The Nexus between Dimension of Employer Branding and Employee Retention: Exploring the Role of Employer Brand Attractiveness & Organizational Identity towards New Job application and Employee Loyalty.

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Abstract

The research delves into exploring the intricate relationship between various dimensions of employer branding and their direct impact on employee retention within organizations, while also highlighting the pivotal roles played by organizational culture, change management strategies, and the attractiveness of the employer brand itself. Conducted within the context of Pakistani organizations, the study gathered data from a diverse pool of 350 respondents through a combination of electronic and manual survey methods, employing quantitative analysis techniques such as structural modeling equations and hypothesis testing for validation. The findings underscore a notable correlation between employer branding efforts and employee retention, although the validation of the developmental value dimension remains inconclusive. Furthermore, the study elucidates the crucial mediating effects exerted by factors like organizational culture, identity, change management, and the appeal of the employer brand in shaping employee intentions, fostering loyalty, and engendering long-term commitment within the organizational framework. Ultimately, the research provides valuable insights that can inform management strategies aimed at enhancing an organization's ability to not only attract but also retain and motivate top-tier talent effectively.

Keywords: Employer Branding, Employer Brand Attractiveness, Organizational Culture, Organizational Identity, Employee Loyalty, Employee Retention.

Introduction

The study examines the impact of employer branding on talent acquisition, loyalty, and retention, considering organizational culture and identity (Collins, 2001; Backhaus and Tikoo, 2004; Nappa, 2013). In today's competitive landscape, employer branding is crucial for attracting and retaining top talent, fostering loyalty among employees (Berthon *et al.*, 2005). This strategy not only attracts new talent but also enhances the firm's reputation and loyalty among existing employees. Intellectual assets, such as skilled employees, are valued more than tangible resources, making recruitment and retention critical concerns for organizations (Arachchige and Robertson, 2013; Lievens and Highhouse, 2003). Furthermore the study

explores the interconnected dynamics of employer branding, organizational culture, identity, and change management in Pakistani HRM (Denison, 1990; Alvesson, 2002; Armenakis & Bedeian, 1999). By examining how employer branding aligns with and shapes these elements, the research aims to provide a holistic understanding of factors contributing to organizational success, employee contentment, and effective change implementation in Pakistan.

In Pakistan, this study (Khan *et al.,* 2015) examines how organizations can attract and retain talent by developing brand identity. It explores the relationship between organizational culture, change management, and identity in engaging and retaining employees. This research discovers the strategic nuances of employer branding in Pakistani HRM, emphasizing its impact on employee intention, loyalty, and retention. In Pakistan's evolving economic landscape, the interplay of HRM, employer branding, change management, and employee retention gains significance (Tariq et al., 2023; Ahmed, R. R., 2022). It investigates how HRM practices in Pakistani organizations implement employer branding initiatives and change management strategies to attract skilled professionals and foster sustained employee commitment and satisfaction (Baraldi, 2010).

Research Gap

This paper aims to explore the relationship between employer branding and employee retention in Pakistan, incorporating elements of organizational culture, change management, organizational identity, organization attractiveness, intention for job application, and employee loyalty. Drawing from Santiago (2019), Backhaus and Tikoo (2004), and Cachón-Rodríguez et al. (2022), a more intricate model for talent acquisition and retention in HR practices is proposed. The study collects 300 responses from employees across various sectors in Pakistan using a validated survey instrument. The research investigates the following questions:

RQ1: What is the relationship between employer branding, employee loyalty, and employee retention?
RQ2: How do organizational culture, change management, and organizational identity enhance employer branding and employee retention?
RQ3: Is social capital helpful in employee retention?
RQ4: Do elements introduced in the model, such as organizational culture, organizational identity, and social capital, improve employer branding towards employee loyalty and retention?

Employers Branding

Employer branding has become a focal point in both academic research and practical application within human resource management. Key works such as Cable and Yu's (2005) "Employer Branding: A Human Resource Management Perspective" and Meisinger's (2010) "Strategic Brand Management for the HR Professional" highlight the significance of employer branding in influencing organizational attractiveness and aligning culture with branding efforts to attract and retain talent. Ambler and Barrow (1996) introduced the concept of "EB" to emphasize the importance of businesses becoming more people-oriented, with employer branding encompassing all benefits offered to employees to establish a distinctive brand identity and foster loyalty. This approach, rooted in general branding theory, aims to make people management more efficient (Kucherov and Zavyalova, 2012). In service industries, where employees play a crucial role in delivering the brand experience, employer branding is particularly vital (Chebat and Kollias, 2000). Research indicates that companies with strong employer branding attract and retain more skilled applicants (Alnıac̷ıka *et al.,* 2014) underscoring the importance of understanding and effectively implementing employer branding strategies to cultivate a positive employee base.

Organizational Cultures

Organizational culture, as defined by Schein (1985), encompasses shared values, beliefs, customs, and behaviors within an organization, influencing employee interactions, decisions, and perception of identity. Schein's model distinguishes artifacts, espoused values, and underlying assumptions, providing a framework for understanding cultural development. Research by Denison (1990) highlights the crucial role of culture in shaping employee behavior and attitudes, with positive cultures correlating with higher engagement, satisfaction, and commitment (Cameron & Quinn, 2006). Cultural fit is essential for employee well-being and retention. Cameron and Quinn's Competing Values Framework (2006) categorizes cultures into four types, guiding change management strategies. Adaptable cultures prioritize change and customer focus, while mission cultures emphasize stability and vision alignment (Denison & Associates, 2014; Fey & Denison, 2003).

