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## RELATIONSHIP BETWEEN EMPLOYER BRANDING, EMPLOYEE RETENTION AND COMMITMENT IN PHARMACEUTICAL INDUSTRY: AN EMPIRICAL INVESTIGATION

**Abstract:** *The significance of skilled employees to organization can be understood by looking at the fact that organizations are striving to recruit and retain the best talents. This study aims to identify the factors predicting employer branding, employee retention and commitment and establishing the relationship among them by proposing a conceptual framework and validating it through empirical analysis. For this purpose, a survey with prestructured questionnaire was conducted on a sample of 150 employees working in pharmaceutical industry, India. Exploratory factor analysis was conducted to validate the questionnaire items. "Multiple regression analysis was performed to determine the relationship of employer branding, employee retention and commitment". The findings show that "there is significant relationship between the factors of employer branding, employee retention and commitment."*

**Keywords:** *Employer Branding, Pharmaceutical, Employee Retention, Employee Commitment, Regression Analysis*

### 1. introduction

In recent past, the brand image was only used to differentiate a product from its rival companies, now, for almost two decades; it is also being used to differentiate people. "Brand may be any term, name, logo, sign, design or a combination of all these that differentiates a product from competitors" (Kotler & Keller, 2007). "Employer brand" has been defined as "the package of social, psychological and functional benefits provided by the employment and identified with in the employing company" (Ambler & Barrow, 1996). When this concept of "branding" is applied to HRM, it is called as "Employer Branding" (EB) (Backhaus and Tikoo, 2004) and the linking between the

"Employer Branding" (EB), "Employee Retention" (ER) and "Employee Commitment" (EC), has been proven.

An organization can be emerged as a potential employer on account of its positive employer brand image. For which the organization strives to facilitate outstanding work experience compared to rival organizations, and it helps in gaining competitive advantage that puts the company in a favourable business position (Love & Singh, 2011). It has been acknowledged that "a strong employer brand should include rewards, salary, benefits, career progression, and latitude for added value" ("Lievens & Highhouse, 2003; Jain & Bhatt, 2015"). The success to the organization is highly dependent on the impression of "employer brand" and the extent to which an employer is successful in keeping the right candidate

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retained (Backhaus & Tikoo, 2004). There are several researchers who have acknowledged that the successfulness of an employer in retaining its employees predicts the success of its business, thus, ascertaining the increasingly important role of branding of “employer brand” (Burmamann & Zeplin, 2005; Gilliver, 2009; Moroko & Uncles, 2008; Sengupta, Bamel, & Singh, 2015).

“Employee commitment” has been for a long time a center of interest for practitioners and organizational scientists. They have acknowledged that higher the number of committed and motivated employees better will be the performance and benefits to the organization (“Locke & Latham, 1990; Meyer & Allen, 1997; Pinder, 1998”). The “employer branding” plays a significant role in creating a team of committed employees, it is still a question. While, the rate of “employee retention” is higher in the organisations with better employer brand (Michaels, Handfield-Jones, & Axelrod, 2001). The in-depth examination of existing literature shows that relatively small number of researches has premeditated the relevance of employer branding towards employee retention and commitment. This study tries to evaluate the relationship between “employer brand, employee retention and commitment” in Pharmaceutical Industry.

## 2. Review of literature

### 2.1 employer branding

There are several researches around the world conducted during last twenty years on employer branding which is quite a new concept. Ambler and barrow (1996) demarcated it as: “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company”. Kumar & krishnaveni, (2008) has exemplified the employer branding as a paste that adjoins several organizational upshots such as

“employee attraction, retention, satisfaction and commitment”. The progression in the image and status of an organisation resulting in the favourable potential employer is considered as employer branding. It will also have affirmative outcome on employee retention (sivertzen, nilsen and olafsen, 2013). Khanolkar, (2017) stated about employees’ psychology that they would like to be in such an organisation where they are facilitated with up- to-date audacious outlook and confidence of all relevant support and trustworthiness from employer. Thus, the employer branding is very crucial in the development of self-assurance in the midst of employees and their organizational commitment get stronger (lievens et al., 2007). Similarly, castro et al. (2005) also concluded that employer branding is a roadmap to maintain a certain level of employee.

### 2.2 employer branding dimensions

#### Economic value

The paybacks offered by an employer to its employee in “monetary and non-monetary” form are economic values. It may include good salary, attractive compensation package, cash bonuses, retirement benefits, stock options; and good promotion opportunities etc. Both “monetary and non-monetary” Weathington, (2008) stated that both “monetary and non-monetary” rewards are important to employees. The remark of an employee towards his job is significantly influenced by “Non-monetary” benefits such as medical and retirement benefits. Similarly, Schlager et al. (2011) also attested that the job satisfaction of an employee is very strongly related to “monetary benefits” like good salary, job security, retirement benefits, vacation and better health related benefits etc.

