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***Impact of Employer Branding on Employee Retention***



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## **DECLARATION**

I Wahab Asghar hereby declare that I have produced the work presented in this thesis, during the scheduled period of study. I also declare that I have not taken any material from any source except referred to wherever due that amount of plagiarism is within acceptable range. If a violation of HEC rules on research has occurred in this thesis, I shall be liable to punishable action under the plagiarism rules of the HEC.

Date: \_\_\_\_\_

Signature of the student:

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Wahab Asghar  
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## **DEDICATION**

I want to dedicate this thesis to my loving parents, the incredible individuals who have played an integral role in shaping the person I am today. Throughout the ups and downs, you've stood by me, offering unwavering support and guidance. I extend my heartfelt thanks for your unconditional love, constant encouragement, and invaluable assistance, which have not only contributed to my success but have also instilled in me the confidence that I can conquer any challenge. Your presence in every step of my journey has been a source of strength, and for that, I am profoundly grateful.



## **ACKNOWLEDGEMENT**

I want to express my sincere thanks to my supervisor, **Senior Assistant Professor Dr. Sumera Iqbal**, for the amazing guidance, constant support, and patience throughout my thesis work. **Dr. Sumera's** vast knowledge and experience have been a great source of encouragement for me in both my academic research and daily life. I also want to say a big thank you to my parents. Their understanding and encouragement have been crucial in helping me complete my work over the past few years.

**Wahab Asghar (01-321212-056)**

## **ABSTRACT**

This paper checks out just how a smart employer branding method, particularly the Employee Value Proposition (EVP), effects worker retention, thinking about the important role of person-organization fit. We researched 200 employees in Pakistan's banking field utilizing a set of questions to examine our recommended model. Our findings highlight that adopting efficient company branding techniques goes beyond just hiring; it develops a positive environment that aids engage and retain workers. By executing these methods, organizations not only attract excellent staff members however also cultivate a feeling of duty and straighten individual objectives with the company's goals. This research highlights the significant role of person-organization fit in mediating the relationship between company branding and worker retention. It shows that when employees feel lined up with the company's values, they are more probable to stay devoted for the long term. In sensible terms, our research study suggests that employer branding is an effective device for the financial industry. It not only helps in working with yet also plays a critical function in maintaining staff members attached and encouraged. The study underscores the worth of employees in the banking industry, advising companies to go the extra mile to accomplish their objectives. The creativity of our work hinges on highlighting the substantial extent of employer branding as a detailed method for working with and maintaining employees. In a global economic situation where skilled workers remain in demand, our research study Placements Company branding as a key technique for engaging workers successfully.

# INTRODUCTION

The purpose of this paper is to determine the impact of employer branding strategy, i.e. employee value proposition on employee retention which at same time measures the mediating effect of person-organization fit. This study analyses employees working mainly in **Banking Sector of Pakistan**. The proposed model is tested with the help of questionnaire results. Implementation of employer branding strategies not only provides the banking sector with an effort to hire good employees, but also helps them to engage & retain in a positive way. Employer branding strategies help in increasing sense of responsibility & enlighten their goal alignment. The value of addition in articles involving Person-organization fit shows that employees are too much valuable in banking sector and they should've to reached to an extra mile for achieving their organization's Objective.

Employer branding is a very vast strategy which can be used when a subject of hiring & retaining new employees. In a global economy, when banks need a talented employee then firms have a plenty of option to utilize employer branding as a comprehensive strategy to engage employees.

## **Keywords:**

Employer Branding, Employee value proposition, Person-Organization fit, Employee retention.

## **Background of Study:**

The talent battle has continued to pick up speed and momentum as businesses scramble to shift their focus to the development of fresh approaches to luring and keeping talent. Chen, Y., Zhan, M., & Jiang, K. (2021) This meta-analysis confirms a positive relationship between employer branding and employee retention across various industries and countries. Strong employer brands foster employee pride, commitment, and reduced turnover intentions. By offering greater pay, a better work environment, and employee value propositions that include prospects for professional advancement and education, financial service providers hope to increase the flow of talent out of the industry (Chacko & Zacharias, 2020). The literature on the market can be used to identify employer branding principles. It gives an organization a fundamental foundation for marketing its goods or services to the public so that it may set itself apart from other businesses and then cultivate a skilled staff that is specifically engaged in achieving organizational objectives. In order to more easily reach their goals, many firms are constantly working to develop an employer branding strategy that encourages

employees to engage in physical, mental, and emotional activity. Employer branding needs may arise as a result of an organization marketing its goods or services to an external clientele. At that point, it became crucial to support its internal staff members, and the company was then in a better position to gain competitive advantage. And all of this resulted in employees being more engaged and loyal to their jobs. Tariq, H., Ali, S., & Ahmad, N. (2020) This systematic review highlights the need for further research on specific mechanisms like employee engagement and employer branding authenticity in explaining retention. It also emphasizes the importance of considering industry and cultural contexts. According to research, developing employer brands helps with employee retention. The finding related to employee can be very helpful for those executives who are continuously looking for a strategy to retain a best talent in an organization.

The Human Resource team is incredibly important for employee retention. When an employee leaves their present employer, it is the obligation of the human resources team to step in and ascertain the real cause for the resignation. Nobody wants to quit their current job for no good reason. Numerous factors, including pay, culture, the work environment, and conflicts with superiors, may be to blame. Employer branding is one of the most important ways to keep and draw in top talent. Employer branding is the strategy a company use to encourage, involve, and keep its workers over the long term. (Chacko & Zacharias, 2020).

Retaining talented employees is advantageous when turnover is high, especially in the banking sector where it may result in excessive costs, service interruptions, and knowledge loss, which is the worst scenario for competition. Research has shown that businesses with low turnover rates have higher revenue growth and better employee motivation.

### **Significance of Study:**

Every employee wants to keep their job secure in their company. And this is possible when there is a positive working relationship between the workforce and the business. When employees believe they are valuable to the company, they feel overly at ease there. Employee retention is negatively impacted by a lack of corporate branding. Chaudhary, S., Ahmad, Z., & Shahzad, S. (2022) This study found that employer branding indirectly impacts retention through increased employee engagement. It suggests that companies should focus on creating a positive and engaging work environment to retain talent. However, the central issue that has been noted in this research and practice that has a significant effect on employees in the form of employer branding and renders them unable to accomplish their duties and forge good relationships both inside and outside the business. As a result, a

business cannot disregard employer branding and its impact on employee turnover intentions because it has a significant impact on prospective hires.

The goal of this study is to better understand how employer branding strategies, such as employee value proposition, may promote employee retention when person-organization fit plays a mediating role. With using this knowledge, it might be able to change these factors in order to enhance the company and keep employees. But it is believed that the main concepts can be applied to any organization that wants to improve employee retention.

### **Research Gap:**

Chawala (2019) suggests that it is beneficial to recognize or embrace employee retention as an outcome that is intricately connected to employer branding. According to authors, employing an employee value proposition serves as a moderating factor in the relationship between the impact of employer branding on employee retention. Hanaysha, A., & Al-Dalaeen, T. (2020) This case study explores the public sector context, finding that employer branding efforts need to be tailored to specific employee values and career aspirations. Author delves into the exploration of Internal branding within the context of the relationship and its impact on employer branding and employee retention. Theurer et al. propose the application of Signal theory, establishing a positive correlation between employer branding and employee retention. Keppeler (2021) emphasizes the significance of Compensation, Culture, and Work Environment, along with the use of social media, as crucial elements in determining signals for employee retention. Additionally, author recommend establishing a direct link between the psychological contract and employee intentions to quit.

