ethnicity) might respond differently to the same employer brand (Lievens and Slaughter, 2016). Less is known generally about the potential differential effects of more basic employee characteristics on the relationship between employer image and outcomes such as employee satisfaction and engagement. Of particular interest is the potential for employer image to counteract any tendency for specific groups of employees to be more or less satisfied and/or engaged.~~



1  
2  
3  
4  
5  
6  
7 Age related factors have been linked to employee engagement in prior work (James, et al.,  
8 2011) and to employer branding effects (Lievens and Slaughter, 2016). Age has also become  
9 a more important issue for practitioners, following changes in employment legislation in  
10 many countries barring age discrimination. This has promoted the idea of employees'  
11 working longer, leading to an older workforce and one where age differences and age-  
12 related issues can be expected to increase. We also chose to examine gender effects due to  
13 the complex relationship between the issue of equal pay and work lifestyle balance between  
14 the genders (e.g. Sloane and Williams, 2000) leading to the idea that women might be less  
15 satisfied than men in the world of work due to such equality issues. Prior work is somewhat  
16 equivocal on whether engagement varies with gender and (if so) why (Schaufeli, et al., 2006;  
17 Stoeber, et al., 2013; Robinson, et al., 2007) and we wanted to explore this further. As job  
18 satisfaction (often related to overall satisfaction with an employer) has been shown to be  
19 influenced by experience (Klassen and Chiu, 2010) we decided to include the effect of  
20 experience on our base model. (In the latter study teachers were shown to be more  
21 satisfied as their experience increased their confidence to do their job). Given the relative  
22 significance of the views held of the employer brand by customer facing employees, we  
23 were interested in any differences between those with customer facing roles and those  
24 without. If companies have embraced internal marketing, and the idea of influencing  
25 customers attitudes by improving the attitudes of front line employees (Davies et al., 2010)  
26 customer facing employees might be expected to have more positive views of the employer  
27 brand.

### 48 49 Hypotheses

50  
51 Our empirical approach was to first propose and test a 'base model' positing the influence  
52 of employer image on our chosen outcomes. We then use this (validated) base model to  
53  
54

1  
2  
3  
4  
5  
6  
7 test the influence of a number of employee characteristics on the main linkages in the  
8  
9 model.

10  
11  
12 In prior work, employee engagement and satisfaction have been seen as strongly related  
13 (Harter, et al., 2002; Saks, 2006) **but** with the order of influence upon each other being at  
14  
15 issue. Here we take an employer perspective to argue **that** engagement as the main  
16  
17 outcome variable. The employer brand has been shown to influence both satisfaction  
18  
19 (Davies, 2008; Priyadarshi, 2011; Schlager et al., 2011; Ito, et al., 2013) and engagement  
20  
21 (Kunerth and Mosley, 2011) Our base model connecting all three constructs that this prior  
22  
23 work implies is shown in Figure (1).  
24  
25  
26  
27  
28

29 **Take in Figure 1 here**

30  
31 Our base model has three hypothesised links. From prior work on the relationship between  
32  
33 employer brand image and employee satisfaction (Davies, 2008; Priyadarshi, 2011; Schlager  
34  
35 et al., 2011; Ito, et al. 2013) we can propose:

36  
37 ***H1a: The more positive employee views are of their employer's image, the greater their***  
38  
39 ***satisfaction***

40  
41 From the work of Kunerth and Mosley (2011) and others on the relationship between  
42  
43 employer branding and engagement, we can also propose:

44  
45 ***H1b: The more positive employee views are of their employer's image, the greater their***  
46  
47 ***engagement.***

48  
49 Following Harter, et al. (2002) and Saks (2006) we would expect employee satisfaction and  
50  
51 engagement to be positively linked, hence:

52  
53 ***H2: The greater is employee satisfaction, the greater their engagement.***  
54

1  
2  
3  
4  
5  
6  
7 In effect employee satisfaction is in a potentially mediating role between employer brand  
8 image and employee engagement, implying:

9  
10  
11 ***H3: The effects of employee views of their employer's image on their engagement are***  
12 ***mediated by their satisfaction.***  
13

14  
15  
16  
17 Different aspects of employer image have been shown to have different effects on outcome  
18 variables. For example Davies (2008) showed that employee satisfaction was largely  
19 influenced by how 'agreeable' (trustworthy, supportive) the employer brand was perceived  
20 to be, while loyalty (measured by how long an employee had been employed) was more  
21 influenced by how enterprising (exciting, daring) and chic (stylish, prestigious) the employer  
22 was seen. We are specifically concerned to test which of warmth and competence is more  
23 associated with satisfaction and engagement, given the conflicting findings of Anitha and  
24 Madhavkumar (2012) and Davies et al (2002).

25  
26  
27 From such prior work we can however propose:

28  
29  
30  
31 ***H4 The effects of employer image will vary with the dimension of brand image***  
32

33  
34  
35  
36  
37 Our main expected contribution is an understanding of whether the differences between  
38 how employee characteristics influence satisfaction and engagement might be mitigated by  
39 differences in how such employee groups react to employer imagery, such that differences  
40 in employee satisfaction between employee groups might be countered by varying the  
41 presentation of the employer's image. Put another way, is there a need or a value in  
42 segmenting employees into groups that respond to employer branding in different ways?  
43  
44

45  
46  
47  
48  
49 Our earlier review of the possible effects of employee characteristics on engagement and  
50 satisfaction (e.g. James et al., 2011; Schaufeli et al., 2006; Klassen and Chiu, 2010) suggested  
51 that the links in Figure 1 might indeed well be influenced by employee specific factors.  
52  
53

Our final and main hypothesis is then to test this:

***H5: The relationships between employer image and both employee satisfaction and engagement can be influenced by employee specific factors.***

## Methods

~~To ensure a wide number of different types of employer, we chose not to survey a limited number of specific companies but to survey members of the public as to their views of their own employer. Filter questions ensured that employees were not self-employed and were working for their employer for more than 25 hours per week.~~

We chose, as explained earlier drawing upon the stereotype content model, to measure two aspects of employer's brand image, the 'warmth' and 'competence' of the employer's image. Prior work on measuring brand imagery using a multidimensional measure has tended to ask respondents to assess a brand along each of a number of dimensions of brand image in the same questionnaire. But, as Slaughter, et al. (2004) point out, this can create a halo effect in the evaluations of individual dimensions. The stereotype content model also argues that warmth is assessed before competence, implying an order effect when evaluating the two. To avoid both issues we used a between subjects research design, asking one half of our survey to evaluate their employer for 'warmth' and the other half for 'competence'. In each case we used the corporate brand personality same number of measures of ment Davies et al. (2004) items, drawn from prior work supplemented with items from Aaker, Vohs and Mogilner (2010) to provide 15 items for each dimension of employer brand image, on brand personality and brand image (Appendix 1). We took our 5 item measure of satisfaction (with the company and not with the job) from Davies et al.

