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The examine impact of factors of employee branding on employee retention, with mediation of organizational identification: Association between employee branding on employee retention

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***Abstract*---**In the ever-changing modern world, Pakistani healthcare and educational organizations must find a way to draw and keep top talent while still providing outstanding services. The research investigates the effects on employee retention of a number of employer branding factors, such as pay, job security, authority, work-life balance, corporate social responsibility, and brand reputation. The mediating role of organizational identity is taken into account in order to fully evaluate this relationship and offer insights into the overall impact of these variables on staff retention within Pakistani firms that operate in the healthcare and education sectors, 130 employees make up the research sample. Employer branding, organizational identification, and employee retention are complex dynamics that require a solid theoretical framework, which this study provides by drawing on social identity theory, resource-based theory, signaling theory, and social exchange theory. Based on preliminary studies, it appears that healthcare companies are more affected by employee branding when it comes to staff retention than are educational organizations. In the end, the knowledge gained from this study project will have a significant impact on companies looking to improve

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their capacity to draw in and keep people, especially in Pakistan's crucial healthcare and education sectors.

Keywords---employee branding, employee retention, job secruity, brand reputation, PLS- SEM.

Introduction

An organization suffers greatly when employees decide that other companies are a better place to work. When knowledgeable and skilled professionals depart for a rival, there are severe consequences that might range from lost production to low employee morale within the current workforce. The Branding can be used in the education and health sector, even though firms often focus their branding efforts on developing their corporate and services as brands. Employer branding is the process of integrating branding ideas into human resource management. Organizations are using employer branding more frequently to recruit new employees and make sure that current employees support the culture and goals of the organization. Employer branding, one of the "hottest strategies in employment," has gotten somewhat less attention than the steady stream of other employee retention techniques that have been developed in this field. The brand has drawn a lot of attention as a strategy for attracting and retaining customers. Employer branding describes the application of this concept in HR management to attract new hires (Backhaus, 2004). Employer branding, which combines psychological, financial, and practical incentives for employees, enables businesses to set themselves apart from their rivals (Ambler & Barrow, 1996). In order to maintain a competitive and stable workforce, organizations have embraced employer branding as a strategic plan for talent acquisition, development, and retention. This may help to explain why there has been an increase in interest in researching employer branding, employee retention, and job engagement over the past few decades. Studies have shown that job engagement is associated with significant consequences, both for businesses and for individuals. Hospitals and educational organizations are crucial to ascertain whether there is a connection between corporate branding and employee retention given that previous studies have highlighted workplace branding as a retention management technique. Before determining how organization branding affects employee engagement and retention, this study aims to look into its possible implications in both sector health and education.

Hospitals and educational organizations constitute a significant loss of intellectual and human resources. With a workforce that is only 4.7% trained and a 45% employability score, Pakistan makes Hospitals and educational organizations challenging for workers to be incorporated into a range of businesses. Because Hospitals and educational organizations is incapable of reform Pakistan battled with a talent shortage in schooling and dropped to rank 115 out of 157 nations in the human capital index (Finance division). Human resource management (HRM) has, however, embraced these marketing strategies more recently. The only difference is that employer brands help to build loyal employees and increase productivity as opposed to consumer brands, which serve to generate loyal customers and encourage profitability. Brand management is a

big job for many firms because brands are one of organization's most valuable assets. The goal of this research project is to demonstrate that employer branding encompasses much more than just internal marketing communications. In terms of human management, organizational structures, leadership, and communications, a completely integrated brand behavior is obvious. Therefore, the CEO and top management should lead from the top down in terms of employer branding. Employer branding is a comprehensive framework for controlling how employees' day-to-day experiences are governed by the communication and actions of their immediate line managers and corporate leaders since Hospitals and educational organizations is intimately connected with the business culture, values, and beliefs. Even though the employer brand and the consumer brand compete in two distinct markets—one for talent and commitment and the other for products and services they are inextricably linked.

