AN EMPIRICAL INVESTIGATION OF DRIVERS AND OUTCOME OF EMPLOYER BRANDING

Thesis

Submitted in partial fulfilment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

by

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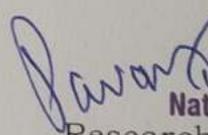
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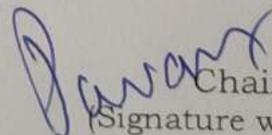
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Abstract

Nowadays, organizations are striving hard to become the best place to work for and the phenomena of employer branding plays a crucial role in the same. The aim of this study is to identify the drivers and outcome of employer branding from a retention perspective. The survey tool developed for this research was administered among 381 employees of Indian insurance industry. The stratified sampling method was used. The data were examined using statistical package for social sciences (SPSS) version 21.0 and analysis of moments structure (AMOS) version 20.0. The results disclosed that reward & recognition, reputation and diversity drives employer branding, which in turn decreases the turnover intention. Further, reward & recognition was found to be an important prognosticator of employer branding. Additional, it was also revealed that employer branding acted as a mediator. Since, the study was dependent on cross-sectional data, therefore robust causal inferences cannot be implied. Findings expressed in this research can be accosted by academicians' and practitioners' in the area of human resource management, organizational behaviour, marketing and communication. Amalgamation of drivers and outcome of employer branding and again it being a mediator, in a single study is rare.

Keywords: Employer Branding, Drivers, Outcome, Mediator.

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List of Abbreviations

Abbreviation	Full Form
CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
IBEF	India Brand Equity Foundation
Inc.	Incorporation
SHRM	Society for Human Resource Management
GFI	Goodness of Fit Index
CFI	Comparative Fit Index
TLI	Tucker Lewis Index
RMSEA	Root Mean Square Error Approximation

CHAPTER 1

INTRODUCTION

There is growing competition among organizations across the globe to become 'great place to work'. Why organizations are striving hard to get that tag? And how organizations can achieve that tag? Very few studies (Backhaus & Tikoo, 2004; Srivastava & Bhatnagar, 2010; Biswas & Suar, 2016; Tanwar & Prasad, 2016(a,b); Theurer, Tumasjan, Welpe & Lievens, 2018) mentioned that organizations do so to captivate and preserve the best talent and the phenomena of employer branding (EB) helps organizations to achieve that. However, in the past majority of the employer branding empirical work is looked from an attraction perspective leaving behind the retention aspect. In this study we aspire to touch upon the retention aspect by tracing those drivers and outcome of employer branding that will nurture the process as a whole. In order to focus on the retention perspective, workers service knowledge is vital and it encourages employer branding (Biswas & Suar, 2016). Increased focus on employer branding in India Inc. (Aon Hewitt, 2016) being referred as talent magnet (Randstad, 2015) has also made it necessary to study the same. The concept of branding has been there for years and it has undergone prolific changes and improvement by applying it to other areas of management like human resource, communication etc. The term 'Brand' dates back to 950 A.D, when it was first derived from a word 'brandr' meaning to burn. By 1500 B.C, the meaning of brand got changed to a 'mark on cattle' that states ownership and by the end of 1800, the meaning completely changed from the state of ownership to a symbol of quality. And from then the term 'Brand' has never looked back and has reached into the era of 21st century with many innovative and interdisciplinary exploration. The explanation of 'Brand' mentioned through 'American Marketing Association'

as a 'logo or pattern, name, a term with the purpose to identify assets and services of individual marketers or group of marketers and differentiate them from other marketers'.

There have been numerous studies undertaken by reputed research firm to find out innovative and improvement drivers of employer branding in India as well in global sphere. Recent trends in globalization have made it evident to investigate future global employer branding scenario. So the development of a brand or corporate brand revolves around customer psychology whereas, evolution of employer brand revolves around employee psychology. Increased focus on employer branding in India Inc. continues as it is one of the improvement drivers in the market (Aon Hewitt, 2016). Universum Global has been a front-runner in generating employer branding research insights from industry. In a recent study, it was found there is a lack of agreement between CEO's and HR about the charge of employer branding in organizations (Universum Global, 2015). Hence, there is a greater need of cooperation between different stakeholders.

The study aims to investigate the drivers and outcome of employer branding. To explore the same the researchers have identified Indian insurance sector. The criteria for identification were based on; (a) Industry v/s employer branding priority report (Source: Universum Employer Branding Survey, 2019), (b) sector heavily distressed with huge employee turnover and (c) major employment provider in the country (Ernst & Young, 2015). A Google search (Fig 1.1) was done with article title 'employer branding' to understand the trend of its research over a particular time-period. A year-wise comparison with the number of publications through search results depicts a negligible interest in this area of research. Therefore, the researchers have given a call to venture into employer branding scholarship and unfold new directions. Authors have considered 2004 as the base year to make comparison because the pioneer article regarding conceptualization of employer branding developed from 2004 onwards. A graphical

representation showcases the sectors which gives importance to employer branding (Fig. 1.2) process.
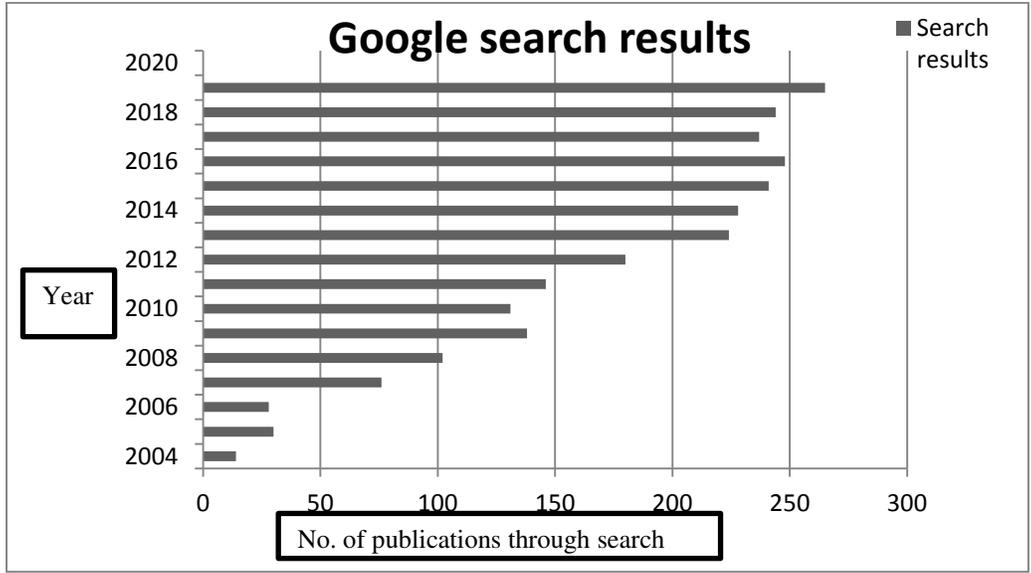
Figure 1.1 Google search results for publications with title employer branding
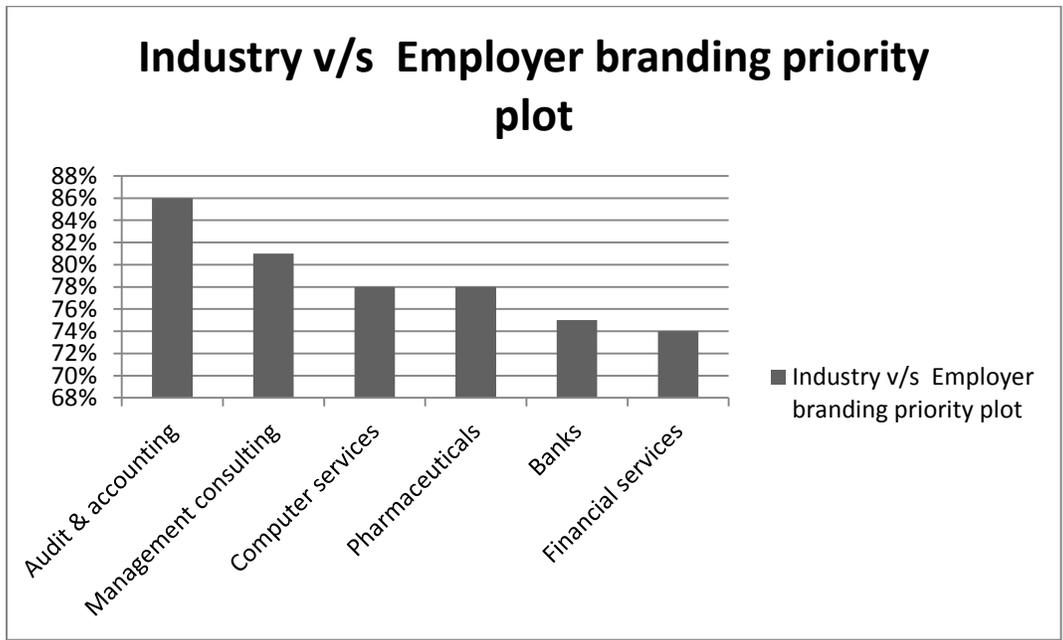
Figure 1.2 Industry v/s Employer branding priority plot (Source: Universum Employer Branding Survey, 2019)

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India's insurance industry is the largest in the universe that comprises of 70 insurance firms (IRDAI Report, 2018-19) and expected to reach USD 280 billion in 2020 (IBEF, 2019). Huge attrition of insurance operators and staff has exhausted the talent channel of Indian insurance industry. Life insurance industries the combined yearly growth percentage is 12 to 15 % over the next three to five years (IBEF, 2019). In financial year 2019 in India, the overall insurance market is at Rs 5,78,000 crore premiums per annum business and is expanding at a strong pace of 15% (IBEF, 2019), however, the intimidation to maintain talent subsists. As per, Confederation of Indian Industry and Ernst and Young (2015) report, Insurance sector is a major employment provider in India with about 350,000 on payroll and more than 2 million as in-direct employees with thousand more at channel partners.

Branding through the lens of employer relates it to employer branding. Employer branding ought to be referred to as the utilization of branding principle on human resource management to appeal prospective employees and engage existing employees into organizational culture and strategy (Backhaus & Tikoo, 2004). Llyod (2002) mentioned employer branding as an effort initiated through the organization to showcase potential and prevailing workers this is the most suitable site to work. Research in the field of employer branding has emerged few years back, but it is still at the phase of infancy and further exploration is the need of the hour (Theurer, Tumasjan, Welpe & Lievens, 2018). Academic approach in the field of employer branding consider retention of current employees as the gap areas and it should be further explored to enrich employer branding research in near future. But, from a practitioners approach future of employer branding is seen in building a global employer brand (Universum Global, 2015). Though employer value proposition is in place, but it is not appropriately communicated in organization and social media as a tool for employer branding is capturing the future (Universum

Global, 2016). A linkage between employment branding and engagement holds future for employer branding research (CIPD, 2008).

This study is arranged as following: Initially carrying out a literature review on employer branding, reward & recognition, reputation, physical work environment, diversity, work-life balance, employer brand equity, employee engagement, turnover intentions and organizational performance. Subsequent, by consolidating those study variables we propose a model and testable hypotheses in chapter 1. Moreover, a detailed analysis of methods and results were given in chapter 2 and chapter 3 respectively. Finally, chapter 4 ends with discussion, implications, limitations and direction of future research, unique contributions and conclusion.