**H1:** “Economic Value (EV)” factor is a significant predictor of “Employer

Branding (EB)”

### Developmental Value

“Developmental value constitutes access to career enhancing activities, spring board for future employment, recognition good work, career opportunities, mentoring culture, empowering environment etc” ( Berthon et al., 2005; Schlager et al., 2011). Tansky and Cohen (2001) concluded that developmental programs have positive impact on the commitment of employees and their level of satisfaction. Lee (1971) conducted a study to know the employees’ perception towards their current career growth and performance rewards and in future. He found that “employee commitment” has positive relation with career growth and performance rewards.

**H2:** “Developmental Value (EV)” factor is a significant predictor of “Employer Branding (EB)”

### Social Value

**H3:** “Social Value (SV)” factor is a significant predictor of “Employer Branding (EB)”

### Reputation Value

The “reputation value” of an employer is the belief of job seekers formed on the basis of evaluation by other people about an employer (Cable & Graham, 2000; Cable & Turban, 2001). Schlager et al. (2011) also stated that the attitude and satisfaction level of employees are greatly influenced by “reputation value” such as good quality, well known & innovative products, “employer reputation” and “brand image”. Salam et al. (2013) assessed how “corporate image and reputation” affect the satisfaction and loyalty of customers, and found positive interrelationship among them. Thus, a similar relationship can also be expected

between employees’ satisfaction and corporate reputation. So, it can rightly be stated that when the reputation of the organization increases then be labor efficiency and productivity will also increase.

**H4:** “Reputation Value (RV)” factor is a significant predictor of “Employer Branding (EB)”

### 2.3 Employee retention

Nowadays, the organisations are striving to recruit the best talent (Michaels et al. 2001). It has created highly competitive environment among the organisations. They are not only facilitating favourable work environment to retain the existing employees but also each one of them is trying to have better and trained employees than their competitors (Alniaçık and Alniacik 2012). (Guthridge et al. 2008) emphasized that the dearth of skilled employees is increasing worldwide. It has left no way to the organizations except to find out some extensive as well as inclusive strategies which could be very effective in attracting the prospect and in retaining the existing employees. The tendency of employees of younger generation to switch the jobs has created a foremost challenge to the firms to retain these new generation employees (Lodberg 2011). In the current scenario, the employment opportunities and options to the skilled employees are very wide. It has made them opportunistic and they do not want to be confined in the single organisation rather want to switch the jobs to explore the available wide range options. In such an environment, “employee retention” is really a great challenge to the employers. (Singh and Rokade 2014).

## 2.4 “Employer branding and employee retention”

The approach of “Employer branding” is fetching increasing importance in contemporary business environment. It’s reputation acts like a magnet that attracts the prospect employee and increases “employee retention” (Ahmad and Daud 2016). (Dabirian et al.; 2017) emphasized the importance of organizational image as an employee perceives that affects the “employee retention”, loyalty and also attraction of new personnel. “Organizations with a strong brand image can acquire employees at comparatively low cost, improve employee relations, increase employee retention and offer lower pay scales as compared to its rivals” (Riston 2002). An organization becomes an ideal place for work, also successfully retains its existing employees due to its robust “employer brand” and employees become so comfortable and satisfied that they are desirous to continue working with the current organization because the environment in other organization will not be as enjoyable and appealing. Moreover, the work performance will be automatically increased if the place of work is desirable and employee enjoys working over there (Taylor 2010).

**H5:** “Employer Branding (EB)” factor is a significant predictor of “Employee Retention (ER)”.

## 2.5 Employee retention’s dimensions

### Compensation

Higginbotham (1997) stated that the employee, who receives competitive compensation, does not consider financial rewards as primary factor of retention. He gives importance to competitive salary package rather than high salaries to continue working with the current employer. Hoyt & Gerdloff, (1999) opined that “compensation offers an

opportunity for security, autonomy, recognition and an improved self-worth” which may result in effective “employee commitment”.

Mathieu and Zajac (1990) pointed out that salary is directly correlated with commitment. When “salary” increases, then “commitment” also increases up to certain level. Schaubroeck, May & Brown (1994) opined that affective employee commitment to the organization is influenced by competitive salary package.

**H6:** “Compensation (COMPS)” factor is a significant predictor of “Employee Retention (ER)”

### Training and Development Opportunities

According to (Cataldo et al., 2000; Jiang & Klein, 2000), skilled and trained employees seek their career growth and opportunity in the current organization or in any such organization where they get opportunities to grow and promoted on the basis of their new learning and ability to apply it. Therefore, it is now getting very challenging to the organization to retain skilled and well trained employee (Tomlinson; 2002). The training offered by the company to its employees might influence their emotional conditions. They might think that company is concerned with its employees and has done a great work by offering them training which has improved their expertise and capabilities and this feeling will proliferate their association with the company Chang (1999).

