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The effect of employer brand on employee job satisfaction of Telecommunication sector in Sri Lanka

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ABSTRACT

Satisfied employees are the most important factor to the organization to better keep engaged, involved and trusted workforce for the long period of time. Satisfaction can lead to the organization by translating satisfied employees to satisfied customers, reducing employee turnover, increasing the productivity, and dramatically reduce the cost of the organization. In order to retain the satisfied employees every organization needs to consider about their brand name. The research aims to find the impact of employer brand on job satisfaction of employees in the telecommunication sector in Sri Lanka. In this study the researcher concentrated on six dimensions of employer brand which are Economic Value, Development Value, Social Value, Interest Value, Application Value and Reputation Value. A survey was conducted with two firms under the telecommunication sector. The researcher used SPSS 16.0 to analyse the data. Based on the findings it was found out, that employer brand has significantly impact on job satisfaction. Dimensions such as economic value, development value, social value, interest value, and reputation value are significant and application value is not significant. Policy makers of this sector organizations need to design the brand based on applying knowledge, skills and experience of employees which they learn from the organization to the outside environment in order to keep satisfied workforce and to effectively retain them.

Keywords: employer brand, job satisfaction, Telecommunication Sector

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1. Introduction

As the present economy is most focusing on intellectual base (Barber 1998; Rynes 1991), human resource is considered as the most valuable resource, and it is becoming and more decisive for success of any organization. Therefore, it is important to maintain satisfactory workforce for the effective resource utilization. An organization developed with committed, motivated, talented, skilled, and competent human resources can achieve any challenging goal (Absar & Mahmood, 2011). The success of a firm is entirely dependent upon the way managers are utilizing the capabilities of their human resources (Hosain, 2011).

Employer brand is becoming an increasingly important topic for research (Martin et al., 2011), and practiced in multinational organizations because it plays directly into their corporate reputation (Burke et al., 2011; Martin 2009; Martin & Beaumont 2003), talent management (Barrow & Mosley, 2005) and employee engagement practices (Balain & Sparrow 2009; Scullion & Collings 2011) in organizations. Wilden et al. (2010) believed employer brand in the context of recruitment is the package of psychological, economic, and functional benefits that potential employees associate with employment with a particular company. Employer brand as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm (Mandhanya & Maitri, 2010). Employment brand reflects the image of the company in the eyes of existing and prospective employees about working for the company (Bowes 2008; Ewing et al., 2002; Lloyd 2002; Love & Singh 2011).

Job satisfaction is a job-related attitude which leads the employees towards pleasurable emotional state (Bartolo & Furlonger, 1999), positive reaction with the organization (Feinstein 2002; Oshagbemi 2000). The significance of job satisfaction can be assessed from the fact that it not only influences the efficiency of workers but also impacts job behaviour such as absenteeism, accidents, and work stress and employee turnover (Rajendran & Chandramohan, 2010). This study focuses on employee job satisfaction of Telecommunication sector in Sri Lanka.

Research Problem

Having the best and the most talented employees, is not only important but it is equally important to be able to retain them for long term benefits to both the organisation and its people (Haider et al., 2015). But the retention of employees has become the major problem facing today's organizations (Haider et al., 2015). One company cannot retain all the best employees, but organizations can reduce loss when it retains employees, because employee turnover creates additional costs such as separation benefits to the employee, lost productivity, recruitment costs, training costs, and diminished services as new employees get up to speed (Nair 2009; Self & Dewald 2011). So, it is assumed that retaining employees is very important for organizations. As per this it is right that every organization need to start implementing retention strategies when recruiting the employees.

Employee satisfaction is an excellent predictor of employee retention. When employers give considerable and pleasant work to employees that leads to create satisfied employees and towards employee retention. The improvement of employee satisfaction creates high employee commitment and involvement as well. If employee satisfaction employee commitment, retention also will improve. In turn, higher job satisfaction

generally results in higher levels of employee retention. The employee retention problem is one of the outcomes from less satisfied workforce in organization.