1.1 Literature Review

1.1.1 Employer Branding

Employer branding (EB) is represented as a means of constructing a novel organizational identity and distinguishing it from contenders (Backhaus & Tikoo, 2004). EB is all about handling employer-employee association (Biswas & Suar, 2016). EB encloses organizational policies, values, practices and behaviours to captivate stimulate and retain the organizational potential and present employees (Dell & Ainspan, 2001). Integrating individual EB initiatives such as, improving extrinsic appearance of companies as employer, developing the process of management of talent, enhancing employee growth and driving employee engagement will affix worth to the company, people's appreciation and would make institution a best place to work for (Kunerth & Mosley, 2011). Brand equity represents a logical approach of comprehending EB (Backhaus & Tikoo, 2004). Psychological contract between employees and organization brings

about another base of EB (Backhaus & Tikoo, 2004). There happens to be a subtle variation between employer brand and EB process (Theurer, Tumasjan, Welpe & Lievens, 2018).

Employer brand is being referred to amalgamation of prudent and cognitive gains catered through job, moreover established within the organizations to enhance attraction and retention (Ambler & Barrow, 1996). Investing in organizations employer brand helps to captivate, engage and preserve employees that further enhance organizational performance (Kunerth & Mosley, 2011). Employer brand operate as a crucial discriminator in India for handling talent (SHRM, 2010). If employer brand is marketed well both internally and externally in India, then it would lead to the powerful value proposition with essential business standards at its base (SHRM, 2010). Hence it can be concluded that, employer brand is an identity whereas, EB is a means used to build up that identity.

EB process undergoes a three stage build out (Backhaus & Tikoo, 2004): (i) First, organization should establish an appropriate value proposition for employees to be concretized in brand; (ii) Secondly, after development of value proposition, organization should market it externally by targeting potential employees, employment agencies, etc., with a sole aim to attract the target audience; (iii) Thirdly, developed value proposition should be marketed internally by targeting current employees with a sole aim to develop workforce attached to organizational strategy and retain them.

Human Resource uses employer brand for enhancing employee fit, recruitment outcomes and talent retention with corporate values (SHRM, 2008). Employer brand is regarded as a strategic HR tool (SHRM, 2010). Employer brand marketed externally makes the organization an employer of choice leading to captivate employees whereas, when marketed internally develop

personnel that is tough to emulate (Backhaus & Tikoo, 2004). Earlier research in the field of employer branding were more focused on potential employees (Berthon, Ewing & Hah, 2005; Lievens & Highhouse, 2003). Hence, to address this gap, present research is focusing on current employees to reap the benefits of it (Maxwell & Knox, 2009). Maxwell and Knox (2009) has been a frontrunner in encouraging empirical research scholarship in the area of employer branding dimension considering existing employees.

Employer branding includes exterior and interior branding (Backhaus & Tikoo, 2004; Edwards, 2009). The employer branding procedure involves nurturing a transparent picture both inside and outside the organizations (Cable & Turban, 2003). Internal employer branding relates with employer branding in internal context (Backhaus & Tikoo, 2004; Edwards, 2009) with a sole aim of retaining current employees (Theurer, Tumasjan, Welpe & Lievens, 2018). External employer branding relates with employer branding in external context (Backhaus & Tikoo, 2004; Edwards, 2009) with a motive to attract prospective employees towards organization. Employer branding develop two of the vital reserves which are brand associations and brand loyalty (Backhaus & Tikoo, 2004). Employer branding has also been linked to organizational behavior theory (Edwards, 2009).

Employer branding may not be confused with product and corporate branding as minor differences exists. Employer branding is employment specific and it is targeted towards external and internal population whereas, corporate branding targets more towards external population (Backhaus & Tikoo, 2004). There has been some confusing literature in recent past relating to employer branding and employee branding (Theurer, Tumasjan, Welpe & Lievens, 2018) and hence current literature has taken care of it.

Though literature relating to employee branding is beyond the scope of our study, but still it is has been mentioned to differentiate it from employer branding. In recent past employer branding and employee branding has been misleadingly interpreted (Theurer, Tumasjan, Welpe & Lievens, 2018) as similar concept and hence a clarification in the present study would set up the tone. Employee branding is a process of branding internally through employees which results in customer orientation. Current employees incorporate organization brand promise and convey it to customers (Mosley, 2007), resulting in customer attraction and customer retention. Employees are majorly furnished with business's brand-related information and they perform in consumer-oriented manner (King & Grace, 2008).

EB Constructs

A research that provided solid foundation in EB mentioned employer brand equity and current employees' engagement supplements theoretical viewpoint for comprehending employer branding (Backhaus & Tikoo, 2004). Another extensive study in recent past revealed that employer brand equity and employee engagement as elements of employer branding (Biswas & Suar, 2016). Considering the above, the present study has identified employer brand equity (EBE) and employee engagement (EE) as elements of EB. Employer brand equity inspire current workforce to continue with, assist and provide competitive advantage to the organizations (Backhaus & Tikoo, 2004). Gradually organizations are utilizing employer branding to ensure that existing workforce is engaged in the plans, strategies and ethos of organizations (Backhaus & Tikoo, 2004). Extremely engaged workforce stay within the organization for a longer span and reduce the turnover percentage (Biswas & Suar, 2016).

Drivers of EB

1.1.2 Reward & Recognition

Reward management is defined as the procedures, rules and strategies undertaken to recognize contribution of the employees to the organization both financially and non-financially (Armstrong & Murlis, 2007). Rewards include both monetary and non-monetary types (Aguinis, 2013). Monetary rewards comprises of base salary, short and long-term inducements and cost-of-living-increase (Aguinis, 2013). Non-monetary rewards like appreciation letter, awards, praise in public, status indicators (Aguinis, 2013), tuition reimbursement, gym membership, vacation with coworkers etc. (Douglas, 2012). Pay is regarded as a parameter that instigates employees to accept job offer (Feldman & Arnold, 1978) followed by attracting prospective employees to organization.

Appropriate attention to recognition and reward activities of the organization results in a vibrant, productive organization with high morale (John, 1993). Intrinsic rewards exhibit a greater motivational effect than extrinsic rewards (Frase, 1989). Employee capability shows a direct positive relationship with employee reward in form of pay (Massingham & Tam, 2015). Kaplan (2005) threw light into total reward strategy concept which include compensation, benefit, work environment and development which are different constructs studied separately in the current research. Rewards and recognition should be appropriately differentiated and recognition should be given utmost importance by the organization as it acts as an intrinsic motivation technique (Hansen, Smith & Hansen, 2002). Employees get motivated with the reward and recognition program of the organization (Milne, 2001). In order to make the reward system efficient, employees should be rewarded in appropriate time (Aguinis, 2013) by switching from

performance appraisal method to performance management method (Aguinis, Joo & Gottfredson, 2011). Organization should maintain justice in reward system (Greenberg, 1990).

1.1.3 Reputation

Reputation can be defined as consequence of a process which mentions important characteristic that provides a recognizable status (Barrow & Moseley, 2011; Hillebrandt & Ivens, 2013). An employee always wants to work for the organizations that are established and well-spoken externally (Barrow & Moseley, 2011). It provides a status of recognition and a good image that they would like to advocate and live up to during their interaction with external parties (Barrow & Moseley, 2011). For potential employees, reputation of the organization might be one of the criteria for job pursuit intention and current employees would view reputation as a matter of status for continuing in the same organization. Organizational reputation has always been confused with identity and image nearly similar construct and a conceptualization regarding the same has been done (Whetten & Mackey, 2002). Reputation is witnessed as a vital resource of organization to leverage competing counterparts.

1.1.4 Physical Work Environment

Work environment is outlined as the tone of any workplace which has an impact of certain factors like physical environment, equipment availability, peer relations etc. (Christmas, 2008). Work environment is described as the constitution of physical and socio-organizational environment (Amabile & Gryskiewicz, 1989). Work environment can improve organizational identity and facilitate teamwork, communication and creativity (Earle, 2003). Employees working in modern work sites are more positive as compared to employees working on old sites (Barrow & Moseley, 2011). Similarly, another study related to work environment included

factors like physical environment, work relationship and professional practice (Ulrich, Buerhaus, Donelan, Norman & Dittus, 2005). Dawis (1994) in his theory of work adjustment mentioned that employee's behavior does not occur in isolation rather, variables in work environment influence employee's behavior (Kyriakidou & Ozbilgin, 2004). Work environment that fits employees, results in pleasant experience whereas work environment that does not fits, results in unpleasant experience like dissatisfaction, boredom etc. (Westerman & Yamamura, 2007). Work environment fit (i.e, goal orientation and system fit) positively impacts young generations employees outcome whereas, work environment fit (i.e., relationship fit) positively impacts baby boomers generations employees outcome (Westerman & Yamamura, 2007).Work setting and relationship among employees are very well implied as social beliefs (Berthon, Ewing & Hah, 2005).

Gender act as a differentiator while considering perception of potential employees towards employer attractiveness (Tuzuner & Yuksel, 2009). Further it was found that, males opt for brand-oriented workplace while females prefer non-competitive work environment (Tuzuner & Yuksel, 2009). Research have found out that, an optimistic work environment enhances the level of worker holding (Andrews & Dziegielewski, 2005) but it needs to be developed and nurtured by the leader or manager (Colonghi, 2009).

1.1.5 Diversity

Diversity is introduced as alteration of cultural and social status amongst community living collectively in a job environment (Cox, 2001). Diversity is usually seen as variations in ethnicity, race and sex (Tropman, 1998). Organizational diversity, supervisor assistance influences social worker job fulfillment (Acquavita, Pittman, Gibbons & Brown, 2009).

Diversity connects job fulfillment and inclusion to be the best predictor of job gratification but people who sense as eliminated (like, representative of indigenous group and women's) experience lower job gratification (Barak & Levin, 2002).

Diversity value is mentioned as one of the employer branding parameter (Schlager, Bodderas, Maas & Cachelin, 2011). Organization invests in diversity related activities to captivate and preserve diverse workforce (Corporate Leadership Council, 2003). Diversity initiative forms one of the components in a study for fortune 100 best companies to work for (Joyce, 2003). Now a day's organizations include a diverse workforce to captivate prospective employees and preserve current ones. Nurturing diversity inside the organization attracts talent and reduce turnover (Silverstein, 1995). Captivating and preserving talent is recognized as the sole benefit of diversity (McCuiston, Wooldrige & Pierce, 2003).

1.1.6 Work-life Balance

Work-life balance is outlined as a stage, where equilibrium is maintained between employees personal and official life (Corporate Leadership Council, 1999). Organizational commitment to work-life balance represents an extension of corporate social responsibility (CSR) philosophy and it enhances work-life balance of the employees and hence, they perform to their best (Barrow & Mosley, 2011). Organizations are seriously catering this issue to avoid negative effects due to imbalance in employee's work-life leading to stress (Barrow & Mosley, 2011). Work-life balance strategies for employees like flexible working hours and alternative work arrangements like parental leave, on-site care facilities, job sharing, telecommuting (Hartel, Fujimoto, Strybosch & Fizpatrick, 2007) is the need of the hour. Perception of website content relevant to work-life balance positively predicts temptation towards organization (Ehrhart,

Mayer & Ziegert, 2012). There has been empirical evidence in recent past linking work-life balance and prospective employee's attraction towards organization (Casper & Buffardi, 2004; Carless & Wintel, 2007).

EB Constructs

1.1.7 Employer Brand Equity

Marketing literature on brand equity clarifies the process by which prospective employees set up beliefs about organization as an employer (Collins & Stevens, 2002). Employer brand equity is referred to an impalpable resource related to awareness and association of employer brand of workers in organization (Ambler & Barrow, 1996; Collins & Stevens, 2002).

Two of the pioneer brand equity foundations by Aaker (1991) and Keller (1993) serve as major grass root for employer branding equity concept. Brand equity is a stack of resources or debt categorized into awareness of brand, loyalty of brand, association of brand etc. (Aaker, 1991). On the contrary, brand knowledge differentiates from equity of brand which has been categorized as awareness and image of brand linked to types of association of brand (Keller, 1993).