Problem Statement and research gap

The primary issue facing the companies is a lack of talent (Chambers et al., 1998). Pakistan has an extremely high rate of workforce turnover as a result of a skills shortage. The education sector has a high personnel turnover rate of about 20%, and the health care sector has a 30% turnover rate due to the variety of employment prospects (Labour force survey 2020–21, Thirty-sixth round). These statistics are reported by Pakistan's Bureau of Statistics. An enormous setback for the organization occurs when workers start to think that better opportunities exist at other businesses. When knowledgeable and experienced workers depart the organization to work for a competitor, there are serious negative effects that can include low morale among current team members and decreased productivity. A substantial loss of human and intellectual capital has occurred. Recent years have seen significant evolutionary changes in businesses around the globe, driven by technology and intense global competition (Francis & Bessant, 2005). Organizations are searching for more qualified human resource (HR) capital as a result. Organizations are looking for human resources (HR) that they can use to obtain a sustained competitive advantage in the market in order to succeed in this cutthroat environment. According to the 2020 Global Workforce Research Survey, employees are searching for other employers in addition to those who offer significantly higher salaries since they also offer more flexible work schedules, transparent internal communication, and chances for career advancement. Today's job searchers take into account their experience, skill development, and potential for professional advancement. Companies need to handle this issue appropriately if they want to enhance employee skills and build a strong employer brand in the community. The prevailing tactic that can help businesses attract and retain employees is the concept of employer branding. Because of its employer appeal, employer branding has been successful in luring top talent (Berthon et al., 2005; Lievens & Highhouse, 2003). When workers are motivated, they get along better with their managers and are more assured of the organization. These individuals are more likely to dedicate themselves fully to their work, so Hospitals and educational organization makes sense that they would want to go above and beyond what is required of them.

The present study examines employee branding and its impact on retention across multiple industries. However, there is a notable dearth of research that

delves into the particular complexities and obstacles encountered by workers in the health and education sectors, which are vital to the welfare and advancement of the country. Moreover, the possible moderating function of organizational identification is still not fully investigated in this particular context. By offering this analysis of the variables influencing employee branding, their effect on retention, and the mediating role of organizational identification in the unique healthcare and education settings of Pakistan, this study seeks to close this knowledge gap and provide insightful information for management and policy decisions in these crucial industries.

Objectives

i. To identify the influence of Compensation on Employer Retention.
ii. To identify the influence of flexible working condition on Employer Retention.
iii. To identify the influence of job security on Employer Retention
iv. To identify the influence of Career growth on Employer Retention.
v. To identify the influence of authority on Employer Retention.
vi. To identify the influence of brand and reputation on Employer Retention
vii. To identify the influence of corporate social responsibility CSR on Employer Retention.
viii. To identify the influence of work environment on Employer Retention.
ix. To identify the mediation the organizational Identification, does Hospitals and educational organizations fully or partially mediate the employer branding and employee retention.

Significance of study

Knowing the ins and outs of employee branding as well as retention is essential in Pakistan, where the education and healthcare sectors are critical to the country's development as a society. This study offers useful insights that can help administrators and policymakers enhance employee retention tactics in these crucial industries, in addition to adding to the body of knowledge by illuminating a previously unexplored area. This research lays the groundwork for customized interventions and management strategies that can eventually improve the standard and stability of educational organizations and healthcare services, enhancing the country's well-being and prospects for the future. Hospitals and educational organizations do this by revealing the complex relationships between employee branding, organizational identity, and retention (Berthon et al., 2005; Lievens & Highhouse, 2003).

Literature Review

Employer branding has gained popularity in recent years, particularly in the cutthroat job market of today. Hospitals and educational organizations are used to attract and keep qualified workers from a varied workforce. The majority of businesses like to highlight attributes that contribute to their organization's reputation as a great place to work, such as providing a welcoming office environment, a culture of cooperation and teamwork, flexible work schedules, child care services, or even a top-notch canteen. A positive work environment is

more talent, have less resistance to change, and have lower turnover costs, all of which have a direct impact on the bottom line, according to Levering (1996). According to Sutherland, Torricelli, and Karg (2002), Hospitals and educational organizations are becoming more crucial for firms to be successful in finding and keeping qualified employees. Employer branding is a strategy for letting current and potential employees know about a organization's reputation and identity. According to a 2002 study by Luthans and Peterson, employees who are engaged and pleased at work succeed and perform well. This boosts the self-efficacy of corporate managers by assisting them in being more successful and effective. According to research, self-efficacy is positively correlated with work performance because people self-efficacy is more likely to initiate projects on their own and put-up consistent effort and tenacity in their pursuit of goals, especially in the face of obstacles.