1  
2  
3  
4  
5  
6  
7 (2004) ~~and included 5 items:~~ (recommend to others, happy to be associated with, affinity  
8 towards, good reputation and overall satisfaction). Our measure of engagement was the 9  
10 item measure of Soane et al.(2012) which contains three sub-factors, intellectual  
11 engagement, (e.g. I focus hard on my work), social engagement (e.g. I share the same work  
12 values as my colleagues) and affective engagement (e.g. I feel positive about my work). To  
13 minimise any common methods variance effects, the response scales were varied.  
14  
15 Satisfaction and engagement were measured using a 7 point scale with three markers 1=  
16 strongly disagree, 4= neither agree nor disagree and 7= strongly agree, but in the online  
17 survey the scales were shown using different types of layout. Brand image was measured  
18 using a 5 point scale with each point labelled from 1= strongly disagree to 5= strongly agree.

19  
20  
21  
22  
23  
24  
25  
26  
27 We included a relatively large number of items in our image measures, as we wished to  
28 explore whether there were any traits of employer brand imagery that might be more  
29 relevant than others.

30  
31  
32  
33  
34  
35 Our chosen sample universe was of all (full time) employees and we surveyed members of  
36 the public as to their views of their own employer (rather than the employees of a limited  
37 number of companies). We chose full time employees to ensure respondents held an  
38 informed view of their employer. This approach~~We used the services of an on-line panel~~  
39 ~~whose membership reflects that of the adult population of the UK (Pureprofile) to recruit~~  
40 ~~employees. To also ensured that we included a wide number of different types of~~  
41 ~~employer, we chose not to survey a limited number of specific companies but to survey~~  
42 ~~members of the public as to their views of their own employer. We used the services of an~~  
43 ~~on-line panel whose membership reflects that of the adult population of the UK~~  
44 ~~(Pureprofile) to recruit respondents. Filter questions ensured that respondents were~~

employed (but were not self-employed) and were working for their employer for more than 25 hours per week.

Respondents were randomly assigned to one of the two versions of our survey, which differed only in the questions asked about employer brand image. The 'Competence' survey yielded 107 valid responses, while the 'Warmth' survey yielded 111. All compound measures were checked for reliability using Cronbach alpha and found to be well above the threshold of 0.7 (Appendix 1). Each was also converted into a normalised score (i.e. centred on zero with a standard deviation of 1.0).

## Results

First, the base model (Figure 1) was tested using the data from each survey. For this and the later analyses we used the regression models from the Hayes (2012) PROCESS macro ~~and~~ SPSS 22. In Table 1, Model 1 in each case just examines the influence of the image dimension (either warmth or competence) on Engagement. Model 2 introduces the influence of both Satisfaction and Employer Image on Engagement. In each case, all links in the model shown in Figure 1 proved significant, confirming our base model and supporting hypotheses H1a-H2. In each case, employee satisfaction partially, but significantly (Sobel test<sub>warmth</sub> p<.0001; Sobel test<sub>competence</sub> p<.0001) mediated the effect of brand image on employee engagement, supporting H2. Warmth had the stronger influence on both satisfaction and engagement, compared with Competence, supporting H4 that the effects on outcomes such as satisfaction and engagement vary by image dimension and confirming the prior work of Davies et al. (2002) and the stereotype content model, that warmth has a greater effect than competence on individuals.

1  
2  
3  
4  
5  
6  
7 **Take in Table 1 here.**  
8  
9

10  
11 Of particular interest was to see how or whether these base model effects change when the  
12 characteristics of respondents are introduced into the model. We tested this by examining  
13 the idea that employee characteristics might influence the base model by moderating the  
14 (significant) relationships between image and the two outcome variables of employee  
15 satisfaction and engagement, Figure 2.  
16  
17  
18  
19

20  
21 **Take in Figure 2 here**  
22

23 Hence in Figure (2) the moderating term (the employee specific variable such as age) is  
24 shown as potentially influencing the relationships between employee views of employer  
25 image and both employee satisfaction and engagement.  
26  
27  
28  
29

### 30 31 **Age Effects** 32

33  
34 **Take in Table 2 here**  
35

36  
37  
38 There were some small and non-significant differences between the age profiles for each  
39 ~~survey group of respondents~~, Table (2). ~~The~~ The data from both surveys showed differences  
40 when age was used as a moderating variable for our base model. For a moderating variable  
41 to influence the relationship between an independent and dependent variable, the  
42 interaction term between the moderating variable and the independent variable should be  
43 significant in influencing the dependent variable (while at the same time the relationship  
44 being moderated should change). In this case, this is the interaction term between age and  
45 either employer image (measured by either competence or warmth) or satisfaction in  
46  
47  
48  
49  
50  
51  
52  
53  
54

1  
2  
3  
4  
5  
6  
7 predicting engagement. In Table (3) we show the results for our analyses for each dimension  
8  
9 of **b**Brand image.

### 12 13 Take in Table 3 here

14  
15 Age ha**ds** a significant moderating effect for the influence of both Warmth and Competence  
16 on Engagement, but its effects differ**ed**. In both cases the introduction of **age as a the**  
17 moderator made the direct influence of brand image on Engagement non-significant. (Its  
18 indirect effect via Satisfaction **wa**s still significant). For the Competence model, employee  
19 age also fully moderate**ds** the direct effect of Satisfaction on Engagement and the (negative)  
20 effect of age is via its interaction with image. For Warmth, the influence of Satisfaction on  
21 Engagement **wa**s not fully moderated but the interaction term between with Age and  
22 Satisfaction **was found to be is** negative.

23  
24  
25  
26  
27  
28  
29  
30  
31 The conditional direct analyses offer an explanation for the differences. In the case of  
32 Warmth, the effect of Age as a moderator on the relationship between image and  
33 Engagement is not significant for younger respondents (those aged 35 and under) but it is  
34 for their older colleagues. In the case of Competence, the moderating effect of Age on the  
35 relationship between image and engagement is not significant for older respondents (those  
36 aged over 55) but it is for those younger. Age has then a complex influence on our base  
37 model and one dependent upon the image dimension being considered; while Age did not  
38 correlate with Competence. **it** influenced (negatively) the effect of Competence on  
39 Engagement. Overall, Age was positively correlated with Warmth; but while it also  
40 correlated positively with Engagement, it had both positive and negative effects on the  
41 relationships in the base model; in particular, increasing Satisfaction did not have as positive  
42 **an** effect on Engagement among older employees.



### Gender Effects

The gender split of respondents in both surveys was similar: Warmth, 63% male, Competence, 65% male (and similar to the national picture of 63% of full time employees being male). The effects from Gender on our base model are limited to a significant effect on the model for Warmth, Table (4), where the interaction term between Gender and Satisfaction is negative. As we coded male respondents as 1 and female as 2, this implies that males report higher Engagement levels for a given level of Satisfaction. As Satisfaction mediates the effect of image on Engagement, this also implies that, if the employer brand image for Warmth increases, it has a greater influence on the Engagement of male employees. We confirmed this by examining the relative correlation coefficients between Warmth and Satisfaction and between Warmth and Engagement. In both, the correlation coefficients were higher for male than for female employees.

#### Take in Table 4 here

There was little difference in the way the genders responded to the individual image measurement items for Warmth (on only one item 'straightforward' did males rate their employer significantly higher than females ( $p=.006$ )) but there were more differences in the responses to the engagement measure, with women evaluating each question of the 9 questions lower on average, sometimes significantly so, Table (5).

