

Influencing employee retention through employer branding: An Indian organizations perspective

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Abstract

Retaining a skilled talent becomes a critical task in the complex digitalized knowledge economy. Retaining talent is always gives a competitive advantage to organizations. This research aims to determine all attributes of employer branding which affect talent retention in organizations. The survey was conducted on 280 employees belongs to various organizations in India. To the analysis of this research, step-wise multiple regression and Pearson's R-correlation were applied to analyze an influence of the branding of an employer for talent retention. The outcomes of the study reveal that various attribute of employer branding positively as well as significantly affects retention of an employee working in Indian organizations. An implication of this study gives deep insight into human resource management practitioners to understand all attributes for employer branding which affect more on talent retention.

Key words: Employer Branding, Retentions, Talent Management, Employee Retention

1. Introduction:

The economy of the world rapidly moving towards digitalization, the processes of a business are manifested on technological platforms, working and managing in these transformed businesses the skilled and innovative workforce is required. In the current scenario, there is a humongous shortage of talented workforce. This situation compels organizations to ensure that the talented workforce must retain effectively within the organization so that they can survive in a competitive business environment. Losing a talent leads to losing associated knowledge, experience and business relationship which employees possess during his tenure in the company and further organizations also have spent on new employee hiring and then in their training. Mita (2014) said that Employee retention is a practice embraced by organizations for sustaining a productive manpower similarly which encounter functioning requirements. Bidisha (2013) has asserted employee retention is a procedure that encourages their workers for staying with their company for long duration, as well as the assigned project, is being completed. Hiltrop (1999) outline an opinion that skilled retained employee demonstrate a vital role in making organizations economically competitive by using their knowledge and skills. Singh, Sharma & Mahendru (2010) has a view employee retention is an organized effort of the employer to build a conducive environment, diverse employees need addressing practices as well as policies that boosts their existing workers to remain with their company. Employer branding explains a technique adopted through marketing schemes and now is being used by human resource practitioners for managing and attracting talent is the organization Cable & Turban (2000). The duo Ambler and Barrow (1996) who first time introduced an idea of branding in HRM had postulated that the employer brand with respect to advantages, identifying it as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". Sullivan (2004) explained the perception of branding reflecting the image of a particular firm as it is an effective work place. Mosley and Barrow (2005) have a view about it to be an emotional linkage between employer and employees. N.R. Aravamudhan (2009) states that talented people will have to be handled with uncommon tact and care as they give a competitive advantage to firms further he said Employer branding is a bundle of all activities performed by HR to retain as well as attract people into their organization which actually an asset for the organization. Studies reveal that strategies related to employer branding impact an organization's competitive advantage, employees' capability to assume values of an organization and retention of employee CIPD(2007). Limited research has done regarding this subject confirms that employer branding remains in nascent stages and further strategies should be devised to draw and manage talent (Maheshwari

et al., 2017). Designed effectively along with employee retention programs executed aimed at increasing the tenure of employees results in enhanced productivity and decreased turnover costs, thereby making up for their cost (Simons and Hinkin, 2001). The strategies used in employer branding has a crucial part in determining employee retaining. Most of the previous studies only focused on a specific dimension of employee retention along with employer branding. Whereas for this research the two constructs EB and ER examined extensively in such a manner that the overall impact of EB be established on overall ER at the same time impact of the individual dimension of EB determined on individual dimension of ER. This procedure will provide deep insights into the essential relationship between EB and ER. This will help practitioners and academicians recognize which dimension of EB has a greater impact on determining ER. This study examines the direct impact of EB on ER in an Indian organizations. To attain this objective the two constructs are tested empirically as a whole and also examine the linkage among EB and ER dimensions. The two-folded test makes this study unique and more concrete which significantly contributes to literature. The best of author knowledge no such study has conducted previously which examine the EB and ER construct as a whole as well as interrelationship among the various dimension of these two constructs. Therefore, the research has some significant originality value and substantially adds up to the literature.