1.1.8 Employee Engagement

It is defined as rare variable that subsists of emotional, intellectual and behavioral factor that are linked with sole performance and it is well differentiated from related variables like organizational citizenship behavior, organizational commitment & job involvement (Saks, 2006). Employee engagement is two dimensional in nature which constitute of job engagement and organization engagement (Saks, 2006). Bersin (2014) research found out that organization with

unhappy and disengaged employees find it difficult in selling their organization. Organizational identification involves linking individual to organization thus enabling employee engagement which further helps in developing goal for employer branding (CIPD, 2008). Employee engagement has very much to do with employer branding strategies (Bersin, 2014).

Strategic link exists in the middle of employee engagement and employer branding, which may result in strengthening employment brand. Such an attempt to formulate brand engagement brings together marketing and communication skills with human resource people development models. Research revealed that employee engagement is positively influenced by employer branding guiding workers unrestricted attempt (Piyachat, Chanongkorn & Panisa, 2014). Engagement is very much fundamental to employment brand (Bersin, 2014). Extremely committed workers continue with the organization for high time, creating high return on investment and low turnover rate (Biswas & Suar, 2016).

Outcome of EB

1.1.9 Turnover Intention

Turnover intention is devised to be an intentional willfulness of the employees to depart from the corporation (Tett & Meyer, 1993). Organizational features, employee individual characteristics and work environment variables contribute to turnover intent (Beecroft, Dorey & Wenten, 2008). Such kind of turnover intentions incapacitates the talent pipeline of the organization. Non-financial performance pointers are utilized to control and monitor workforce which includes parameter such as staff turnover, job satisfaction survey results, absentee rates/sick days, percentage of job offer accepted & competence surveys (Kaplan Financial, 2012).

1.2 Research Gap

The review of literature revealed that, external context (i.e., recruitment of prospective employees) of employer branding has been explored a lot leaving behind the internal context (i.e., retention of current employees). Hence to address it, there is a need to explain the relationship between physical work environment, work-life balance, rewards & recognition, reputation, diversity, employee engagement, employer brand equity, turnover intention.

Accordingly, the gap areas identified are as follows:

1. Past research have explored several antecedents of employer branding like realistic job previews, perceived organizational support, perceived organizational prestige, corporate social responsibility, work-life balance, perceived culture, reputation and so on, in Indian context (Biswas & Suar, 2016; Tanwar & Prasad, 2016(a,b); Srivastava & Bhatnagar, 2010). Hence, the current study is working on limitations of indicative drivers (Biswas & Suar, 2016) and exploring further drivers of employer branding (Tanwar & Prasad, 2016(a,b); Theurer, Tumasjan, Welpe & Lievens, 2018) in Indian market and extending the knowledge base to past studies. Recent research by Theurer, Tumasjan, Welpe & Lievens (2018) gave a clear idea regarding contribution made till date to the employer branding literature. It was found out that, external context (i.e., recruitment of prospective employees) of employer branding has been explored a lot (Berthon, Ewing & Hah, 2005; Maxwell & Knox, 2009) leaving behind the internal context (i.e., retention of existing employees). Further it was too found out that EB research has been dominated by conceptual work (Corporate Leadership Council, 1999) rather than empirical work.

Hence, present study has made an attempt to explore the external context of employer branding, conceptually and empirically to offer a valuable enrichment to the study.

2. On a similar note, past research have explored several consequences of employer branding like job satisfaction, organizational commitment, brand advocacy, employer brand loyalty, employee retention etc., in Indian situation (Biswas & Suar, 2016; Tanwar & Prasad, 2016(a,b)). Hence the current study is exploring further outcome of employer branding (Tanwar & Prasad, 2016(a,b); Theurer, Tumasjan, Welpe & Lievens, 2018) in Indian sphere and extending knowledge to past studies. Impression of employer branding strategies on organizational rendition has been neglected till date (Theurer, Tumasjan, Welpe & Lievens, 2018; Tanwar & Prasad, 2016(a,b)) however, a single study has addressed it (Biswas & Suar, 2016). Hence, the current study has made an attempt to address the organizational performance in terms of non-financial outcome (i.e. turnover intention). Further extending the work of Biswas & Suar (2016) in terms of organizational performance to establish the non-financial impact of employer branding.

3. Employer branding research has neglected studying the mediation effect. A single study by (Kashyap & Rangnekar, 2016) assessed the mediating effect of employer brand perception. So there is a need felt to address this.

1.3 Objectives

Building on gap observed in the review of literature, the subsequent objectives are generated:

1. To examine the drivers of employer branding.
2. To analyze the employer branding outcome.

3. To assess the mediation effect of employer branding between reward and turnover intention and further examining the mediating effect of employer branding between diversity and turnover intention.

Research Question (1) which will be the most dominant driver of employer branding?

1.4 Theoretical Background and Hypotheses Development

This work is built upon social identity theory and social exchange theory. These theories have helped us to develop hypotheses (Fig. 1.3). The feeling of wholeness accompanied by a class of individuals refers to social identification. Utilization of this idea to organizational socialization heads towards social identity theory (Ashforth & Mael, 1989). Social identity is obtained from group membership (Brown, 2000). Individuals try to achieve positive social identity and if failed to do so individuals either leave their group or explore ways of accomplishing more positive distinctiveness (Brown, 2000). In the employer branding procedure, the employer tries to build a rare integrity, in order to captivate and preserve workers. Several works (Maxwell & Knox, 2009; Lievens *et al*., 2007; Edwards, 2010) relate social identity theory to employer branding.

Social exchange approach is built upon the axiom that the replacement of communal and physical means is an elementary mode of mortal communication (Blau, 1964). In this theory people contrast the inputs they provide to an association with the output they receive from the association (Blau, 1964). This justifies a give-and-take process, which follows the norm of reciprocity (Gouldner, 1960). If the norm is pursued, employees consider that their employer values their efforts, well-being, and reciprocate by displaying favourable attitude and behaviours towards employer (Blau, 1964; Gouldner, 1960). In contradiction if the norm is not pursued then employees' sense disparity in their rewards and attempts. This disparity might develop negative views and conduct towards employer (Blau, 1964; Gouldner, 1960). In the employer branding

activity, the employer give job offerings and worker retaliate to it, by getting captivated, developed and preserved (Mishra & Kumar, 2019).

1.4.1 Reward & Recognition and Employer Branding

A study by Gostick & Elton (2007) on 200,000 managers and employees found out that effective recognition and meaningful rewards engage, retain and accelerate performance of employees. Another study revealed that if organization gives proper attention to the entire component of total reward strategy then it might help to attract, retain and motivate employees (Kaplan, 2005). Apart from motivating, monetary rewards results in employee retention (Jewel & Jewel, 1987). A study by Long & Shields (2010) found out that monetary rewards fulfill basic & higher-level needs of employees, hence it attract and retain them and further enhance performance. Thus, both monetary and non-monetary rewards should be implemented by the companies to cater both prospective and current employees which would further lead to strengthen employer branding process of the organization.

Stordeur & D'Hoore (2007) found that employees get attracted to work in those organizations which are perceived to be more equitable in terms of effort & rewards. Imbalance in effort-reward framework would add up to strain for employees working in organization (Kinman & Jones, 2008). A study in healthcare sector in Arab region revealed that, salary is the top criteria of prospective employees in a reward and recognition program implemented by organization (Younies, Barhem & Younis, 2007). Reward acts as a dimension for pride values during external employer branding (Sengupta, Bamel & Singh, 2015). Organization should maintain justice in reward system (Greenberg, 1990). Reasonable and impartial rewards would entice and preserve employees in the organization, thus helps in strengthening employer branding process (Biswas &

Suar, 2014). Reward and recognition forms the component of employer brand proposition (Barrow & Moseley, 2005). Thus the resulting hypothesis is intended:

H$_1$: Reward & Recognition will be positively related to employer branding

1.4.2 Reputation and Employer Branding

Reputation has forever been observed as a fundamental resource for a firm to achieve a cut-throat edge over its complements. According to social identity theory, reputation of the employer has a greater impact on employees' owns image (Greening & Turban, 2000). Increase in reputation of an organization makes it more attractive for prospective employees (Behrend, Baker & Thompson, 2009). Backhaus, Stone & Heiner (2002) study mentioned that prospective employees revisit employer's corporate social responsibility reputation. Organization with a positive image attracts audiences such as employees (Chajet, 1989). Organizational reputation has an impact on employee attraction (Schlager, Bodderas, Maas & Cachelin, 2011). External reputation refers to the reputation of goods and services, hence organization with decent outer brand exposure assumes to be a good employer (Barrow & Moseley, 2011).

Reputation acts as a dimension for image & fundamental values during external EB (Sengupta, Bamel & Singh, 2015). An employee always wants to work for the organizations that are established and well-spoken outside (Barrow & Moseley, 2011). It provides a status of recognition and a good image that they would like to advocate and live up to during their interaction with external parties (Barrow & Moseley, 2011). For potential employees, reputation of the organization might be one of the criteria for job pursuit intention and current employees would view reputation as a matter of status for continuing in the same organization. Reputation

was also explored as one of the EB dimension (Hillebrandt & Ivens, 2013; Tanwar & Prasad, 2016; Moroko & Uncles, 2005). This debate helped in coming up with the following hypothesis:

H₂: Reputation will be positively related to employer branding

1.4.3 Physical Work Environment and Employer Branding

Earle (2003), discussed about work environment as a means to captivate and preserve talent in this arena of global workforce. He examined about different generational workforce and their expectations from employer (Earle, 2003). The employed atmosphere serves an essential characteristic of employer brand, but many organizations are less concerned about it (Barrow & Moseley, 2011). Employees working in modern work sites are more positive as compared to employees working on old sites (Barrow & Moseley, 2011). In an interesting work by Chapman, Uggerslev, Carroll, Piasentin & Jones (2005) work environment is contemplated as one of the crucial prognosticator of motive behind employees' assignment consent. Work Environment act as a dimension for comfort values during internal employer branding and it act as a dimension for work culture values during external EB (Sengupta, Bamel & Singh, 2015).

Research have found out that, an optimistic job atmosphere improves the level of workers retention (Andrews & Dziegielewski, 2005) but it needs to be developed and nurtured by the leader or manager (Colonghi, 2009). Providing appropriate feedback and recognizing achievement of staff develops a positive work environment which results in turnover reduction and increase in organizational commitment (Gess, Manojlovich & Warner, 2008). Recent study has found out that effective administrator who regularly deliberates with work force and contributes positive comment, enhances job satisfaction followed by retention (Duffield, Roche, Blay & Stasa, 2010). Work environment factors direct efficiency in internal branding (Punjaisri,

Evanschitzky & Wilson, 2009). Potential employees give importance to work environment rather than monetary factors (Biswas & Suar, 2013).

Work environment is one of the employee engagement predictor that brings about team satisfaction, motivation and high retention of current employees (Glen, 2006). Employees whose employment atmosphere accompanied inventive necessities of their occupation resulted in higher job gratification and lesser purpose to quit (Shalley, Gilson & Blum, 2000). A theoretical study in hospital environment found that healthy work environment leads to retention of nurses (Ritter, 2011).Creating a favorable work environment is an important issue for any organization and also considered as one of the parameter in the study of "organizations best place to work" (Park, Cho & Hung, 2015).

Work setting and relationship among employees are very well implied as social beliefs (Berthon, Ewing & Hah, 2005). A recent study found that working environment act as a dimension for justice values during internal employer branding whereas, working environment act as a dimension for image and fundamental values (Sengupta, Bamel & Singh, 2015). Supportive work setting is one of the crucial prognosticators of attracting potential employees towards organization (Turban, Forret & Hendrickson, 1998).

Reputed employer brands like Reuters, Vodafone and Microsoft invest a great deal of force to enhance their job surroundings (Barrow & Moseley, 2011). Work environment is considered as a vital constituent of employment brand strength (Corporate Leadership Council, 1999). In a recent, qualitative study by Tanwar & Prasad (2016b), job surroundings are considered as crucial dimension of employer branding.