#### Take in Table 5 here

The scores for engagement among males were significantly higher than for females in the group evaluating Warmth,  $Engagement_M=5.30$ ,  $Engagement_F=4.74$  ( $p=.009$ ), and the same was true for the combined sample  $Engagement_M=5.30$ ,  $Engagement_F=4.76$  ( $p=.003$ ). Such differences between the genders appear more significant than those reported in the

1  
2  
3  
4  
5  
6  
7 literature, but are in a similar direction (Schaufeli, et al.,2006; Stoeber, et al.,2013;  
8  
9 Robinson, et al., 2007). The mean scores for Satisfaction were also higher for males but the  
10  
11 difference was not as significant ( $p=.040$ ). The literature on *job* satisfaction (we measured  
12  
13 overall satisfaction with the employer) however suggests that women report higher overall  
14  
15 job satisfaction than men (Sousa-Poza and Sousa-Poza, 2003) but such surveys are of all  
16  
17 employees, both full and part-time. We return to this issue later.  
18  
19

### 20 21 Experience

22  
23 We assessed experience in two ways, asking for the number of years the respondent had  
24  
25 worked for their current employer and also the total number of years they had been at  
26  
27 work. No effects were apparent by introducing the experience with the current employer  
28  
29 into our model, which is surprising as tenure is often significant in studies of employee  
30  
31 attitudes (see for example, Grizzle, et al., 2009). The effects of including the total number of  
32  
33 years worked was significant and similar to that when respondent age had been included  
34  
35 (the two variables were strongly correlated,  $p<.001$ ) with the exception of the non-  
36  
37 significant interaction effect this time, between Experience and Satisfaction, for the Warmth  
38  
39 equation.  
40

41  
42 **Take in Table 6 here**

### 43 Role Effects

44  
45 We asked respondents whether or not they had customer contact as part of their role; 32%  
46  
47 did not and 68% did. ~~When we tested~~ Testing this as a mediator in our base model, Customer  
48  
49 Contact had a significant effect on the model for Warmth but not that for Competence.  
50  
51 Table (7) shows the data where having Customer Contact was coded 1 and 'not' coded 2.  
52  
53 Both interaction terms are significant and the variable fully moderates the direct influence  
54  
55

1  
2  
3  
4  
5  
6  
7 of Satisfaction on Engagement. The interactions are complex but, for a given level of  
8  
9 Warmth, increasing the Satisfaction of backroom staff had a greater influence on their  
10  
11 Engagement.

12  
13 **Take in Table 7 here**

14  
15  
16  
17 Those who had customer contact in their role reported significantly higher levels of Warmth  
18  
19 ( $p=.004$ ), Satisfaction ( $p=.023$ ) and Engagement ( $p=.003$ ). While this is probably good news,  
20  
21 for employers, in that prior work suggests benefits from maximising the attitudes of  
22  
23 customer-facing staff (Davies et al., 2010), the low average scores returned by those 'in the  
24  
25 backroom' (on our 5 point scale) for specific image traits should give cause for concern,  
26  
27 Table 8.

28  
29  
30  
31 **Take in Table 8 here**

### 32 33 34 35 36 37 **Facets of Engagement**

38  
39 We analysed our age data ~~in more detail~~ further. Our measure of Engagement (Soane *et al.*,  
40  
41 2012) has three sub-components, intellectual engagement, (e.g. I focus hard on my work)  
42  
43 social engagement (e.g. I share the same work values as my colleagues) and affective  
44  
45 engagement (e.g. I feel positive about my work). We repeated the previous analysis,  
46  
47 substituting the full measure of Engagement with each of its components in turn as the  
48  
49 main dependent variable for both dimensions of employer brand image. The results for  
50  
51 Competence reflected that for overall engagement, but with lower levels of significance. Of  
52  
53 greater interest were the results for Warmth, Table (9). The strongest result was for the  
54  
55

prediction of affective engagement, where the interaction terms were both highly significant, but opposing. Increasing Warmth had a more positive effect on Satisfaction for older employees, but this effect was counteracted by the lesser effect of Satisfaction on affective engagement for the same group.

Take in Table 9 here

In summary, in considering H5 that employee characteristics can influence the relationships between employer image, Satisfaction and Engagement, we find support for most but not all of the factors tested and not always for both dimensions of employer brand image.

### Influencing Satisfaction and Engagement

Next we identified the individual traits where there appeared to be the greatest potential to improve Satisfaction and Engagement for all groups. To do so we used all the individual traits from each image dimension in regressions to predict either employee Satisfaction or Engagement.

Only one Warmth trait emerged as significant at  $p < .05$  in predicting engagement, which was 'sincere' ( $p = .04$ ); but when stepwise regression was used, two traits were retained 'sincere' ( $p = .001$ ) and 'socially responsible' ( $p = .008$ ). Together they predicted 51.6% of the variance in Engagement. In predicting Satisfaction, two traits emerged as significant, 'straightforward' ( $p = .046$ ) and 'concerned' ( $p = .032$ ); and when using stepwise regression, three traits were retained 'pleasant' ( $p = .001$ ), 'concerned' ( $p < .000$ ) and 'straightforward' ( $p = .017$ ). Together they predicted 76.5% of the variance in Satisfaction.

1  
2  
3  
4  
5  
6  
7  
8  
9 In predicting Engagement from the Competence traits, 'reliable' ( $p=.049$ ) and 'hardworking'  
10 ( $p=.046$ ) emerged as significant; and in the stepwise version three items, 'reliable' ( $p=.001$ ),  
11 'hardworking' ( $p=.002$ ) and 'intelligent' ( $p=.006$ ), which together predicted 51.8% of the  
12 variance in engagement. In predicting Satisfaction, 4 traits were significant, 'reliable'  
13 ( $p=.007$ ), 'intelligent' ( $p=.011$ ), 'efficient' ( $p=.011$ ) and 'confident' ( $p=.046$ ); and when using  
14 stepwise regression, three traits were retained, 'intelligent' ( $p=.005$ ), 'reliable' ( $p<.000$ ) and  
15 'efficient' ( $p=.007$ ). Together they predicted 59.6% of the variance in Satisfaction.  
16  
17  
18  
19  
20  
21  
22  
23  
24

25 In summary, among the 30 traits we had included in our surveys, the most consistent in  
26 (positively) influencing Satisfaction and Engagement were 'reliable', 'sincere', 'concerned'  
27 and 'straightforward'. For individual companies the pattern of influence is likely to vary but  
28 the high levels of variance these predict in both our dependent variables suggests they  
29 might be useful for all firms to consider in their communication promotion of employer  
30 image to existing employees.  
31  
32  
33  
34  
35  
36  
37  
38

## 39 Discussion and Conclusions

### 40 Summary of findings

41 We proposed and tested 5 hypotheses, most of which were fully supported by our data,  
42  
43  
44  
45  
46 Table 10.