Change Management

Change management is a structured process aimed at guiding individuals and organizations through transitions to achieve desired outcomes, involving systematic handling of changes to processes, technologies, structures, or cultures to mitigate resistance (Cameron & Green, 2015). Perspectives from Castel and Friedberg (2010), underscore the complexity of organizational change, portraying it as a dynamic, purposeful evolution involving structures, processes, strategies, and behaviors. Cameron & Green, 2015 outlined change management as a systematic sequence of processes, emphasizing the importance of effective communication and active involvement in change initiatives to ensure smooth operation and adoption within .

Employer Brand Attractiveness

Employer brand attractiveness is crucial for organizations seeking to attract and retain top talent. It encompasses factors such as reputation, workplace culture, and the employee value proposition (EVP) (Ambler & Barrow, 1996). Research highlights the reciprocal relationship between a strong employer brand and talent attraction and retention (Backhaus & Tikoo, 2004). Jiang and Iles (2011) emphasize EB's ability to draw candidates' attention and foster employee loyalty. Furthermore, conceptualize EB as a combination of tangible and intangible advantages to differentiate an organization in the job market. Berthon et al. (2005) developed a comprehensive scale for employer attractiveness, incorporating dimensions like social value, economic value, and development opportunities. A positive employer brand influences individuals' decisions to apply for jobs, shaping the candidate pool and recruitment experience (Ambler & Barrow, 1996).

Organizational Identity

Organizational identity, defined as the unique set of characteristics, values, and core elements shaping an organization's personality and perception (Albert & Whetten, 1985), profoundly influences both internal culture and external perceptions it also emphasizes its impact on employee loyalty, highlighting how an organization's attractiveness, tied to its identity, influences commitment through perceived interest, social and economic value, and opportunities for development. Furthermore, organizational identity guides job seekers' perceptions during the application process, shaping their expectations of workplace culture and values (Berthon et al., 2005; Lievens & Highhouse, 2003). A positive organizational identity enhances an organization's appeal to potential applicants, ultimately influencing recruitment outcomes.

Intention of Job Application

The intention of job application refers to a job seeker's expressed interest in applying for a specific position within an organization, influenced by factors like career goals, skills alignment, organizational reputation,

and perceived job fit (Lent, Brown, & Hackett, 1994). Lent et al. (1994) introduced a social cognitive theory highlighting the interplay between career interests, choices, and performance, with job application intention being a crucial component. Kristof-Brown, Zimmerman, and Johnson (2005) further emphasize the importance of person-environment fit in shaping job application intentions, where individuals assess compatibility between personal values, skills, and organizational attributes. Studies by Cable and Judge (1996) on organizational reputation and career goals enhance our understanding of job application intention, revealing its multifaceted nature involving individual aspirations, organizational factors, and career decision-making dynamics.

Employee Loyalty

Employee loyalty is the commitment and emotional attachment of employees to their organization, demonstrated through job satisfaction and active contribution to organizational goals (Meyer & Allen, 1991). Factors influencing loyalty include job satisfaction, organizational culture, and leadership (Meyer & Allen, 1991, Rhoades & Eisenberger, 2002), with positive impacts on organizational performance and retention (Heskett et al., 1994; Luthans, 2002). Challenges and strategies related to loyalty, such as employee engagement and organizational justice, are explored (Eisenberger et al., 1986). Loyalty entails a belief in organizational goals, leading employees to refrain from harming the organization, and encompasses relationships with supervisors, peers, and organizational roles (Allen & Grisaffe, 2001).

Social Capital

Social capital within organizations refers to the social connections and networks among employees, teams, and departments that enhance efficiency by fostering collaboration and information sharing (Putnam, 1995). Scholars highlight its role in communication, knowledge sharing, and problem-solving (Nahapiet & Ghoshal, 1998). Burt (2004) emphasizes its impact on innovation and adaptation. Social capital also influences employee engagement, commitment, and satisfaction by promoting trust and cooperation. Relational networks within organizations, supported by HR management practices like mentoring and strategic leadership, enhance employee retention and commitment (Akpey-Mensah, 2020).

Employee Retention

Employee retention refers to an organization's ability to keep its employees for an extended period, indicating the effectiveness of strategies to retain valuable talent (Ramlall, 2004). It encompasses factors such as job satisfaction, organizational culture, leadership, compensation, and career development opportunities (Meyer & Allen, 1991). These factors influence employees' emotional attachment and commitment to the organization, affecting retention rates (Book et al., 2019). Human resource planning, as emphasized by(Ramlall, 2004) is crucial for developing strategies to retain skilled employees. Key processes include motivation, interaction, vision, and learning . Components of retention methods include employee orientation, career planning, motivation, performance management, and compensation programs (Kaliprasad, 2006). The nexus between employer branding and employee retention is vital, as a positive employer brand attracts and retains talent, fostering loyalty and commitment among employees (Backhaus & Tikoo, 2004).