Maxwell (2009) stated every organization has to identify their unique attributes that are most attractive to employees in connection with employer brand strategy with the identity of employees' interest. Wayne (2014) stated that with the help of performance management and human resource development, employer branding enhances employee retention and employee satisfaction. However, there were studies in relation with the impact of employer brand towards the talent attraction and retention, but most of the studies are done in a qualitative manner. Few studies looked employer brand towards talent attraction and retention in other countries, but it cannot be applied to the Sri Lankan context because of the cultural differences. Also, there is a less evidence to prove the relationship between employer brand and employee satisfaction. The telecom sector in Sri Lanka is one of the country's most dynamic sectors, contributing significantly both directly and indirectly to investment, employment, productivity, innovation, and overall economic growth (Kumarasinghe Sirisena, 2016). Also, this is one of the sectors which deals primarily with customers and clients. The sector is highly competitive with equally strong five players fighting for their share of market in Sri Lanka. They are Bharti Airtel Lanka, Dialog Axiata Plc, Etisalat, Hutchison Telecommunications Lanka Private Limited, Sri Lanka Telecom and Mobitel.

The evidence identified that the telecommunication sector faces gradual increase on employee turnover rate over the period of time. The main scenario behind this trend may be that employees may have feel that their service not being valued in the organization properly or less appreciation being divulged for their specific skills. When an employee leaves, the relationships that employee had built for the company are severed, which could lead to potential customer loss. When an employee terminates, the remaining staff may negativity behave because of the additional burden for them. In order to overcome this problem, the sector needs to identify the retention strategies to keep the best talent. This study is conducted to find out to what extend employee satisfaction can be influenced through effective employer brand strategy in the telecommunication sector in Sri Lanka. The problem of employee satisfaction is not only relevant to two firms, but common to all telecommunication sector organizations operating in the country. Based on the above problem the researcher created the following problem statement.

Why are Telecommunication sector related organizations in Sri Lanka facing low job satisfaction?

Research Question

The researcher has identified the following research questions needed to be addressed in this study.

RQ I: - Does employer brand affect employee job satisfaction in telecommunication sector companies in Sri Lanka?

Research Objective

To identify impact of employer brand on employee job satisfaction in the Telecommunication Sector in Sri Lanka.

2. Literature Review

Employer Brand

According to Ambler and Barrow (1996, p. 187), "Employer brand is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". Heilmann (2010) explains Employer brand as a means of attracting new employees and retaining existing employees is gaining popularity, particularly in employment contexts where the unique talents and contributions of employees represent a distinctive competitive advantage for organizations. Backhaus and Tikoo (2004, p. 502) argued that "Employer brand is a differentiation of a firm's characteristics as an employer from those of its competitors, the employment brand highlights the unique aspects of the firm's employment offerings or environment". Some authors focus on the view that employer brand is the sum of company's efforts to existing and potential employees to become the "employer of choice", (Berthon et al., 2005) or a "desirable place to work" (Moroko & Uncles, 2008). Concluding from these definitions' employer brand aims to promote unique benefits and unique employment experience to external and internal employment markets in order to make the employer distinctive to attract and retain people who will thrive best in its culture. The key role of human Resource management is to raise awareness of the employer brand from the company reputation to the routine experience in the workplace.

Employer Brand Results in Job Satisfaction

Hochwarter et al. (1999, p. 299) defined Job satisfaction as "an attitude formed by both contextual variables and factors inherent in the individuals" is a central measure of how well an organization satisfies employees' needs and fulfill their expectations. If organizations succeed in doing this, they increase the likelihood of retaining employees through affective mechanisms. Dizenzo and Greenhaus (2011) in their studies stated that employees who are satisfied with their jobs tend to possess fewer turnover intentions and vice versa. The same study also viewed job satisfaction is a prominent indicator of the desirability of movement, a key integral driver of individuals' inclination to leave or to stay with an employer in nearly all turnover theories. Tanwar and Prasad (2016) found that employer brand acts as a critical predictor of job satisfaction. Dimensions of employer brand such as training and development, reputation, organisation culture and ethics and corporate social responsibility, work-life balance and diversity were found to be critical predictors of job satisfaction. Also, gender is found to have moderating effect on the relationship between employer brand dimensions and job satisfaction.