47 **Take in Table 10 here**

48  
49 Our base model tested the idea that employer imagery influences employee satisfaction and  
50 employee engagement. Our data showed strongly significant relationships for both Warmth  
51 (e.g. honest and trustworthy) and Competence (e.g. reliable and effective). The stereotype  
52  
53  
54

1  
2  
3  
4  
5  
6  
7 content model argues that Warmth evaluations take primacy over those for Competence  
8  
9 (Cuddy, et al., 2008). ~~But~~ both dimensions proved important in predicting both outcomes,  
10  
11 ~~but~~ ~~However~~ Warmth proved to be the more important of the two dimensions, a view also  
12  
13 compatible with work on corporate branding where the similar dimension labelled as  
14  
15 'Agreeableness' predicts the largest share of employee satisfaction (Davies, et al.,2002).  
16  
17

18  
19 Our baseline model shows very high  $R^2$  levels in predicting Engagement and we were careful  
20  
21 to minimise common methods variance, which can often explain some of such effects. For  
22  
23 example the  $R^2$  from a combination of Competence and Satisfaction was 0.60 and for a  
24  
25 similar combination of Warmth and Satisfaction 0.55. For the image variables alone, the  
26  
27 figures were 0.55 for Warmth and 0.49 for Competence. Clearly managing employer brand  
28  
29 image can contribute both positively and substantially to Engagement and could be a way to  
30  
31 mitigate other influences.  
32  
33  
34

35 We tested the potential impact of various types of employee related variables on the  
36 relationships between employer image and the two outcome variables. We found significant  
37 effects for age, overall experience, whether the employee's role involved customer contact  
38 and for gender, but not for or experience with the current employer. The effects on the  
39 relationships governed by Warmth and Competence differed and the influence of Warmth  
40 over the two outcomes proved more sensitive to differences in respondent type and role.  
41 The practical consequences of this are that different groups within the workplace can be  
42 expected to react differently to the same initiatives aimed at promoting the employer  
43 brand.  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55

### Implications for theory and research

~~O~~However our work shows that older employees and male employees can be expected to react more positively in terms of their satisfaction and engagement to improvements in how Warm and/or Competent the employer brand is perceived to be, demonstrating that the idea of segmentation, already argued to be relevant to employer branding to potential employees (Moroko and Uncles, 2009), is also highly relevant to the context of existing employees. As younger and/or female employees reported lower Satisfaction and Engagement, the practical challenges implied are that such groups might currently need a greater focus in the workplace. One purpose of employer branding is to create a coherent culture within the organisation (Backhaus and Tikoo, 2004) but our findings suggest that the employer brand might be presented differentially to specific groups to counter differences in how they react to the same imagery and to counter any fundamental differences in their basic levels of engagement.

The effects we found from employee related variables were often complex. For example the effect of Age interacting with Competence on engagement was negative, while the same effect with Warmth was positive. Engagement levels were higher for those aged 55+ than for younger workers, although their respective Satisfaction levels did not differ and Age effects were most marked in our data in explaining affective Engagement. This picture is compatible with some prior work that suggests that job satisfaction increases with age (Klassen et al., 2010) but not with that which sees the relationship as a U shaped curve, with job satisfaction declining in one's early years, before it increases (Clark, et al., 1996). From our work, the influence of employer image clearly differs with age, although the mechanism for doing so is complex. Younger employees reported lower Engagement, particularly

1  
2  
3  
4  
5  
6  
7 intellectual engagement. There is little in the literature as to how to engage such  
8 employees, other than rather folksy advice to employers to make their workplace more  
9 'cool' (Ferri-Reed, 2010). There is far more published work about engaging older  
10 employees (e.g. Kordbacheh, et al., 2014). Our work suggests a need to focus more on the  
11 younger employee.

12  
13  
14  
15  
16  
17  
18  
19 Gender proved important as a moderator for the influence of the Warmth aspect of the  
20 employer brand, and female respondents reported lower levels of Engagement. The gender  
21 differences in Engagement were also significant in our Competence survey data and were  
22 particularly marked for the two facets of social and affective Engagement. Given the  
23 current debate around equality at work, this finding is worrying. One possible explanation,  
24 from the existing literature, is that a woman's engagement might be divided between work  
25 and home (Kong, 2009). Another is that the construct of engagement is gendered and that it  
26 is easier for male workers to demonstrate 'engagement' (Banihani et al., 2013).

27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37 At issue then is whether our findings on gender effects might be due to the lack of gender  
38 neutrality in how we measured Engagement. If however our findings are valid, in that  
39 female employees are genuinely less engaged, then this has implications for the debate on  
40 equality in employment, an issue well beyond the scope of our paper. However, within the  
41 context of our work, For example Brammer et al., (2007) found support for their hypothesis  
42 that the relationship between CSR and employee commitment was stronger for females,  
43 suggesting one opportunity for gender-specific employer image building that might counter  
44 any gender specific differences in engagement .



1  
2  
3  
4  
5  
6  
7 Prior work has tended to assess the relative effect of different dimensions of brand image  
8 on outcomes such as Satisfaction by including multiple dimensions in the same regression  
9 and measuring them in the same survey instrument. The ability of one dimension to explain  
10 more variance in the target variable, in such a context, has been used to imply that one  
11 dimension is far more important than another (Slaughter, et al., 2004; Davies, 2008). Here  
12 we tested two dimensions independently and often found similar levels of effect, suggesting  
13 that both can be used to manage and influence engagement. However our data also show  
14 that promoting warmth will have the greater effect.

#### 25 Implications for practice

26  
27 The base model provides an understanding of how employer imagery can be used to  
28 support the development of Engagement, directly or via Satisfaction. As some employee  
29 specific variables totally moderated the direct influence of employer brand imagery on  
30 Engagement, the indirect effect of brand image via Satisfaction is important to consider  
31 both theoretically and practically. The implication is that an improvement in Engagement is  
32 often mainly, or only, via an improvement in Satisfaction. Most organisations undertake  
33 regular reviews of employee satisfaction, but how many include questions about how much  
34 their employees trust them or see them as competent? Such attitudes are antecedents of  
35 both Satisfaction and Engagement and should be monitored regularly. The items that  
36 proved most salient in our work and the questions they imply, are whether the employer is  
37 seen as 'reliable', 'sincere', 'concerned' and 'straightforward' and these could be easily  
38 incorporated into an employee satisfaction survey.  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3  
4  
5  
6  
7 Our work has focussed on the attitudes of existing employees and how the employer brand  
8 can be used to enhance satisfaction and engagement. Another option for practitioners is to  
9 use the employer brand to attract employees who are more likely to be positively  
10 influenced, once they join, by the current internal view of the brand. This in turn emphasises  
11 the need to align the internal and external promotion of the corporate brand (Hatch and  
12 Schultz, 2001).

13  
14  
15  
16  
17  
18  
19  
20  
21 Another practical issue allied to our work concerns who is responsible for employer  
22 branding in organisations. The same corporate brand can and will influence all stakeholders.  
23 In companies where the corporate brand is masked by the strength of individual product  
24 brands, the responsibility for brand management is clearly divided between product and  
25 corporate branding. In such contexts, brand marketing may not recognise any responsibility  
26 for employer branding. But do many human resource management (HRM) functions both  
27 recognise and accept responsibility either? Alternatively do those responsible for the  
28 customer-facing aspects of branding recognise a role in employer branding?