Conceptual Framework

This study proposes a conceptual model focusing on Employer Brand (EB) attractiveness and its influence on job application intentions within organizations. Drawing on validated scales by Berthon et al. (2005) for employer attractiveness and Highhouse et al. (2003) for job application intention, the model suggests positive relationships between these variables. Additionally, it incorporates the positive influence of employer branding and organizational culture, as indicated by Backhaus and Tikoo (2004) and Too et al. (2018), respectively. Further relationships include the positive impact of organizational culture on

organizational identity, job application intention, and employer brand attractiveness, supported by previous literature. Moreover, the model includes the positive relation between job application intention and employee loyalty, as well as the mediating role of social capital in the relationship between employee loyalty, retention, and social capital, supported by studies such as Cachón-Rodríguez et al. (2022). Social capital and employee retention constructs are adapted from various sources and include items validated in previous research.
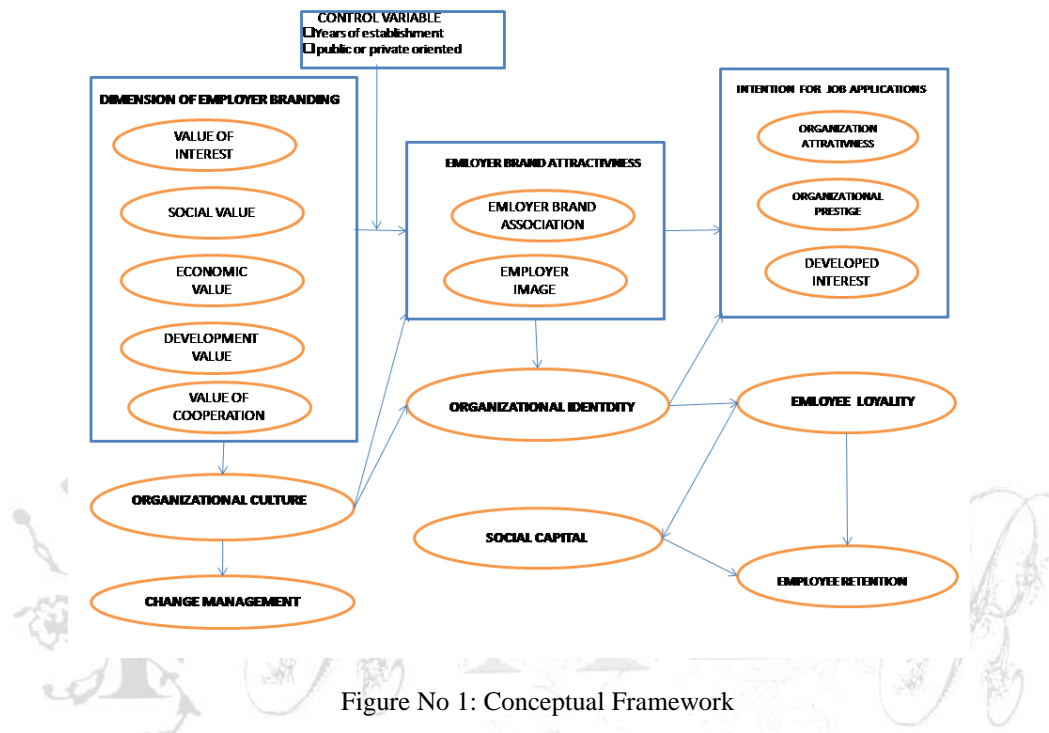

Figure No 1: Conceptual Framework

Hypothesis Development

Rampl's (2014) study underscores the significance of being a top-choice employer brand, highlighting employees' brand emotions as crucial in shaping a robust Employer Brand (EB).Berthon et al. (2005) categorize perceived benefits into principles such as value of interest, social value, economic value, development value, and value of cooperation, influencing EB attractiveness. These principles encompass factors like innovative work practices, positive working environment, above-average salaries, comprehensive benefits, job security, career development opportunities, recognition, self-esteem, and trust.The "value of interest" focuses on innovative work practices and leveraging creativity, while "social value" emphasizes a positive working environment. "Economic value" pertains to competitive compensation and career prospects, and "cooperation value" involves recognition, career advancement, and knowledge sharing. Highhouse et al.'s (2003) scale measures job submission intention by evaluating responses to an organization's recruitment messages. It encompasses dimensions like organization attractiveness, intentions related to the organization, and organizational prestige. While prospective employees may passively find organizations attractive, this doesn't always translate to action, allowing for simultaneous attraction to multiple organizations. Active research would conserve resources but limit exploration.

Intentions are crucial predictors of behavior, surpassing attitudes in reliability, as supported by Kim and Hunter (1993). Studies like those by Highhouse et al. (1998, 2003), Rampl (2014), and Rampl and Kenning (2014) delve into organizational prestige, gauging how organizations are perceived as desirable workplaces.