**H7:** “Training and Development Opportunities (TDO)” factor is a significant predictor of “Employee Retention (ER)”

### Supervisor Support

The performance feedback is of great importance and valuable to the employees particularly when it comes from their co-workers and supervisors. It helps in building the employees’ attitudes positive

about the company and produces the basis to stay in the organization. The “employee commitment” may possibly be increased under the environments of high feedback. When an employee receives feedback with admiration, his level of loyalty to the company may enhance further (Eisenberger & Mastro, 1990). The recognition and feedback from supervisors enhance the employees’ commitment and give them a feeling of “self-worth” not “obligation” to stay at the company.

**H8:** “Supervisor Support (SS)” factor is a significant predictor of “Employee Retention (ER)”

### **Career Opportunities (CO)**

Baruch (2004) emphasized on investment on employee because it gives a message to the employees that they are valuable to the company. It creates a positive thinking of belongingness and self-respect among the employees. Thus, the probability of seeking alternate job opportunities is automatically reduced. An Employee decision to stay with or leave his existing organisation depends on his growth, personal and professional. His commitment to stay with the existing employer gets stronger if he foresees promotion opportunities there (Horwitz, et.al. 2003). Rolfe (2005) proved that the resignation from the job is directly related to the problems linked to career opportunity. Similarly, career opportunity is also directly related to retention (Arnold. 2005; Herman . 2005).

**H9:** “Career Opportunities (CO)” factor is a significant predictor of “Employee Retention (ER)”

### **“Work-Life-Balance (WLB)”**

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**H10:** “Work-Life-Balance (WLB)” factor is a significant predictor of “Employee Retention (ER)”

## **2.6 Employee commitment**

Employee commitment is an emotional condition (Allen and Meyer ;1990) that encourages an employee to execute a particular task or course of action. The range to which an employer is able to meet the employees’ expectation, in returns, greater will be the degree of satisfaction and commitment. Meyer and Allen (1990) termed “three dimensional model of commitment: Affective, Continuance and Normative” (Allen & Meyer, 1990; Meyer & Allen, 1984, 1991, 1997; Meyer).

### **Affective commitment**

It is the “psychological attachment” of an individual employee to his organization that describes the time span he wants to stay in the organization. Mowday & Porter et al. (1979) stated that employees’ recognition is directly related to employee participation. According to (Mowday et al., 1982) when an employee is “emotionally committed or attached” to the organization, he becomes

more dedicated, hardworking and want to stay in the organization.

**H11:** “Affective Commitment (AC)” factor is a significant predictor of “Employee Commitment (EC)”.

### **Continuance commitment**

An individual continues committed toward his organization when he realizes the costs or loss of leaving the current employer. This cost may be related to “wastage of time and efforts” in searching a new job. The personal relationship may also be disrupted. Number of investment in the current organization (pension plans, organization benefits, status etc) and perceived lack of alternatives are the two important factors developing continuance commitment as recommended by Allen & Meyer (1990). Certainly, on leaving the current employer, the individual will not be able to enjoy the paybacks of these investments. It intends him to retain himself with the current employer (Meyer & Allen, 1984). Similarly, this associated loss or costs leaving an organisation are also come in to the mind when there is a dearth of employment alternatives (Allen & Meyer, 1990).

**H12:** “Continuance Commitment (CC)” factor is a significant predictor of “Employee Commitment (EC)”.

### **Normative commitment**

It is an individual’s feeling that arises due to higher degree of “normative commitment”. Employees start thinking that it is obligatory to continue working with current organisation. (Chambers, 1998) stated that when the individuals socialize as new recruits, they feel a collection of pressure that also helps in developing normative commitment. This commitment is also developed when employees think that they cannot

reciprocate the specific benefits offered by the organisation to the employees (Meyer & Allen, 1997).

**H13:** “Normative Commitment (NC)” factor is a significant predictor of “Employee Commitment (EC)”.

### **2.7 Employer branding, employee retention and commitment**

The performance fitness of an organisation is basically evaluated on the basis of organizational effectiveness in retaining and keeping the employee committed. If the organisation is unable to retain its key employees then the probability is very high that the other employees will also be in search of some alternative. To avoid such situation, the company must conduct exit interview or feedback from departing employees to get some valuable information to develop retention strategy. Susan, (1999) suggested that the potential risk of losing key employees can be calculated if the level of employees’ commitment is measured by conducting regular surveys related to employees’ attitude. The level of individual’s commitment represents his psychological frame of mind. If the “level of commitment of an individual is very high”, it may be treated as an evidence that the employee is not searching for any other employment alternative. It further, indicates that the employee want to see himself retaining in the same organisation. (Chambers, 1998) aptly said that “employee commitment” is the outcome of “employee-employer” relationship through which some expectations and needs are fulfilled.