### **Problem Statement:**

Employer branding is being neglected & poorly managed especially in banking sector. The predecessors and connections that urge or inspire an employee to willfully quit organization merit examining as the organization loses an effective and skilled worker. So, it is adroit with respect to the organization to check and address the elements that may prompt the quitting intentions among employees (Pradhan & Srivastava, 2019). There is no contract who is responsible for managing employer branding. Therefore, there is a strong need of in-depth research of employer branding strategies like employee value proposition in context of Internal branding to retain an existing employee in banking sector.

**Research Question:**

The research questions that would guide this study are stated below:

- Can employer branding influence employee retention?
- Do employee value proposition and the alignment of individual values with organizational values play a role in addressing employee turnover?

**Research Objective:**

The objective of the study will contribute to

- Identify the impact of employer branding on employee retention.
- To identify role of employer branding strategy and Person-Organization fit to deal with employee retention
- To study whether there exists a relationship between the dimensions of employer branding and employee retention.

## LITERATURE REVIEW

### **Employer Branding:**

Employer branding is extremely important to a company's financial and reputational success. The collection of functional, financial, and psychological benefits associated with work and association with the firm can provide as a starting point for defining employer branding. Declare the company as an employer. Employer Branding is what business provided to their staff. The hiring, retention, and engagement of top people in accordance with organizational needs and demand are directly impacted by developing a strong employer brand. For talent management, the Employer Branding Strategy serves as a key differentiator. It is well known for providing bonuses and awards for employees who perform well. Malik, M. I., Hussain, S., & Khan, M. A. (2021) This study in the hospitality industry emphasizes the importance of employer branding in attracting and retaining talent, especially during challenging economic times. A further constructive Employer brand strategy aids in defining policies and demonstrating steadfast commitments to their workforce. However, the concept of employer branding is a constant promise to workers, and the engagement must occur from the beginning of employees (Itam, Misra, & Aanjum, 2020). Employer branding is referred to as a contemporary strategy that could help businesses succeed in their efforts to attract and keep personnel. Employer branding is a brand-new, exciting field that has the potential to transform the way businesses run. Employer branding is an activity where marketing principles, particularly with regard to branding, are used for HR initiatives regarding both existing & potential employees. They defined employer branding as a subject of subjective beliefs regarding exchange agreements between individuals and the organization. Although the ideas of marketing, HR, and strategy are combined in employer branding, the resource-based approach to external and internal branding.

Yousaf, Z. A., & Khan, M. A. (2021) This research in the banking sector highlights the positive impact of employer branding on employee satisfaction and reduced turnover intentions. Employer branding can be used to boost corporate reputation and employee appeal. "An approach to recruiting and retention that involves internally and externally promoting a clear picture of what makes a business especially attractive as an employer," according to the definition of employer branding" (Theurer, Andranik, Isabell, & Filip, 2018). In order to bring in exterior prospects, company branding is essential in the on-line context of social networks advertising and marketing, especially because of range impacts and advanced abilities in conveying tailored signals to select target groups (Livens,

Filip, & Jerel, 2020). Sending persuasive signals during the initial stage of recruiting is critical for company branding because, if possible, workers are not promptly encouraged of an employer's appeal, they might count on other companies. Social network is a valuable device for company branding because it adds to the development of a favorable company brand name as well as affects task candidates' objectives to apply for positions in a desirable method. Strong company brands draw much better candidates and also influence their assumptions for their job. A brand is a visual representation of all the different significances individuals associate with a name and numerous things can be branded consisting of the company itself. Ahmad, N., & Daud, S. (2021) This study explores the impact of the pandemic on employer branding, suggesting that empathy, authenticity, and communication are crucial for maintaining employee engagement and retention. Company branding is a term made use of to define the process of developing identifiable as well as distinctive employer identification. or, a lot more specifically, "the advertising and marketing of a distinctive as well as attractive picture" as an employer.

### **Dimensions of Employer Branding:**

Companies with a good reputation draw more job candidates According to a study, candidates accept about 7% less money from companies with good reputations than from companies with bad reputations.

The major components of an employer brand, according to the Employer Branding Institute, are compensation, work-life balance, culture and workplace environment, job security, and turnover intention. Compensation, career, job profile, brand identity, corporate culture, employee empowerment, and training & development have all frequently been mentioned as key work features. In an internal environment, the author has employed employer branding dimensions. It suggested that from the viewpoint of the employees, advancement prospects inside the company and base pay above average are significant elements of employer brand. We came to the conclusion that career, a positive working connection with a supervisor, a company's encouragement for innovation opportunities for promotions within a company, manager recognition, and job security are significant elements of  
Bhattacharya, C. B., & Rahman, N. (2020) This work emphasizes the need for employer branding strategies that prioritize empathy and authenticity to resonate with employees during uncertain times. For the study, the author has concentrated on one of the key dimensions, compensation.



### ***Strategy of Employer branding:***

There are several employer branding tactics, however the author's primary focus in this study is "Employee Value Proposition." Employee value proposition is similar to what companies have given their staff in exchange for their skills, expertise, and competencies. Malik, M. I., Khan, M. A., & Hussain, S. (2021) This research demonstrates the value of employer branding and employee engagement in fostering resilience and retention during the pandemic, specifically within the textile industry. It is clear that internal employees still find EVP to be too obvious. since keeping current staff is its primary goal. According to numerous studies, when an existing employee leaves, the cost of new employment is equal to 200 percent of the income of the departing employee.

The Employee Value Proposition (EVP) is a key tool in attracting top personnel in the competition to hire them, especially for international corporations. Employer brand is the "image" of the brand, or how organizations are viewed as employers; in contrast, the EVP is arguing that the customer value proposition, which guarantees a specific level of quality and highlights the advantages of a brand's products and/or experiences, and the EVP should be compared, is quite comparable. EVP offers a precise point of reference for all actions firms take to enhance how their employer brand is perceived and experienced.

### **Internal Branding:**

Building a successful organizational brand requires a branding strategy that is in line with the organization's vision, values, and culture. Unfortunately, internal brand ideals and external brand statements typically diverge fundamentally in many businesses. Employee motivation is necessary to liven up the brand. As a result, communicating with employees about the brand is equally as crucial as communicating with customers. Businesses must combine internal branding strategies with branding initiatives that target external stakeholders (like customers) in order to guarantee that employee actions are consistent with external branding initiatives.

To assist a company, advertise its brand name to its employees, the idea of interior branding has actually been developed. The phrase has actually been made use of to describe an organization's initiatives to treat its team as internal customers and aid them in embracing its concepts. It fosters a common knowledge of a brand throughout a company by offering employee a clear instruction as well as collection of guidelines for providing brand name messaging and ideal customer experiences in a consistent way. Similar to external branding, internal branding tries to comfort team that their company is a respectable office where they might commit and also commit themselves to the organizational objectives.