Organizational culture significantly influences job applicants' decision-making processes, impacting their performance post-employment (Cable and Judge, 1996; Schein, 1985). It's crucial for employer branding messages to accurately convey organizational culture to avoid misconceptions (Cable et al., 2005). Previous research by Backhaus and Tikoo (2004) supports a positive relationship between employer branding and organizational culture. Empirical studies consistently show a positive correlation between Organizational Culture (OC) and Change Management (CM) (Al-Ali et al., 2017; Rajala et al., 2012). Kotter's (1998) model emphasizes communication's role in successful change implementation, integrating new approaches into the organization's core values to garner employee support. Organizational identity, reflecting core values and mission, significantly shapes how potential employees perceive an organization. A well-defined identity, aligned with individuals' values and aspirations, enhances employer brand attractiveness. Similarly, organizational culture influences potential employees' perceptions, with a positive, cohesive culture enhancing employer brand attractiveness, while a weak or incongruent culture diminishes it. (Barbaros, ,2020).

Furthermore, employees who feel a strong sense of identification and trust in the organization are more likely to recommend it to others, enhancing long-term relationships and loyalty (Cachón-Rodríguez et al., 2021; Schlesinger et al., 2014). This underscores the importance of social capital in reinforcing attitudinal elements and fostering loyalty. Scholarly literature consistently highlights the strong link between employee loyalty and retention rates. Loyal employees, characterized by emotional attachment to the organization, exhibit higher retention rates as they are more committed to its long-term goals (Meyer and Smith, 2000; Rhoades & Eisenberger, 2002). Allen and Meyer (1990) identify organizational commitment as a key predictor of retention, emphasizing the affective dimension of commitment rooted in emotional attachment and identification. Additionally, relational networks in HR management, including coworker relationships and recognition, play a crucial role in fostering employee retention (Hom and Xiao, 2011).

Based on this we proposed the following hypotheis

H1: Dimension of employer branding has a positive relationship with employer brand attractiveness.
H2: Organizational culture mediates the relationship with dimension of employer branding and change management.
H3: Employer brand attractiveness mediates the relationship between dimension of employer branding and intentions of job application
H4: Employer Brand Attractiveness Has A Positive Relationship With Organizational Identity
H5: Organizational Identity Mediating the Relationship with Organizational Culture and intention of job application.
H6: Organizational Identity Mediating the Relationship With Employer Brand Attractiveness and intention of job application.
H7: Organizational Identity Mediating the Relationship With Organizational Culture And Employee Loyalty.
H8: Employee Loyalty Mediates the Relationship Between Organizational Identity and social capital
H9: Social Capital Mediating the Relationship Between Employee Loyalty And Employee Retention
H10: There is positive relationship between employee loyalty and employee retention.

Methodology

Data Collection and Sampling

Data for this research was collected via a questionnaire comprising 92 questions, serving as the primary instrument for gathering information from participants. A total of 300 respondents, representing various sectors in Pakistan, were targeted for data collection. Questionnaires were distributed in both hard copy and electronic formats through Google Forms, accommodating participants' preferences. This dual approach facilitated comprehensive data collection. The study's sample size is 350 participants from diverse sectors within Pakistan, comprising employees from top to lower positions in organizations, including manufacturing and service firms across private, public, and government sectors.

Instrument and Data Analysis Techniques

the survey was conducted using both Google Forms and manual hard copies distributed among employees from various sectors. Items on employer branding and intention of job application were adopted from Berthon et al. (2005), while employer brand attractiveness items were from Dursun Bingöl et al. (2013). Organizational culture, change management, and organizational identity items were adapted from Denison et al. (2015), Gholamzadeh et al. (2014), Smith (2006), Alnuaimi (2013), and Dursun Bingöl et al. (2013). Social capital, employee loyalty, and retention items were sourced from Ouyang (2010), Homburg & Stock (2000), Blanco et al. (2020), Mael & Ashforth (1992), Nahapiet & Ghoshal (1998), Book et al. (2019), and Osranek & Zink (2014). A 5-point Likert scale was used, with varied response ranges depending on the statement type.

Data analysis was done using quantitative methods, especially using Smart-PLS 4.0 software and Structural Equation Modelling (SEM) (Hair et al., 2017). Discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker criterion, while convergent validity was evaluated using the Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha (CA) values (Fornell & Larcker, 1981; Henseler et al., 2015). Moreover, the R-square value was employed to evaluate the explanatory capacity of exogenous variables, hence appraising the model's overall effectiveness. Second, a model fit test is conducted and the model fit was evaluated using the T and P values. 5. Outcomes 5.1 Subject Matter

Results and Analysis

Demographic Analysis

The survey includes a demographic section to profile respondents, analyzed using SPSS software for descriptive statistics. Table (1) illustrates the demographic and professional characteristics of respondents. Males comprise the majority (69.8%) compared to females (29.9%), suggesting gender disparities. The age distribution is concentrated in the 25-34 range, indicating a predominantly young to middle-aged sample. Most respondents are single (69%), highly educated (with a majority holding Masters degrees), and work across government, private limited, and public limited organizations. Top management roles are prevalent (47%), with varied organization sizes and balanced experience levels. This analysis underscores the diverse profile of respondents, highlighting areas for further exploration.

Analysis Result From SEM (Structural Equation Modeling)

The researcher has employed the structural equation model (SEM) to analyse the study hypothesis, while the testing was carried out with Smart PLS software. Furthermore, the test was conducted to ascertain the impacts of each framework, both directly and indirectly. It has been demonstrated that the structural equation model (SEM) is the main tool utilised under different regression methodologies and procedures

(Barron & Kenny, 1986). The structural relationship between endogenous and exogenous variables can be ascertained using it. Included are multivariate and factor analyses. Furthermore, all variables in the causal model must exhibit their causal relationships at the precise moment, whereas the regression equation aims to characterize each structure in order to ascertain the relationship of causal relationships. The bootstrapping technique, which has been found suitable for both small and big samples and does not include any negative outcomes, is also a component of the notion of employing this model (Hayes, 2013). Additionally, the bootstrapping approach has been established to verify both direct and indirect effects (Shrout & Bolger, 2002).