1.1 Concept of Employer Branding and Employee Retention

Employer branding was first proposed by Barrow and Ambler (1996); they defined it as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company”. Minchington (2009) has highlighted EB is a deliberate long-term design for retaining talent. Uncles and Moroko (2008) have a view that EB works as a psychological aspect among the employee and their employer. As per Bondarouket. al. (2013), EB is actually a complete set of practices intended to improve the corporate image (in terms of existing as well as prospective talent) of a firm in the form of a preferred recruiter. EB is seen as a long-term tactic for developing a trustworthy along with it an appealing personality of the employer, meet the views of prospective as well as current talent, and attain competitive advantage. As per Tikoo and Backhaus (2004), EB enables the organization differentiation and helps in attracting talent that holds comparable, if not identical values as the firm. According to Peters (1999), branding was initially used for differentiating tangible goods, however, with time, it came to be used to differentiate persons, places, and companies. Ahmada and Dauda, (2016) defines EB as an exciting and new field which is capable of changing the operation of the firm. Christopher Van Mossevelde (2010) emphasized that a firm's profitability and growth, coping with economic slumps, lack of skilled labor, altering the new generation's perception and achieving popularity as best employer were features responsible behind the rise of employer branding. Jiang & Iles (2011) asserted that EBs (Employer Branding) was emerging as the best routine for making sure that firms were ready for any uncertain time.

Another construct employee retention in the study has defined by Zineldin (2000) employee retention is a firm's all-inclusive strategy of human resource module that initiates with recruiting right individuals with suitable skills needed by a company as well as persist with practices promoting engagement of employees and high-commitment towards the firm. According to Fitzenz (1990), many factors drive retention and such factors must be handled correspondingly: career development systems, organizational culture, pay and benefits philosophy, and strategy. As per Singh, Sharma & Mahendru (2010) employee retention refers to a methodical effort made by the workers for generating and nurturing a work environment which reassures the presently working workers to stay employed by setting up policies & practices addressing workers' different needs. Employee retention aims at inspiring people so that they stay in a firm for longer durations, Bidisha (2013).

2. Review of Literature

In spite the fact that there are many researches were conducted to observe an association among employer branding as well as employee retention over the globe. According to Kuchеров & Zavyalova (2012), limited evidence exists to establish which elements of employer branding leads to higher employee retention. Matongolo et al (2018) also had a view that still a lot of greater efforts are required to ascertain the linkage in the concepts of employee retention and employer branding. Not much attention was given for determining employer branding as a tool to offer employee retention specifically in an Indian context. Employer branding and its capability to hold talent is vital to firms' success (Backhaus & Tikoo, 2004). The results from the empirical investigation conducted by Jonsson, Karlsson & Sundstrom (2012) to examine the organization's employer branding attributes that makes it attractive to its employees for employee retention revealed regarding the strategic vision attributes, work environment, organizational success, symbolic benefits, functional benefits, internal branding, stakeholders' images, organizational culture, type of services and work attributes are significant for employees with some variances.

Eveliina Suikkanen (2010) postulated that employer branding influences the entire experience of employment, endorsing a better place to work concept decreases the turnover voluntarily which ultimately leads to employee retention. Studies reveal that employer branding tactics impact firms' competitive advantage, workers' capability to assume firm values and employee retention (CIPD, 2007). Lukas de Swardt, Annelize Botha, and Mark Bussin (2011) suggested a predictive model for employer branding for retention and attraction of talent, he tried exploring an existing position of knowledge regarding the brand of the employer as well as identify different bases of employer brand theoretically incorporated into a predictive model. This study was non-empirical and sought links between theoretical concepts through pertinent appropriate data. According to this study, employer brand was affected by requirements of target group, differentiated EVP (Employer Value Proposition), communication of brand consistency, and people strategy regarding the brand of employer as well as estimation of efforts made by HR employer branding. Moroko and Uncles (2008) explained that firms' robust employee brand attitudes could possibly improve retention, and associations among workers. Evans Sokro (2012) in a study examined the effect of branding of employer on the retention and attraction of employee in the sector of banking in Ghana. For the purposes of the study, data were collected from 87 sample respondents who were selected conveniently and analyzed with descriptive and inferential statistical tools. It is revealed that a brand name of firms considerably influences the workers' decision for joining and remaining in a company. A study suggested that employers generate a favorable work environment that made workers comfortable and motivated them to stay with the firm. Uma and Mary Metilda (2012) In an article, presented a conceptual framework regarding employer branding. In the article, the authors discussed the various factors influencing the employer brand and its implications. The authors concluded that employer branding reduces recruitment cost and acquire the right talent. Further, they posed the question finally when an organization worked on employee expectation which brought employee affiliation and ownership towards the company. Hence, it is not a tough task for the employer to retain the employees, to bring quality productivity and profitability. Which will create a positive image is the ultimate way of upgrading the image of the organization. Pallavi Mehta and Khushboo Sharma (2014) studied the effect of employer branding on employee retention in a management institute with a main aim of determining the effect on retention by the employer branding. The study also discovered a noteworthy connection in the employer brand, employee satisfaction, and retention of employees. A study concludes that employers must know their environment, how they are perceived by their target group and understand their needs. The management should update their EVP to maintain the organization brand and successful employer branding facilitates recruitment and engagement, improves creativity and satisfaction, thereby increasing rate of retention. Biswas & Suar (2013) examine the multiple employees' values in a manufacturing concern to identify the values which most influence the employer brand. Accordingly, the outcomes indicate that the workers feel interested, social, economic and developmental values, in order of priority, to be influencing the employer brand. When organizations portray these values in their employer brand, then employee retention can be maximized. Alniacik et al. (2014) proclaimed Employer branding assists in bettering a firm's recruitment, which in turn facilitates recruitment cost reduction. It was also vital to bettering a firm's employee retention rate which in turn caused lower employee turnover. Ahmad and Daud (2016) opined that employer branding was a current approach which was consistently expanding and could help maintain an organization's reputation in drawing and retaining workers. According to Suikkanen (2010), employer branding was a method of employer retention as it was very effective for an entire experience of employment because this inspires a better environment of work and decreased voluntary turnover. Sokro (2012) emphasized that firms used employer branding strategy to draw such talent that could remain with the firm and affect employees' decision to leave or be with the firm. As defined by Shah and Mandhanya (2010), employer branding is an essence of all employment experiences which increases employee satisfaction, results in employee retention and enhanced level of productivity. Ainspan and Dell (2001) emphasized on the employer branding determining an organization's identification as the worker. This includes company values, systems, policies and behaviors aimed at drawing, retaining as well as motivating the organization's existing as well as prospective employees.