According to Corporate Leadership Council (1999), organization's employment brand ultimately depends on the job opportunities Hospitals and educational organizations really provide and its capacity for keeping its commitments. The employer brand, like a product brand, consists of a number of elements, each of which strengthens the brand's appeal to both current and prospective employees. According to the resource-based theory in this section, firms that invest a significant amount of money and effort in hiring, training, and retaining personnel suffer economically when there is excessive staff turnover. This also results in issues with low productivity, subpar work quality, low morale, a lack of organizational expertise, increasing strain on the remaining workers, and a large loss of social capital (Hughes & Ahearne, 2010; Deconinck, 2011). As a result, firing an employee exposes sensitive information to the competition in addition to removing valued abilities. However, as an alternative to the outsiders-only culture, the majority of organizations rely on succession planning to discover internal candidates for the top positions. You take great care to make the hiring process more efficient. The social identity theory, on the other hand, argues that a person's social identity is that component of their emotional significance connected to that membership. Because they want their group to stand out among other out-groups, people here compare their group to other out-groups, which crystallizes around one's self-concept (Hogg, 2016). Employee evaluations of the subjective value of group involvement have a substantial impact on their judgment, appraisals, and intentions to stay in or quit a group (Tajfel & Turner, 1979).

In order to build on the concept of SIT, the self-categorization hypothesis emphasizes both the similarities within a group and the individual distinctions within groups. Because of this, self and other in-group members resemble one another almost exactly, which leads to self-stereotyping (Abrams, 2001). This study uses a broad organizational perspective to link a range of employee brand-building behaviors, with organizational identification acting as the main mediating mechanism. Hospitals and educational organizations focus on internal branding outcomes (employee-brand fit, brand knowledge, and brand belief) and employees' perceptions of organizational support. According to organizational identity is a potent motivation for workers to act as brand ambassadors, primarily impacting the results of internal branding. As an alternative, external motivator of

on-the-job brand-building actions when organizational identification is low, perceived organizational support serves as a quality indicator of employees.

On the other hand, when organizational identification is high, employees are more likely to volunteer for brand development and spread good word of mouth. These findings highlight for managers the value of the employee-organization bond in turning employees into brand ambassadors and show how internal branding can strengthen corporate identification. Here, an attempt is made to apply theories, including social identity theory, resource-based theory, signaling theory, and social exchange theory that are appropriate for the framework:

Social Identity Theory

Identity is defined along a continuum, ranging from personal to societal identity, and was developed in the 1970s by Henri Tajfel and his colleagues at the University of Bristol (Tajfel & Turner, 1979). SIT is founded on the idea that a person categorizes themselves and others in various social categories/groups. Hospitals and educational organization is widely used in social psychology to study intergroup relations, social influence, and self-influence (Turner, 1985; Tajfel & Turner, 1986). In this view SIT in the idea of employer branding in context of renown hospitals and education organization because an when organization starts to brand itself more and more the employees within employer start to feel more branded and confident as they have really high self-esteem and reputation that they carry with their employer's name

Resource based theory

The resource-based theory states that businesses have an advantage over rivals because of precious resources that are challenging to replace (Barney, 1991). Many people confuse the term strategic resources than an organization can provide that think about money or any valuable asset but resources-based theory emphasize that besides these valuable assets strategic human resources is the most important resources that organization can have. A strategic resource is something that a renowned firm has with itself in the form of irreplaceable staff that rivals find difficult to replicate. Strategic resources are assets that are priceless, uncommon, difficult to copy, and unreplaceable. Working with resource-based theory can help to boost organization branding since the most strategically placed human resources will have the greatest impact.

Signaling theory and Social Exchange Theory

We can examine the connection between an employer's brand and its existing and potential employees using SET (Social Exchange Theory) and Signaling Theory. The signaling theory can be applied to behavior to explain how Hospitals and educational organization develops when two parties (individuals or organization's) have access to different kinds of information. In other words, Hospitals and educational organization acknowledges that there is an interaction association between employee and employer as a component of employer branding, which commence before employee links the organization (Wilden et al.2010)

Hypotheses

H1: Employee branding EB is significant influence employees' retention ER

H1a: There is significant influence between compensation COM and employees' retention ER

H1b: There is significant influence between flexible working hours FWC and employees' retention ER.