**H14:** “Employer Branding (EB)” factor is a significant predictor of “Employee Commitment (EC)”.

**H15:** “Employee Retention (ER)” factor is a significant predictor of “Employee Commitment (EC)”.

### 3. Research objectives

This “study proposes to investigate the relationship among perceived employer branding, employee performance and intention to stay in the context of current employees. The major objectives of the study are”:

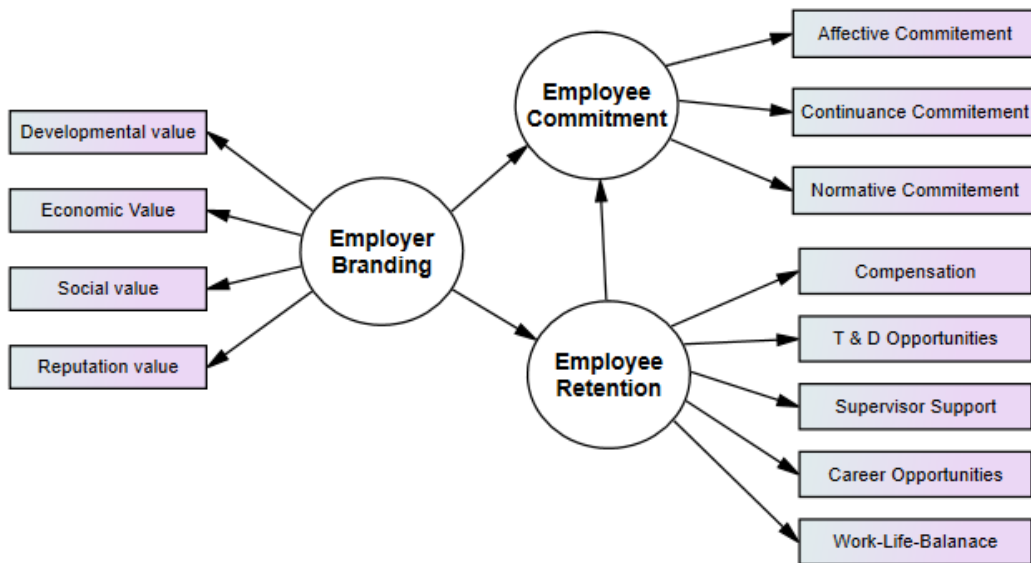
- To identify the factors influencing Employer Branding, Employee retention and commitment
- To propose a conceptual model assessing the relationship among Employer Branding, Employee retention

and commitment.

- To undertake an empirical analysis of the proposed model of assessing the relationship among Employer Branding, Employee retention and commitment.

### 4. Conceptual model

The conceptual model as shown in Figure 1 represents the “relationship between Employer Branding, Employee retention and commitment”.



**Figure 1** Proposed framework showing relationship of Employer Branding, Employee Retention and Commitment

### 5. Research methodology

The study instrument is a questionnaire consists of 2 parts: 1st part: Consists of demographic profile of the respondents, 2nd part measured employees’ opinion about the relationship between “employer brand, employee retention and commitment”. “The statements are assessed by using Likert scale of five points scale ranging from 1 highly agree to 5 highly disagree”.

**Sample Design:** The selected sample was a “convenience sample of managers working for organizations in Pharmaceutical industry” in India. 150 questionnaires were circulated among MR (Medical Representative), ASM (Area Sales Manager) and SM (Sales Manager) working in pharmaceutical sector and total 122 were found completely filled. On scrutiny, giving a response rate of 81.33% which is termed as very good. The descriptive statistics shows detailed

demographic profile of the final sample of 122 respondents including male and female from pharmaceutical companies in India.