Ahmad & Daud (2019) Emphasizes the importance of engaging employees for successful employer branding. Proposes a framework for employer branding communication strategies that foster employee engagement. Highlights the value of transparent communication, shared values, and employee empowerment in employer branding. Employees will certainly protect the brand photo after they end up being fired up considering that the business concepts will have been instilled in their hearts and ideas. Then, they take on the brand name as their own, coming to be ardent advocates. Therefore, interior branding ought to offer team member a wanted job design as well as clear instructions to successfully connect brand name meaning and worths to exterior stakeholders. It is an important tool for operationalizing brand name positioning, making certain that employee share the brand's top qualities that are vital for executing brand-building activities. Interior branding is based on the suggestion that communicating with staff members and instructing them concerning the company's worths will certainly increase their intellectual and also emotional link to the business. The following can be attained via training and also interaction that work and also constant and represent brand messages. Staff members can first comprehend brand name insights and also come to be accustomed to brands. Second, it boosts the emotional connection between the employer as well as the staff member. Finally, it advertises workers' adoption of brand worths. The emotional contract's fulfilment motivates individuals to take in as well as live the brand, also while brand understanding aids in understanding the brand as well as preferable workplace behaviors. Staff members ought to likewise be dealt with as inner customers and also awarded properly in order to encourage them to far better comprehend advertising and marketing messaging, internalize brand worths, and also produce brand name culture.

### **How is it measured / calculated?**

The focus of research is employer branding because it offers all the flexibility that a potential employee would require. Although there is a lot of study on employer branding, the author has mostly concentrated on internal branding in this article. However, Author wants to use Branding Parameters to be more particular. EVP is essentially something unique that a business offers to its employees in exchange for their talents, abilities, work, standards, and KPIs when they join the company and work there permanently. An Author wants to be more detailed about Compensation in the Employee Value Proposition.

Based on the survey, these job characteristics essentially relate to or result in EB or JOB port ration.

- Pay and benefits (15 percent)
- Growth and Prospects for Careers (4 percent)
- Job Summary (13 percent)
- Trademark (30 percent)
- Business Culture (31 percent)
- Worker empowerment (1 percent)
- Education & development (6 percent)

So, in the area of retention, remuneration is the most important subject. LinkedIn can be used by the author to design a retention strategy that an employee will be happy with and be included in. The author will first use LinkedIn to check the topic of turnover intention. It is possible to do this by creating a **pool** on LinkedIn to look for a worker's interests. Once a topic has been chosen, the author will use it further.

To comprehend what motivates employees to remain with a company by using its branding parameters.

### **Branding Parameters:**

Author has been used two different branding parameters

### **Employee Value Proposition:**

An organization's relationships and offerings made in exchange for the knowledge, abilities, and experiences a worker contributes to the business which are referred to as an employee value proposition (EVP). It is an employee-centered approach that is consistent with contemporary, integrated workforce planning methodologies because it was created with input from both the internal and external target audiences. The unique personnel policies, practices, and initiatives that demonstrate the organization's commitment to, among other things, community involvement, ongoing employee appreciation, employee growth, and management development should be specified in the value proposition. Although it should not be the primary consideration, remuneration should exist to give employees a fair return on their time, skills, and energy investments. EVP refers to the value or benefit employees receive, feel they will receive, or will experience as a result of working for a company. EVP fulfilment refers to the unique package of benefits that an employee receives in exchange for their labor. The positive qualities, benefits, or values that come with working for a corporation are also included.

Alnıaçık & Alnıaçık (2019) Develops a conceptual framework examining the relationship between employer branding and perceived talent differentiation. This also suggests that strong employer branding fosters employee perceptions of being unique and valuable, leading to increased attraction and retention. It proposes further research on the moderating and mediating factors influencing this relationship.

EVP serve as an overview of what workers typically expect from a company. The justification provided exemplifies how EVP attributes improve company commitment and talent management. EVP is a set of practical personnel management solutions for firms that combines both financial and non-financial techniques. From the perspective of the social exchange theory, EVP includes everything that an employer provides to a worker in return for retaining that worker's membership. The corporation must actively meet its employees' expectations if it wants to foster long-term loyalty, dedication, and involvement with the organization. Businesses face difficulties managing the retention of devoted employees as a result of the intense competition for talent and low satisfaction with the employer value proposition. However, by taking a systematic approach, this challenge can be lessened.

Business review, People labor for a living, but they also work very hard to find purpose in their life,

as stated in the framed EVP. Businesses who fail to recognize this are inadvertently bribing their employees, and they will pay a price in the form of a lack of commitment and loyalty.

### **Employee Value Proposition Framework:**

Sibson has developed a "Reward of Work" (ROW) model that discusses reward components and how to design a whole rewards plan with a clear, a well-defined framework that converts into a value offer for the workers. This approach emphasizes rewards—both monetary and nonmonetary—in accordance with the needs and preferences of the key talent groups within a company. This EVP framework has five elements:

- Compensation: The payment workers receive for their labor and output
- Benefits: indirect pay that includes retirement, health, and vacation time
- Work content: Employees' happiness with their work
- Career: Long-term possibilities for growth and progress for staff members
- Affiliation: The sense of loyalty that employees feel for their employers

### **Person Organization fit:**

(Gabriel, Diefendroff, Moran, & Greguras, 2019) examines the connection between a person's attitude toward their overall fit and their 120 Journal of Leadership, Accountability and Ethics Vol. 12(2) 2015 favorable work experiences. The study's findings showed a connection between person-organization fit and job happiness. They implied that conducting a direct fit review throughout the hiring process improves fit by aligning employee skills and values with those of the business. They also noticed that the perception of fit changed over time. We used the article by Starks because it investigated how the agencies were able to draw in and retain the brightest college graduates for positions in the federal government by looking at data from 72 agencies collected over a nine-year period. He found that employment into firms with a higher percentage of senior workers and jobs that were compatible with educational background resulted in higher recruitment and retention rates by applying "fit" and generational theories. Prospective employees could have preconceived notions about working for public employers. (Asseberg, Judith, David, Fabian, & Rick, 2020) due to stereotypes of lethargy and contempt for—or at least no appreciation for—organizational performance

orientation (Korac, Sanja, & Benedikt, 2019). Such an advertisement may indicate a person-organization fit for prospective employees who value a productive workplace. To evaluate managers' and employees' brand associations, the Corporate Character Scale was employed.

Person-organization fit is the harmony of business and also personal suitables. The partnership in between individual traits as well as work requirements is referred to as person-job fit. Because of its association with work satisfaction and also effective office relationships, fit is an essential element in both retention and turnover. Starting with recruiting and selection, fit can be improved. Fit is reciprocal and entails evaluating an individual's suitability for a position inside an organization from both the employee and organizational perspectives.

### **Job Attributes:**

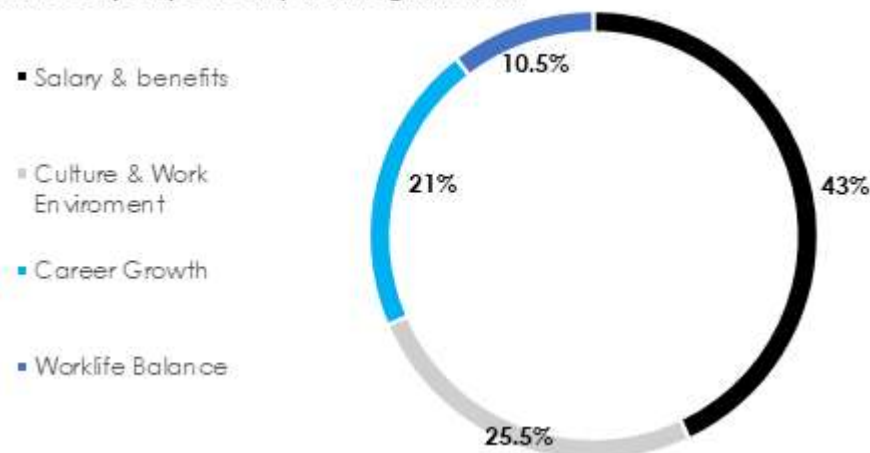
#### **Compensation:**

Salary has been linked to workers' dedication and job happiness. With remuneration or compensation, there is an improvement in employee satisfaction. Ambler and Barrow discovered that employer brand also offers product band benefits in developmental, financial, and psychological forms. Incentives play a small but significant role in how motivated employees are to work.