H1c: There is significant influence between job security JS and employees' retention ER.

H1d: There is significant influence between career CG and employees' retention ER

H1e: There is significant influence between corporate reputation brand CRB and employees' retention ER

H1f: There is significant influence between authority AU and employees' retention ER

H1g: There is significant influence between work environment WE and employees' retention ER

H1h: There is significant influence between corporate social responsibility CSR and employees' retention ER

H2: Organizational identification OI significantly mediates relationship between employee branding and employee retention ER

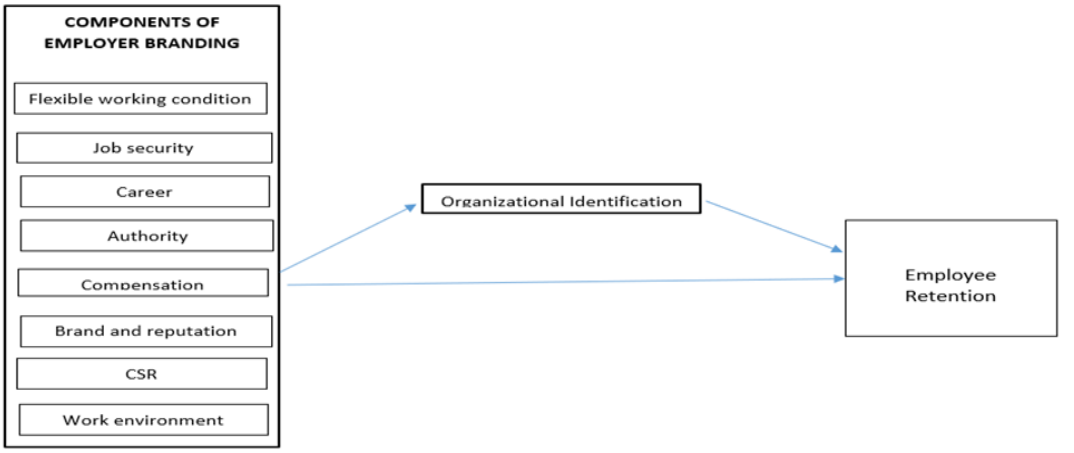

Figure 1 Research Model

Data statistics analysis

The data was collected with cross-sectional study, sample size was 130 employees of Hospitals and educational organizations. Their demographic characteristics are Age, gender, education, category and sector. These are among the five items of demographic characteristics we utilized in percentage form for the descriptive analysis in Table 1. The findings show that 28% of respondents are under 20,

55% are between 20 and 40 years old, 13% are between 41 and 50 years old, and 3% are between 51 and 60 years old. There are 81.5% men and 18.5% women among the population. Among them, 1% are undergraduates, 2% are postgraduates, and 27% of graduates and 70% of postgraduates are undergraduates.

Table 1 Descriptive Analysis

Variables		Percentage%
Age	Below 20	28.3
	20-40 years	55.3
	41-50 years	13.2
	51 or above	3.1
Gender	Female	18.5
	Male	81.5
Education	Post graduate	70.4
	Graduate	26.4
	Under graduate	1.3
	Others	1.9
Sector	Private	79%
	Public	21%
Category	Education	51%
	Health	49%
Total		100%

Table 2 Descriptive Statistics

Working Hours	N	Minimum	Maximum	Mean	Std. Deviation
	130	6	12	9.1	4.2877

The descriptive statistics for working hours of responders in Hospitals and educational organizations display in table 2, noteworthy findings because the N statistic is 130, the minimum and maximum statistics are 6 and 12, respectively, and the mean statistic is 9.0 standard deviation about 4.2877.

Reliability

Following the successful completion of the pilot study, the full study measurement will be pursued in order to acquire accurate results. Individual question dependability and item internal consistency are incorporated on the reliability analysis in this model, which comprises an analysis of the features of the outer model, or observed variables, and how they generate latent variables. A total of 130 sample sizes are shown by the model to be valid and reliable.