### 39 **Implications for future work**

40  
41 There are case examples of the HRM role promoting employer branding internally (e.g.  
42 Sartain, 2005), but we lack a wider picture. The corporate brand is, arguably, fundamentally  
43 the same for both customers and employees. Employees will certainly be conscious of the  
44 imagery being promoted to customers and may well be customers themselves. Research is  
45 needed into how best to manage the customer and employee aspects of the corporate  
46 brand simultaneously and what it means to do so.

Prior work has tended to assess the relative effect of different dimensions of brand image on outcomes such as Satisfaction by including multiple dimensions in the same regression. The ability of one dimension to explain more variance in the target variable in such a context has been used to imply that one dimension is far more important than another (Slaughter, et al., 2004; Davies, 2008). Here we tested two dimensions independently and often found similar levels of effect, suggesting that both can be used to manage and influence engagement. However our data also show that promoting warmth will have the greater effect.

We tested the potential impact of various types of employee related variables on the relationships between employer image and the two outcome variables. We found significant effects for age, overall experience, whether the employee's role involved customer contact and for gender, but not for or experience with the current employer. The effects on the relationships governed by Warmth and Competence differed and the influence of Warmth over the two outcomes proved more sensitive to differences in respondent type and role. The practical consequences of this are that different groups within the workplace can be expected to react differently to the same initiatives aimed at promoting the employer brand.

The effect of employee Age differed depending upon whether Warmth or Competence were being considered. For example the effect of Age interacting with Competence on engagement was negative while the same effect with Warmth was positive. Engagement levels were higher for those aged 55+ than for younger workers although the respective Satisfaction levels did not differ. The Age effects are most marked in our data in explaining

1  
2  
3  
4  
5  
6  
7 affective Engagement. This picture is compatible with some prior work that suggests that  
8 job satisfaction increases with age (Klassen et al., 2010) but not with that which sees the  
9 relationship as a U shaped curve, with job satisfaction declining in one's early years before it  
10 increases (Clark, et al., 1996). From our work, the influence of employer image clearly differs  
11 with age, although the mechanism for doing so is complex. Younger employees reported  
12 lower Engagement, particularly intellectual engagement. There is little in the literature as to  
13 how to engage such employees, other than rather folksy advice to employers to make their  
14 workplace more 'cool' (Ferri-Reed, 2010). There is far more published work about engaging  
15 older employees (e.g. Kordbacheh, et al., 2014).

16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27 Gender proved important as a moderator for the influence of the Warmth aspect of the  
28 employer brand, and female respondents reported lower levels of Engagement. The  
29 differences in Engagement were also significant in our Competence survey data and were  
30 particularly marked for the two facets of social and affective Engagement. Given the  
31 current debate around equality at work, this finding is worrying. One possible explanation,  
32 from the existing literature, is that a woman's engagement might be divided between work  
33 and home (Kong, 2009). Another is that the construct of engagement is gendered and that it  
34 is easier for male workers to demonstrate 'engagement' (Banihani et al., 2013).

35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45 At issue then is whether our findings on gender effects might be due to the lack of gender  
46 neutrality in how we measured Engagement. If however our findings are valid, in that  
47 female employees are less engaged, then this has implications for the debate on equality in  
48 employment, an issue well beyond the scope of our paper. Our sample size is too small to  
49 measure the national picture but future research could also usefully examine how  
50  
51  
52  
53  
54

1  
2  
3  
4  
5  
6  
7 employees might be differentially influenced by ~~employee~~gender-specific employer  
8 branding initiatives, such as CSR which we mentioned earlier. In our study for example  
9  
10 women and men reported similar levels for Warmth but men reported higher average  
11  
12 values for Competence, implying that one way to enhance the engagement of female  
13  
14 employees is to offer targeted evidence of Competence in internal marketing. There were  
15  
16 no significant differences on any individual items to guide us further and future work is  
17  
18 needed to identify why the genders differ.  
19

20  
21  
22  
23 We considered only two aspects of employer image, citing the stereotype content model to  
24  
25 justify our choice. The effects we identified sometimes differed by the dimension we  
26  
27 considered and further work might identify ~~further~~ different issues if ~~it consider~~we had  
28  
29 ~~considered~~s other, for example, more negative aspects of employer image.  
30

31  
32  
33 Employee engagement has become a popular concept in a number of literatures. Prior  
34  
35 research has found a large number of factors that can influence engagement (see the  
36  
37 reviews of Robertson-Smith and Marwick, 2009 and Gibbons, 2006), but we could find no  
38  
39 other empirical study of the role of the employer brand in promoting engagement. Given  
40  
41 the high level of explanation of engagement by employer brand image in our study, this  
42  
43 represents a significant gap in the literature.  
44

45  
46  
47  
48 ~~The employee effects we found are complex but emphasise that a workforce is unlikely to~~  
49  
50 ~~be homogenous in terms of its reaction to employer branding, and will consist of groups~~  
51  
52 ~~who not only might hold different views of the employer brand but who react differently to~~  
53  
54

changes in the same image dimensions. Just as customers can be usefully divided into different segments, the internal audience represented by employees might be similarly segmented. We have identified aspects of Warmth and Competence that appear universally useful in promoting Satisfaction and Engagement but how these are best presented and communicated to different groups is, from our work, highly likely to vary. Research is needed as to the best ways to promote the employer brand to existing employees as a whole but also to find ways to target different groups effectively. For example Brammer et al., (2007) found support for their hypothesis that the relationship between CSR and employee commitment was stronger for females, suggesting one opportunity for gender-specific employer image building.

Employee engagement has become a popular concept in a number of literatures. Prior research has found a large number of factors that can influence engagement (see the reviews of Robertson-Smith and Marwick, 2009 and Gibbons, 2006), but we could find no other empirical study of the role of the employer brand in promoting engagement. Given the high level of explanation of engagement by employer brand image in our study, this represents a significant gap in the literature.

While we have considered demographic influences on the way engagement is created, we have not considered any psychographic influences. Prior work suggests that the personality of the employee can influence their engagement (Robinson, et al., 2007). It would be useful to consider personality and other psychographic variables as potential moderators in our base model.

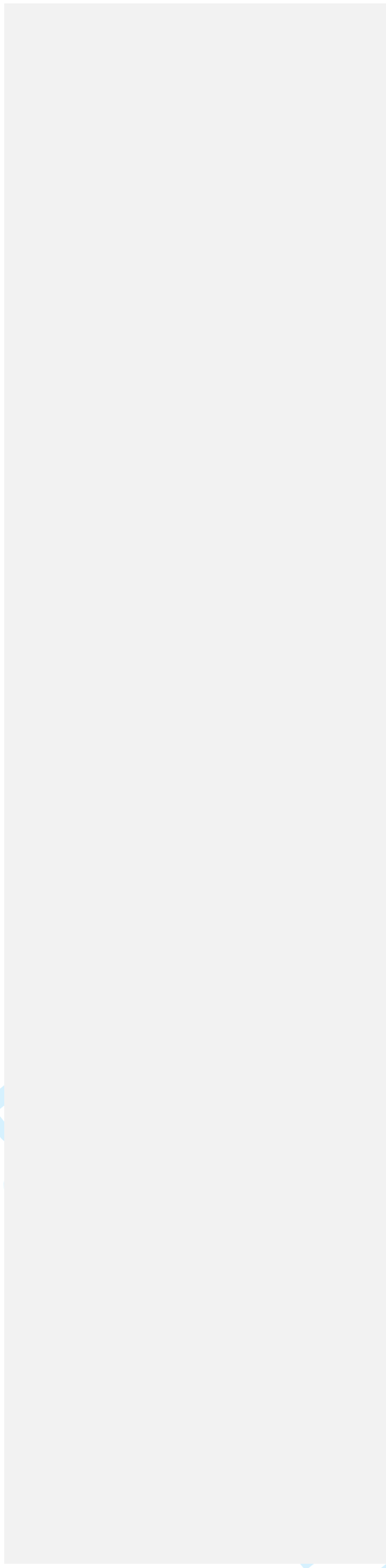
1  
2  
3  
4  
5  
6  
7 Our work has focussed on the attitudes of existing employees and how the employer brand  
8 can be used to enhance satisfaction and engagement. Another option for practitioners is to  
9 use the employer brand to attract employees who are more likely to be positively  
10 influenced, once they join, by the current internal view of the brand. This in turn emphasises  
11 the need to align the internal and external promotion of the brand (Hatch and Schultz,  
12 2001).