Based on the survey results, below are the key insights:

Salary & Compensation is by far the most important factor people consider when they want to join a new organization (49%). Followed with Culture & Work Environment (32%).

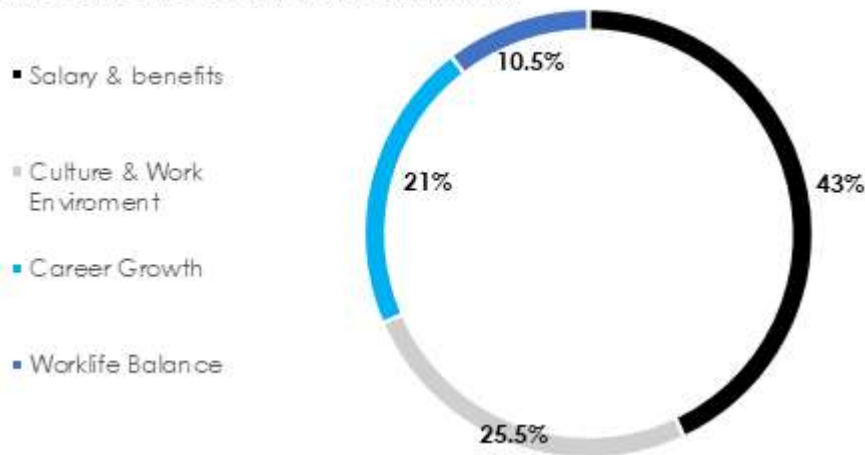
#### **2. What compels you to stay in an organization?**



## Culture & Work Environment:

Based on a survey result from LinkedIn, Salary & Compensation is by far the most important factor people consider when they want to join a new organization (49%). Followed with Culture & Work Environment (32%). When potential candidates apply for a new job, they must see firstly how the environment of the organization was. After compensation the most important factor in seeing the agile organization is their culture & work environment.

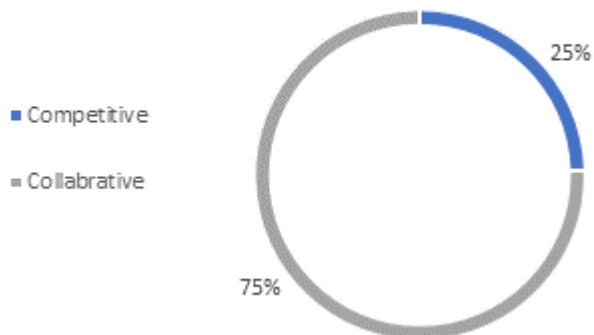
### 2. What compels you to stay in an organization?



Based on the survey results, below are the key insight:

- 75% of the respondents feel that Collaborative work environment brings the best in them, while 25% prefer Collaborative working culture.

### Which work environment brings the best in you?



## **Why is it adapting?**

The author has stated that the primary reason is that when an employer uses the concept of employer branding, it will be advantageous for employees to develop a sense of trust in the firm and remain with it. As the author mentioned, he employed an employer branding method called **EVP**.

## **Advantages of Incorporating EVP:**

The following are the primary benefits of including the employee value proposition, per (Herman & Gloria, 2001).

- Reducing the expense of hiring
- Enhancing the product
- Improving effectiveness, efficiency, and possibility
- Reducing layoffs and boosting employee loyalty
- Greater appeal to customers and investors

Organizations are looking for thorough procedures to recruit and keep in mind a developing global skills shortage while hiring new people and retaining existing ones (Guthridge, Komm, & Lawson, 2018). Employer branding, or a method of employing and maintaining workers that "entails inside and also openly advertising a clear vision of what makes a solid various and appealing as an employer," goes to the crossway of personnel management (HRM) and brand name advertising has been recommended as a successful organizational strategy to set itself apart from rivals and obtain an one-upmanship in the labor market (Collins & Steven, 2022); (Lievens & Highhouse, "The relation of instrumental & symbolic credit to a firm beauty as an employer", Additionally, employment branding is becoming important for both firms that have acquired or are working to achieve agility. They therefore desire communication with their staff as well. because internal marketers are known to be workers in any firm. It is essential to comprehend how potential employer branding aspects are indicated and how they impact receivers.



## **Employer Branding Tools:**

Several studies conducted in 32 Polish enterprises has highlighted several external EB tools

- website's updated career link (78 percent indications)
- Online Search Engine Marketing (62 percent)
- enticing job postings on Job Search Model
- Information from the business website, including duties and photos of CSR activity
- Using social and professional networks to communicate

On the firm website, having a compelling and current "career link" appears to be both necessary and valid. A corporation can provide a thorough profile of the candidate they need when posting a job offer for an ambitious project on its website targeted at interns or trainees. High standards for choices allow for the emergence of potential talent. Currently, there is consistency between activities taken to manage talents and cultures and those taken to present a desirable external image.

## **When is it required/used?**

The world's greatest employer brands, according to data provided by review trackers 2018, constantly pay attention to genuine and open employee feedback to develop a thorough understanding of the workplace. Although employer branding is a development and marketing idea that applies to the HRD activities regarding the present & potential employees, research demonstrates that successful people strategy implementation demands time & regular support from the management. Employer branding is a strategy to continuously reassure staff members, and it requires engagement from day one.

Asseburg et al. (2019) focuses on the public sector and explores the "tacit dimensions" of attraction beyond explicit incentives. It identifies factors like work meaning, autonomy, and opportunities for learning and development as key attractors for public sector jobs. This study also emphasizes the importance of understanding and addressing tacit motivations for attracting and retaining talent in the public sector.

The success of the internalization process and its degree of execution determine how the employer brand is developed. (Itam, Misra, & Aanjum, 2020). People who voice their opinions on a brand may be referred to as brand ambassadors or brand advocates by the company. They claimed that while developing employer brands internally is highly successful and feasible, externally improving brand exposure and making it more obvious to the labor market requires more work (Cable & Judge, Applicant Personality, Organizational Culture and Organization Attraction, 2007). A company whose work has a distinctive identity and a strong brand. It is a business that empowers and honors its personnel (wojtaszezyk, 2019). According to research, the majority of candidates—86 percent—pay close attention to career growth chances before considering the company's reputation, culture, and working conditions (Branding, 2021). Employees who see consistency in the organization's actions in both external and internal domains, as well as internal areas, are less likely to leave the company. Socially responsible initiative-taking boosted employee satisfaction for the employer and left a good impression on candidates. All of the aforementioned acts have an impact on raising commitment levels within a business and also help to boost the quantity and caliber of candidates that apply to the company for various positions. A company can gain an edge if it can attract and keep talented individuals and combine their talent more effectively than rivals (Wilska, 2014). What the employer portrays about the company and how other employees perceive it are two aspects of the internal branding process.

The tendency of a customer to consistently buy the same product is referred to as brand loyalty and is different from employer brand loyalty in some ways. "A brand is not created by chance; rather, it is the result of deliberately carrying out a sequence of logically related steps with consumers, whether overtly or implicitly." (Keller, 2021). To "increase awareness

and strengthen linkages between the brand and desirable attributes," use communication campaigns. (Collins & Steven, 2002); (Edwards, 2010).