**Table 1.** Descriptive Statistics of Demographic Profile

		Frequency	Valid %			Frequency	Valid %
Gender Profile	Male	104	85.2	Marital Status	Married	108	88.5
	Female	18	14.8		Education	14	11.5
Age Profile	21-29 years	17	13.9	Monthly Income	Rs.10-20 thousands	31	25.4
	30-39 years	35	28.7		Rs.21-30 thousands	43	35.2
	40-49 years	23	18.9		Rs.31-40 thousands	33	27.0
	46-55 years	29	23.8		Rs.41-50 thousands	7	5.7
	60 Years and older	18	14.8		More than -Rs 50 thousands	8	6.6
Highest Education Level	Diploma/ 10+2	15	12.3	Current Designation	MR (Medical Representative)	32	26.2
	Bachelor Degree	33	27.0		ASM (Area Sales Manager)	42	34.4
	Master Degree	52	42.6		SM (Sales Manager)	40	32.8
	Professional Education	22	18.0		Other	8	6.6
Length of Affiliation	1-2 years	27	22.1				
	3-5 years	42	34.4				
	6-10 years	45	36.9				
	11 years +	8	6.6				

## 6. Results and discussion

SPSS software version 20 was used for the analysis of data. The method of exploratory factor analysis for “establishing construct validity and Cronbach alpha for testing internal consistency is used for the study. Regression technique was employed to ascertain the proposed relationships among the variables”.

### 6.1 Exploratory Factor Analysis

The “EFA (Exploratory Factor Analysis) was performed using PCA method” for conforming constructs. According to Hair et al. (1998), “factor loading greater than 0.30 is considered to meet the minimal level; loading of 0.40 is considered more important; if the loading are 0.50 or

greater, it is considered very significant”. For this research, a factor loading of 0.50 has been used as cut off point. The results of factor analysis are presented in Table 2. KMO Values ranging from 0.5 to 1.0, generally indicate that a factor analysis is useful for the data. Bartlett’s test of sphericity indicates how related are the items of the variable. The significance level gives the result of the test. Very small values (less than .05) indicate that there are probably significant relationships among the variables. A value higher than about .10 or so may indicate that the data are not suitable for factor analysis. The results of these two tests indicate that factor analysis is suited for the data collected. Finally, three items with loadings less than 0.5 were dropped, thus confirming forty nine items for the final analysis”.



**Table 2.** Results of Exploratory Factor Analysis

Macro variable	Micro Variable	Fact or loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	Items dropped	Cum % of loading					
				Chi Square	Sig. (<.10)								
<b>Employer brand (4)</b>	Developmental Value -1	.896	.735	211.435	.000	4	1	54.775					
	Developmental Value -2	.750											
	Developmental Value -3	.671											
	Developmental Value -4	.479											
	Developmental Value -5	.833											
	Economic Value-1	.917	.832	477.342	.000	4	1	68.472					
	Economic Value-2	.942											
	Economic Value-3	.090											
	Economic Value-4	.952											
	Economic Value-5												
	Social Value-1	.200	.850	472.363	.000	4	1	69.467					
	Social Value-2	.913											
	Social Value-3	.934											
	Social Value-4	.945											
	Social Value-5	.913											
	Reputation Value-1	.861	.730	184.813	.000	4	0	63.375					
Reputation Value-2	.775												
Reputation Value-3	.625												
Reputation Value-4	.896												
<b>Employee retention (5)</b>	Compensation-1	.940	.707	1359.250	.000	5	0	88.485					
	Compensation-2	.937											
	Compensation-3	.941											
	Compensation-4	.949											
	Compensation-5	.936											
	T & D Opportunity-1	.876	.780	640.741	.000	5	0	80.144					
	T & D Opportunity-2	.888											
	T & D Opportunity-3	.864											
	T & D Opportunity-4	.930											
	T & D Opportunity-5	.917											
	Supervisor Support-1	.758	.654	116.821	.000	3	0	70.154					
	Supervisor Support-2	.893											
	Supervisor Support-3	.856											
	Career Opportunities-1	.840											
	Career Opportunities-2	.857											
	Career Opportunities-3	.765	.880	287.088	.000	5	0	67.225					
	Career Opportunities-4	.844											
	Career Opportunities-5	.790											
Work-Life-Balance-1	.853												
Work-Life-Balance-2	.741												
Work-Life-Balance-3	.780	.849	250.464	.000	5	0	63.653						
Work-Life-Balance-4	.811												
Work-Life-Balance-5	.800												
Affective Commitment-1	.909							.583	113.993	.000	3	0	66.667
Affective Commitment-2	.656												
Affective Commitment-3	.863												
Continuance Commitment-1	.852	.690	92.396	.000	3	0	68.157						
Continuance Commitment-2	.807												
Continuance Commitment-3	.816												
Normative Commitment-1	.836	.714	125.007	.000	3	0	73.242						
Normative Commitment-2	.868												
Normative Commitment-3	.863												

## 6.2 Reliability Analysis

“Chronbach Alpha has been computed to ascertain the reliability of the questionnaire thus establishing its internal consistencies”. Nunally and Bernstein (1994) state that “allowable alpha value can be somewhat lower for new scales, suggesting the use of minimum alpha value of 0.60; otherwise, an alpha value of 0.70 is often considered the criterion for internally consistent established scale”.