13  
14  
15  
16  
17  
18  
19  
20  
21 Another practical issue allied to our work concerns the responsibility for employer branding  
22 in organisations. The same corporate brand can and will influence all stakeholders. In  
23 companies where the corporate brand is masked by the strength of individual product  
24 brands, the responsibility for brand management is clearly divided between product and  
25 corporate branding. In such contexts brand marketing may not recognise a responsibility for  
26 employer branding. But does the human resource management (HRM) function both  
27 recognise and accept responsibility either here or in general? Alternatively do those  
28 responsible for the customer-facing aspects of branding recognise a role in employer  
29 branding? There are case examples of HRM promoting employer branding internally (e.g.  
30 Sartain, 2005), but we lack a wider picture. The corporate brand is, arguably, fundamentally  
31 the same for both customers and employees. Employees will certainly be conscious of the  
32 imagery being promoted to customers and may well be customers themselves. Research is  
33 needed into how best to manage the customer and employee aspects of the corporate  
34 brand simultaneously and what it means to do so.

35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51 We considered only two aspects of employer image, citing the stereotype content model to  
52 justify our choice. The effects we identified sometimes differed by the dimension we  
53

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

~~considered and further work might identify different issues if we had considered for  
example more negative aspects of employer image.~~





## References

Aaker, J. L. (1997), "Dimensions of Brand Personality", *Journal of Marketing Research*, Vol. 34, pp. 347-356

Aaker, J., Vohs, K. D., and Mogilner, C. (2010), "Nonprofits are seen as warm and for-profits as competent: Firm stereotypes matter", *Journal of Consumer Research*, Vol. 37 No.2, pp. 224-237.

Anitha, J. and Madhavkumar, V., (2012), "A study on the impact of personality characteristics on employer attractiveness", *Journal of Contemporary Research in Management*, Vol. 7 No. 3, pp.11-19.

[Backhaus, K., and Tikoo, S. \(2004\), "Conceptualizing and researching employer branding", \*Career Development International\*, Vol. 9 No. 5, pp. 501-517.](#)

Banihani, M., Lewis, P., and Syed, J. (2013), "Is work engagement gendered?", *Gender in Management: An International Journal*, Vol. 28 No. 7, pp. 400-423.

Barrow, S., and Mosley, R. (2005), *The employer brand, bring the best of brand management to people at work*, Wiley: London.

Billett, S. and Smith, A. (2003), "Compliance, engagement and commitment: Increasing employer expenditure in training", *Journal of Vocational Education and Training*, Vol. 5 No.3, pp. 281-300.

Brammer, S., Millington, A., and Rayton, B. (2007), "The contribution of corporate social responsibility to organizational commitment", *The International Journal of Human Resource Management*, Vol. 18 No. 10, pp.1701-1719.

Cable, D. M., and Turban, D. B. (2001), "Establishing the dimensions sources and value of job seekers employer knowledge during recruitment", *Research in Personnel and Human Resources Management*, Vol. 20, pp. 115-164.

Cuddy, A. J., Fiske, S. T., and Glick, P. (2008), "Warmth and competence as universal dimensions of social perception: The stereotype content model and the BIAS map", *Advances in Experimental Social Psychology*, Vol.40, pp.61-149.

Clark, A., Oswald, A., and Warr, P. (1996), "Is job satisfaction U-shaped in age?", *Journal of Occupational and Organizational Psychology*, Vol. 69 No. 1, pp. 57-81.

Davies, G. (2008), "Employer branding and its influence on managers", *European Journal of Marketing*, Vol. 42 No. 5/6, pp. 667-681.

Davies, G., Chun, R., and Kamins, M. A. (2010), "Reputation gaps and the performance of service organizations", *Strategic Management Journal*, Vol. 31 No. 5, pp. 530-546.

1  
2  
3  
4  
5  
6  
7 Davies, G., Chun, R., da Silva, R.V. and Roper, S. (2002), *Corporate Reputation and Competitiveness*, Routledge, London.

8  
9  
10 [Edwards, M. R. \(2009\), "An integrative review of employer branding and OB theory", \*Personnel Review\*, Vol. 39 No.1, pp. 5-23.](#)

11  
12  
13 Ferri-Reed, J. (2010), "The keys to engaging millennials", *The Journal for Quality and Participation*, Vol. 33 No.1, pp.31-33.

14  
15  
16 Fiske, S.T., Cuddy A. J. C. and Glick, P. (2006), "Universal dimensions of social cognition: warmth and competence", *Trends in Cognitive Science*, Vol. 11 No.2, pp. 77-83

17  
18  
19 Fiske, S. T., Cuddy, A. J. C., Glick, P., and Xu, J. (2002), "A model of (often mixed) stereotype content: competence and warmth respectively follow from perceived status and competition", *Journal of Personality and Social Psychology*, Vol. 82 No. 6, pp. 878–902.

20  
21  
22 Geuens, M., Weijters, B. and de Wulf, K (2009), "A new measure of brand personality", *International Journal of Research in Marketing*, Vol. 26, pp.97-107.

23  
24  
25  
26 Gibbons, J. (2006), *Employee Engagement: A Review of Current Research and Its Implications*, The Conference Board, New York, NY, pp. 1-21.

27  
28  
29 Grizzle, J. W., Zablah, A. R., Brown, T. J., Mowen, J. C., & Lee, J. M. (2009), "Employee customer orientation in context: how the environment moderates the influence of customer orientation on performance outcomes", *Journal of Applied Psychology*, Vol. 94 No. 5, pp. 1227-1242.

30  
31  
32  
33  
34 Gultekin, E. (2011). "What's the value of your Employment Brand?" LinkedIn Talent, retrieved from <https://business.linkedin.com/talent-solutions/blog/2011/12/whats-the-value-of-your-employment-brand> (accessed 12 November 2016)

35  
36  
37  
38  
39 Harter, J. K., Schmidt, F. L., and Hayes, T. L. (2002), "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis", *Journal of Applied Psychology*, Vol. 87 No. 2, pp. 268-279.

40  
41  
42  
43 Hatch, M.J. and Schultz, M. (2001), "Are the strategic stars aligned for your corporate brand?" *Harvard Business Review*, Vol. 79 No.2, pp.128-13.