Dabirian et al. (2017) revealed that employee retention depended on the firm's image in the worker's mind; this image is also vital to drawing a new workforce. Studies on branding indicate that orientation of brand values, firm culture and strategy, and the degree to which workers view and accept these factors, can affect employee retention (Anisimova and Mavondo, 2010; Matanda and Ndubisi, 2013). Tanwar (2016) proposed that employer branding dimensions explain differences in degrees of organizational commitment of employees, and a firm may thereby improve levels of employee retention. Brewster et al., (2005) emphasized a robust and positive employer brand was vital to drawing and retaining best talent. Social identity theory confirms that employer branding enhances firms' attractiveness and retention because existing and prospective workers sought membership in organizations that

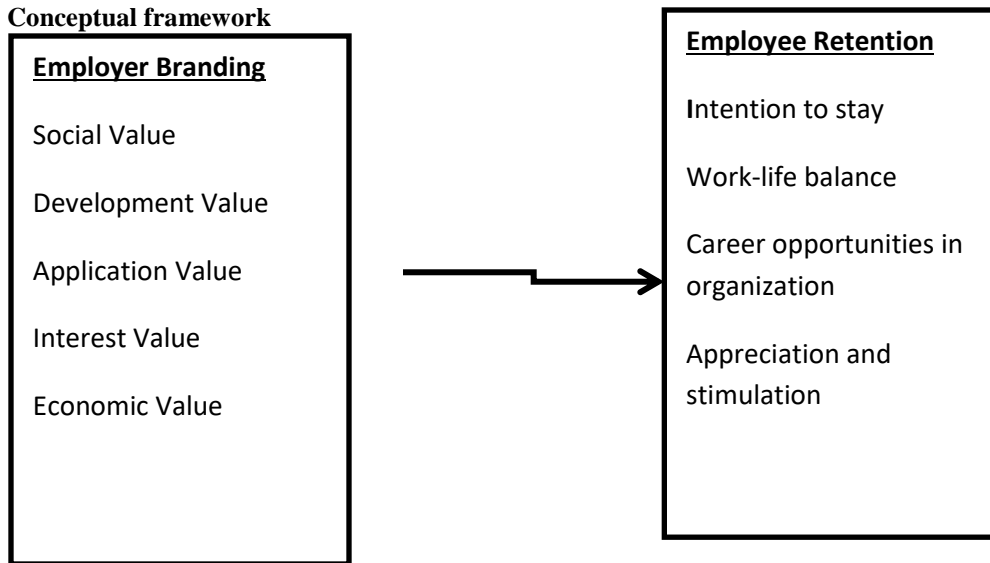
enhanced their self-concept (Biswas&Suar 2016). Vatsa (2016) has a viewpoint that the utmost purpose of employer branding has to focus on retention of a current employee as recruitment and replacement cost is so high (Clair 2016).