According to Blau (1964) social exchange theory includes the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others. Based on this social exchange theory is a norm of reciprocity with the mutual expectations; and the employee will return the benefit which they are getting from the organization in a psychological and behavioural way. The application of the social exchange theory and the reciprocity norm to organizations has been supported in previous studies (Eisenberger et al., 1990). Berthon et al. (2005, p.151) state that strong employer brand can reduce costs for acquiring employees by enhancing favourable attitudes among current employees, and, in doing so, also increase employee retention.

Employer Brand Results in Job Satisfaction

Irena and Matuska (2013) linked theoretical consideration and research results addressed to employer branding as a recommended strategy for the modern human resource management. The employer brand aims to influence every touch point of the employment experience by promoting a beneficial employment package in form of pay and benefits, working environment, career management, balanced work life, mental and social satisfaction (Gaddam, 2008). From the employees' point of view, being a member of an organization having a strong employer brand enhances their self-esteem and strengthens their organizational identification (Lievens et al., 2007). It attracts the right kind of candidates with the culture fit and at the same time gives the prospective employees an assurance of the work experience as expected by them (Bhatnagar & Srivastava, 2008).

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Furthermore, job satisfaction improves retention and enables them to cope with change in the work environment (Guest, 2002). Job satisfaction, together with perceived alternatives, is seen as proximate causes of decisions to stay, whereas pay, promotional opportunities, constituent attachments, kinship, and organizational commitment as distal ones (Hausknecht et al., 2009). Tanwar and Prasad (2016) found that employer brand acts as a critical predictor of job satisfaction. Dimensions of employer brand such as training and development, reputation, organisation culture and ethics and corporate social responsibility, work-life balance and diversity were found to be critical predictors of job satisfaction. Also, gender is found to have moderating effect on the relationship between employer brand dimensions and job satisfaction.

Empirical evidence that these two aspects of job satisfaction are indeed distinct predictors of employee turnover was provided by Hausknecht et al. (2009) in their extensive study based on nearly 25,000 employees. In particular, they found that three main forms of job-related satisfaction influence employees' decisions whether to stay with or leave their organizations. In the order of their importance these are: core job-related characteristics satisfaction (i.e., the degree to which employees like their jobs and find it interesting), extrinsic rewards (i.e., the amount of pay and financial benefits) and constituent attachment (i.e., the quality of employees' relations with supervisors and co-workers). The compensation system that an organisation offers to its employees plays an important role in determining the commitment levels of employees and their retention. According to Willis (2001) compensation is one of the crucial issues as far as attracting and keeping talent in organisations is concerned. The fundamental hypothesis is that money influences employee behaviour through shaping their attitudes (Parker & Wright, 2001). According to them

wages influence the attraction and retention of the workforce. Therefore, an organization's compensation strategy should be able to attract the right quality of employees, retain suitable employees and to maintain equity amongst the employees.

One way through which employers can retain the workforce is through offering a good compensation package. Employees are likely to stay in organisations where they believe that their capabilities, contributions and efforts are appreciated (Davies, 2001). A study conducted by Horwitz et al. (2003) also reported that compensation practices is still one of the most popular retention strategies. According to Teseema and Soeters (2006) there is a positive correlation between compensation practices and employee retention, hence their explanation that voluntary turnover is high among those employees who value high monetary rewards as part of their compensation package.

So that the researcher formulates the following hypothesis.

H1: Employer brand has a positive influence on job satisfaction.