Table 1: Demographic Analysis

Respondent's Profile			
Measure	**Items**	**Frequency**	**Percentage**
Gender	Male	245	69.8
	Female	105	29.9
Age	20-24	49	14.0
	25-29	133	37.9
	30-34	67	19.1
	35-39	39	11.1
	40-44	38	10.9
	45 And Above	25	7.15
Marital Status	Single	240	69
	Married	110	31
Education Background	Graduate	88	25.1
	Masters	194	55.3
	Phd	68	19.4
Type Of Organization Working In	Government	86	24.5
	Private Limited	175	49.9
	Public Limited	89	25.4
Position Of Respondent	Top Management	165	47.0
	Middle Management	112	31.9
	Lower Management	33	9.4
	Others	41	11.7
Size Of Organization	Mircro	165	47.0
	Small	112	31.9
	Medium	33	9.4
	Large Scale	41	11.7
Experience In Years	1-5years	72	20.5
	6-10 Years	159	45.3
	11-15 Years	58	16.5
	More Than 15 Years	62	18.0

Validity and Reliability Assessment

Construct validity and internal consistency

Several testing phases ensured the reliability and validity of the study. Construct validity was established by comparing each factor's loading value to 0.7 (Hair et al., 2017). Results showed satisfactory construct validity as all factor loadings exceeded 0.7, indicating the measuring device's ability to identify the study topic. Convergent validity, indicating collaboration among related constructs, was assessed with an AVE

value of 0.5 (Carmines and Zeller, 1979). Fornell and Larcker (1981) defined convergent validity as the sum of computed variances being more than 0.5. Internal consistency was evaluated using a CA and CR of 0.7 (Hair et al., 2017). Overall, the study demonstrated high internal consistency. Specific results of concept validity and reliability are presented in Table (2), showing factor loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted above satisfactory thresholds, indicating reliable and valid results.

The result shows that each variable (DV= Development Value, SOC=Social Value,IN-=Value Of Interest, ECO=Economic Value, VC=Value of cooperation, CM=Change Management ,OC= Organizational Culture, I=Organizational Identity, EMA=Employer Brand Attractiveness, OA=Organizational Attractiveness ,DI=Developed Interest, PT= Organizational Prestige ,EL=Employee Loyalty and ER=Employee retention) has factor loading(Fl) Cronbach's Alpha (Ca),Composite Reliability (Cr) has loaded value above 0.7 which is the the threshold value to check reliability while Average variance extracted is above) 0.5, therefore the result is in satisfactory range.

Discriminant Validity

Henseler et al. (2015) state that measures of discriminant validity have little to do with ideas or non-connected measurement systems. Campbell and Fiske's debate on establishing test validity led to the creation of discriminant validity and other related concepts. Thwo approaches are used here to examine the disciminant validity. First, we used the Fornell-Larcker criteria methodology (Fornell & Larcker, 1981) to determine the square root value of AVE with regard to the inter construct correlation valueConsequently, the Fornell-Larcker standard was used to determine discriminant validity, as indicated in Table. The outcome satisfies the criteria of Fornell-Larcker; the values in the diagonal are greater than the values indicated below in table(5); these values.represent the square root of AVE, which ought to be greater than correlation values among the latent variables.

Furthermore, the discriminant validity was analysed using the HTMT methodology, which provides a unique way to test discriminant validity; an HTMT value of 0.85 was discovered (Henseler et al., 2015). The HTMT values were less than 0.85 for each build. It is feasible to draw the conclusion that the research has outstanding discriminant validity. All of the numbers in the discriminant validity HTMT ratio table(3) are less than 0.85, which satisfies the descriminant validity requirements. The result is shown in table(3,4) proofs that the dirciminant validity criteria in this reseach is satisfied.

Table 2: Construct Validity and Internal Consistency

Construct Validity And Internal Consistency				
	Construct	Cronbach's Alpha (Ca)	Composite Reliability (Cr)	Average Variance Extracted (Ave)
DIMENSION OF EMPLOYER BRANDING	Development Value (DV)	0.937	0.939	0.841
	Social Value (SOC)	0.848	0.87	0.572
	Value Of Interest (IN)	0.899	0.917	0.72
	Economic Value (ECO)	0.874	0.883	0.67
	Value Of Cooperation (VC)	0.935	0.937	0.794

Organizational Culture (OC)	0.915	0.926	0.57
Change Management (CM)	0.899	0.905	0.715
Employer Brand Attractiveness (EBA)	0.756	0.851	0.686
Organizational Identity	0.828	0.875	0.653
Organizational Attractiveness(OA)	0.873	0.895	0.728
Developed Interest (IN)	0.834	0.842	0.6673
Organizational Prestige (PT)	0.928	0.96	0.774
Employee Loyalty (EL)	0.91	0.929	0.647
Social Capital (SC)	0.922	0.934	0.651
Behavioral Intention(BI)	0.794	0.809	0.631