## **Employee Engagement:**

A mental strength and the emotional connection which the employee feels with his/her work in the company, organization or specifically in this case a bank. Employees are engaged with their work in different ways. There are levels which are used to define or measure the engagement of the employee with his/her work. These levels are namely.

1. Highly engaged
2. Moderately engaged
3. Barely engaged and
4. Disengaged

First the highly engaged employees are the one who are happy with their job and company as well. They are highly motivated to work for their company and they want to bring change or innovation, or they are planning for long-term for that company. They play their part as a leader of the company, and they motivate and help the other staff as well to achieve the goals of the company.

On second come the moderately engaged employees. These are the employees who like to be with the company, but they avoid more responsibility on them. They wanted to be treated lightly in their work and looks for the room of improvement. They never show their full potential which they are capable of.

Kim & Park (2019) Examines the mediating effect of perceived employer brand control on the relationship between employer branding and job satisfaction. It suggests that employees who perceive greater control over their employer brand experience higher levels of job satisfaction. This study proposes that employer branding efforts should empower employees and involve them in shaping the brand image.

The barely engaged employees are the one who are seeking opportunities outside the company, and they have feelings about themselves that they are not meant to be here for this job in this company. They are applying on other jobs while already working. They lack the factor of motivation in their work.

At last, come the disengaged employees come who never participate in any work of the company. They have negative opinion about their job and duty. They are not happy with their work, and they always want to leave the company. They spread negative word of mouth about the company and their job. Their presence affects other employees, so their management is very important in the company.

### **Importance of employee engagement:**

Employee engagement is very important for employee retention. The more the employees are engaged to their work and putting efforts to their work, the more increased the employee retention will be. It is very beneficial for the company in so many ways; we shall discuss some of them here.

1. With the increased employee engagement, the employee turnover rate is reduced.
2. There is an increase in employee retention.
3. Increase in the overall productivity of the company.
4. Enhanced quality products and services are produced and delivered. Also, the employee engagement works on improving the quality day by day.
5. Employee engagement makes the workplace environment healthy and productive.
6. It also increases the customer satisfaction up to 70%.
7. Employee's mental and physical health is improved by working in safe environment.
8. Reduced error occurrence in manufacturing process and delivering of services.

### **How to improve employee engagement:**

There are several things which a company can do to improve the engagement of their employees to their work; some of them are following.

1. Motivating employees.

2. Training employees.
3. Inspiring their employees.
4. Making friendly environment for the employees.
5. Making policies which support the employees (reward and bonus policies).
6. Setting an example for employees.

### **Employee Satisfaction:**

Employee satisfaction is a context to which a company can measure if their employees are happy, satisfied or unsatisfied. Employee satisfaction is somewhat similar to employee engagement, but their results are different.

For employee retention, it is important to measure the employee satisfaction. The companies where employee turnover ratio is on the higher side, their employer satisfaction level must be very down.

Employee satisfaction can be achieved by doing following.

1. Having a good leader who motivates and inspire the staff and set his example for others.
2. Respect the employees. Treat them well. Listen to them and communicate with them.
3. Give them bonuses, rewards, recognition which they deserve for their hard work.
4. Make policies for employee's safety and for employees' rights.
5. Ensure them job security.

### **Why employee satisfaction is important:**

Employee satisfaction is important for employee retention for following reasons.

1. Employee satisfaction builds customer satisfaction. It also builds the trust of the customer on the company which makes them loyal to them and builds trust on the company.
2. Reduced turnover in company which will improve the productivity, enhanced quality of products and services and environment of the company.

3. Reduced the company cost on hiring new employees.
4. Development of employee trust on each other which makes the environment friendly and learning work atmosphere.

## **Employee Retention:**

### **What are Employee retentions?**

Employee retention is a crucial concept in business. It can be applied whenever staff retention is a topic of discussion. When they are valued highly by the market, employees are loyal to be kept on. The market is overly competitive, which is the main cause. A useful predictor of the intention to leave an organization is contentment with the job and the employer. Better ties with consumers are developed by happier employees. Deal with work problems often tends to position more focus on task contentment and just how it connects to staff member actions than it does on employer satisfaction, while total company fulfillment is more probable to be influenced by company brand than task fulfillment. Measurement of dedication is generally utilized to determine the psychological accessory of an employee to their employer.

### **Signaling Theory:**

According to the principle of signaling, one business or party informs others. Potential employers don't receive complete signals from paper ads, but they do from digital ones. Recent research reveals that the well-known signaling theory is nearly never employed in the context of hiring for the public sector (Korac, Sanja, & Benedikt, 2019). Given that signaling theory is one of the most prevalent ideas in management and branding literature, there is a significant theoretical understanding gap here (Livens, Filip, & Jerel, 2020)

Potential recruits may be more drawn to organizations that display specific signals than those that do not, according to the signal-based methods (Jones, Chelsea, & Sarah, 2014)

### **How is it measured?**

#### **Employee retentions Parameters:**

To improve employee happiness, there are several criteria that can be met or diminished, including salary, work environment, and culture.

#### **Turnover Intention:**

Turnover intentions and job satisfaction are correlated, with high turn-over intentions indicating.



low job satisfaction and vice versa (Vecchino, 2020). Some people stay in their jobs even when they are not happy with them. With few jobs available and a high unemployment rate, people face significant termination costs. A company can manage its staff retention process more effectively by identifying the factors that contribute to employee turnover intentions.

Several circumstances may cause an employee to leave a company or decide to stay despite their unhappiness. Greater possibility for employees to express their unhappiness reduces their likelihood of leaving. Job stress, a lack of commitment to the employer, and job discontent are all associated with a desire to leave. The majority of labor turnover models take into account the importance of affective elements, such as organizational commitment, happiness, and job satisfaction. It is generally believed that organizational dedication and job satisfaction have an impact on employees' decision to leave. However, the corporate brand's impact on this procedure—likely the most important affective aspect in an organization—is never taken into account.

### **Job Security:**

Job stability, a common feature of governmental companies that frequently has a great appeal effect (Korac, Sanja, & Benedikt, 2019) Job security is a significant component of SOEs' employer branding that sets them apart from private businesses (Papenfub & Florian, 2020). Signaling job security might result in a signal-based mechanism that lets recruits know how the public employer will treat them. Such signals may signify that the work environment is safe and dependable. Potential hires have expectations about how an organization will handle its staff, As a result, prospective employees see the signal of job stability as indicating not only a secure position but also a dependable company seeking long-term collaboration (Linos, 2018). Particularly, it is not yet known which indicators can contribute to the development of employer branding that sets public employers apart from rivals.

### **Why is it chosen?**

High personnel turnover raises the cost of sources, recruiting, as well as labor when loading open tasks. The cost of working with a new staff member to the organization may be anywhere in between 50% as well as 200% of the income of the outgoing employee. Because of the greater employment prices, which include advertising as well as pay overlap, it is tough to maintain a favorable workplace culture as well as spirits. (Hebenstreit, 2018).

According to a research study published by the Society for Personnel Management SHRM, 75% of workers are proactively looking for brand-new work. Companies who depend on team productivity for their profits must be concerned about this high portion. According to the survey, 43% of respondents are seeking for a new placement in order to make much better pay, 32% desire a position with better career leads, and 22% are dissatisfied with the chances at their existing position. Organizations that recognize this as well as create strategies to resolve these problems grow to be companies of choice. (Dibble, 2019) highlighted that orientation is the first step in retaining workers. Dibble discusses the essential components that companies need to provide staff members for them to pick to remain with the business. The vision, objective, worths, and also plans of the firm are less complicated for the employee to soak up when there is effective leadership communication.