In light of the discussion above, it may be said that this study aims on discovering a positive link between the employee retention and employer branding. Extant literature calls for study of ideas related to branding in the form of an instrument for retaining the employees. This was noteworthy that past researches viewed branding in the form of a straight employee retention source; there is a lack of studies regarding the direct link among employee retention as well as employer branding. Based on a review of literature following hypothesis are formulated:

H1: There is a significant relationship between employer branding and employee retention

H2: There is a significant relationship between employer branding dimensions (interest value, social value, interest value, application value, and development value) on employee retention

Conceptual framework



3. Methodology

3.1 Sample

The study was carried out on 280 employees employed at various levels in different Indian organization. The purposive convenient technique of sampling was use to gather information from the respondents. Data was obtained by questionnaire on employer branding and employee retention. Apart from this, demographic information was also collected on the basis of certain factors as: name, educational qualification, gender, work-experience and marital status. For the demographic variables the descriptive statistics were: educational qualification, gender, work-experience and marital status, has been stated below in Table -1

Table-1
Frequency Table (for Demographic Variables)

Demographic variable	Frequency	Percent
Gender		
Male	198	70.7
Female	82	29.3
Total	280	100
Marital status		
Married	215	76.8
Unmarried	65	23.2
Total	280	100
Educational Qualification		

Graduate	152	54.3
Postgraduate	128	45.7
Total	280	100
Age		
25-40	132	47.1
41-56	106	37.9
57-72	42	15
Total	280	100
Work-Experience		
1-15	140	50
16-30	115	41.1
31-45	25	8.9
Total	280	100

3.2 Instrument

3.2.1 Employer Branding Scale

Data were collected through two measuring instruments. Each scale has been briefly described below: EB was assessed through a scale using twenty-five items as given by Berthon et al. 2005. It recognizes five main aspects, application value, interest value, economic value, development value, social value. This scale was employed for varying economies which establishes their validation for different settings as well as among different levels of occupation. The coefficient of reliability for such dimensions are 0.91, 0.91, 0.89, 0.91 and 0.91 respectively. Respondents had to answer using five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

Definitions of employer branding dimensions are given as:

- 1. Interest value:** Examines how deeply an individual feels attracted towards their employer offering stimulating novel work exercises, work environment, and employing the creativity of an employee to yield innovative services, products of higher quality.
- 2. Social value:** Examines how deeply a person is drawn to the employer offering a delightful environment for work, healthy shared team atmosphere as well as associations.
- 3. Economic value:** Examines how deeply an individual is attracted by an employer who offers compensation, above-average salary, opportunities of promotion as well as job security.
- 4. Development value:** Examines how deeply the employee is drawn to an employer providing acknowledgement, career-enhancing experience, confidence, and self-worth and foundation for working in future.
- 5. Application value:** Examines how deeply the worker is drawn to the employer that offers the employee chances for applying their knowledge as well as for educating their subordinates in a customer oriented and humanitarian environment.

3.2.2 Employee Retention Scale

The employee retention scale has been developed for Indian organizations depending on the literature review, the four dimensions are identified after the discussion of experts from industry and academics. The dimensions and items were also used earlier by researchers in their research. *shows that the statement codes the response in reverse and are estimated using the five-point Likert scale where 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree.

The details of dimension and items are as follows:

1. Intention to stay are adopted from Kyndt et al., 2009 and is estimated by the following 4 items:

- (a) In the span of next three years I have a plan to work in other organizations also. *
- (b) In case I wish to work on some other position, I will look for the possibilities under same organization.
- (c) In case of an attractive offer from some other organization, I will take it.
- (d) I see a secure and good future in same organization.

2. Adaption of work life balance was as per Sahu, 2010, and Gröpel & Kuhl, 2009.

- (a) I don't get any free time because of my work. *
- (b) During free hours, I still was to work on my assigned duties.

- (c) I often meet with my relatives and friends.
(d) There is a good balance in personal and work life.

3. Under one organization the opportunities of Careers were adapted from Chin-Yao Tseng, 2010, and followed the following 4 statement:

- (a) I believe all aspirations regarding my career can be easily achieved in same company.
(b) My managers are very supportive regarding my career development.
(c) There are many career advancement opportunities under same company.
(d) There are not much opportunities with my Job to provide career development in future.*

4. Appreciation and stimulation is measured using following six statements and were adapted by Kyndt, Dochy, &Michielsen, 2009.

- (a) Our interests and ideas are seriously considered by the higher authorities.
(b) I feel that I have to put aside my interests for meeting the strategies of corporate. *
(c) My organization provides right motivation for development, especially related to my own interests.
(d) My organization helps in stimulating my position and my future possibilities of achieving future goals.
(e) My organization offers the opportunities of specializing my own strengths.
(f) I am given with many opportunities of working on the skills I am specialized at.