The above arguments lead to the development of following hypothesis:

H₃: Physical Work Environment will be positively linked to employer branding

1.4.4 Diversity and Employer Branding

Organization invests in diversity related activities to captivate and preserve diverse employees (Corporate Leadership Council, 2003). Diversity and Inclusion was considered as one of the future building blocks for employer on the basis of employees opinion score across organizations (Aon Hewitt, 2016). In a study by Randstad (2015), diversity management was included as one of the important factor influencing choice of employers. Diversity initiative forms one of the components in a study for fortune 100 greatest corporations to work for (Joyce, 2003).

Organizations now a day's include a diverse structure to captivate and preserve employees. Nurturing diversity inside the organization attracts talent and reduces turnover (Silverstein, 1995). Captivating and preserving talent is recognized as a sole benefit of diversity (McCuiston, Wooldrige & Pierce, 2003). Thomas (2004) mentioned about greater diversity in workforce at IBM with the focus of attracting and retaining people. Diversity was identified as one of the dimensions while developing scale for employer brand (Hillebrandt & Ivens, 2013). Diversity value is mentioned as one of the employer branding parameter (Schlager, Bodderas, Maas & Cachelin, 2011). A recent study, addressing the impact of employer brand on work gratification includes diversity being one of the employer brand dimension (Tanwar & Prasad, 2016a). Hence the resulting hypothesis is projected:

H₄: Diversity will be positively related to employer branding

1.4.5 Work-life Balance and Employer Branding

Work-life balance (WLB) is rapidly progressing to become a vital component of an 'employer of choice' (Barrow & Mosley, 2011).Work-life balance was identified as one of the dimension while developing scale for employer brand (Hillebrandt & Ivens, 2013).The absence of a balance in the work-life leads to work-life clashes further contributing to turnover intention (Allen, Hurst, Buck & Sutton, 2000).

A nourishing work-life balance leads to job gratification, better job conducting and moral decision-making for current and future employees (Smith, Smith & Brower, 2016). A conceptual study in hospitality industry revealed that WLB is a prominent driver of talent retention (Derry & Jago, 2015). Work-life balance initiatives and policies bring out employee related outcomes such as satisfaction and retention (Parakandy & Behery, 2016). Perception of website content relevant to work-life balance positively predicts organizational attraction (Ehrhart, Mayer & Ziegert, 2012).

Work-life Balance acts as a dimension for feel-good values during internal employer branding and it act as a dimension for image & fundamental values during external employer branding (Sengupta, Bamel & Singh, 2015). Employees give priorities to flexible work arrangements while selecting an employer (McLeod, 2007). Hudson (2005) found that work life balance approaches assist institutions to build up its employer brand, further leading to enhance employee retention. Initiating adjustable work timings and communicating it to workers through employer value propositions (EVP) results in strengthening employer brand (Hillebrandt & Ivens, 2013). So the following hypothesis came into existence:

H_5: Work–life Balance will be positively associated with employer branding

1.4.6 Employer Branding and Turnover Intention

Non-financial performance indicators are used to control and monitor workforce which includes parameter such as staff turnover, job satisfaction survey results, absentee rates/sick days, percentage of job offer accepted & competence surveys (Kaplan Financial, 2012). Several past studies (Slavich, Cappetta & Giangreco, 2014; Priyadarshi, 2011; Lievens & Slaughter, 2003) have laid down emphasis on employer brand image as the main criteria predicting turnover intention inside organizations.

Biswas & Suar (2016) assessed a practical connection in the middle of employer branding and non-financial performance of the organization, but till date very few studies have addressed it. In a study by Lievens & Slaughter (2016) it was figured out that employer branding is associated with post-hire outcomes such as strong job pursuit intentions. In a recent study in Indian IT sector, it was revealed that employer branding dimensions significantly predicts turnover intention (Kashyap & Verma, 2018). Further it was found that employer branding dimensions negatively correlates with turnover intentions (Kashyap & Rangnekar, 2014; Kashyap & Verma, 2018). This discussion guided the way to the development of below hypothesis:

H_6: Employer branding will be negatively linked with turnover intention

1.4.7 Employer Branding as a Mediator between Reward & Recognition and Turnover Intention

Mediator is indicated as a variable via which a prognosticator dominates an output variable (Baron & Kenny, 1986). A particular variable may operate as a moderator or a mediator, relying on the theory being examined. Rewards both monetary and non-monetary forms, enhance employer branding which in turn supports in retention of the current employees thereby reducing

the turnover intention of the organizations (Jewel & Jewel, 1987; Kaplan, 2005; Gostick & Elton (2007). Literature till date has neglected considering employer branding as a mediator between reward & recognition and turnover intention. Reward acts as a dimension for pride values during external employer branding (Sengupta, Bamel & Singh, 2015). Fair and equitable rewards would captivate and preserve employees in the organization, thus helps in strengthening employer branding process (Biswas & Suar, 2014). So the resulting hypothesis came into existence:

H₇: Employer branding will mediate the connection between reward & recognition and turnover intention

1.4.8 Employer Branding as a Mediator between Diversity and Turnover Intention

Mediator is indicated as a variable via which a prognosticator dominates an output variable (Baron & Kenny, 1986). A particular variable may operate as a moderator or a mediator, relying on the theory being examined. Diversity is considered as one of the future building blocks for employer on the basis of employees opinion score across organizations (Aon Hewitt, 2016). Organization invests in diversity related activities to captivate and preserve diverse workforce (Corporate Leadership Council, 2003). Literature till date has neglected considering employer branding as a mediator between diversity and turnover intention. Nurturing diversity inside the organization attracts talent and reduces turnover (Silverstein, 1995). Thomas (2004) mentioned about greater diversity in workforce at IBM with the focus of attracting and retaining people. Diversity was identified as one of the dimensions while developing scale for employer brand (Hillebrandt & Ivens, 2013). So the resulting hypothesis came into existence:

H₈: Employer branding will mediate the connection between diversity and turnover intention
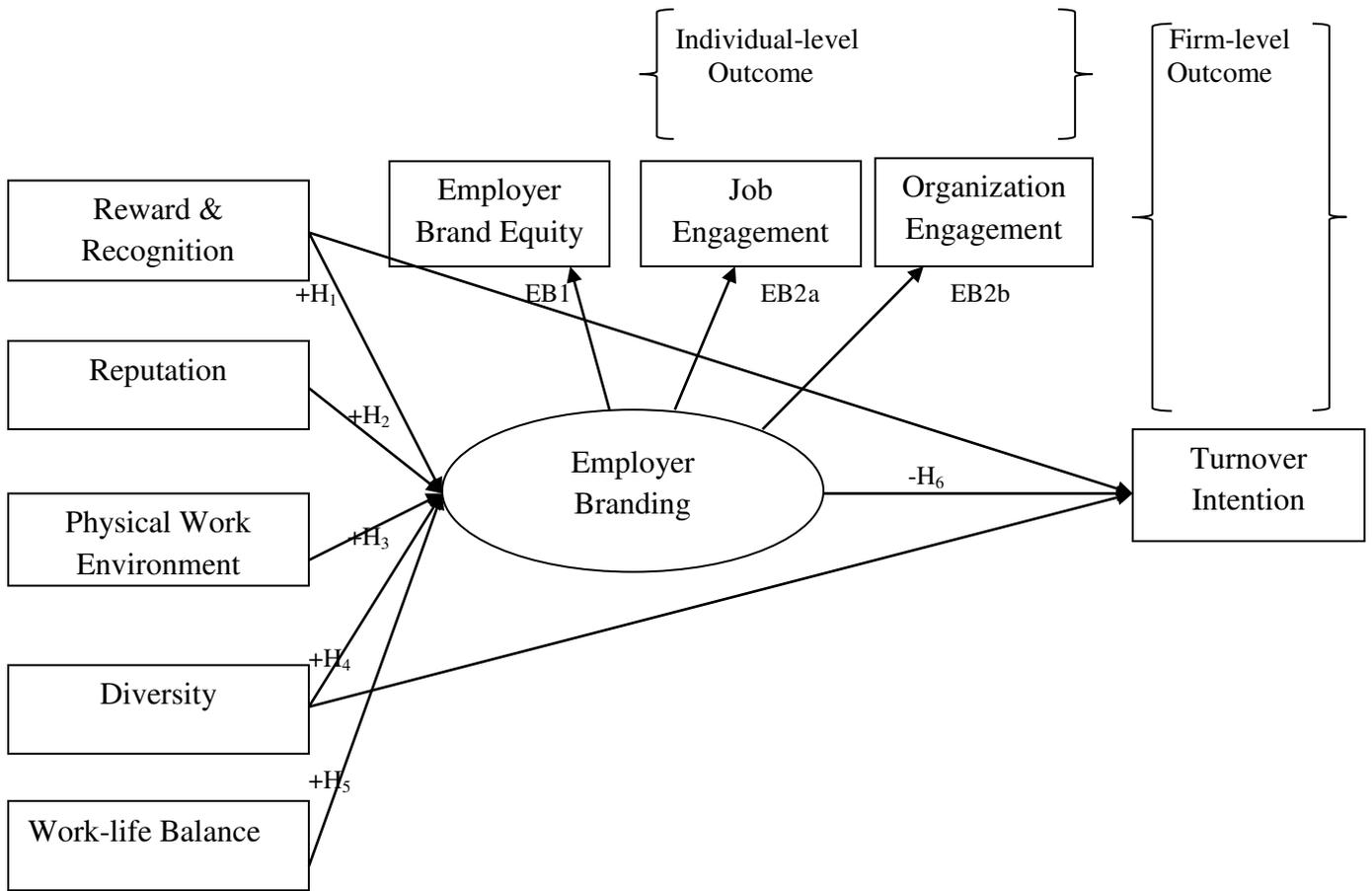
Figure 1.3: Hypothesized Model for Investigation

Note: '+': indicates positive impact and '-': indicates negative impact

1.5 Conceptualization of Variables

Reward & recognition, reputation, physical work environment, diversity work-life balance, has been used as independent variables. Employee engagement and employer brand equity represent the underlying dimension of employer branding construct. Turnover intention represents the outcome variables. Above mentioned variables have been conceptualized as following:

Reward management is stated as the processes, rules and strategies undertaken to recognize contribution of the employees to the organization both financially and non-financially (Armstrong & Murlis, 2007).

Reputation can be defined as consequence of a process which mentions important characteristic that provides a recognizable status (Barrow & Moseley, 2011; Hillebrandt & Ivens, 2013).

Physical work environment is referred as the tone of any workplace which has an impact of certain factors like physical environment, equipment availability, peer relations etc. (Christmas, 2008).

Diversity is introduced as alteration of cultural and social status among community existing together in a job environment (Cox, 2001).

Work-life balance is defined as a stage, where equilibrium is maintained between employees personal and official life (Corporate Leadership Council, 1999).

Employer brand equity is referred to an impalpable resource related to awareness and association of employer brand of workers in organization (Ambler & Barrow, 1996; Collins & Stevens, 2002).

Employee engagement is defined as rare variable that subsists of emotional, intellectual and behavioral factor that are linked with sole performance and it is well differentiated from related variables like organizational citizenship behavior, organizational commitment & job involvement (Saks, 2006). Employee engagement is two dimensional in nature which constitute of job engagement and organization engagement (Saks, 2006).

Turnover intention is devised to be an intentional willfulness of the employees to leave the organization (Tett & Meyer, 1993).

1.6 Operationalization of Variables

The variables identified for this study are operationalized as follows:

Reward will be assessed with the support of questions on financial and non-financial reward.

Reputation will be assessed with the support of questions on employer's reputation as a job seeker's beliefs.