Intention Of Job Application

Table 3: Descrimininat validity by HTMT Model

Heterotrait-monotrait ratio (HTMT) - Matrix													
	0A	BI	CM	DI	DV	EBA	ECO	EL	IN	OC	OI	PT	SC	SOC
0A														
BI	0.417													
CM	0.301	0.265												
DI	0.705	0.233	0.654											
DV	0.230	0.442	0.392	0.187										
EBA	0.518	0.752	0.633	0.516	0.362									
ECO	0.281	0.587	0.228	0.217	0.322	0.761								
EL	0.492	0.725	0.194	0.362	0.234	0.744	0.671							
IN	0.356	0.459	0.271	0.520	0.315	0.507	0.772	0.367						
OC	0.480	0.390	0.374	0.507	0.552	0.639	0.566	0.394	0.433					
OI	0.725	0.462	0.165	0.474	0.179	0.829	0.562	0.625	0.529	0.382				
PT	0.560	0.371	0.494	0.793	0.340	0.414	0.242	0.265	0.473	0.523	0.404			
SC	0.730	0.746	0.321	0.510	0.313	0.774	0.479	0.681	0.415	0.561	0.650	0.577		
SOC	0.318	0.395	0.319	0.363	0.606	0.436	0.783	0.271	0.791	0.521	0.357	0.481	0.340	
VC	0.189	0.586	0.209	0.154	0.380	0.782	0.789	0.699	0.587	0.588	0.539	0.127	0.559	0.667

NOTE: Threshold HTMT <0.85

Table 4: Descriminant Validity By Fronell -Lacker Criterion

Fornell-Larcker criterion														
	0A	BI	CM	DI	DV	EBA	ECO	EL	IN	OC	OI	PT	SC	SOC	VC
0A	0.854														
BI	0.321	0.794													
CM	0.250	0.077	0.846												
DI	0.786	0.149	0.566	0.817											
DV	0.093	0.408	0.366	0.127	0.917										
EBA	0.435	0.621	0.193	0.353	0.086	0.623									
ECO	0.163	0.476	0.036	0.162	0.295	0.641	0.819								
EL	0.449	0.630	0.098	0.355	0.214	0.778	0.587	0.804							
IN	0.327	0.366	0.189	0.394	0.248	0.412	0.667	0.324	0.849						
OC	0.447	0.318	0.358	0.427	0.520	0.492	0.513	0.376	0.377	0.755					
OI	0.660	0.399	0.042	0.429	-0.061	0.716	0.496	0.607	0.463	0.307	0.808				
PT	0.762	0.305	0.456	0.785	0.309	0.270	0.186	0.245	0.448	0.495	0.380	0.880			
SC	0.655	0.659	0.294	0.475	0.280	0.724	0.427	0.677	0.378	0.521	0.617	0.528	0.807		
SOC	0.237	0.325	0.204	0.277	0.542	0.242	0.674	0.175	0.749	0.450	0.265	0.457	0.290	0.756	
VC	0.142	0.502	0.089	0.086	0.358	0.749	0.892	0.650	0.539	0.551	0.510	0.102	0.524	0.599	0.892

Note: The values for the diagonal are the values for the square root of AVE

Hypothesis Testing

Sarstedt and Cheah (2019) in their research utilized SmartPLS 4 for structural model analysis, implementing bootstrapping to assess factor loading stability. Bootstrapping, recommended by Efron and Tibshirani (1968) involves resampling the dataset to authenticate coefficient computation. SmartPLS displays t-values for structural equation predictions and path coefficients, derived from bootstrapping, providing insights into hypothesis impacts (Hair et al., 2016).

Furthermore, To assess the strength of endogenous variables in the model, the coefficient of determination (R^2) between constructs is evaluated (Falk & Miller, 1992). A structural model should be considered if the R^2 value exceeds 0.1 or approaches one. A structural model should be considered if the R^2 value exceeds 0.1 or approaches one. In this study, the R^2 values for EBA=0.909,OI=0.50,OC=0.436,CM=0.128,OA=0.437,DI=0.193,PT=0.144EL=0.368,SC=0.458,ER=0.435 .The R^2 values indicate that the endogenous constructs exhibit substantial explanatory power, suggesting that the structural model is appropriate for the analysis (Hair et al., 2017).

In addition The path diagram (Figure 2) illustrates the interrelationships among variables, highlighting the mediating variable. Each path is associated with T-values, indicating the significance of the discussed relationships. The sphere at the center displays R^2 values for endogenous variables, all exceeding 0.1. Employer Brand Attractiveness (EBA) demonstrates a notably high R^2 of 0.909, followed by Organizational Identity (OI) at 0.508, Organizational Culture (OC) at 0.436, and others. These elevated R^2 values signify substantial explanatory power and significant relationships between variables.

Additionally, the outer loadings in the diagram demonstrate significant values exceeding 0.7, emphasizing robust relationships between the latent constructs and their respective observed variables. These significant loadings further reinforce the validity and reliability of the measurement model, affirming the consistency and accuracy of the relationships depicted in the path diagram. Overall, the comprehensive analysis provided by the path diagram, including T-values, R^2 values, and outer loadings, underscores the significant and meaningful relationships among the variables in the model.