**Table 3.** Results of Reliability test

Macro Variable	Cronbach Alpha	Micro Variable	Cronbach Alpha
Employer Branding	.972	Developmental Value	.782
		Economic Value	.836
		Social Value	.855
		Reputation value	.796
Employee Retention	.977	Compensation	.967
		T&D Opportunity	.938
		Supervisor Support	.786
		Career Opportunities	.877
		Work-Life-Balance	.856
Employee Commitment	.902	Affective Commitment	.740
		Continuance Commitment	.765
		Normative Commitment	.817
		<b>Over all Reliability of the Questionnaire</b>	<b>0.975</b>

The study has adopted a cut off value of Cronbach’s alpha as 0.7. The Cronbach’s alpha values in table 3 “are within the acceptable range that is more than the cut off value of 0.7. The overall Cronbach’s alpha value of the questionnaire is quite high, being 0.975, which indicates that the research instrument used is adequately reliable”.

## 6.3 correlation analysis

Results of correlation analysis of independent variables suggest that there is significant correlation among all of the variables. All the twelve variables considered correlate significantly with the entire variable. Amongst the four Factors of “Employer Branding”, five factors of “Employee Retention” and three factors of “Employee Commitment”, all the twelve independent variables have significant relationship with each other (Refer Table 4). The highest level of correlation (0.964) is between “Economic Value” and “Social value” and the lowest significant relationship is between N. Commitment” and C. Commitment (0.654).

**Table 4.** Correlations

	SV	DV	EV	RV	COMP	T&D	O	SS	CO	WLB	AC	CC
Social Value (SV)	1											
Developmental Value (DV)	.905*	1										
Economic Value (EV)	.964*	.862*	1									
Reputation Value (RV)	.918*	.865*	.895*	1								
Compensation (COPMS)	.902*	.862*	.893*	.829*	1							
T&D Opportunity (TDO)	.921*	.858*	.904*	.831*	.940*	1						
Supervisor Support (SS)	.910*	.864*	.894*	.852*	.904*	.875*	1					
Career Opportunities (CO)	.895*	.859*	.877*	.852*	.905*	.929*	.844*	1				
Work-Life-Balance (WLB)	.857*	.840*	.857*	.819*	.919*	.865*	.853*	.864*	1			
Affective Commitment (AC)	.770*	.744*	.767*	.698*	.823*	.793*	.695*	.814*	.750*	1		
Continuance Commitment (CC)	.787*	.711*	.729*	.747*	.710*	.752*	.683*	.771*	.672*	.679*	1	
Normative Commitment (NV)	.793*	.756*	.796*	.719*	.788*	.814*	.771*	.802*	.735*	.691*	.654*	1

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

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## 6.4 Regression Analysis

Stepwise regression analysis is undertaken to establish the predictor-criterion relationship among the dependent and independent variables. It was conducted in order to find out predictive relationship between factors of Employer Branding, Employee Retention and Commitment.

### Employer Branding as Dependent Variable

Table 5a and 5b revealed by step-wise regression analysis that four factors “Economic Value (EV), Social Value (SV), Developmental Value (DV), and Reputation value (RV)” are significant predictors of “Employer Branding”, In Table 5a, R square at 0.998 indicates that these four variables are able to explain “Employer Branding” to the extent of 99.8 percent. The “ANOVA values for the regression model are shown in Table 5b indicating validation at 95 percent confidence level”.

**Table 5 a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.998	.04269

a. Predictors: (Constant), Reputation Value, Developmental Value, Economic Value, Social Value

**Table 5 b. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.338	4	22.335	12255.967	.000 <sup>b</sup>
	Residual	.213	117	.002		
	Total	89.551	121			

a. Dependent Variable: Employer Branding  
b. Predictors: (Constant), Reputation Value, Developmental Value, Economic Value, Social Value

The coefficient summary as shown in Table 5c gives beta values of “Economic Value

(EV), Social Value (SV), Developmental Value (DV), and Reputation value (RV)” Factors as 0.203, 0.353, 0.235 and 0.244 respectively, which are fairly representative of their impact on “Employer Branding”

**Table 5 c. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.015	.014		1.075	.285
	Social Value	.320	.019	.353	16.512	.000
	Developmental Value	.246	.011	.235	21.609	.000
	Economic Value	.183	.015	.203	11.863	.000
	Reputation Value	.247	.012	.244	20.869	.000

a. Dependent Variable: Employer Branding

### 6.4.2 Employee Retention as Dependent Variable

Table 6a and 6b revealed by step-wise regression analysis that five factors Compensation (COMPS), Career Opportunities (CO), Supervisor Support (SS), T& D Opportunity (TDO) and Work-Life-Balance (WLB) are significant predictors of Employee Retention (ER), In Table 6a, R square at 0.998 indicates that these five variables are able to explain Employee Retention (ER) to the extent of 99.8 percent. The ANOVA values for the regression model are shown in Table 6b indicating validation at 95 percent confidence level”. The coefficient summary as shown in Table 6c gives beta values of Compensation (COMPS), Career Opportunities (CO), Supervisor Support (SS), T& D Opportunity (TDO) and Work-Life-Balance (WLB) Factors as 0.369, 0.222, 0.171, 0.197 and 0.081 respectively, which are fairly representative of their impact on “Employer Branding. The smaller Beta