Cronbach Alpha has been used to assess the internal consistency reliability of the scales in compliance with the recommendations made by the different authors (Bagozzi & Yi, 1988; Hair Jr et al., 2014). This criterion, which shows that 70% of respondents noticed the items in question in the same pattern, is considered acceptable (Gefen et al., 2000).

Table 3 Reliability

Variables	Cronbach' Alpha	AVE
Authority	0.901	0.631
Career growth	0.775	0.506
Compensation	0.758	0.677
Cooperate Social responsibility	0.747	0.612
Brand and reputation	0.733	0.505
Flexibility Working hours	0.875	0.508
Working Environment	0.766	0.588
Job security	0.810	0.633
Organization identification	0.769	0.508

Table 3 displays the AVE and Cronbach Alpha. The AVE values of all the constructions are greater than.5, fulfilling the basic requirements. In a similar vein, the alpha reliability values of every variable are greater than.7. Construct validity evaluation determines whether or not a scale accurately reflects what it is intended to measure. The two most significant categories of validity are convergence and discernment. Here's some clarification :

Fornell and Larcker Criteria

The Fornell and Larcker test with 130 samples yielded inter-construct correlations of 0.8, and all square roots of AVE for each construct (diagonal bold font values) are greater than the value that comes before them. The study's constructs' discriminant validity is supported by the overall results. Table 4 shows the results of the study.

Table 4 Fornell and Larcker Criteria

Variables	AU	BR	CG	COM	CSR	FMC	JS	WE	OI	ER
AU	0.722									
BR	-0.525	0.811								
CG	-0.568	0.901	0.823							
COM	-0.147	0.19	0.306	0.782						
CSR	-0.698	0.725	0.741	0.129	0.711					
FWC	0.053	-0.062	0.006	-0.053	0.029	0.712				
JS	-0.595	0.717	0.732	0.126	0.966	0.092	0.767			

WE	0.743	-0.316	-0.357	-0.059	-0.47	0.067	-0.325	0.827		
OI	-0.777	0.566	0.547	0.189	0.772	0.067	0.726	-0.553	0.713	
ER	0.743	-0.316	-0.357	-0.059	-0.47	-0.062	0.006	-0.053	0.034	0.731
Note: Shaded box represents standard reporting format										

The HTMT (Heterotrait-Monotrait) Criteria

A modern technique for testing discriminant validity is Henseler et al.'s Heterotrait-Monotrait (HTMT) (2015). HTMT is defined as "the mean value of the indicator correlations across constructs" when compared to the (geometric) mean of the average correlations of the indicators measuring the same construct (Ringle et al., 2020). The variance between the average correlation of indicators presenting the same construct and an average correlation of indicators of relative constructions (Henseler et al., 2015). The authors state that the construct's HTMT value ought to be less than 0.9 or closer to 1.0 (Gold et al., 2001). * Ramayah et al. (2018); Kline, 2011). Table 5 contains all of the HTMT construct variables for the study on hospitals and educational institutions.

Table 5 HTMT (Heterotrait-Monotrait) Criteria

Variable	AU	BR	CG	COM	CSR	FWC	JS	WE	OI	ER
AU										
BR	0.613									
CG	0.689	0.445								
COM	0.236	0.271	0.473							
CSR	0.773	0.77	0.869	0.315						
FWC	0.158	0.075	0.073	0.103	0.494					
JS	0.65	0.83	0.945	0.354	1.223	0.142				
WE	1.132	0.368	0.521	0.24	0.647	0.123	0.443			
OI	1.053	0.661	0.705	0.313	0.896	0.136	0.848	0.711		
ER	0.158	0.075	0.073	0.103	0.773	0.869	0.869	0.315	0.641	

Structural Equation Model

This model appears to be structured with the belief that the combination of these eight independent variables collectively contributes significantly to shaping the employer brand (EB), which, in turn, has an impact on employee retention (ER). The introduction of organizational identification as a mediator suggests that it plays a crucial role in explaining how EB influences ER within this specific context or framework. In Figure 2 of the structural equation model has been developed using a formative approach. It is based on the underlying assumption that all eight independent variables have a significant influence on employee branding (EB), which is represented as "Com Emp Brand." Subsequently, the mediation role of organizational identification (OI) is introduced, mediating the relationship between EB and employee retention (ER).