Table 5 : Summaryof Direct Effect

Hypothesis	Path	Path Coefficients	T-Value	P-Value	Conclusion
Hypothesis Testing With Direct Effect					
H1A	DV -> EBA	0.137	1.461	0.144	UNSUPPORTED
H1B	SOC -> EBA	0.478	4.756	0.000	SUPPORTED
H1C	IN -> EBA	0.321	4.563	0.000	SUPPORTED
H1D	ECO -> EBA	0.138	4.882	0.000	SUPPORTED
H1E	VC -> EBA	0.909	2.692	0.000	SUPPORTED
H4	EBA -> OI	0.745	24.349	0.000	SUPPORTED
H10	El -> ER	0.363	6.319	0.000	SUPPORTED

Note: Here DV=Development Value, SC =Social Value,EBA=Employer Brand Attractiveness, IN=Value Of Interest, ECO=Economic Value ,VC=Value Of Cooperation ,OI=Organizational Identity ,EL=Employee Loyalty ,ER=Employee retention,

Table 6: Summary of Indirect Effect

Hypothesis	Path	T-Value	P-Value	Conclusion
Hypothesis Testing With Indirect Effect				
H2A	DV -> OC -> CM	5.052	0.000	Supported
H2B	SOC -> OC -> CM	2.130	0.033	Supported
H2C	IN -> OC -> CM	2.191	0.028	Supported
H2D	ECO-> OC -> CM	2.919	0.023	Supported
H2E	VC -> OC -> CM	2.682	0.007	Supported
H3A	DV -> EBA -> OA	2.900	0.009	Supported
H3B	DV -> EBA -> PT	2.432	0.015	Supported
H2C	DV -> EBA -> DI	0.033	0.974	Unsupported
H3D	SOC -> EBA -> OA	0.767	0.000	Supported
H3E	SOC -> EBA -> PT	6.358	0.000	Supported
H3F	SOC -> EBA -> DI	5.438	0.006	Supported
H3G	IN -> EBA -> OA	1.218	0.000	Supported
H3H	IN -> EBA -> PT	7.784	0.000	Supported
H3I	IN -> EBA -> DI	5.037	0.000	Supported
H3J	ECO -> EBA -> 0A	8.858	0.000	Supported
H3K	ECO -> EBA -> PT	5.535	0.000	Supported
H3L	ECO -> EBA -> DI	4.030	0.000	Supported
H3M	VC -> EBA -> 0A	1.219	0.223	Unsupported
H3N	VC -> EBA -> DI	9.989	0.000	Supported
H3O	VC -> EBA -> PT	0.036	0.972	Unsupported
H5A	OC -> OI -> 0A	1.088	0.000	Supported
H5B	OC -> OI -> DI	0.996	0.000	Supported
H5C	OC -> OI -> PT	1.113	0.266	Unsupported
H6A	EBA -> OI -> 0A	14.252	0.000	Supported
H6B	EBA -> OI -> PT	5.206	0.000	Supported
H6C	EBA -> OI -> DI	4.734	0.000	Supported
H7	EBA -> OI -> EL	15.456	0.000	Supported
H8	OI -> EL -> SC	18.555	0.000	Supported
H9	EL-> SC -> ER	16.152	0.000	Supported

Note: there DV= Development Value, SOC=Social Value,IN-=Value Of Interest, ECO=Economic Value, VC=Value of cooperation, CM=Change Management ,OC= Organizational Culture, I=Organizational Identity, EMA=Employer Brand Attractiveness, OA=Organizational Attractiveness ,DI=Developed Interest, PT= Organizational Prestige ,EL=Employee Loyalty and ER=Employee retention

Effect of Control Variable

In this research Table (7) displays the effects of control variables on the dependent variable, Employer Brand Attractiveness (EBA). The Original Sample (O) column presents coefficients from the original dataset, while the T statistics (|O/STDEV|) column shows T-values obtained by dividing coefficients by standard deviations. The P-values column indicates significance levels. For "Age of Company," the coefficient is 0.235, with a T-value of 3.239 and a significant P-value of 0.001, suggesting a positive effect on EBA.

Regarding "Type of Organization," the coefficient is 0.050, with a T-value of 0.744 and a non-significant P-value of 0.457, indicating no significant influence on EBA. Interactions between "Type of Organization" and other variables, such as Development Value (DV), Social Value (SOC), Value of Interest (IN), Economic Value (ECO), and Value of Cooperation (VC), show mixed effects. For example, the interaction between "Type of Organization" and "Economic Value" has a coefficient of 1.111, a T-value of 3.097, and a significant P-value of 0.002, indicating a positive effect on EBA. Conversely, the interaction with "Value of Cooperation" yields a coefficient of -1.111, a T-value of 3.933, and a highly significant P-value of 0.000, suggesting a negative effect on EBA.