Dimensions of Employer Brand

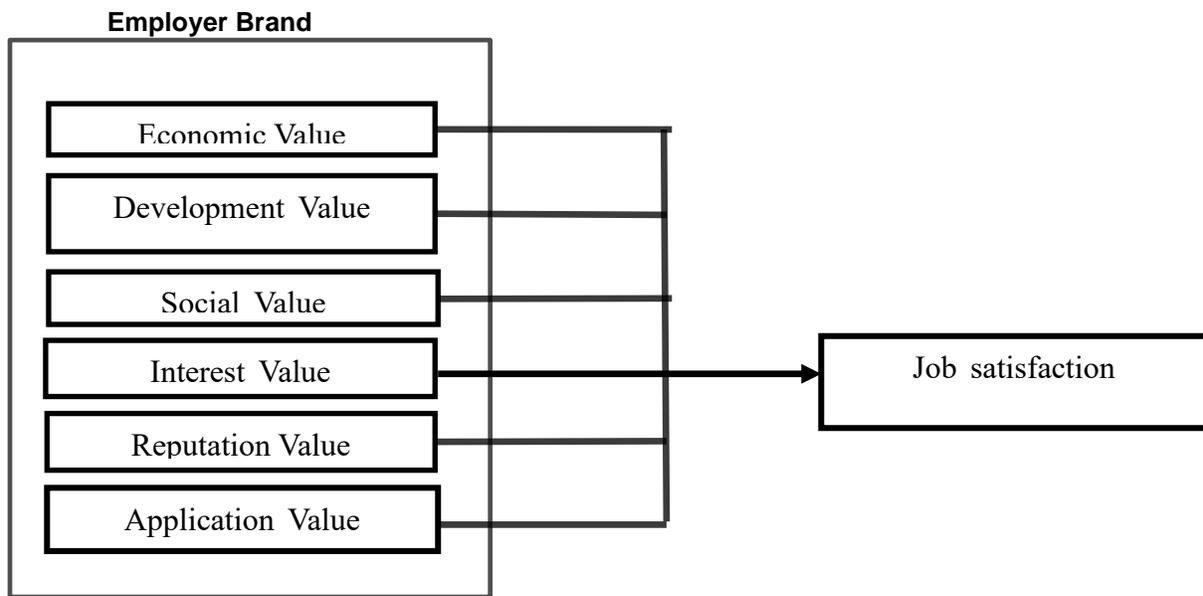
Some researchers measured the employer brand from the perspective of potential applicants (Alniacik. E & Alniacik. U, 2012; Berthon et al., 2005) and others from the perspective of existing employees of an organization (Schlager et al., 2011; Biswas & Suar 2013). Alniacik. E and Alniacik. U. (2012) identified social value, market value, economic value, application value, cooperation value, workplace environment as the dimensions of employer attractiveness. Berthon, et al. (2005) identified there are five dimensions of employer branding which are economic value, development value, social value, interest value and application value. Economic value is to what degree the individual is attracted to an employer that provides the average remuneration as well as the entire compensation package. Developmental value is to what degree employer embraces self-worth, recognition, and confidence, coupled with career-enhancing experiences and a base for possible future employability. Social value is the degree to which potential talent is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere. The dimension includes the factors of Respectful and stimulating work environment, conducive environment and social support. Interest value as to what degree an employee is attracted to an employer that provides an exciting and challenging work environment, has original work practices and makes use of its employees' creativity to produce high-quality yet innovative products and services. Interest value includes the factors of Autonomy, Management, Independence and Egocentricity and challenge within the organization. Application value is the attractiveness of an employer that provides an opportunity for the employee to apply what they learned in the classroom or workplace and the opportunity of teaching others. Berthon et al. (2005) provided five dimensions of employer brand for potential employees' perspective.