The employee retention scale consists 4 dimensions and 18 items the reliability coefficients for these dimensions are: .87(Intention to stay), .84 (work life balance), .85 (Career opportunities within organization), .88 (Appreciation and stimulation)

3.2.3. Statistical Analysis

The data obtained from the respondent was subject to various statistical examinations related to Pearson's Product Technique and stepwise multiple regression toolfor establishing an effect of employer branding attributes on employee retention attributes. Along with the structure of factor measured used in this research, the measurement scale as per the Principal Component Analysis (PCA) with Kaiser's Varimax Rotation.

3.2.4 Factor Structures of the Measures

To determine the detailed depiction of variable the measuring scale of EB and ER has taken to examine through Principal Component Analysis as linked to thetechnique of Kaiser's varimax rotation. The scale of EB measure is inputted for factorizing the analysis based on PCA and 3-factors are removed toll the Eigen-values are more than 1.00 where these factors explained 53.69% of total variance. EB measuring scale for factor analysis subjecting among the 25-items, twenty-three items are obtained for analyzing further, 2-items are then removed through a measuring scale with the factor loading lower than 0.55.All commonalities that gave variance proportion for every original variable is inputted in the factor matrix's last column. Commonalities in all 25-items were ranged in the range 0.29-69. The rotation factor solution is mentioned below in table 2. Respectively.

Table 2: Rotated Component Matrix (Employer Branding Scale)

Variables/Items	Components			h ²
	1	2	3	
EBSV1	.65			.44
EBSV2			.77	.64
EBSV3	.72			.62
EBSV4		.67		.55
EBSV5			.81	.68
EBDV1	.61			.47
EBDV2		.71		.52
EBDV3		.75		.61
EBDV4	.67			.59
EBDV5		.76		.60
EBAV1		.67		.55
EBAV2	.47*			.29
EBAV3	.72			.62
EBAV4	.65			.48

EBAV5	.62			.55
EBIV1	.63			.38
EBIV2		.43*		.45
EBIV3	.68			.52
EBIV4			.65	.41
EBIV5		.58		.38
EBEV1			.67	.46
EBEV2	.73			.34
EBEV3		.64		.45
EBEV4			.61	.48
EBEV5			.59	.26
Eigenvalues	6.78	4.77	4.11	12.35
Percentage of Variance	25.782	17.348	10.346	53.468

Table Source: Authors' own.

Notes: the Items marked with the symbol (*) having the factor loading less than .55 and have been omitted from advance further analyses *EBEV: Economic Value, EBIV: Interest Value, EBAV: Application Value, EBDV: Development value, EBSV: Social value.

For employee retention from Eighteen items, 16 items have been obtained where among that two items are not included in the scale with the 0.55 or less factor loading. This scale explained 65.46% variance as well as communalities ranging in 0.51-0.92. Table 3 presents the solutions for rotated factors.

Table 3. Employee Retention Scale Rotated Component Matrix

Variables/Items	Components			h ²
	1	2	3	
ERIS1	.78			.66
ERIS2			.92	.94
ERIS3		.75		.68
ERIS4		.81		.69
ERWLB1		.69		.65
ERWLB2	.64			.56
ERWLB3	.76			.68
ERWLB4	.72			.64
ERCO1	.61			.49
ERCO2		.52*		.47
ERCO3		.51*		.54
ERCO4	.64			.63
ERA1		.73		.70
ERA2		.64		.68
ERA3			.67	.44
ERA4	.67			.65
ERA5			.72	.67
ERA6	.58			.48
Eigenvalues	7.16	1.08	1.59	9.61
Percentage of Variance	51.07	7.61	6.79	65. 46

Source: Authors' own.

Notes: Items marked with the symbol (*) have factor loading less than .55 and have been excluded from further analyses * ERI, Intention to stay; ERWLB, Work life balance; ERCO, Career Opportunities in Organization; ERAS, Appreciation and Stimulation.

The method stated before enables, entry of four predictors—Intention to stay, work-life balance value, Career Opportunities in Organization and Appreciation and stimulation, these variables together donated for the dimensional forecast of Employee Retention.