### **When is it required?**

In order to receive the full return on investment, employee retention is crucial. According to humancapital theory, experience in the company serves as a stand-in for knowledge or skills that are appropriate for the position. Knowledge or abilities that are pertinent to a person's area of work have an impact on their compensation, prospects for promotion, and/or type of work. Comprehending the length of time an individual has actually worked for a business links to concept of intellectual capital, which includes the term "dedication.". He simply stated that intellectual capital amounts everybody's understanding, abilities, as well as qualities increased by their willingness to place in a lot of effort within an organization. In the following years, it will certainly be increasingly more crucial to recognize the dedication that individuals have to a firm and also the requirement for that company to develop an atmosphere where people desire to function. Kim & Park (2019) Examines the mediating effect of perceived employer brand control on the relationship between employer branding and job satisfaction. It suggests that employees who perceive greater control over their employer brand experience higher levels of job satisfaction. This study proposes that employer branding efforts should empower employees and involve them in shaping the brand image.

Organizations should either construct an intellectual capital setting where expertise is shared throughout the company, or they take the chance of losing crucial private knowledge that has

actually been accumulated over several years of service. Many people assume that this in-depth expertise will certainly help companies develop as well as preserve a competitive advantage in the current global economic situation by enabling them to far better meet the demands as well as assumptions of their clients.

Morrow & Milliman (2019) Advocates for authenticity as a key element of effective employer branding. It suggests that authentic employer brands attract and retain talent by fostering trust, credibility, and emotional connection. This study provides practical recommendations for implementing authentic employer branding strategies.

This study focuses on the variables that have an impact on staff retention because it has been shown to be crucial for a company's operation. Employee learning is given special consideration, and learning has a significant positive impact on retention. (Rodriguez, 2018) claims:

Employees believe they are less competitive with colleagues in their field for promotions and professional progression if they don't feel like they are learning and growing. When top employees believe they are no longer growing; they start searching outside the company for new employment options

## **Relationship between Employer Branding and Employee Retentions**

The searchings for of the research considerably sustained the concept that the company with company brand earned a range of monetary advantages as an outcome of reduced team turnover rates as well as greater rates of human resources financial investments in workers' inspirational activity. specified that company branding may be considered a strategy of maintaining employees considering that it impacts every facet of the task experience, promotes the suggestion of a fantastic place to function, and also reduces volunteer turn over. According to the study's verdicts, an organization should carry out an employer branding method to entice employees to stay. In addition, it was shown that a company's reputation may have a substantial

bearing on an employee's choice to continue to be with or give up a company.

### Hypothesis:

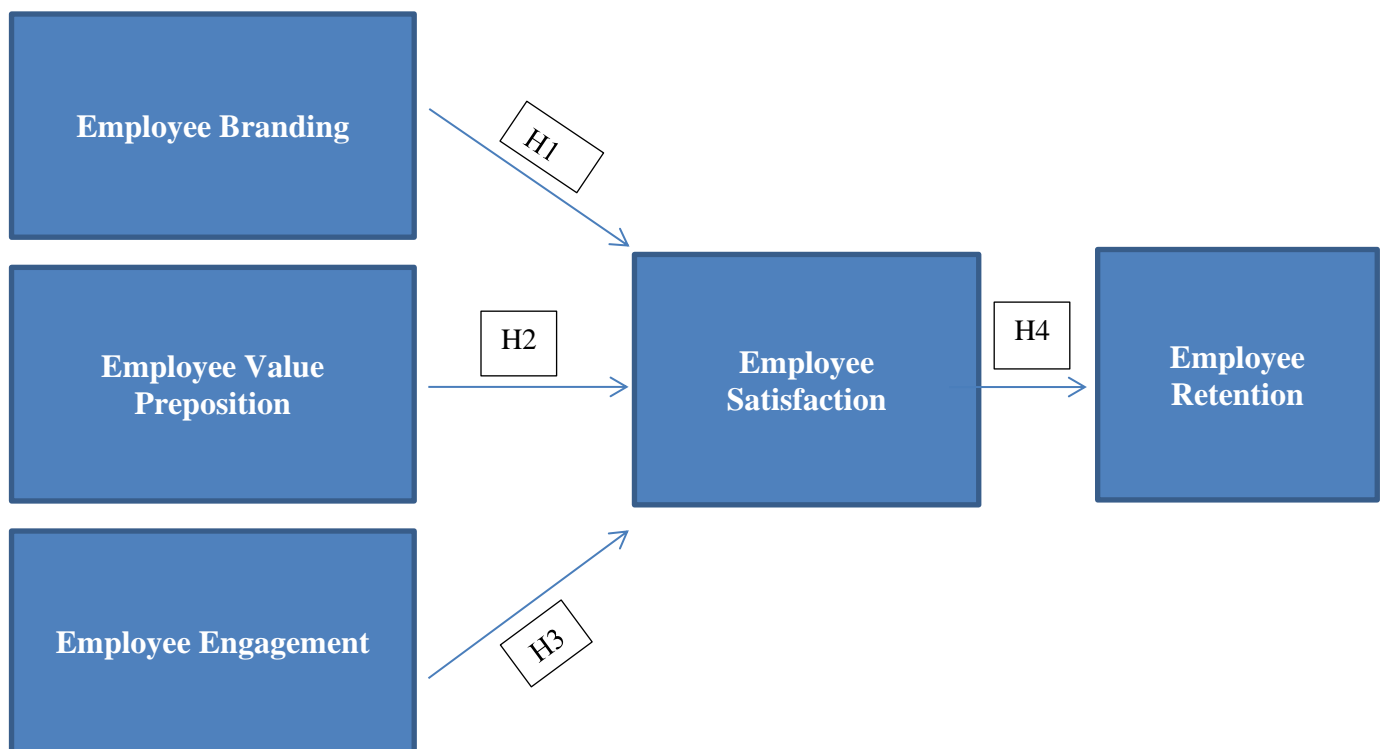
**H1:** Employee branding is positively associated with employee retention.

**H2:** Employee value proposition is positively associated with employee retention.

**H3:** Employee engagement is positively associated with employee retention.

**H4:** Employee satisfaction is positively associated with employee retention.

### Theoretical Framework:



## **RESEARCH METHODOLOGY**

### **METHODS:**

A cross-sectional study was carried out among those who work on the banks of Islamabad using an online survey. The survey targeted people of age less than 20, 20-25, 25-30, 30-35, 35-40, and above 40. There is male, female, employed, unemployed. There is over 580+ banks in Islamabad with over 14500+ employees working in them. We have conducted an online survey and out of the 216 responses received, 100 were redundant and were therefore excluded from the study. The study's final sample size was 116.

There were two steps in the data collecting:

- i) Finding survey anchors using online requirements
- ii) Administration of surveys in the first step, we determined which social media sites to use and gathered user feedback.

Online questionnaire/Participants' responses to an online survey on Google Forms were gathered for analysis.

### **STUDY VARIABLE:**

The dependent variables in the study included the status of employee branding, employee value proposition, and employee engagement. The independent variable is employee retention. At last the mediator variable includes employee satisfaction.

### **DATA COLLECTION MEASURES:**

Employee branding, employee value proposition, and employee engagement were assessed using 23 items. 5 items for employee branding, 11 items for employee value proposition and 7 items for employee engagement were calculated by online survey.

- 5 items for employee satisfaction.
- 5 items for employee retention.