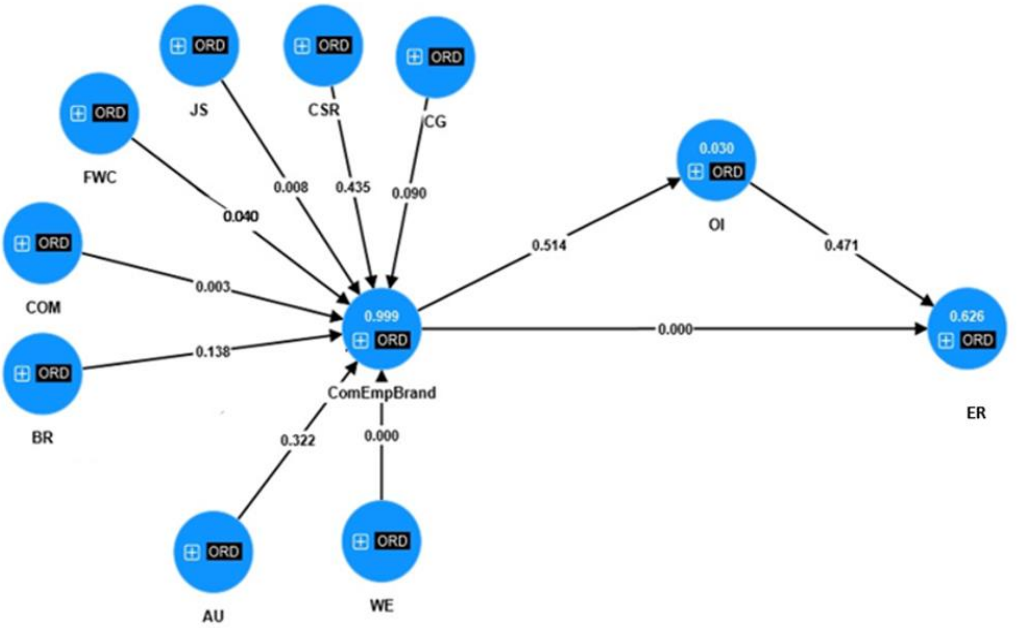

Figure 2 SEM

Path coefficient of SEM model:

Path coefficient in table 6, path coefficient consists on the range from "-1 to+1". All results generate on Smart PLS 4, significance of all independent variables is calculated with dependent variables and mediation of OI analyze among independent EB and one ER dependent variables. To test the moderation assumptions, as shown in the table below.

Table 6 Results

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
AU -> ComEmpBrand	0.084	0.045	0.085	0.991	0.322	Rejected
BR -> ComEmpBrand	0.074	0.074	0.050	1.483	0.138	Rejected
CG -> ComEmpBrand	0.087	0.119	0.051	1.694	0.090	Rejected
COM ->ComEmpBrand	0.294	0.237	0.099	2.976	0.003	Accepted
CSR -> ComEmpBrand	0.051	0.096	0.065	0.781	0.435	Rejected
FWC -> Com Emp Brand	0.096	0.168	0.127	0.751	0.453	Rejected
JS -> ComEmpBrand	0.301	0.240	0.114	2.641	0.008	Accepted
WE -> ComEmpBrand	0.697	0.573	0.098	7.107	0.000	Accepted
ComEmpBrand -> ER	0.691	0.685	0.101	6.846	0.000	Accepted
ComEmpBrand ->OI->ER	0.352	0.281	0.135	2.731	0.001	Accepted

VIP, T test Results

As shown in Table 7, where the minimum value is 1.64, the variables related to corporate culture, flexible working conditions, and job security should be removed from the model because they are not significant at the 95% confidence level. To put it simply, these elements have little to no effect on how the employer brand develops. Furthermore, as the test for multicollinearity among observable variables produces satisfactory results, the VIF (Variance Inflation Factor) calculations for all observable variables, as shown in the table, are below 5. This confirms the validity of the formative measurement models. Furthermore, Table 7's results confirm that all variables show acceptable discriminant validity based on cross-loading tests. This is seen by the fact that the outer loading of each observable variable over its corresponding latent variable is at least 0.1 greater than the loading of the same observable variable over other latent variables.