Work Environment will be assessed with the support of questions on dimensions of physical environment.

Diversity will be gauged with the support of questions on task diversity and cultural diversity.

Work-life Balance will be assessed with the support of questions on flexibility and support.

Employee Engagement will be gauged with the support of questions on emotion, cognition and behavioural aspect.

Employer brand equity will be gauged with the support of questions on employer brand association and employer brand awareness.

Turnover Intention will be measured with the help of questions involving employees' perception regarding the duration to which they would like to continue their work with the current institution.

CHAPTER 2

METHOD

2.1 Sample Attributes

The themes of this work were current employees of Indian Insurance organizations. Utmost care had been taken to include respondents from Tier-1 or 'X' cities of India (Census 2011; Ministry of Finance, 2015) representing four zones i.e. South, North, East and West of the country. For analysis the sample included entry, middle and senior level executives of human resources or sales & marketing department as they were accountable for branding the employees business experiences (Biswas & Suar, 2016), of all four zones of India. The study exhibit voluntary participation and identities of respondents were kept anonymous. The demographic analysis (Table 2.2) was done to trace the sample distribution through descriptive statistics. It revealed that most of the respondents were males (64.3 %) followed by females (35.7 %). The mean total experience of all the respondents was 15.16 years, which determines that respondents for the survey include cultivated employees. Most of the respondents were from private sector (67.7%) followed by public sector undertakings (32.3%). The segregation of executives were categorized as entry-level (31%), middle-level (55.1%) & senior-level (13.9%) which indicated that majority of the respondents were from middle and entry level executives with less participation from senior-level as they had shown reluctance during the survey participation process. The age of survey participant were dominated by age group 31-40 (34.4%), followed by 21-30 (26.5%), 51-60(21.3%) and the least being 41-50 (17.8%).

2.2 Sampling Design

Indian insurance sector was chosen for the study because it is a major employment provider in India (Ernst &Young, 2015) and massively influenced by the huge employee or agent turnover. Sampling plan is summarized as below:

2.2.1 Sampling Frame

This includes private and public insurance firm of India. As per, IRDAI Annual Report 2018-19, registered insurers in India were 70. It consist of 24 as life insurers, 27 as general insurers, 7 as stand-alone health insurers and 12 were re-insurers as well as foreign re-insurers branches and Lloyd's India. Out of 70 registered insurers, 8 were in Public sector and the rest 62 were in Private sector. Thus data were randomly collected from 70 companies. Of the 70 companies 381 executives responded to the questionnaire during 2018-19.

2.2.2 Sampling Method

The stratified sampling method was used. Further, choice of elements for the specimen for each stratum would be simple random sampling. Stratified sampling ensures optimum allocation of sample of different strata. Employees on direct payroll with more than two years of work experience. Indirect employees such as agents, those were not on direct payrolls were excluded as it was beyond the scope of our study. The reason behind selecting employees with a two year job experience was that they would have appropriate and related information regarding the policies and practices of the organization.

2.2.3 Sample Size

In social science research, pilot studies were often suggested to address preliminary survey or scale development. But very few literatures had discussed about the appropriate sample size for pilot study. In an interesting study by Johanson & Brooks (2010) it was found out that the minimum recommended sample size would be 30 participants from the interested population. Further, Crocker & Algina (1986) mentioned that any sample size in between 100 to 200 provide comprehensiveness to item analysis and was considered as a larger sample size for pilot study. In the present study the number of subjects for pilot assessment was 120 which satisfy the above criteria of minimum sample size (Johanson & Brooks, 2010) and it could provide richness to our item analysis because of fulfilling the criteria of being large sample size for pilot study (Crocker & Algina, 1986).

Ahead of collecting data the least sample size was decided to attain a coveted level of analytical function with a specified model (McQuitty, 2004). Normally, the agreed amount was ten contributors for each complimentary criterion predicted. For structural equation modeling (SEM) there was limited consent on prescribed size of specimen (Sivo, Echambadi & Arroniz, 2006). However a study recommended a 'critical sample size' of 200 (Garver & Mentzer,1999; Hoelter, 1983).

Within social science research, G*Power was devised as an independent power analysis program for statistical test (Faul, Erdfelder & Buchner, 2007). Our research employed G* Power analysis (Table 2.1) to decide sample size. The following table shows the estimated sample size for the tools used in the study as calculated by G* Power analysis. The sample size is estimated with probability of type I error alpha=0.05, medium effect size and power=0.95.

Table 2.1: G* Power analysis- estimation of sample size

Tool	Estimated sample size
Anova-Geographic Division	280
Correlation	115

As estimated by G* Power software the least specimen magnitude needed for this research was 280. In order to select samples from all geographic unions a minimum of 70 samples was required from every geographic division. This would give a good representation of four zones of the country. Evidence of negligible response rate over e-mail or postal request prompted researcher to personally contact companies and their head offices with or without prior permission. So around 610 survey questionnaires were handed over to human resource department of various insurance organizations to distribute and collect the same from individual employees. A total number of 438 (i.e., 71.80%) questionnaires were obtained. In the wake of dismissing the imperfect survey, 381 (i.e., 62.45%) questions were preserved. Respondents were guaranteed that their feedback would be preserved secretly and used solely for educational objectives. If requested, complete report of this research would be provided to the respondents.

Table 2.2   Sample profile

Characteristics	Descriptive statistics
Gender	
Male (%)	245 (64.3)
Female (%)	136 (35.7)
Ownership (*N* (%))	
Public	123 (32.3)
Private	258 (67.7)
Regions (*N* (%))	
East	141 (37.0)
West	73 (19.2)
North	71 (18.6)
South	96 (25.2)
Management Levels (*N* (%))	
Entry	118 (31.0)
Middle	210 (55.1)
Senior	53 (13.9)
Age (*N* (%))	
21-30	101(26.5)
31-40	131(34.4)
41-50	68 (17.8)
51-60	81 (21.3)
Total years of experience in this sector *(M (SD))*	15.16(10.38)

2.3 Data Collection and Sources

A few past studies measuring the drivers of employer branding had suffered from appropriate quantitative results. Therefore to capitalize on this gap and to fine-tune current study, researcher had adopted quantitative approach. Primary and Secondary sources would be used. Primary data was accumulated through questionnaire by physically distributing the survey instrument among employees.

2.4 Measures

Drivers of EB

Reward & Recognition: The questionnaire developed by Saks (2006) consists of 10 items. Sample items include, "A promotion", "Respect from the people you work with". A five point Likert range from (5= 'to a large extent' to 1= 'to a small extent') were used to measure all elements.

Reputation: The questionnaire developed by Schlager, Bodderas, Maas & Cachelin (2011) consists of 5 items. Sample items include, "Good reputation of the company amongst friends", "Good brand to have on the resume". A five point Likert range, from 5- indicating 'maximum agreement' and 1- indicating 'no agreement' were used to measure all elements.

Physical Work Environment: The questionnaire developed by Dul, Ceylan & Jaspers (2015) consists of 9 items. Sample items include, "Furniture (e.g. chairs, tables, cupboards) that is placed in the workplace", "temperature, humidity of air in the work environment". A seven point Likert range (from very much to very little) were used to measure all elements.

Diversity: The questionnaire developed by Hillebrandth & Ivens (2013) consists of 3 items. Sample items include, "The organization promotes diversity within teams", "The organization promotes equal rights for women and men". A seven point Likert range, from 7- indicating 'strongly agree' and 1- indicating 'strongly disagree' were used to measure all elements.

Work-life Balance: The questionnaire developed by European Social Survey-II (2004) consists of 4 items. Sample items include, "Keep worrying about work problems when you are not working", "find that your job prevents you from giving the time you want to your partner or family". A five point Likert range from always (5) to never (1) were used to measure all elements.

EB Constructs: Employer brand equity and employee engagement were identified as substitute measures of employer branding.

Employer Brand Equity: The questionnaire developed by Martensen & Gronholdt (2010) consists of 5 items. Sample items include, "I have positive personal feelings for this organization", "This organization lives up to its promises". A seven point Likert range, 7- indicating 'strongly agree' and 1- indicating 'strongly disagree' were used to measure all elements.

Employee Engagement: The questionnaire developed by Saks (2006) consists of 11 items. This is a two dimensional variable which constitute job and organizational engagement. Sample items include, "I really "throw" myself into my job.", "I am highly engaged in this job". A five point Likert range, 5- indicating 'strongly agree' and 1- indicating 'strongly disagree' were used to measure all elements.

Outcome of EB

Turnover Intention: The questionnaire developed by Collareli (1984) consists of 3 items. Sample items include, "I frequently think of quitting my job". A five point Likert range, 5- indicating 'strongly agree' and 1- indicating 'strongly disagree' were used to measure all elements.

2.5 Experiment Distribution

The survey tool developed for this research was administered among employees of insurance organizations after obtaining authorization from the head of Human Resource departments of each organization. The participants were directed to load up questionnaires which asked a set of inquiries about their perception regarding reward & recognition activities, reputation, physical work environment, work-life balance, diversity, employee engagement, employer brand equity and turnover intention of their present organization. The entire inquiries in survey tool used English terminology.

The questionnaires include demographic information like gender, age, marital status, qualification, management level, ownership etc. The next part of the survey were segregated to eight categories- A, B, C, D, E, F, G and H. Category A include elements computing physical work environment. Category B includes elements computing work-life balance. Category C includes elements computing reward and recognition. Category D includes elements computing reputation. Category E includes elements computing diversity. Category F includes elements computing employer brand equity. Category G includes elements computing employee engagement. Category H includes elements computing turnover intention.

2.6 Statistical Tools and Techniques

The data were examined using statistical package for social sciences (SPSS) version 21.0 and analysis of moments structure (AMOS) version 20.0. The analytical approach includes attaining descriptive statistics, establishing correlation matrix and computing Cronbach's alphas (α) of various measures. The structural models built on hypotheses appearing out of the review of literature were exposed to investigation to achieve fit indices. To achieve this aim, arrays of Goodness-of-Fit indices contributed by (AMOS) version 20.0 were employed. The contending models were evaluated and conclusions concerning their approval were drawn up.

CHAPTER 3

RESULTS

3.1 Introduction

Features about measuring instruments, populace, specimen attributes and strategy employed to gather data have been mentioned in the previous chapter. This chapter depicts about descriptive statistics, statistical techniques used to compare groups, statistical techniques used to compare variables which includes; correlation analysis, reliability estimation, confirmatory factor analysis, and hypotheses testing through structural equation modeling.

3.2 Statistical Techniques used to Compare Groups

The impression of demographics on EB and turnover intention was resolved through t-test and one-way analysis of variance (ANOVA). A self-reliant sample t-test was operated to contrast employer branding grades for gender which includes males and females. There was no remarkable variation in grades for males (EBE: *M=29.53, SD=4.7 and* EE: *M=30.82, SD=4.9*) and females (EBE: *M=28.89, SD=5.3 and EE*: *M=31.43, SD=4.6*) and the significance level of Leven's test (EBE: *p=.11, t (379) =1.20 and* EE: *p=.77, t (379) =-1.17*) was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of equal variances. Similarly another self-reliant specimen t-test was operated to contrast the turnover intention grades for males and females. There was no remarkable variation in grades for males (*M=7.7, SD=3.2*) and females (*M=8.4, SD=3.2*) and the significance level of Leven's test (*p=.97, t (379) =-2.01*) was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of equal variances. In same manner, a self-reliant specimen t-test was operated to contrast the employer branding grades for marital status which includes single and married respondents. There was no remarkable variation in grades for single (EBE: *M=28.15, SD=5.29*

and EE: *M=30.24, SD=4.84*) and married (EBE: *M=29.69, SD=4.8 and EE*: *M=31.27, SD=4.8*) and the significance level of Leven's test (EBE: *p=.17, and* EE: *p=.94,*) was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of equal variances. Similarly another self-reliant specimen t-test was operated to contrast the turnover intention scores for single and married respondents. There was remarkable variation in grades for single (*M=8.6, SD=2.9*) and married (*M=7.7, SD=3.3*) and the significance level of Leven's test (*p=.03, t (375) =.01*) was less than the cut-off value *p=.05* which states that data violate assumption of equal variances.