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value (0.081) of Work-Life-Balance (WLB)” indicates that it is not adequately managed to leverage Employee Retention (ER). Thus, the factor Compensation (COMPS) is emerging as a key influencing variable for “Employee Retention (ER).

**Table 6a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.998	.03692

a. Predictors: (Constant), Work-Life-Balance, Supervisor Support, Career Opportunities, T& D Opportunity, Compensation

**Table 6b. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.365	5	15.873	11644.233	.000 <sup>b</sup>
	Residual	.158	116	.001		
	Total	79.523	121			

a. Dependent Variable: Employee Retention  
b. Predictors: (Constant), Work-Life-Balance, Supervisor Support, Career Opportunities, T& D Opportunity, Compensation

**Table 6c. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.071	.014		5.229	.000
	Compensation	.311	.014	.369	22.38	.000
	T& D Opportunity	.189	.014	.197	13.461	.000
	Supervisor Support	.166	.010	.171	17.170	.000
	Career Opportunities	.225	.012	.222	18.660	.000
	Work-Life-Balance	.081	.011	.081	7.451	.000

a. Dependent Variable: Employee Retention

**Employee Commitment as Dependent Variable**

Table 7a and 7b revealed by step-wise

regression analysis that three factors Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC) are significant predictors of “Employee Commitment (EC)”. In Table 7a, R square at 0.978 indicates that these three variables are able to explain “Employee Commitment (EC)” to the extent of 97.8 percent.

**Table 7a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 <sup>a</sup>	.978	.977	.10405

a. Predictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment

**Table 7b. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.682	3	18.894	1745.059	.000 <sup>b</sup>
	Residual	1.278	118	.011		
	Total	57.960	121			

a. Dependent Variable: Employee Commitment  
b. Predictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment

**Table 7c. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.017	.038		.458	.648
	A. Commitment	.381	.018	.431	20.716	.000
	C. Commitment	.355	.018	.398	20.051	.000
	N. Commitment	.259	.018	.286	14.190	.000

a. Dependent Variable: Employee Commitment

The coefficient summary as shown in Table 7c gives beta values of Affective

Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC) factors as 0.431, 0.398 and 0.286 respectively, which are fairly representative of their impact on Employee Commitment (EC). Thus, the factor Affective Commitment (AC) is emerging as a key influencing variable for Employee Commitment (EC).

### Relationship of Employer Branding with Employee Retention

Table 8a and 8b revealed by step-wise regression analysis that “Employer Branding (EB) is significant predictors of “Employee Retention (ER). In Table 8a, R square at 0.889 indicates that “Employer Branding (EB)” is able to explain “Employee Retention (ER) to the extent of 88.9 percent.

**Table 8a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.889	.889	.27064

a. Predictors: (Constant), Employer Branding

**Table 8b. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.734	1	70.734	965.696	.000 <sup>b</sup>
	Residual	8.790	120	.073		
	Total	79.523	121			

a. Dependent Variable: Employee Retention  
b. Predictors: (Constant), Employer Branding

**Table 8c. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.231	.083		2.804	.006
	Employer Branding	.889	.029	.943	31.076	.000

a. Dependent Variable: Employee Retention

The ANOVA values for the regression model are shown in Table 8b indicating

validation at 95 percent confidence level”. The coefficient summary as shown in Table 8c gives beta value of (EB) as 0.943, which is fairly representative of its impact on (ER).

### Relationship of Employer Branding with Employee Commitment

Table 9a and 9b revealed by step-wise regression analysis that (EB) is significant predictors of (EC). In Table 9a, R square at 0.759 indicates that (EB) is able to explain (EC) to the extent of 75.9 percent. The ANOVA value for the regression model is shown in Table 9b indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 9c gives beta value of “Employer Branding (EB)” as 0.871, which is fairly representative of its impact on “Employee Commitment (EC)”.