Table 7
VIP, T test Results

	Outer loading	Cross loading		T Value	VIP
		Employee brand	Employee retention		
AU	-0.08	0.3016	0.0768	2.32	2.32
BR	-0.52	0.2708	0.1451	4.21	4.21
CG	-0.021	0.0692	0.0154	1.29	1.29
COM	0.34	-0.3267	-0.0924	2.34	2.34
CSR	-0.47	0.4780	0.1354	2.06	2.06
FWC	0.16	-0.1853	-0.0534	1.10	1.10
JS	-0.15	0.1433	0.0428	1.04	1.04
WE	-0.03	0.0254	0.0923	1.72	1.72

Square Root of AVE

Table 8
Placement of square root of AVE in main diagonal of latent variable correlation

	Employee brand	Employee retention
Employee brand	0.7245	
Employee retention	0.2431	0.7245

Discussion

These results provide important managerial implications. They reconfirm the strong relationships between employee branding and employee retention. H1a subordinate hypothesis' validation with a significance of 0.003($p<0.05$) indicates a favorable relationship between compensation and employee retention. The key factor may be that the high pay and benefits make employees feel important to the organization. Employees do not thus aim to abandon the organization.

Moreover, this hypothesis is aligned with Singh and Rokade (2014) hypothesized that employee retention is influenced by attractive compensation.

H1b is accepted with a significance of 0.04($p<0.05$), Hospitals and educational organizations is clear that flexible working arrangements and employee retention are positively correlated. For instance, Singh and Rokade (2014) suggested that those who have two incomes are vital for employee retention. Because lack of flexibility is the primary reason why individuals intend to quit Hospitals and educational organizations their jobs, in actuality, Hospitals and educational organization is obvious that these studies looked at flexible working arrangements in particular employee groups. As a result, the contribution of flexibility to employee retention applies to all other employees.

The H1c hypothesis was tested, and the results showed that there is significant and positive correlation between job security and employee retention ($p=0.008$ significance level). If a person feels safe and secure in workplace, definitely retain job. The H1d hypothesis was tested, and the results showed that there is no significant correlation between career growth and employee retention ($p>0.05$ significance level). If a person has no opportunities for career building in workplace and but secure in workplace, definitely retain job.

H1e is not accepted, significance of 0.138 ($p>0.05$) demonstrates that brand and reputation are not influence with employee retention. The reason could be that due to their firms' positive public perception, employees are not extremely impressed to be associated with them. This outcome is consistent with Sokro (2012) finding that employees can retain to work with non-reputable organizations.

With a significance of p0.332, another H1f hypothesis testing result shows that there is no correlation between authority and employee retention because if an employee lacks authority and independence in job planning, the result will be higher turnover. One of the reasons for this could be that the study was conducted at a private bank, where workers are not given the freedom and power to carry out their jobs as they see fit. Because a favorable work environment directly affects employees' self-esteem while they are at work and results in increased productivity, the findings of H1g hypothesis testing with a significance of 0.000 show that there is significant association between work environment and employee retention. According to Singh and Rokade (2014), a positive work environment helps retain people.

The results of H1h hypothesis testing, which had a significance level $p>0.05$, indicate that there is no significant influence between corporate social responsibility and employee retention. Employees have all human temperaments because they are members of society. Similar to this, corporate social responsibility raises staff responsibilities, which leads to distraction and lower talent retention. Corporate social responsibility makes employers more appealing, which helps in luring and keeping talented workers lacking in these responsibilities from employer results in no influence between CSR and employee retention.

The reason is that by identifying the components of an employer brand, businesses can acquire a competitive edge by retaining skilled workers. Hospitals and educational organizations may be deduced from H1 hypothesis testing results, which shows significantly associated with its significance p0.000 that means the association between employer brand with employee retention .

There are important managerial implications to these findings. Employee branding and retention are closely related. Creating a comfortable work environment is crucial to increasing employee retention and lowering the risk of turnover. Supervisors must also encourage a collaborative environment among employees. If an employee feels that the organization's values align with his own, he is more likely to be happy in his job. As a result, managers need to give the incorporating business a positive corporate identity.

H2 states that organizational identity mediates the relationship between branding and retention; this tested hypothesis is accepted when p is less than 0.05. This study concludes that among professionals, EB is defined and linked to ER and OI by hospitals and educational institutions. Using OI as a mediator, the study discovered a substantial relationship between branding and ER. As previously mentioned, businesses that prioritize EB treat hospitals and educational institutions fairly and equally in all of their dealings, and they sincerely feel that giving back to the local population is important (Pollack, 2020).