Further, ANOVA was operated to test the influence of management levels on employer branding. There was no remarkable variation in grades for entry level (EBE: *M=28.4, SD=5.3 and* EE: *M=30.5, SD=4.6*), middle level (EBE: *M=30.5, SD=4.4 and EE*: *M=30.3, SD=3.5*), senior level (EBE: *M=30.1, SD=4.7 and EE*: *M=31.1, SD=4.9*) and the significance level of Leven's test (EBE: *p=.65 and* EE: *p=.43)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances. Similarly, ANOVA was operated to examine the effect of management levels on turnover intention. There was no remarkable variation in grades for entry level (*M=8.0, SD=3.3*), middle level (*M=7.4, SD=3.3*), senior level (*M=8.1, SD=3.2*) and the significance level of Leven's test (*p=.69)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances.

Further, ANOVA was operated to scrutinize the influence of age groups on EB. There was no remarkable variation in grades for age group 21-30 (EBE: *M=27.7, SD=5.5 and* EE: *M=30.2, SD=4.5*), age group 31-40 (EBE: *M=32.5, SD=5.0 and EE*: *M=32.5, SD=4.84*), age group 41-50 (EBE: *M=29.3, SD=4.6 and EE*: *M=30.8, SD=5.1*), age group 51-60 (EBE: *M=30.6, SD=4.0*

and EE: *M=30.9, SD=4.9*) and the significance level of Leven's test (EBE: *p=.14 and* EE: *p=.78)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances. Similarly, ANOVA was operated to examine the effect of management levels on turnover intention. There was no remarkable variation in grades for age group 21-30 (*M=8.8, SD=3.0*), age group 31-40 (*M=9.3, SD=3.0*), age group 41-50 (*M=6.8, SD=2.9*), age group 51-60 (*M=6.45, SD=2.7*) and the significance level of Leven's test (*p=.68)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances.

To proceed further, ANOVA was operated to examine the effect of different regions (i.e., where organizations are located) on employer branding. There was no remarkable variation in grades of North zone (EBE: *M=29.7, SD=5.5 and* EE: *M=31.1, SD=5.8*), South zone (EBE: *M=29.7, SD=4.8 and EE*: *M=30.8, SD=4.3*), East zone (EBE: *M=28.8, SD=4.9 and EE*: *M=30.6, SD=5.0*), West zone (EBE: *M=29.6, SD=4.8 and EE*: *M=32.1, SD=4.3*), and the significance level of Leven's test (EBE: *p=.81 and* EE: *p=.40)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances. Similarly, ANOVA was operated to examine the effect of different zones on turnover intention. There was no remarkable variation in the grades of North zone (*M=10.3, SD=2.9*), South zone (*M=7.14, SD=3.0*), East zone (*M=8.1, SD=3.2*), West zone (*M=7.5, SD=3.1)* and the significance level of Leven's test (*p=.52)* was ahead of the cut-off value *p=.05* which states that data not in any way contravene supposition of uniformity of variances.

3.3 Structural Equation Modeling

Structural equation modeling (SEM) is a multivariate analytical tool which nourishes confirmatory factor analysis (CFA) of the data. It is an analytical approach to model connection

among numerous prognosticator and criterion variables. SEM comprises of measurement model or CFA and structural model to substantiate causal relationship among the variables. This research examined the expected model fit into the data using structural equation modeling procedure. The expected model comprised of reward & recognition, reputation, physical work environment, diversity and work-life balance as independent variables; employer brand equity, job and organization engagement as their employer branding construct and turnover intention as the dependent variable.

Inspection of the model was handled through the following tactics. First, the expected model inspection was handled using covariance's and extensively used maximum likelihood estimation method with AMOS 20.0. Next, the model improvement approach was pursued employing model re-specification method which focuses to identify the origin of misfit and develop the model that achieves superior fit to the data (Bryne, 2001). Third, models with different hypothetical structural relationship were compared.

3.4 Measurement Model

The two distinct components of SEM comprises of measurement model and structural model. The measurement model concerned with underlying (unobserved) variables or constructs and their indicators (observed) variables. The measurement model is evaluated by CFA. The pure measurement model is a CFA model (Garson, 2005). CFA targets the connection between determinants and their estimated variables within the structure of SEM (Bryne, 2001).

According to Anderson and Gerbin (1988), confirmatory measurement models should be assessed and re-specified ahead of testing of final measurement and structural equation models. Consequently, ahead of examining the final measurement model, every construct in the model

ought to be assessed and examined individually within a range of model classification levels. Moreover, when all construct holds an adequate fit to the model, then it should be assessed collectively to create an ultimate model that is significant as well as statistically adequate. The measurement model is assessed by applying Goodness-of-fit standards. So, the measurement model has to be first recognised as accurate before progressing further to the structural model examination (Garson, 2005).

Based upon Bollen's (1990) instructions, the existing research investigated various criteria of model fit because a model may achieve a good fit on a distinct fit index but weak on others. The choice of indices during the research happened on the instructions of Hu and Bentler (1995) and Hair, Black, Babin, Anderson and Tatham (2006). To obtain Goodness-of-Fit for the experimental data, both measurement and structural model should fit the conditions of chosen indices (Table 3.1).

Table 3.1: Outline of prescribed fit indices for the models

Fit Index	Prescribed Value
Perfect Fit Measures	
χ^2	The lower, the better
χ^2 /df	≤ 3
GFI	$\geq .90$
RMSEA	$\leq .06$ or $.08$
Incremental Fit Measure	
TLI	$\geq .95$ or $.90$
CFI	$\geq .95$ or $.90$

3.5 Data Analysis and Findings

Before carrying data analysis, missing value examination and cleaning were offered. In the missing value analysis process the missing value and unrecognized responses are traced and appropriate replacement of those missing values was done.

3.5.1 Validation Procedure

Before proceeding for the analysis of data, reliability and validity were assessed to check the fitness of the construct. Construct wise reliability was calculated utilizing Cronbach's (1951) α. Inner consistency of the construct was estimated by Cronbach's alpha. The recommended Cronbach's alpha for all the constructs should be above 0.7 (Nunnally, 1978). Face validity is the degree to which an examination is individually observed as including the thought it means to measure. This relates to the clarity or significance of an examination. In this study, face validity is done by means of feedback from three academic experts and two industry experts. The suggestions from the academic and industry experts helped immensely in development and improvement of the instrument. The suggestions are as follows:

1. Work-life balance scale contains items which are negatively skewed that measure nature of work-life imbalance (Pichler, 2009) rather than work-life balance. Hence the items are reverse coded to measure work-life balance. Similarly employee engagement scale has two items which are negatively skewed that measure employee disengagement rather than engagement. Therefore, the items are reverse coded to measure employee engagement.

2. Adapted scales of work-life balance have items that measures similar issue. Thus, items representing similar meanings were removed to make the scale more accurate.

3. Certain items of work environment were rewritten in a simple way to enhance the understanding of the respondent.

The researchers have agreed that "validity is the essential theory in estimation" (Patterson 2000, p.17). This study follows a two-step process (Anderson & Gerbing, 1988). And the process is well favoured because structural examinations are usually unpredictable if the measurement model has small reliability and validity (Hair, Black, Babin, Anderson & Tatham, 2006). The validation method for establishing construct validity involves extracting the measurement model with a great fit for data amidst the existence of both convergent and discriminant validity (Liao, Chen & Yen, 2007). Therefore, construct validity, convergent validity and discriminant validity will be tested to ensure data validity and reliability.

3.6 Confirmatory Factor Analysis

Gerbing and Anderson (1988) underlined the value of unidimensionality in the scale construction development. They contended that conventional exploratory investigations (e.g., item-total association and factor analysis) fail to evaluate unidimensionality immediately as they are not theory-based examinations. To surmount the barrier, confirmatory factor analysis (CFA) was applied for the evaluation of the measurement model fit and unidimensionality. The aforementioned segment includes significant debate linking to CFA which involves model stipulation and identifying issues.

Association problem in SEM is regarding whether there exist sufficient bits of information to recognize an answer for a collection of structural equations (Hair et al., 2006). It is crucial to ascertain the association state of a hypothesized model by reviewing the fraction of degrees of freedom connected with the model (Bryne, 2001) from the parameter report in AMOS yield.

During the stipulation of underlying constructs, the loading for one of the indicators of individual construct was fixed to 1.0 in the model to produce a scale for the latent construct. This method was performed automatically with characteristics on AMOS software.

3.6.1 Confirmatory Factor Analysis for Reward & Recognition

Reward and recognition measurement scale involves 10 items. Altogether 10 items were handled as one determinant and were inserted in the CFA examination method (Fig. 3.1). The preliminary measurement model ($\chi2$ =375.27, $\chi2$ /df= 10.72, GFI=.81, TLI=.80, CFI=.84, RMSEA=.16) did not produce an satisfactory model fit for the empirical data.
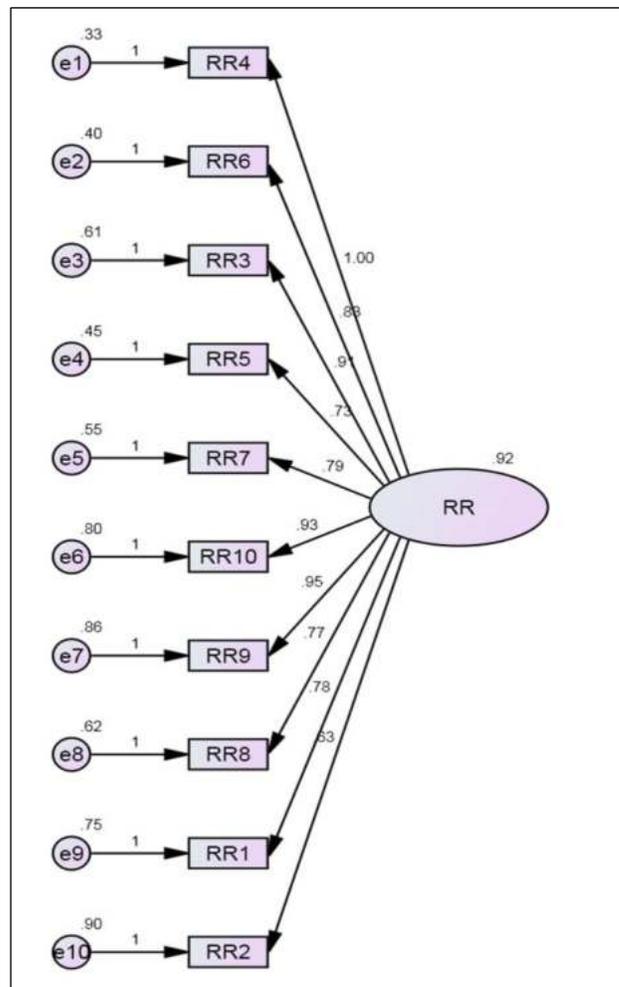
Figure 3.1: Initial standardized CFA for one factor RR with 10 items

Model chi-square was 375.27 with 35 degrees of freedom and the *p-value* linked with the chi-square was .000. This significant *p-value* did not intimate that the detected covariance matrix equates the expected covariance matrix in the empirical data (Hair et al., 2006). Nonetheless, another model fit indices should be examined exactly provided the subtlety of a chi-square statistical analysis to sample size (Byrne, 2001).