**Table 9a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.759	.757	.34124

a. Predictors: (Constant), Employer Branding

**Table 9b. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.986	1	43.986	377.729	.000 <sup>b</sup>
	Residual	13.974	120	.116		
	Total	57.960	121			

a. Dependent Variable: Employee Commitment  
b. Predictors: (Constant), Employer Branding

**Table 9c. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.718	.104		6.897	.000
	Employer Branding	.701	.036	.871	19.435	.000

a. Dependent Variable: Employee Commitment

The ANOVA value for the regression model is shown in Table 9b indicating validation at 95 percent confidence level. The coefficient summary as shown in Table 9c gives beta value of “Employer Branding (EB)” as 0.871, which is fairly representative of its impact on “Employee Commitment (EC)”.

**Relationship of Employee Retention with Employee Commitment**

Table 10a and 10b revealed by step-wise regression analysis that (ER). is significant predictors of (EC). In Table 10a, R square at 0.804 indicates that (ER) is able to explain (EC) to the extent of 80.4 percent. ANOVA value for the regression model (Table 10b) indicating validation at 95 percent confidence level”. The coefficient summary (Table 10c) gives beta value of (ER) as 0.897, which is fairly representative of its impact on (EC).

**Table 10a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 <sup>a</sup>	.804	.802	.30763

a. Predictors: (Constant), Employee Retention

**Table 10b. ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.603	1	46.603	492.432	.000 <sup>b</sup>
	Residual	11.357	120	.095		
	Total	57.960	121			

a. Dependent Variable: Employee Commitment  
 b. Predictors: (Constant), Employee Retention

**Table 10c. Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.597	.097		6.181	.000
	Employee Retention	.766	.034	.897	22.191	.000

a. Dependent Variable: Employee Commitment

**6.5 Results of Hypotheses Testing**

In the conceptual research framework, fifteen hypotheses were initially proposed and all of them as shown in table 11 have been accepted.

**Table 11. Summary of Hypotheses Testing**

Hy. No.	Independent Variables	Dependent Variables	R-Square	Beta Coefficient	t-value	Sig Value	Status of Hypotheses
H1	Economic Value (EV)	Employer Branding (EB)	0.998	0.203	11.863	0.000	Accepted
H2	Developmental Value (DV)	Employer Branding (EB)		0.235	21.609	0.000	Accepted
H3	Social Value (SV)	Employer Branding (EB)		0.353	16.512	0.000	Accepted
H4	Reputation Value (RV)	Employer Branding (EB)		0.244	20.869	0.000	Accepted
H5	Employer Branding (EB)	Employee Retention (ER)	0.889	0.943	31.076	0.000	Accepted
H6	Compensation (COMPS)	Employee Retention (ER)	0.998	0.369	22.380	0.000	Accepted
H7	T&D Opportunities (TDO)	Employee Retention (ER)		0.197	13.461	0.000	Accepted
H8	Supervisor Support (SS)	Employee Retention (ER)		0.171	17.170	0.000	Accepted
H9	Career Opportunities (CO)	Employee Retention (ER)		0.012	.222	0.000	Accepted
H10	Work-Life-Balance (WLB)	Employee Retention (ER)		0.011	.081	0.000	Accepted
H11	Affective Commitment (AC)	Employee Commitment (EC)		0.978	0.431	20.716	0.000
H12	Continuance Commitment (CC)	Employee Commitment (EC)	0.398		20.051	0.000	Accepted
H13	Normative Commitment (NC)	Employee Commitment (EC)	0.286		14.190	0.000	Accepted
H14	Employer Branding (EB)	Employee Commitment (EC)	0.759	0.871	19.435	0.000	Accepted
H15	Employee Retention (ER)	Employee Commitment (EC)	0.804	0.897	22.191	0.000	Accepted

## 4. CONCLUSION

This study examined the 12 independent variable and three dependent variables to determine the relationship between “employer branding, employee retention and commitment”. The results indicated that “employer branding” is a significant predictor of “Employee Retention and Employee Commitment”. Improvements in economic, social, developmental and reputation values will enhance employees’ retention and their commitment. Similarly, Employee Retention is a significant predictor of Employee Commitment. The factors of employee retention (Compensation, Career Opportunities, Work-Life-Balance, T&D Opportunity, and Supervisor Support) have emotional effect on employee decision to remain in the existing organization. It enhances their attachment with employer. It leads to increase their performance through commitment. Thus, the result of this research has revealed that there is a “positive

significant relationship between employer brand, employee retention and commitment”.

### Limitations and recommendations

As this study is focuses only on pharmaceutical industry, this framework may further be tested in other industries also to increase the generalizability of the framework. The respondents of this study were mostly from sales and marketing department, future research might be conducted taking respondents from Human Resource, Operations and Finance department etc. It will give the employees’ perceptions based on different perspectives. The convenience sampling was used to collect the data rather than random sampling. Therefore, generalization of the results seeks some cautions. The sample size (122) was also comparatively small, larger sample from larger population may deliver more absolute conclusions.

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