4. Analysis

Table 4: Mean, SD, &Intercorrelation between Employer Branding(EB) dimensions and Employee Retention (ER) dimensions (N=280)

S.no	Variables	Mean	S.D	EBS V	EBSV	EBSV	EBSV	EBSV	EBSV	EBSV	EBS V	EBS V
1.	EBSV	55.68	18.31	1								
2.	EBDV	16.19	5.70	.86**	1							
3.	EBAV	19.72	6.58	.91**	.82**	1						
4.	EBIV	10.08	3.41	.53**	.52**	.51**	1					
5.	EBEV	3.27	1.32	.43**	.43**	.45**	.61**	1				
6.	ERIS	3.29	1.41	.53**	.49**	.52**	.68**	.52**	1			
7.	ERWLB	3.34	1.16	.48**	.47**	.52**	.63**	.54**	.60**	1		
8.	ERCO	6.71	2.17	.50**	.49**	.52**	.84**	.61**	.75**	.66**	1	
9.	ERAS	3.26	1.18	.48**	.47**	.46**	.66**	.54**	.62**	.78**	.67**	1

Note:EBSV, Social Value; EBDV, Development Value; EBAV, Application Value; EBIV, Interest Value; EBEV, Economic Value ; ERIS, Intention to stay; ERWLB, Work life balance; ERCO, Career Opportunities; ERAS, Appreciation & Stimulation;

Source: Authors' own

It can be determined that the proposed hypotheses H1 is being sustained through the resilient correlations in-between all dependent and independent variables, a solidity of this linkage differ broadly among .43 (lower end) and .91 (higher end) (table 4). A substantial linkage has established on Employer Branding and Employee Retention of an estimated value of correlation as $R = .60^{**}$ ($p < .01$ level).

Employer Branding dimensions had been inputted to perform multiple stepwise regression equation where this is determined that everydimensions of Employer Branding i.e., Economic Value, Interest Value, Application Value, Development Value, Social Value are important for the intentions of staying and appreciation and stimulation, work-life balance, and in organization career opportunities (Table: 5)

Table-5

Stepwise Regression Analysis showing Employee retention (ER) as Dependent variable with the Dimensions of Employer Branding (EB) as Predictor Variables (N=280)

Variables	R	R ²	SEm	F-value	D. F	β Value
D.V: Intention to Stay						
Economic Value (EBEV)	.42	.18	2.16	61.52	1,298	.42
Economic Value (EBEV), Social Value (EBSV)	.46	.21	2.12	39.06	1,297	.23,.27
Economic Value (EBEV), Social Value (EBSV), application Value (EBAV)	.48	.23	2.09	28.45	1,296	.17,.21,.16
Economic Value (EBEV), Social Value (EBSV), application Value(EBAV), Interest Value (EBIV)	.50	.26	2.07	23.49	1,295	.12,.19,.06,.20
D.V: Work Life balance						
Application Value (EBAV)	.39	.16	3.87	59.06	1,298	.39
Application Value (EBAV), Interest Value (EBIV)	.41	.18	3.78	28.98	1,297	.28,.19
Application Value (EBAV), Interest Value (EBIV), Social value (EBSV)	.44	.20	3.76	24.17	1,296	.14,.17,.27
D.V: Career Opportunities in Organization						
Economic Value (EBEV)	.55	.30	21.45	126.58	1,298	.55
Economic Value (EBEV), Development Value (EBDV)	.56	.31	21.22	68.45	1,297	.44,.16
Economic Value (EBEV), Development (EBDV) Value, Application Value(EBAV)	.59	.35	20.84	51.28	1,296	.32,.12,.23
Economic Value (EBEV), Development Value	.60	.37	20.54	42.08	1,295	.26,.08,.17,.18

(EBDV), Application Value (EBAV), Interest Value (EBIV)						
D.V: Appreciation & Stimulation						
Economic Value (EBEV)	.40	.17	3.88	58.26	1,298	.40
Economic Value (EBEV), Social Value (EBSV)	.42	.19	3.79	29.98	1,297	.27, .20
Economic Value(EBEV), Social Value (EBSV), Interest Value (EBIV)	.45	.23	3.75	24.18	1,296	.15,.17,.26

As mentioned in table 5. The tool stepwise regression has been used to calculate the results and it is disclosed out of every dimension of employer branding (EB), the economic value, intention predicted to stay with multiple R as .42 a significant regression equation was found : $F=61.52^{**}$, $p<.01$, β value=.42, Adjusted R^2 =.18; social value with multiple R as .46 and a significant regression equation was found : $F=39.08^{**}$, $p<.01$, β value=.27, adjusted R^2 =.21 ; application value with multiple R as . 48 anda significant regression equation was found: $F=28.45^{**}$, $p<.01$, β value=.26, R^2 =.23; interest value with R as.50 a significant regression equation was found ($F=23.49^{**}$, $p<.01$, β value=.20, R^2 =.26); and conjointly accounted or 50% variance in the predicted of intention to stay. Economic value was appraised to be a strong predictor of intention to stay with the calculated β value as .42.