Table 3.2: Goodness-of-fit results for RR

Model	χ^2	χ^2 /df	*p*	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
CFA1	375.27	10.72	<.001	.81	.80	.84	.16	RR9	HSR,LMI
CFA2	247.63	9.17	<.001	.86	.84	.88	.14	RR3	MI
CFA3	138.45	6.92	<.001	.91	.88	.92	.12	RR1	MI
CFA4	73.90	5.27	<.001	.94	.92	.95	.10	_	_
CFA5	46.23	3.05	<.001	.96	.95	.97	.08	_	_

Note: HSR= High Standardized Residual, LMI= Large Modification Index.

The normed chi-square (χ^2 /df) value for CFA1 recorded 10.72, which does not settle inside the satisfactory ratio of less than 3.0 (Hair et al., 2006). The TLI was .80, while the CFI was .84. Both TLI and CFI are incremental fit indices and these values have not surpassed the approved level of .90. As the Badness-of-Fit index, RMSEA value was .16; not quite under .08. The GFI value was .81 which did not traverse the threshold value of .90. In summary, all the fit indices concerning the model showed a bad fit to the data. This remained incompetent to recognize for additional examination. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data. The measurement model may be adjusted by analyzing

the standardized residuals, modification indices, and standardized loading estimates – the path estimates connecting construct to indicators (Hair et al., 2006).

All of those measures were analyzed concurrently with the model fit indices to decide if re-specification is required. The standardized residuals reproduce the contrast betwixt the observed covariance and estimated covariance with poorer fitted residuals showing good fit (Lu, Lai, & Cheng, 2007). Based on the direction of Hair et al. (2006), items connected with a standardized residual greater than |4.0| were discarded. Consideration was also granted to those items connected with standardized residuals between |2.5| and |4.0| by monitoring modification indices and loading estimates to recognize any extra difficulties connected with the set of items.

The secondary hint of a viable re-specification of the model is the modification indices (MI). The MI value outlines the anticipated fall in overall chi-square value if an individual parameter were to be released and the model re-estimated in a consequent run (Byrne, 2001). Typically, MI value of roughly 4 or higher symbolizes that the model fit could be advanced significantly by determining the analogous route (Hair et al., 2006).

Intially, the standardized loading estimates for the items were checked and got to be advancing of the least desired value of .5 (Hair et al., 2006). Subsequent, standardized residuals for the data set were checked to recognize the potential model adjustment. The standardized residual betwixt RR9 and RR 10 were observed to be 3.913, which stood on a higher side of the cut-off value. This implies that the covariance estimate for RR 9 and RR 10 could be more perfect. The items "Some form of public recognition" and "A reward or token of appreciation" seemed to be more closely related. Hence, it was decided to give attention to the items RR 9, RR 10 and checked for other associated problems.

The subsequent diagnostic was the MI connected with every restrained route. A revision of MIs for the regression weights (i.e., factor loadings) reported cross-loading of item RR 9 with MI= 40.61. Therefore, item RR 9 was removed from further analysis. After these modification were done, the fit indices for the CFA 2 model developed ($\chi2$ =247.63, $\chi2$ /df= 9.17, GFI=.86, TLI=.84, CFI=.88, RMSEA=.14). But still, there was further scope to make the model fit the data set. Further examination paid attention to the standardized residual between RR 3 and RR 1 which were found to be 2.53 and thus MI and loading estimations were checked to identify any difficulties connected with the set of items. A revision of MIs for the regression weights (i.e., factor loadings) showed evidence about misspecification associated with item RR 3 with MI= 21.07. Thus, item RR 3 was removed from further analysis. After these modification were performed, the fit indices for CFA 3 model developed ($\chi2$ =138.45, $\chi2$ /df= 6.92, GFI=.91, TLI=.88, CFI=.92, RMSEA=.12). Only, GFI and CFI were among the achieved fit indices, so it is evident enough to make modifications to the model to make it better fit. Further examination paid attention to the standardized residual between RR 1 and RR 2 which were found to be 3.25 and thus MI and loading estimates were checked to recognize any obstacles linked with the set of items. A revision of MIs for the regression weights (i.e., factor loadings) reported evidence of misspecification associated with item RR 1 with MI= 20.10. Thus, item RR 1 was removed from further analysis. After these modification were made, the fit indices for the CFA 4 model advanced ($\chi2$ =73.90, $\chi2$ /df= 5.27, GFI=.94, TLI=.92, CFI=.95, RMSEA=.10). Now GFI, TLI and CFI achieved fit indices excluding RMSEA and $\chi2$ /df value. So further examination revealed the scope for modifications by covariating e5 and e6 (i.e. MI=26.05). After these modification were made, the fit indices for final CFA 5 model developed ($\chi2$ =46.23, $\chi2$ /df= 3.5, GFI=.96, TLI=.95, CFI=.97, RMSEA=.08). This revised measurement model fit the data

properly. However, the chi-square value was supposed to be important due to the huge sample dimension. The value χ2 /df=3.05 was on the higher side of the minimum threshold and the three fit indices were higher than .90. RMSEA value was reported as .08. Hence CFA 5 was considered to have adequate fitting qualities.

Figure 3.2: Final standardized CFA for one factor RR with 7 items

The estimates about fit were reinforced by an inspection of the importance of standardized regression weights (Table 3.3). RR remained significantly connected with 7 of 10 items.

Table 3.3: Standardized regression weight factor loading for RR

Item	Direction	Variable	Estimate	S.E.	C.R.	p
RR8	$\longleftarrow$	RR	.795	.055	14.520	***
RR7	$\longleftarrow$	RR	.763	.054	14.050	***
RR6	$\longleftarrow$	RR	.924	.048	19.228	***
RR5	$\longleftarrow$	RR	.796	.047	16.891	***
RR4	$\longleftarrow$	RR	1.000			
RR2	$\longleftarrow$	RR	.627	.061	10.364	***
RR10	$\longleftarrow$	RR	.859	.065	13.132	***

Note: ***$p<.001$; C.R.: Critical ratio, S.E.: Standard Error

3.6.2 Confirmatory Factor Analysis for Reputation

Reputation measurement scale involves 5 items. Altogether 5 items were handled as one determinant and were inserted in the CFA examination method (Fig. 3.3). The preliminary measurement model (χ^2=66.80, χ^2/df= 13.36, GFI=.92, TLI=.90, CFI=.95, RMSEA=.18) did not produce an satisfactory model fit for the empirical data. Model chi-square was 66.80 with 5 degrees of freedom and the *p-value* linked with the chi-square was .000. The normed chi-square (χ^2/df) showed unacceptable value of 13.36 for CFA1. The TLI stood .90, CFI stood .95 and GFI value stood .92 which had crossed the recommended level of .90 The RMSEA value of .18 was not below .06. Overall model showed a meager fit to certain extent with data and was inadequate to consider for further analysis. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data.

Table 3.4: Goodness-of-fit results for R

Model	χ^2	χ^2/df	p	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	66.80	13.36	<.001	.92	.90	.95	.18	_	_
CFA2	9.03	3.01	<.001	.99	.98	.99	.07	_	_

The measurement model may be adjusted by analyzing the standardized residuals, modification indices, and standardized loading estimates – the path estimates connecting construct to indicators (Hair et al., 2006). All of those measures were analyzed concurrently with the model fit indices to decide if re-specification is required.
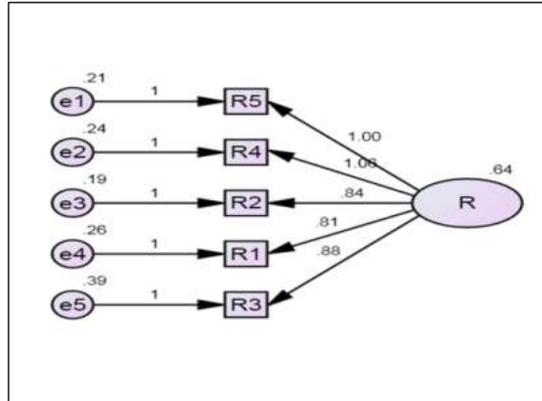
Figure 3.3: Initial standardized CFA for one factor R with 5 items

First, standardized loading estimates were examined and found to be higher than the minimum desired of .5 and thus we moved on to assess the standardized residuals. The standardized residuals for data set were tested and found to be below the threshold value of |4.0|. The next diagnostic was the modification indices (MI) and it was found that there is scope for modifications by covariating e4 and e5 (i.e. MI=28.05) and e1 and e2 (i.e. MI= 21.01). After these modification were made, the fit indices for the ultimate CFA 2 model developed (χ^2 =9.03, χ^2 /df= 3.01, GFI=.99, TLI=.98, CFI=.99, RMSEA=.07). This revised measurement model fit the data properly. The chi-square value stood 9.03 with 3 degree of freedom and *p*-value being significant. The chi-square standardized by degree of freedom (χ^2 /df= 3.01) too showed an suitable ratio. The three fit indices GFI, TLI and CFI were higher than .90 for acceptance. Lastly, RMSEA value also stated being entirely under the cut-off value of .08 for great model fit.
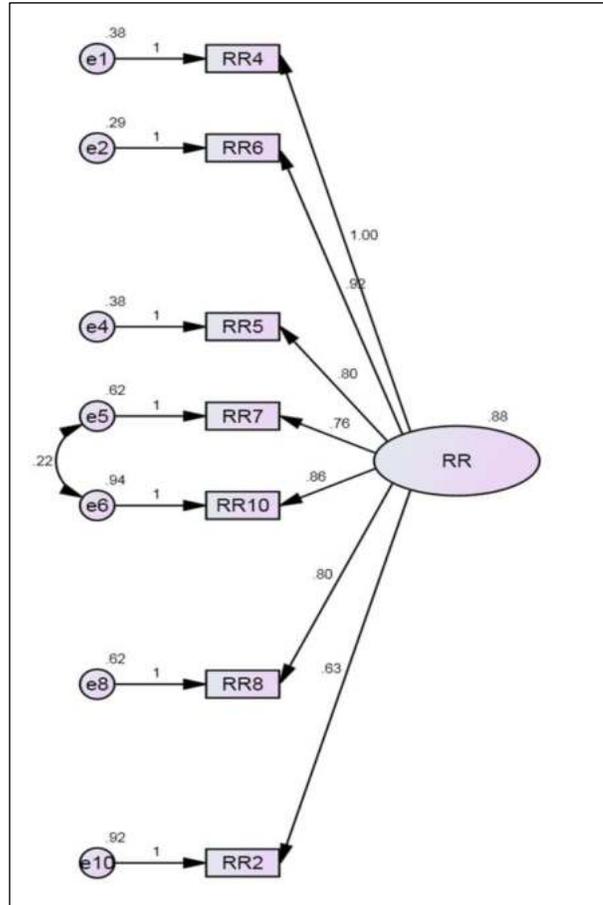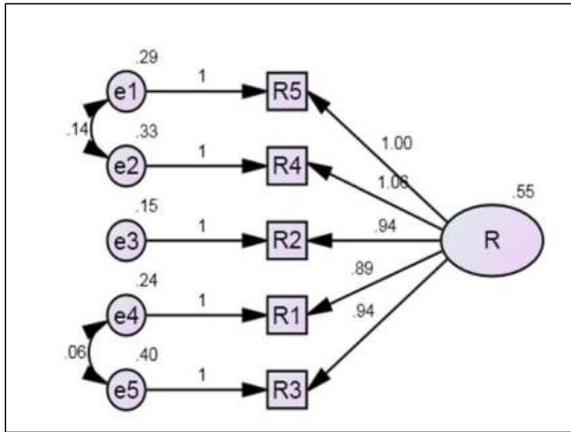
Figure 3.4: Final standardized CFA for one factor R with 5 items

The estimates about fit were reinforced by an inspection of the importance of standardized regression weights (Table 3.5). R remained significantly connected with 5 of 5 items. The values of the factor loadings were higher when compared with their respective standard errors.