Conclusion

The findings of this study, which was done in Pakistan's healthcare and education sectors, have important managerial ramifications. They highlight particular aspects of the EB construct and underline the close ties between employee branding (EB) and employee retention (ER). The approval of H1a emphasizes the benefits of competitive compensation plans in helping employees feel appreciated inside their firms and, as a result, lowering the possibility of turnover. Similar to H1b, which emphasizes the important part that work-life balance plays in employee satisfaction, H1b emphasizes the favorable relationship between flexible work arrangements and retention.

Furthermore, the study supports the importance of job security (H1c) in keeping staff members who feel safe and secure at work. The H1g shows the vital role that a positive work environment plays in enhancing employees' productivity and self-esteem, whereas the H1d suggests that career progression prospects alone may not be a substantial factor in employee retention. H1e and H1f, on the other hand, show that in certain industries, employee retention may not be as significantly impacted by brand authority and repute.

Additionally, the research indicates that corporate social responsibility (CSR) (H1h) may not have a substantial impact on employee retention, indicating that although CSR can increase an employer's attractiveness to potential employees, it might not be the deciding factor in keeping talent. Notably, this study also examines organizational identification's (H2) mediating function in the connection between EB and ER, and the results show that OI does, in fact, moderate this link. This emphasizes how crucial it is for businesses to help staff members feel

that they share the same identity and values as the company, which are consistent with the concepts of justice, equity, and community involvement.

All things considered, our results highlight the strategic importance of employee branding and the mediating function of organizational identification in improving staff retention in Pakistan's healthcare and training sectors. To enhance their employer brand and eventually lower turnover, leaders and organizations in these sectors should place a high priority on employee satisfaction, pay, job security, work-life balance, and fostering a positive work environment. This will help to maintain the stability and efficacy of these vital sectors.

Limitations

- A total of 130 participants from Pakistan's healthcare and education sectors made up the study's sample. Although this sample size is adequate for the study's context, it might restrict how broadly the findings can be applied to Pakistan's organizations and industries.
- A cross-sectional design was used in the study to collect data at one specific moment in time. This makes it more difficult to prove causation and comprehend how variables changing over time may impact employee retention.
- The duration of time used to measure employee retention is not stated in the study. Distinct time intervals may produce disparate outcomes.
- The influence of contextual and cultural factors on employee branding and retention was not sufficiently investigated in this study. These relationships might be impacted by particular cultural dynamics specific to the Pakistani context.
- Although they can affect employee retention, outside factors like political upheaval, economic shifts, or world crises were not taken into consideration for this study.

Recommendation

Following the research article's conclusions regarding the "Impact of factors of employee branding upon employee retention in the educational and healthcare industries of Pakistan, through the mediation of organizational identification," a number of recommendations are possible for future studies, organizations, and policymakers:

- It is recommended that organizations give priority to work-life balance initiatives, as there is a positive correlation in flexible work arrangements and employee retention. Offering flexible scheduling, remote work opportunities, and family-friendly policies are a few examples of this.
- Establish an environment at work that supports job security. This can be accomplished by offering chances for skill development and advancement within the company, as well as by communicating clearly about job stability.
- The significance of fostering a respectful, cooperative, and supportive workplace culture is suggested by significance of positive work environment.

Managers should concentrate on upholding a pleasant work environment that increases productivity and employee self-esteem.

- Even though opportunities for career advancement might not be the main factor influencing retention, companies should still fund career development initiatives. Offering career paths can draw in and keep ambitious professionals.
- Although the study found no significant correlation between brand reputation and employee retention, companies should nevertheless be aware of their public perception. A positive brand reputation that is consistently upheld can aid in luring talent.
- Given that there was little evidence of a significant relationship between CSR and employee retention, companies ought to assess the success of their CSR programs. Make a point of coordinating CSR initiatives with community service and employee involvement.
- Employers ought to actively encourage their staff members to feel a sense of belonging to the organization. This can be accomplished through highlighting common values, encouraging staff participation in decision-making, and fostering a feeling of community.

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