Similarly, interactions between "Age of Company" and other variables also vary. For instance, the interaction with "Development Value" yields a coefficient of -0.611, a T-value of 5.876, and a highly significant P-value of 0.000, indicating a negative effect on EBA. Overall, the analysis underscores the importance of considering control variables and their interactions when examining predictor variables' influence on the dependent variable.
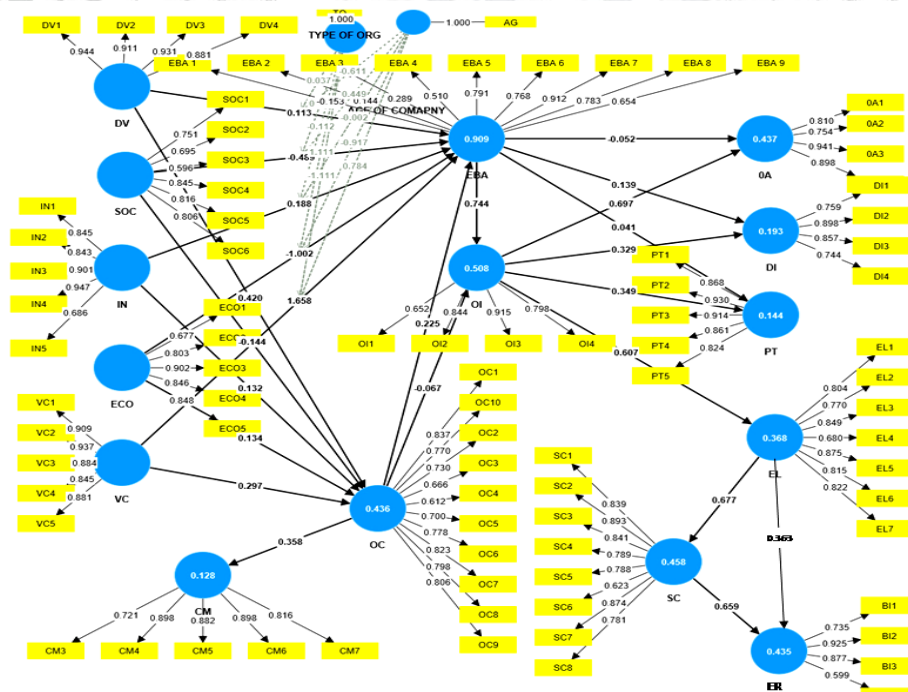

Figure 2: The Path diagram after Bootstrappng

Table 7: Effect of control variable

	Original sample (O)	T statistics (|O/STDEV|)	P values
AGE OF COMPANY -> EBA	0.235	3.239	0.001
TYPE OF ORG -> EBA	0.050	0.744	0.457
TYPE OF ORG x DV -> EBA	0.037	0.496	0.620
TYPE OF ORG x SOC -> EBA	0.034	0.697	0.486
TYPE OF ORG x IN -> EBA	-0.112	1.382	0.167
TYPE OF ORG x ECO -> EBA	1.111	3.097	0.002
TYPE OF ORG x VC -> EBA	-1.111	3.933	0.000
AGE OF COMPANY x DV -> EBA	-0.611	5.876	0.000
AGE OF COMPANY x SOC -> EBA	0.449	3.078	0.002
AGE OF COMPANY x IN -> EBA	-0.002	0.021	0.983
AGE OF COMPANY x ECO -> EBA	-0.917	2.958	0.003
AGE OF COMPANY x VC -> EBA	0.784	3.086	0.002

Discussion and Conclusion

The study explores the relationship between various dimensions of employer branding (development value, value of interest, economic value, social value, and value of cooperation) with organizational culture and change management, as well as their impact on employer brand attractiveness and organizational identity. It highlights the importance of human resources in today's competitive labor market and emphasizes the alignment of branding principles with HRM strategies. Findings indicate a significant relationship between employer brand attractiveness and all dimensions of employer branding except for development value. Positive associations are established between employer brand attractiveness, organizational identity, and employee loyalty, affirming the role of a strong employer brand in attracting and retaining talent. Moreover, the study underscores the mediating role of organizational culture and identity in shaping perceptions of employer branding and influencing intentions to apply for jobs and employee loyalty. Additionally, it validates the significance of social capital and organizational identity in impacting employee loyalty and retention. Control variables such as company age and organization type also show effects on dimensions of employer branding and brand attractiveness.

Managerial Implication

The study's findings have significant implications for employee commitment and organizational management practices, highlighting the importance of various factors in fostering long-term partnerships with employees. By prioritizing initiatives to enhance employer brand awareness, managers can attract prospective employees and reduce turnover costs. Implementation of effective change management strategies can create a supportive workplace environment, leading to increased employee satisfaction and retention. Crafting a distinctive organizational identity through human resource management practices helps shape the organization's brand image, attracting and retaining employees. Leveraging social capital further strengthens employee loyalty and promotes long-term retention, making the employer brand a crucial tool for employee retention strategies.

Limitations and Future Recommendations

Though the study provide a complete result of each hypothesis but it is limited to two software only smart PLS 4 and SPSS, in future more statistical techniques and software can be used to validate the result,

Furthermore, the study is based in Pakistan only, the future researcher may include more countries or regions in this study and take response from variety of people around to globe to make this research for inclusive and diverse.

The study also has a very small sample size of 350 respondents due to time constraints, in future the researchers may increase the sample size of the study to make it more reliable. I future more elements may be added to to show new connections of employer branding, the elements like employer loyalty, job satisfaction, employee commitment and engagement can be added in the study. The study include just services and manufacturing sector employee in future the researcher can further categorize each sector to get a more good mix of employee.

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