44  
45  
46  
47  
48  
49 Hayes, A. F. (2012), "PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modelling" [White paper]. Retrieved from <http://www.afhayes.com/public/process2012.pdf>. 12 November 2016. [Models 4 and 15.](#)

50  
51  
52  
53 Ito, K.J., M. Brotheridge, C., & McFarland, K. (2013), "Examining how preferences for employer branding attributes differ from entry to exit and how they relate to commitment, satisfaction, and retention", *Career Development International*, Vol 18 No.7, pp. 732-752.

1  
2  
3  
4  
5  
6  
7 James, J. B., McKechnie, S., and Swanberg, J. (2011), "Predicting employee engagement in  
8 an age-diverse retail workforce", *Journal of Organizational Behavior*, Vol. 32 No.2, pp.173-  
9 196.

10  
11 King, C., and Grace, D. (2012). Examining the antecedents of positive employee brand-  
12 related attitudes and behaviours. *European Journal of Marketing*, Vol. 46 No. 3/4, pp. 469-  
13 488.

14  
15 Klassen, R. M., and Chiu, M. M. (2010), "Effects on teachers' self-efficacy and job  
16 satisfaction: Teacher gender, years of experience, and job stress", *Journal of Educational*  
17 *Psychology*, Vol. 102 No. 3, pp. 741-756.

18  
19 Kong, Y. (2009), "A study on the job engagement of company employees." *International*  
20 *Journal of Psychological Studies*, Vol. 1 No.2, pp. 65-68.

21  
22 Kordbacheh, N., Shultz, K.S. and Olson, D.A. (2014), "Engaging mid and late career  
23 employees: The relationship between age and employee engagement, intrinsic motivation,  
24 and meaningfulness", *Journal of Organizational Psychology*, Vol. 14 No. 1, pp.11-25.

25  
26 Kunerth, B., and Mosley, R. (2011), "Applying employer brand management to employee  
27 engagement". *Strategic HR Review*, Vol. 10 No.3, pp. 19-26.

28  
29 Lievens, F., and Highhouse, S. (2003), "The relation of instrumental and symbolic attributes  
30 to a company's attractiveness as an employer", *Personnel Psychology*, Vol. 56 No.1, pp.75-  
31 102.

32  
33 Lievens, F., and Slaughter, J. E. (2016), "Employer image and employer branding: What we  
34 know and what we need to know", *Annual Review of Organizational Psychology and*  
35 *Organizational Behavior*, Vol. 3, pp.407-440.

36  
37 Macey, W. H., and Schneider, B. (2008), "The meaning of employee engagement", *Industrial*  
38 *and Organizational Psychology*, Vol. 1 No.1, pp.3-30.

39  
40 [Moroko, L., & Uncles, M. D. \(2009\), "Employer branding and market segmentation", \*Journal\*](#)  
41 [\*of Brand Management\*, Vol. 17 No. 3, pp. 181-196.](#)

42  
43  
44 Mosley, R. W. (2007), "Customer experience, organisational culture and the employer  
45 brand", *Journal of Brand Management*, Vol. 15 No. 2, pp. 123-134

46  
47 [Mosley, R. \(2014\) "Employer brand management: Practical lessons from the world's leading](#)  
48 [employers". John Wiley & Sons, Chichester, UK.](#)

49  
50 Priyadarshi, P. (2011), "Employer brand image as predictor of employee satisfaction,  
51 affective commitment and turnover", *Indian Journal of Industrial Relations*, Vol. 46 No. 3,  
52 pp. 510-522.

- 1  
2  
3  
4  
5  
6  
7 Rampf, L.V., and Kenning, P. (2014), "Employer brand trust and affect: linking brand  
8 personality to employer brand attractiveness," *European Journal of Marketing*, Vol. 48  
9 No.1/2, pp. 218-236.
- 10  
11 Robertson-Smith G. and Marwick, C. (2009), *Employee Engagement A Review of Current*  
12 *Thinking*, Report No.469, Brighton, Institute for Employment Studies.
- 13  
14 Robinson D., Hooker H. and Hayday S. (2007), *Engagement: The Continuing Story*, Report  
15 No.447, Brighton, Institute for Employment Studies.
- 16  
17 Saks, A. M. (2006), "Antecedents and consequences of employee engagement", *Journal of*  
18 *Managerial Psychology*, Vol. 21 No.7, pp. 600-619.
- 19  
20 Sartain, L. (2005), "Branding from the inside out at Yahoo!: HR's role as brand  
21 builder", *Human Resource Management*, Vol. 44 No.1, pp.89-93.
- 22  
23 Schaufeli, W. B., Bakker, A. B., and Salanova, M. (2006), "The measurement of work  
24 engagement with a short questionnaire a cross-national study", *Educational and*  
25 *Psychological Measurement*, Vol 66 No.4, pp.701-716.
- 26  
27 Schlager, T., Bodderas, M., Maas, P. and Luc Cachelin, J. (2011), "The influence of the  
28 employer brand on employee attitudes relevant for service branding: an empirical  
29 investigation", *Journal of Services Marketing*, Vol. 25 No.7, pp.497-508.
- 30  
31 Slaughter, J. E., Zickar, M. J., Highhouse, S., and Mohr, D. C. (2004), "Personality trait  
32 inferences about organizations: development of a measure and assessment of construct  
33 validity", *Journal of Applied Psychology*, Vol. 89 No. 1, pp. 85-103.
- 34  
35 Sloane, P. J., and Williams, H. (2000), "Job satisfaction, comparison earnings, and  
36 gender", *Labour*, Vol. 14 No.3, pp.473-502.
- 37  
38 Soane, E., Truss, K., Alfes, K., Shantz, A., Rees. C., and Gatenby, M. (2012), "Development  
39 and application of a new measure of employee engagement: the ISA Engagement Scale",  
40 *Human Resource Development International*, Vol. 15 No. 5, pp. 529-547.
- 41  
42 Sousa-Poza, A. and Sousa-Poza, A.A. (2003), "Gender differences in job satisfaction in Great  
43 Britain, 1991–2000: permanent or transitory?", *Applied Economics Letters*, Vol. 10 No.11,  
44 pp.691-694.
- 45  
46 Sparrow, P., and Otake, L. (2015), "Employee Branding: From attraction to a core HR  
47 Strategy", *White Paper. Lancaster University: Management School*.
- 48  
49 Stoeber, J., Townley, J., and Davis, C.R. (2013) *Comparing two work-engagement scales:*  
50 *Relationships with job satisfaction, organizational commitment, and workaholism* (Research  
51 report, 7 April 2013). School of Psychology, University of Kent.
- 52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3  
4  
5  
6  
7 Theurer, C. P., Tumasjan, A., Welp, I. M., and Lievens, F. (2016), "Employer Branding: A  
8 Brand Equity-based literature review and research agenda". *International Journal of*  
9 *Management Reviews*. doi:10.1111/ijmr.12121  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

**Appendix 1**

Measures of Warmth: The organisation I work for is a *friendly* organisation. In addition to 'friendly' we included: honest, sincere, straightforward, pleasant, trustworthy, reassuring, supportive, agreeable, concerned, socially responsible, ethical, cheerful, warm, open.