Similarly, work-life balance the result has been predicated by application value (EBAV) with the calculated Ra as .39 and a significant regression equation was found $F=59.06^{**}$, $p<.01$, β value =.39, R^2 =.16; interest value (EBIV) with the calculated R as .41 and a significant regression equation was found : $F=28.98^{**}$, $p<.01$, β value =.19, R^2 =.18; social value (EBSV) with the calculated R as .44 and a significant regression equation was found : $F=24.17^{**}$, $p<.01$, β value =.27, R^2 =.20; and jointly accounted 44 % variance in the prediction of work-life balance. As a whole, application value (EBAV) has been found as the strongest predictor of achieving the result with the calculated β value as .39.

Further, the dimension of employee retention (ER). Career opportunity in the organization has been predicated on the basis of employer branding (EB) and has been found that economic value predicated career opportunity in the organization with multiple R as .55 and a significant regression equation was found : $F=126.58^{**}$, $p<.01$, β value =.55, R^2 =.30; development value with multiple R as .56 and a significant regression equation was found : $F=68.45^{**}$, $p<.01$, β value =.16, R^2 =.31; application value (EBAV) with multiple R as 59 and a significant regression equation was found $f=51.28^{**}$, $p<.01$, β value=.23, R^2 =.35; interest value with multiple R as 60 and $f=42.08^{**}$, $p<.01$, β value =.18, R^2 =.37 and jointly accounted 60% variance in the prediction of career opportunity in the organization. As a whole, economic value has been found as the strongest predictor of career opportunity in the organization with the calculated β value as .55.

Lastly, appreciation and stimulation has been predicted on the basis of dimensions of employer branding and has been found that economic value predicated appreciation and stimulation, with multiple R as .40 an a significant regression equation was found $F=58.26^{**}$, $p<.01$, β value =.40, R^2 =.17; social value with multiple R as .42 and a significant regression equation was found $F=29.98^{**}$, $p<.01$, β value =.20, R^2 =.19; interest value (EBIV) with multiple R as .45 and a significant regression equation was found: $F=24.18^{**}$, $p<.01$, β value =.26, R^2 =.23; and jointly accounted for 45% variance in the prediction of appreciation and stimulation. As a whole, economic value has been found as the strongest predictor of appreciation and stimulation with the calculated β value as .40. based on the acquired results we proclaimed that hypothesis H1 and H2 been retained at .01 level.

5. Discussion

(i) Association between employer branding (EB) and employee retention (ER)

As represented in table 5 employer branding results in intention to stay, balance in work and life, career opportunities in organization and stimulation and appreciation. The findings of this study illustrate that the presence of employer branding (EB) used in a company creates an environment that makes an organization a better place to work. The effective functional, psychological and economical offerings of the organization set the directions towards the employer branding building which leads to creating agood feeling among the workers, as outcome turnover rate decreases which ultimately a positive indicator of organizational productivity and revenue generation. In the opinion of Verma&Verma (2014) organizations are responsible for creating an excellent place to work for

their employees. According to Levering (1996), employer brand helps in drawing and retaining good workers and also motivates them, further he suggested that employer branding as a tool helps an organization to retain employee, which make organization strengthen to face all challenging situations. Whitener (1997) postulated that innovative practices in the organization spread the message that the organization is supporting its employees.

It has found through table 5 that employer branding dimensions are positively correlated with intention to stay, balance in work and life, career opportunities in organization and stimulation and appreciation. Competitive and attractive compensation structure, transparent promotion practices, skills enhancement training programs, opportunities of personal and professional growth, flexible and adequate leave policies, structured reward system, inter and intra departmental superior and subordinate harmonious relationship create a conducive workplace. These attributes enhance the application value, interest value, economic values, development value, and social value which further positively influence intention to stay, balance in work and life, career opportunities in organization and stimulation, appreciation factor of employee retention in the organization. According to Hays (2010) concrete employer branding having a capability to inject the feeling of loyalty and trust among the employees.