## **SAMPLING TECHNIQUE:**

In our research we use non-random sampling technique. In non-random sampling technique we use convenience non-random sampling because it is convenient for collecting data from people working in the banks of Islamabad. We can easily assess the population of Islamabad. So, we used convenient non-random sampling technique for our research study.

## **DATA ANALYSIS:**

Calculating frequency and for categorical data, as well as mean and standard deviation for continuous variables, was done as descriptive analysis.

## **QUESTIONNAIRE:**

Our questionnaire contains 38 items. There are 5 items in demographic factor. Age, gender, education, marital status, and employment status. There are 33 items in study variables. The three dependent variables are employer branding, employee value proposition and employee engagement. Five items in employee branding. Eleven items in employee value proposition and seven items in employee engagement. Five items in mediator include employee satisfaction. Five items in independent variable which is employee retention. The all-study variables are measured by likert scale Strongly Agree as (1), Agree (2), Neutral (3), Disagree (4) and Strongly Disagree (5). The all variables are measured on scale of agree, strongly agree, neutral, disagree, and strongly disagree. The survey is collected on the basis of demographic factor and study variables.

## **DEMOGRAPHIC FACTOR:**

- 1. Gender:** 1: male      2: female
- 2. Age:** 1: less than 20    2: 20-25    3: 25-30    4: Above 30
- 3. Education:** 1: High school\intermediate    2: Graduate    3: Postgraduate    4: Other
- 4. Marital Status:** 1: Single      2: Married

**5. Employment Status:** 1: Employed 2: Unemployed

**STUDY VARIABLES:**

Sr. No	Coding	STATEMENT	SA (1)	A (2)	N (3)	D (4)	S D (5)
6.	EB1	Employee branding organizations produces innovative products.					
7.	EB2	Employee branding organizations produces excellent quality products.					
8.	EB3	I support employee branding companies.					
9.	EB4	These organizations have good working environment and supportive team atmosphere.					
10.	EB5	As an employee of this bank, I have opportunity to teach others what I have learned.					
11.	EVP1	I am happy with the benefits system from this bank.					
12.	EVP2	I feel happy and good working for this bank.					
13.	EVP3	I am happy with the medical insurance from this bank.					
14.	EVP4	I am satisfied and happy with my pay in this bank.					
15.	EVP5	I am satisfied with the insurance options given in this bank					
16.	EVP6	I think my job is secure in this bank.					
17.	EVP7	I am happy with the accountability system of this bank.					
18.	EVP8	I have my employee rights in this bank.					
19.	EVP9	I am happy with the bonus and reward system from this bank.					
20.	EVP10	I believe this bank provides development opportunities.					
21.	EVP11	People should seek work in this bank.					
22.	EE1	I am satisfied with the career opportunities by working for this bank.					
23.	EE2	I am paid appropriately for my work.					
24.	EE3	I enjoy the environment and working atmosphere of this bank.					
25.	EE4	I believe I can manage both my work life and family life very well.					
26.	EE5	My good relation with my superiors helps me perform well in my work.					

27.	EE6	The working hours are flexible in this bank.					
28.	EE7	I think my efforts are demanded enough for the work.					

**Employee Satisfaction**

29.	ES1	I like coming to work in this bank.					
30.	ES2	I believe I am happy with my colleagues.					
31.	ES3	The bank environment does not bother me in my work.					
32.	ES4	In future, I want to work in this bank.					
33.	ES5	I will recommend others to join this bank.					

**Employee Retention**

34.	ER1	I receive timely response from my manager.					
35.	ER2	If I get a chance again, I will apply for this job again.					
36.	ER3	My opinions and comments are valued and well listened.					
37.	ER4	My mind is clear regarding my job in this bank.					
38.	ER5	I feel excited telling other people about my job in this bank.					



## DATA ANALYSIS

### DESCRIPTIVE ANALYSIS:

#### *FREQUENCY:*

		<b>Statistics</b>				
		Gender	Age	Marital Status	Employment Status	Education Status
N	Valid	116	116	116	116	216
	Missing	100	100	100	100	0
Mean		1.50	2.65	1.29	1.59	
Median		1.50	2.00	1.00	2.00	
Mode		1 <sup>a</sup>	2	1	2	
Std. Deviation		.502	1.517	.457	.493	
Skewness		.000	1.321	.921	-.391	
Std. Error of Skewness		.225	.225	.225	.225	
Kurtosis		-2.035	.576	-1.172	-1.880	
Std. Error of Kurtosis		.446	.446	.446	.446	
Minimum		1	1	1	1	
Maximum		2	6	2	2	

a. Multiple modes exist. The smallest value is shown

In frequency we calculated the mean, median, mode, standard deviation of all demographic factors. The mean of gender is 1.50, median 1, 50. Mode 1<sup>a</sup> and standard deviation 0.502, minimum are 1 male, maximum are 2 female. The mean of age is 2.65, median 2.00, mode 2, standard deviation 1.517. The minimum age participants are of age less than 20, maximum age participant are above 40. The mean of marital status mean is 1.29, median 1.00, mode 1 and standard deviation is 0.457. The employment status mean is 1.59, median 1.00, mode 1 and standard deviation is 0.493.

## INFRENTIAL ANALYSIS:

### *RELIABILITY:*

#### Case Processing Summary

		N	%
Cases	Valid	116	53.7
	Excluded <sup>a</sup>	100	46.3
	Total	216	100.0

- a. List wise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.907	33

We calculated the reliability score through SPSS. Our reliability score is >0.05 so that our reliability is accepted. And there is not any error we find.

## CORRELATION ANALYSIS:

#### Correlations

		MEB	MEVP	MEE	MES	MER
MEB	Pearson Correlation	1	.532**	.231*	.304**	.438**
	Sig. (2-tailed)		<.001	.013	<.001	<.001
	N	116	116	116	116	116
MEVP	Pearson Correlation	.532**	1	.441**	.539**	.522**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	116	116	116	116	116
MEE	Pearson Correlation	.231*	.441**	1	.581**	.335**
	Sig. (2-tailed)	.013	<.001		<.001	<.001
	N	116	116	116	116	116
MES	Pearson Correlation	.304**	.539**	.581**	1	.395**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001

	N	116	116	116	116	116
MER	Pearson Correlation	.438**	.522**	.335**	.395**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	116	116	116	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### STEP 1:

In this step if value of p is less than 0.07 it means relationship is strong and when it comes more than 0.07 it means weak relationships.

### STEP 2:

In this step we can check the value of coefficient correlation whether it is positive or negative value.

### STEP 3:

In this step as shown in the table that the current value of correlation is 1.0 which shows the positive relationship.

Strength of the relationship is weak and value we get is less than 0.001 but relationship is weak and positive.

## REGRESSION ANALYSIS:

### STEP 1: Significance Value

The significance value is less than 0.001. It shows that the relationship between variable is weak.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.119	1	17.119	42.745	<.001 <sup>b</sup>
	Residual	45.657	114	.401		
	Total	62.777	115			

a. Dependent Variable: MEVP

b. Predictors: (Constant), MER

**STEP 2: Value of r**

r value is equal to 0.522.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 <sup>a</sup>	.273	.266	.63285

a. Predictors: (Constant), MER

**STEP 3: r<sup>2</sup>**

The value of B is 0.389 and coefficient value is 0.522. They are not same and also we know that r<sup>2</sup> is equal to 0-1.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.488	.172		8.634	<.001
	MER	.389	.059	.522	6.538	<.001

a. Dependent Variable: MEVP

**HYPOTHESIS TESTING:****HYPOTHESIS 1**

H<sub>A1</sub>= Employee Branding has significant impact on Employee Retention.