Measures of Competence: The organisation I work for is a *reliable* organisation. In addition to 'reliable' we included: secure, hardworking, ambitious, achievement oriented, leading, technical, corporate, effective, efficient, competent, successful, strong, intelligent.

Sources: Davies et al (2002) Aaker, Vohs and Mogilner (2010).

**Reliability analysis**

<b><u>Measure</u></b>	<b><u>Cronbach Alpha</u></b>
<u>Warmth</u>	<u>.98</u>
<u>Satisfaction (warmth survey)</u>	<u>.97</u>
<u>Engagement (warmth survey)</u>	<u>.95</u>
<u>Competence</u>	<u>.96</u>
<u>Satisfaction (competence survey)</u>	<u>.95</u>
<u>Engagement (competence survey)</u>	<u>.94</u>

## Tables and Figures

Model and Dimension	Image coefficient.	Satisfaction coefficient.	Equation R <sup>2</sup>	Equation significance (p)
1 Competence	0.821 p<.001	N/A	0.51	<.001
2	0.346 p<.001	0.431 p<.001	0.60	<.001
1 Warmth	0.932 p<.001	N/A	0.77	<.001
2	0.442 p<.001	0.364 p<.001	0.55	<.001

Table (1) Tests of Base Line model for both Image dimensions

Survey	25 or under	26-35	36-45	46-55	56-65	Over 65
Warmth	6.3	28.8	20.7	23.4	18.9	1.8
Competence	3.7	30.8	28.0	23.4	13.1	9.0

Table (2) Age profile of each sample

Image Dimension	Image coeff.	Age coeff.	Age x Image coeff.	Satisfaction. Coeff.	Age x Satisfaction Coeff.	Equation R <sup>2</sup>	Equation sig. (p)
Competence	0.97 p=.005	0.05 p=0.27	-0.19 p=0.016	0.22 p=0.34	0.072 p=0.28	0.63	<.001
Warmth	-0.42 p=.19	0.19 p<.001	0.27 p=.005	1.56 p<.001	-0.36 p<.001	0.68	<.001

Table (3) The Moderating Effect of Employee Age on our Base Model

Image Dimension	Image coeff.	Gender coeff.	Gender x Image coeff.	Satisfaction coeff.	Gender x Satisfaction coeff.	Equation R <sup>2</sup>	Equation sig. (p)
Warmth	-0.20 p = .62	-2.49 p= 0.14	0.37 p= .17	1.34 p=0.001	-0.66 p=0.009	0.61	<.001

Table (4) The Moderating Effect of Gender on one Base Model

Question	Mean response: males	Mean response: females	Significance of difference (2 tailed)
I share the same work values as my colleagues	5.14	4.51	.026
I share the same work goals as my colleagues	5.20	4.37	.005
I share the same work attitudes as my colleagues	5.07	4.39	.013
I feel energetic in my work	4.96	4.15	.013
I am enthusiastic in my work	5.07	4.29	.013

**Table (5) Gender Differences on Engagement items**

Image Dimension	Image coeff.	Exper. coeff.	Exper. x Image coeff.	Satisfaction. coeff.	Exper. x Satisfaction coeff.	Equation R <sup>2</sup>	Equation sig. (p)
Competence	1.20 p=.0005	0.027 p=0.523	-0.17 p=0.010	0.113 p=0.73	0.070 p=0.26	0.65	<.001
Warmth	0.11 p=.82	0.184 p=.0001	0.27 p=.005	1.41 P=.0009	0.076 p=.41	0.76	<.001

**Table (6) The Moderating Effect of Work Experience on our Base Model**

Image Dimension	Image coeff.	Contact coeff.	Contact x Image coeff.	Satisfaction coeff.	Contact x Satisfaction coeff.	Equation R <sup>2</sup>	Equation sig. (p)
Warmth	1.16 p = .005	-0.240 p= 0.124	-0.56 p= .045	-0.50 p=0.19	0.626 p=0.016	0.59	<.001

**Table (7) The Moderating Effect of Having Customer Contact on one Base Model**

Trait	Mean response: customer contact	Mean response: no customer contact	Significance of difference (2 tailed)
supportive	3.82	3.60	.002
trustworthy	3.72	3.15	.005
agreeable	3.56	2.85	.003
open	3.53	2.82	.003
socially responsible	3.64	3.12	.003

**Table (8) Differences on Warmth traits between those with Customer Contact and those without**



Image Dimension	Image coeff.	Age coeff.	Age. x Image coeff.	Satisfaction. coeff.	Age x Satisfaction coeff.	Equation R <sup>2</sup>	Equation sig. (p)
Intellectual	-0.60 p=0.17	0.200 p=.0019	0.22 p=.08	1.40 p=.001	-0.33 p= .006	.31	<.000
Social	-0.12 p=0.76	0.21 p=.0004	0.207 p=.078	1.36 p=.0005	-0.358 p=.0012	.52	<.000
Affective	-0.35 p=0.27	0.089 p=0.051	0.258 p=.0064	1.27 p<.001	-0.255 p=.0036	.72	<.000

**Table (9) The Moderating Effect of Age on our Base Model for Warmth to Predict Engagement Facets**

Hypothesis	
<b>H1a</b> <i>The more positive employee views are of their employer's image, the greater their satisfaction</i>	Fully Supported
<b>H1b</b> <i>The more positive employee views are of their employer's image, the greater their engagement.</i>	Fully Supported
<b>H2</b> <i>The greater is employee satisfaction, the greater their engagement</i>	Fully Supported
<b>H3</b> <i>The effects of employee views of their employer's image on their engagement are mediated by their satisfaction.</i>	Fully Supported
<b>H4</b> <i>The effects of employer image will vary with the dimension of brand image</i>	Somewhat supported in that some effects were similar while others differed
<b>H5</b> <i>The relationships between employer image and both employee satisfaction and engagement can be influenced by employee specific factors.</i>	Supported for some employee factors and more generally for Warmth than for Competence

**Table (10) A Summary of Hypotheses**

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Figure (1) Base line model of Employer Branding Effect

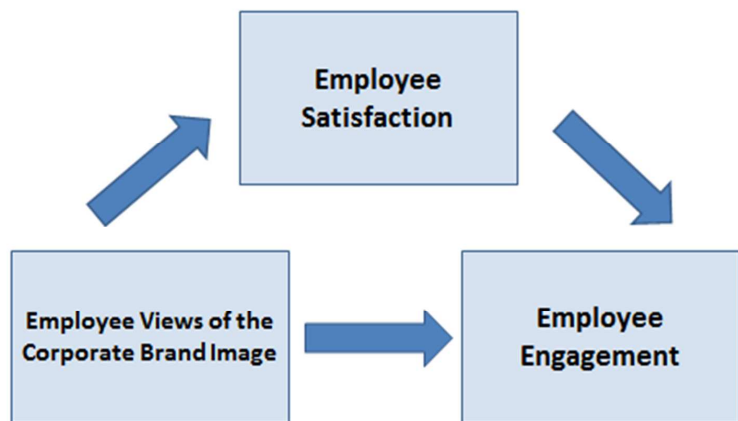


Figure (2) Moderated mediation model to test the influence of employee variables on the base model