But later Schlager et al. (2011) identified economic value, development value, social value similar to Berthon et al. (2005) with two additional values including diversity value and reputation value are the dimensions of employer brand for the current employees' perspectives. Schlager et al. (2011) identified diversity value close similar to interest value identified by Berthon et al. (2005). Schlager et al. (2011) cited reputation value is similar to the dimension of Cable and Turban (2001), describe the employer's reputation as a job seeker's

beliefs about how other people evaluate an employer. Good quality of products, Well-known products, Innovative products, good reputation of the company amongst friends and good brand to have on the resume. For the present study the researcher includes company reputation as the factor of this dimension. Recently Kashyap and Verma (2018) also identified economic value, development value, social value, interest value, application value are dimensions of employer brand which are affect to turnover intentions of existing employees' perspectives. For the current study the researcher has selected Economic value, Development Value, Social Value, Interest Value, Application Value and Reputation Value as the dimensions of employer brand to identify the effect of employer brand on job satisfaction of employees. So, the researcher expands the main hypothesis into the following sub hypothesis.

- H1a: Economic value has a positive influence on job satisfaction.
- H1b: Development Value has a positive influence on job satisfaction.
- H1c: Social Value has a positive influence on job satisfaction.
- H1d: Interest Value has a positive influence on job satisfaction.
- H1e: Application value has a positive influence on job satisfaction.
- H1f: Reputation value has a positive influence on job satisfaction.

Conceptual Framework of the Study



Source: Developed for the research purpose

Figure 1. Conceptual Model

3. Research Design

The present study tends to identify the relationship between employer brand and job satisfaction through a quantitative approach. Unit of analysis of this study was individual employees who are working in the telecommunication sector. This study attempts to identify the impact between variables using descriptive and inferential statistics with the help of SPSS 16.0 version. The researcher planned to use correlation and Regression analysis for finding the relationship and impact between employer brand and job satisfaction. The target population of this research is employees in telecommunication sector in Sri Lanka. There are seven firms functioning under the telecommunication sector in Sri Lanka. Based on the convenience sampling method, the researcher has selected 200 middle and senior level employees in the telecommunication sector in Sri Lanka. The researcher adopted primary and secondary data collection method. The questionnaire was designed in English based on the theoretical framework. The scales are already developed by several researchers after the careful analysis of reliability and validity.

The questionnaire was designed to have three major parts. Out of these three first part consists of the questions regarding personal and demographical information. In part two and three, respondents were asked to rank their opinions on 1-5 Likert scale from strongly disagree to strongly agree. Part two was designed to test employees' perception about the employer's brand using the six dimensions of employer brand such as economic value, development value, social value, interest value, application value and reputation value. Out of these six dimensions of employer brand five were taken from the studies of Berthon et al. (2005) which are economic value, development value, social value, interest value and application value and reputation value taken from the studies of Cable and Turban (2001) as cited by Schlager et al. (2011). Part three of the questionnaire consists of the scale for measuring the job satisfaction of the employees. This part consists of seven questions to measure the job satisfaction of employees. The scale for measuring job satisfaction is taken from the research of Klassen et al. (2010) and Hackman and Oldham (1975) with adding one question which indicates overall satisfaction about the job.

4. Data Analysis

Data was processed by summarizing the questionnaires based on variables and given scales for them, and then input those data for the purpose of analyzing the data. The collected data was analyzed by using SPSS (statistical package for social science) version 16.0 package.

Reliability of the Data

The reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran, 2007). To measure the inter-item consistency, Cronbach's alpha was selected. The Cronbach alpha for employer brand is shown in Table 1.

Table 1: Reliability of the dependent, independent variables

Variable		Cronbach's Alpha	No. of Items
Employer Brand	Economic value	0.854	08
	Development value	0.760	08
	Social value	0.923	13
	Interest value	0.749	14
	Application value	0.753	05
	Reputation value	0.745	05
	Job satisfaction	0.827	08

Source: Survey Data

Cronbach alpha is a measure for the internal consistency of the items that also cover the specific factor. According to Nunnally and Bernsterin (1994) if the Cronbach's alpha is more than 0.7, it shows the internal consistency of the measures is high.

Correlation Analysis of Variables

Pearson's correlation coefficient is a measure of the linear relationship between two variables that have been measured on interval or ratio scales. Table 2 shows the correlation between variables.