(ii) Prediction of employee retention (ER) on the basis of employer branding (EB) dimensions

In table 6: The finding shows that Objective of staying was predicted by economic value and a joint effect of social, application and interest value. The competitive and fair payment system in both tangible and intangible form proves important to make p their mind regarding leaving or staying in the company. According to CIPD(2010) employees who perceive that an organization is treating unfairly in rewarding him, will, at last, decide to exit the organization. If the treatment of superior with their subordinates is harmonious it leads to positive psychological feelings among employees, which proves an important factor to stay within the organization. Tepper (2000) postulated that supervisory behaviors negatively impacted workers' job performance in cases where subordinates were intimidated, body language was aggressive, subordinates were humiliated in public, important information was withheld, and subordinates were ignored. Thus, the conducive environment is important to ensure the longer stay of an employee in the organization. Similarly, if the interest area of the employee is being considered genuinely while assigning the task to him, it will motivate the employee to perform his best as well as an intention to associate with the organization for a long time.

Further as shown in table 5: work-life balance is being predicated by employer branding in the organization, the results suggest that work-life balance predicted application value with the joint effect of interest and social value. Those employees who have a privilege to get work their choice in an organization, have opportunities to apply their skills in their work and having supportive co-workers leads to manage professional and personal life effectively. Work-life balance has given lots of consideration in taking designs related to stay or quit the organization. The smart talented workforce now gives equal consideration to their personal life and they want to attain the balance for both personal and profession life. Thus, by focusing on social value, application value, and interest value organizations can create a balance between the professional and family life of the employee.

Further in table 5: it is depicted that career opportunities in the organization are being predicted by EB. The finding of the study revealed that economic value predicated career opportunities in the organization jointly with development value and application value. Increasing responsibilities without proper reward system have a negative impact on employees, leads to dissatisfaction. Similarly lack of transparent promotion policies, insufficient training, and development programs force the employee to move from the organization. Lemmink et al (2009) said that there is an interrelation between EB and retention of the talented employee since EB principle is supposed to have the ability to fulfill the intrinsic career success as well as extrinsic career success.

Lastly on a table: 5 shows that appreciation and stimulation have predicted by EB. Findings suggested that economic value jointly with social and interest value predicated appreciation and stimulation. The organization works for their organization branding building, recognized their talented workforce in the monitory award as well as display their achievements through this make an employee feel happy and he also motivates him to keep his good work continue. Appreciation in the form of monetary reward is important as the benefit passes upto the family of the employee. Such recognition from organization and family, strengthen employee association with an organization.

Thus, we can say that employer branding provides economic security and a conducive environment, training and development opportunities, healthy work culture which motivates employees for staying in a company lasting for long duration.

6. Implications of the study

The most challenging tasks in an organization is employee retention specifically for human resource practitioners. Retaining high performers has become increasingly difficult for firms because such workers frequently shift jobs as they are drawn by more than one firm at a given time CrispenChipunza (2009). Dealing with this complex issue employer branding is one of the effective tools which tackle employee retention in an organization.

The finding from the research implies that if human resource practitioners of the organizations work and focus to enhance dimensions of employer branding like, development value (DV), interest value (IV), and social value. (SV) application value (AV) and economic value(EV). It gives influencing effect on employee retention dimensions i.e. work-life balance, intention to stay, career opportunities in the organization and appreciation stimulation, this ultimately leads to employee retention. Employer branding was also explained as a long-standing calculated subterfuge designed for attracting, engaging as well as retaining new talents. (Minchington, 2009).

This study indicates that if organizations improve their remuneration practices, provide a conducive work environment, ensure work-life balance for employees and provide ample chances of growth for employees, it ultimately results in retention of employees in an organization.

7. Limitations and future research

The present research was carried out to determine the employer branding impact on various dimensions on employee retention dimensions. The study is being conducted in various Indian organizations as a whole with small sample size. Due to these constraints, the findings of the study interpreted with caution. Further same study can be conducted on industry wise with large sample size. As well as cross-culture study also can be conducted to find more insight into the relationship between two constructs and their dimensions.

8. Conclusion

The talented employee who stays in an organization for a longer duration will prove productive and worthful results. Employer branding is a systematic framework that plays a vital role in creating those attributes within the organization which stimulates the workers to work for long term in an organization for long span enthusiastically. This empirically study examine the connection among employee retention and employer branding constructs as a whole as well as also determines a linkage among the 5-dimensions of employer branding as well as four dimensions of employee retention. Outcomes reveals that all five attributes of employer branding that is economic value, interest value, application value, development value, social value, influence positively all four dimensions of employee retention. Further, it is shown that social value, economic value, and application value strongly predicated intention to stay, application value and interest value strongly predict economic value, work-life balance, development value and application influence career opportunities in the organization and social value, interest value strongly predict appreciation and stimulation dimension of employee retention. Thus it is concluded that by concentrating the various attributes of employer branding the retentions of workers working in an organization can achieve effectively.

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