H<sub>01</sub>= Employee Branding has no significant impact on Employee Retention.

**HYPOTHESIS 2**

H<sub>A2</sub>= Employee Value Proposition has significant impact on Employee Retention.

H<sub>02</sub>= Employee Value Proposition has no significant impact on Employee Retention.

**HYPOTHESIS 3**

H<sub>A3</sub>= Employee Engagement has significant impact on Employee Retention.

H<sub>03</sub>= Employee Engagement has no significant impact on Employee Retention.

## HYPOTHESIS 4

H<sub>A4</sub>= Employee Satisfaction has significant impact on Employee Retention.

H<sub>04</sub>= Employee Satisfaction has no significant impact on Employee Retention.

## **Recommendations:**

Certainly! Here are some recommendations for further research based on your thesis topic "Impact of Employer Branding on Employee Retention":

**Exploring Industry-Specific Differences:** Consider conducting research that delves into specific industries or sectors to determine if the impact of employer branding on employee retention varies across different types of organizations. Different industries may have unique challenges and opportunities when it comes to employee retention.

**Longitudinal Studies:** Conduct longitudinal studies to assess the long-term effects of employer branding initiatives on employee retention. This would involve tracking changes in employer branding efforts over time and their corresponding impact on employee retention rates.

**Cross-Cultural Analysis:** Investigate how employer branding influences employee retention in diverse cultural contexts. Cultural factors can significantly affect how employees perceive and respond to employer branding efforts, so it's crucial to explore these variations.

**Comparative Analysis of Moderating Variables:** Explore how different moderating variables may interact with the relationship between employer branding and employee retention. For example, you could examine whether the impact of employer branding differs between generations (e.g., millennials vs. baby boomers) or across different job roles (e.g., front-line employees vs. managers).

**Mediating Mechanisms:** Delve deeper into the mechanisms through which employer branding influences employee retention. Investigate specific mediating variables that may help explain the relationship in greater detail. For instance, you could explore the role of organizational culture, leadership styles, or job satisfaction as potential mediators.

**Comparative Analysis with Competitor Organizations:** Compare the employer branding strategies and their effects on employee retention among different organizations, including competitors in the same industry. This can provide valuable insights into which employer branding approaches are most effective.

**Qualitative Research:** Enhance quantitative research study with qualitative researches such as meetings and focus groups. Qualitative research study can help you get a deeper understanding of employees' understandings and also experiences related to company branding and also retention.

**Employee Segmentation:** Segment your employee population based on various factors like age, tenure, or job role, and analyzes how different segments respond to employer branding efforts. This can help tailor employer branding strategies to specific employee groups.

**Measurement and Assessment Tools:** Develop and validate measurement tools to assess the effectiveness of employer branding initiatives more accurately. This could include developing surveys or metrics specifically designed for evaluating employer branding impact on retention.

**External Factors:** Consider checking out outside aspects that might influence the relationship in between company branding and also staff member retention, such as financial problems, labor market fads, or modifications in industry laws.

**Geographical Variation:** Investigate whether there are geographical variations in the impact of employer branding on employee retention, as labor markets and cultural norms can differ significantly from one region to another.

**Comparative Analysis of Different Employee Value Propositions:** Compare the effectiveness of various employee value propositions (EVPs) in retaining employees. Assess how different aspects of the EVP (e.g., compensation, career development, work-life balance) impact retention differently.

By exploring these avenues for additional research, you can contribute to a deeper understanding of the connection between employer branding and also employee retention and give useful understandings for organizations looking for to boost their methods in this regard.

## **Conclusion:**

Based on the above SPSS data analysis, it includes descriptive statistics, reliability analysis, correlation analysis, and regression analysis. Here's a structured conclusion based on the findings:

**Descriptive Analysis:** The descriptive analysis provided valuable insights into the demographic characteristics of the study participants. Gender distribution revealed a near-even split between male and female participants, with a mean age of approximately 2.65. Most participants reported

being unmarried (mean = 1.29) and employed (mean = 1.59). These statistics offer a foundational understanding of the sample composition.

**Reliability Analysis:** The reliability analysis, as measured by Cronbach's Alpha, indicated a high level of internal consistency for the variables under study, with a Cronbach's Alpha value of 0.907. This suggests that the scales used to measure these variables are reliable and consistent in measuring the constructs they represent, indicating robustness in the data.

**Correlation Analysis:** The correlation analysis revealed significant relationships between the variables of interest. Notably, employer branding (MEB) exhibited positive correlations with employee value proposition (MEVP), employee engagement (MEE), employee satisfaction (MES), and employee retention (MER). These correlations were all statistically significant ( $p < 0.01$ ), suggesting that a strong employer branding strategy is associated with higher levels of employee value proposition, engagement, satisfaction, and retention.

**Regression Analysis:** The regression analysis further examined the relationship between employee retention (MEVP) and employer branding (MER). The regression model was statistically significant ( $p < 0.001$ ), indicating that employer branding significantly predicts employee value proposition. The R-square value of 0.273 suggests that approximately 27.3% of the variance in employee value proposition can be explained by employer branding. The positive standardized coefficient (Beta = 0.522) indicates that as employer branding increases, employee value proposition also tends to increase.

### **Practical Implications:**

- **Strategic Employer Branding Investment:**

The study suggests that organizations should strategically invest in building and enhancing their employer brand. By doing so, they can positively influence key factors such as employee value proposition, engagement, satisfaction, and ultimately, retention.

- **Tailored Employer Branding Strategies:**

Recognizing the strong positive relationships uncovered in the correlation analysis, organizations should tailor their employer branding strategies to not only attract but also retain talent. Understanding the specific aspects that drive employee value proposition, engagement, and satisfaction can guide the development of targeted initiatives.

- **Focus on Employee Value Proposition:**

The findings emphasize the significance of employee value proposition as a predictor of retention. Organizations should focus on crafting and communicating a compelling employee value proposition that aligns with the expectations and needs of their workforce.

- **Continuous Monitoring and Adaptation:**

Given the dynamic nature of the employment landscape, organizations should adopt a continuous monitoring approach. Regularly assess the effectiveness of employer branding initiatives and be prepared to adapt strategies to meet evolving employee expectations and market trends.

- **Context-Specific Considerations:**

Acknowledging the limitations of the study in terms of its specific sample and context, practitioners should consider the unique characteristics of their own workforce and industry when implementing employer branding strategies. Tailoring approaches to fit the specific needs of the organization can enhance the effectiveness of these initiatives.

In conclusion, the findings of this study support the hypotheses and provide valuable insights into the impact of employer branding on employee retention. The descriptive analysis outlined the demographic characteristics of the study participants, while the reliability analysis established the trustworthiness of the data. Correlation analysis indicated strong positive relationships between employer branding and employee value proposition, engagement, satisfaction, and retention. Additionally, the regression analysis confirmed that employer branding significantly predicts employee value proposition.

These findings underscore the importance of effective employer branding strategies in enhancing various aspects of employee retention. Organizations that invest in building a strong employer brand are likely to improve their employee value proposition, engagement, and overall satisfaction, ultimately leading to higher levels of employee retention.

However, it is important to note that this study has its limitations, such as its specific sample and context. Further research should explore these relationships in different settings and consider



additional moderating or mediating variables to gain a more comprehensive understanding of the impact of employer branding on employee retention.

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