Table 2: Correlation analysis of variables

Independent Variable	Dependent Variable	Correlation
Economic Value	Job Satisfaction	0.520**
Development Value		0.758**
Social Value		0.258**
Interest value		0.663**
Application Value		0.051
Reputation Value		0.707**
Employer Brand		0.792**

(Source: Survey data)

Also, the table 2 shows the correlation between independent and dependent variables. All the dimensions of employer brand except application value are positively associated with job satisfaction and significant at 1% level. Pearson correlation for application value and job Satisfaction shows that there is no relationship between application value and job satisfaction and the result shows that the relationship between these two variables is insignificant at 1% level. Overall results exposed that employer brand have very strong positive association between job satisfaction and significant at 1% level.

Hypothesis Testing

Table 3: Regression results of employer Brand & Job Satisfaction

Method	Beta	Sig
Constant	-.532	
Employer brand	1.130	.000
R ²	0.792	
Adjusted R ²	0.627	
Standard Error	0.292	

(Source: Survey data)

Table 3 shows the impact of employer brand on job satisfaction. It indicates that 62.7% of the variation in Job satisfaction is explained by employer brand of Telecommunication Sector in Sri Lanka. It also found that the employer brand has the significant impact on job satisfaction. From the above analysis H1 is supported.

From Table 3, the regression model can be retrieved as follows.

$$\text{Employee job satisfaction} = - 0.532 + 1.13E_b$$

Multiple Regression Analysis

The researcher analyse multiple regression to find the impact on dimensions of employer brand and job satisfaction. The following equation is formulated to find out the significant impact of independent variables on dependent variable.

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4 + bx_5 + bx_6 + e$$

Table 4: Regression results of dimensions of Employer Brand & Job Satisfaction

Method	Beta	Sig
Constant	0.761	
Economic value	0.385	0.000
Development value	0.092	0.034
Social value	-0.236	0.000
Interest value	0.230	0.000
Application value	0.023	0.525
Reputation value	0.253	0.000
R ²	0.679	
Adjusted R ²	0.673	
Standard Error	0.273	

Source: Survey data

Table 4 shows the Adjusted R square is 0.673. It indicates that 67.3 % of variation in Job satisfaction is explained by the dimensions of employer brand of Telecommunication Sector in Sri Lanka. The p value for beta coefficient economic value, social value, interest value and reputation value are .000, each indicates

that these variables are significance at 1% level. The values development value is .034 indicates that this dimension is significant at 5% level. But the p value for beta coefficient of application value is .525 which is not significant. Therefore, hypothesis H1_a, H1_b, H1_c, H1_d, H1_f, H1_f are supported and H1_e is not supported, From Table 4 the regression model can be retrieved as follows.

$$\text{Job satisfaction} = 0.761 + .385\text{Ev} + .092\text{Dv} - 0.236\text{Sv} + 0.230\text{lv} + 0.253\text{Rv}$$

5. Discussion

The current study investigated the impact of employer brand on job satisfaction of employees of Telecommunication sector in Sri Lanka. The findings of the present study confirm that the findings of some earlier studies and conflict with the findings of other studies. Hochwarter et al. (1999) defined Job satisfaction as “an attitude formed by both contextual variables and factors inherent in the individuals” is a central measure of how well an organization satisfies employees’ needs and fulfill their expectations. If organizations succeed in doing this, they increase the likelihood of retaining employees through satisfied workforce. Dizenzo and Greenhaus (2011) in their studies stated that job satisfaction is a prominent indicator of the desirability of movement, a key integral driver of individuals’ inclination to leave or to stay with an employer in nearly all turnover theories. Tanwar and Prasad (2016) found that employer brand acts as a critical predictor of job satisfaction. Also, gender is found to have moderating effect on the relationship between employer brand dimensions and job satisfaction.

Berthon, et al. (2005) identified there are five dimensions of employer brand which are economic value, development value, social value, interest value and application value. Economic value is to what degree the individual is attracted to an employer that provides the average remuneration as well as the entire compensation package. Developmental value is to what degree employer embraces self-worth, recognition, and confidence, coupled with career-enhancing experiences and a base for possible future employability. Social value is the degree to which potential talent is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere. Interest value as to what degree an employee is attracted to an employer that provides an exciting and challenging work environment, has original work practices and makes use of its employees’ creativity to produce high-quality yet innovative products and services. Application value is the attractiveness of an employer that provides an opportunity for the employee to apply what they learned in the classroom or workplace and the opportunity of teaching others. Schlager et al. (2011) cited reputation value is similar to the dimension of Cable and Turban (2001), describe the employer’s reputation as a job seeker’s beliefs about how other people evaluate an employer. Good quality of products, Well-known products, Innovative products, good reputation of the company amongst friends and good brand to have on the resume.

Besides, when breaking down employer brand it was found that there is significant relationship between dimensions of employer brand and job satisfaction. It was supported with some earlier studies (Ash & Bendapudi, 1996; Cable & Graham, 2000; Cable & Turban, 2001; Backhaus & Tikoo, 2004; Judge et al.,

2000; Malka & Chatman, 2003; Saari & Judge, 2004; Schnake et al., 2007; Schlager et al., 2011; Tansky & Cohen, 2001). But the findings not supported in relation with Application value which is not significant even though it has positive relationship. According to the findings of this study, Application value of the Telecommunication Sector does not a significant impact on Job satisfaction of employees in this sector. That means the employees feel that there are no opportunities to apply their knowledge and experiences in anywhere at society. Due to the current pandemic situation, people are started using telecommunication technology to work from home and to avoid unnecessary travelling. So, there is a workload for employees who are in the telecommunication industry. This may be the reason behind that they feel they cannot be able to apply their knowledge and experience in the society. Policy makers of this sector organizations need to design the brand based on applying knowledge, skills and experience of employees which they learn from the organization to the outside environment in order to keep satisfied workforce and to effectively retain them.

6. Conclusion

Employees intend to stay with their employers if their expectations are met and they are satisfied. In conclusion, it may be suggested that while deciding to stay in an organization, the telecommunication sector in Sri Lanka need to consider their brand. The findings of the relationship between employer brand dimensions and job satisfaction have important implications. Although previous research has studied the importance of employer brand in attracting potential recruits, empirical research on how employer brand can assist an organisation in developing the most favourable attitude towards job satisfaction among current employees remains low. The influence of various employer brand dimensions on job satisfaction varied, and it can, therefore, be inferred that employer brand dimensions explain variations in job satisfaction.

It also found that the Employer Brand has the significant impact on job satisfaction of Telecommunication Sector in Sri Lanka. Also, it was noted that application value did not significantly affect the job Satisfaction of Employees of Telecommunication Sector in Sri Lanka and development is significant at 5% level. It points that, Development opportunities, Career development support by organization and application of the knowledge gained from the organization need to improve for retaining the knowledge employees of telecommunication sector in Sri Lanka. Therefore, for strengthening the firms in the telecommunication sector in Sri Lanka as great places to work for and stay with, the employers must improve progressive approaches in developing the employees, encourage them to apply the knowledge gained from the organization to the outside or inside people and also make them personally comfort with the work and organization with managing the personal and work life. Such considerations would contribute toward successful retention of talent in telecommunication sector firms in Sri Lanka. Ultimately, it will add to long-term business success in telecommunication sector firms in Sri Lanka. The findings of this study indicate that job satisfaction mostly depends on certain key Factors including employee development opportunities, knowledge application, work life balance and personal comfort. Thus, by working on these dimensions, an organisation can enhance the levels of knowledge retention and job satisfaction among its employees. Therefore, one of the significant contributions of this study lies in the initiation of employee retention through employer brand strategy.

Implication for Future Research

The study conducted by taking the sample from telecommunication sector firms in Sri Lanka even though there are twenty sectors listed in Colombo stock exchange. Job satisfaction of employees is a problem not only for the telecommunication sector, but common to all sectors performing in Sri Lanka. Since the problem is common to all sectors the study can move to other sectors as well.

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