Table 3.5: Standardized regression weight factor loading for R

Item	Direction	Variable	Estimate	S.E.	C.R.	p
R5	←	R	1.000			
R4	←	R	1.059	.045	23.299	***
R3	←	R	.940	.063	15.005	***
R2	←	R	.940	.052	18.258	***
R1	←	R	.890	.054	16.604	***

Note: ***$p<.001$; C.R.: Critical ratio, S.E.: Standard Error

3.6.3 Confirmatory Factor Analysis for Physical Work Environment

Physical work environment measurement scale involves 9 items. Altogether 9 items were handled as one determinant and were inserted in the CFA examination method (Fig.3.5). The preliminary measurement model (χ^2 =475.77, χ^2 /df= 17.62, GFI=.75, TLI=.72, CFI=.79, RMSEA=.20) did not produce an satisfactory model fit for the empirical data. The normed chi-square ($\chi2$ /df) value for CFA1 recorded 17.62, which does not settle inside the satisfactory ratio of less than 3.0 (Hair et al., 2006). The TLI was .72, while the CFI was .79. Both TLI and CFI are incremental fit indices and these values have not surpassed the approved level of .90. As the Badness-of-Fit index, RMSEA value was .20; not quite under .08.
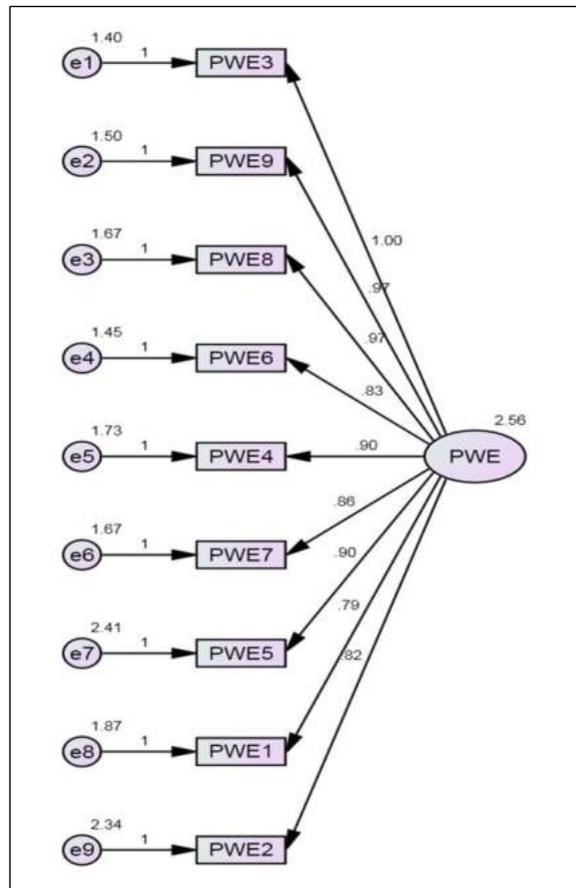
Figure 3.5: Initial standardized CFA for one factor PWE with 9 items

The normed chi-square ($\chi 2$ /df) value for CFA1 recorded 17.62, which does not settle inside the satisfactory ratio of less than 3.0 (Hair et al., 2006). The TLI was .72, while the CFI was .79. Both TLI and CFI are incremental fit indices and these values have not surpassed the approved level of .90. As the Badness-of-Fit index, RMSEA value was .20; not quite under .08. The GFI value was .75 which did not traverse the threshold value of .90. In summary, all the fit indices concerning the model showed a bad fit to the data. This remained incompetent to recognize for additional examination. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data.

Table 3.6: Goodness-of-fit results for PWE

Model	χ²	χ² /df	p	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	475.77	17.62	<.001	.75	.72	.79	.20	PWE6	HSR,LMI
CFA2	273.29	13.66	<.001	.83	.79	.85	.18	PWE9	MI
CFA3	129.81	9.27	<.001	.91	.86	.91	.14	PWE7	MI
CFA4	52.37	5.81	<.001	.95	.93	.96	.11	_	_
CFA5	30.51	3.8	<.001	.97	.96	.97	.86	_	_

Note: HSR= High Standardized Residual, LMI= Large Modification Index

Firstly, the standardized loading estimates for the items were checked and got to be advancing of the least desired value of .5 (Hair et al., 2006). Subsequent, standardized residuals for the data set were checked to recognize the potential model adjustment. The standardized residual betwixt PWE 6 and PWE 7 were observed to be 4.09, which stood on a higher side of the cut-off value. This implies that the covariance estimate for PWE 6 and PWE 7 could be more perfect. The items "The amount of light in the work environment" and "The temperature, velocity, humidity and composition of the air in the work environment" seemed to be more closely related. Hence, it was decided to give attention to the items PWE 6, PWE 7 and checked for other associated problems.

The subsequent diagnostic was the MI connected with every restrained route. A revision of MIs for the regression weights (i.e., factor loadings) reported cross-loading of item PWE 6 with MI= 53.39. Therefore, item PWE 6 was removed from further analysis. After these modification were done, the fit indices for the CFA 2 model developed (χ^2 =273.29, χ^2 /df= 13.66, GFI=.83,

TLI=.79, CFI=.85, RMSEA=.18). But still, there was further scope to make the model fit the data set. Further examination did not figure out any problem with standardized loading estimate and standardized residuals but evidence of misspecification associated with item PWE 9 with MI= 24.42 meant for regression weights (i.e., factor loadings). Thus, item PWE 9 was removed from further analysis. After these modification were performed, the fit indices for CFA 3 model developed (χ^2 =129.81, χ^2 /df= 9.27, GFI=.91, TLI=.86, CFI=.91, RMSEA=.14).

Again on examining the standardized residual between PWE 7 and PWE 1 which were found to be 3.4 and thus MI and loading estimation were checked to identify all difficulties connected with the set of items. A revision of MIs for the regression weights (i.e., factor loadings) showed evidence about misspecification associated with item PWE 7 with MI= 23.23.Thus, item PWE 7 was removed from further analysis. After these modification were created, the fit indices for the CFA 4 model enhanced (χ^2 = 52.37, χ^2 /df= 5.81, GFI=.95, TLI=.93, CFI=.96, RMSEA=.11). Now GFI, TLI and CFI have achieved fit indices excluding RMSEA and χ^2 /df value. Further examination revealed the scope for modifications by covariating e5 and e8. After these modification were made, the fit indices for the ultimate CFA 5 model developed (χ^2 =30.51, χ^2 /df= 3, GFI=.97, TLI=.96, CFI=.97, RMSEA=.08). This revised measurement model fit the data properly. However, the chi-square value was supposed to be important due to the huge sample dimension. The value $\chi2$ /df=3.0 was on the higher side of the minimum threshold and the three fit indices were higher than .90. RMSEA value was reported as .08. Hence CFA 5 was considered to have adequate fitting qualities. The estimates about fit were reinforced by an inspection of the importance of standardized regression weights (Table 3.7). PWE remained significantly connected with 6 of 9 items.
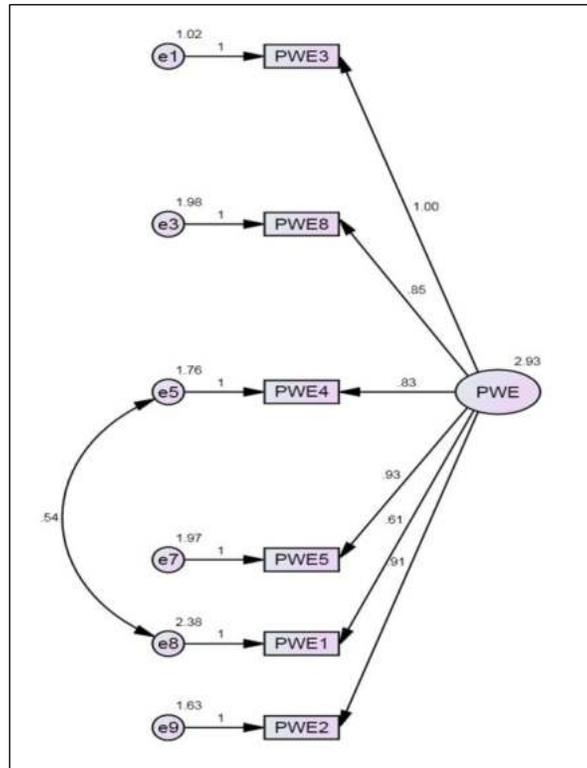
Figure 3.6: Final standardized CFA for one factor PWE with 6 items

Table 3.7: Standardized regression weight factor loading for PWE

Item	Direction	Variable	Estimate	S.E.	C.R.	p
PWE8	←	PWE	1.000			
PWE5	←	PWE	1.099	.080	13.701	***
PWE4	←	PWE	.985	.074	13.361	***
PWE3	←	PWE	1.182	.076	15.494	***
PWE2	←	PWE	1.080	.076	14.136	***
PWE1	←	PWE	.720	.070	10.219	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.6.4 Confirmatory Factor Analysis for Work-life Balance

Work-life balance measurement scale involves 4 items. All the 4 items were handled as one determinant and were inserted in the CFA examination method (Fig.3.7). The initial measurement model (χ^2=41.39, χ^2/df= 20.69, GFI=.94, TLI=.73, CFI=.91, RMSEA=.22) did not produce an satisfactory model fit for the empirical data. Model chi-square was 41.390 with 2 degrees of freedom and the *p-value* linked with the chi-square was .000.

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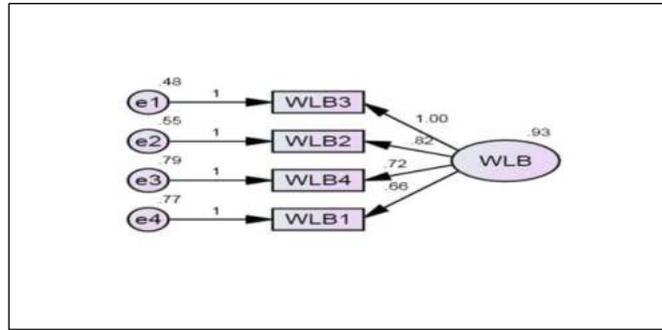
Figure 3.7: Initial standardized CFA for one factor WLB with 4 items

Normed chi-square (χ^2 /df) showed unacceptable value of 20.69 for CFA1. TLI stood .73, and CFI was .91; the TLI value did not surpass the suggested level of .90 while CFI value did. RMSEA value of .22 was not below .06. However, the GFI value .94 had crossed the recommended level of .90. Overall model showed a meager fit to certain extent with data and was inadequate to consider for further analysis. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data. The measurement model may be adjusted by analyzing the standardized residuals, modification indices, and standardized loading estimates – the path estimates connecting construct to indicators (Hair et al., 2006). All of those measures were analyzed concurrently with the model fit indices to decide if re-specification is required.

Table 3.8: Goodness-of-fit results for WLB

Model	χ^2	χ^2 /df	*p*	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	41.39	20.69	<.001	.94	.73	.91	.22	–	–
CFA2	.18	.18	<.5	1.00	1.01	1.00	.00	–	–

Note: HSR= High Standardized Residual, LMI= Large Modification Index

First, standardized loading estimates were examined and found to be higher than the minimum desired of .5 and thus we moved on to assess the standardized residuals. The standardized residuals for data set were tested and found below the threshold value of |4|. The next diagnostic

was the modification indices (MI) and it was found that there is scope for modifications by covariating e2 and e4 (i.e. MI=25.80). After these modification were made, the fit indices for final CFA 2 model got enhanced (χ^2 =.18, χ^2 /df= .18, GFI=1.00, TLI=1.01, CFI=1.00, RMSEA=.00). This revised measurement model fit the data properly. The chi-square value stood .18 with 1 degree of freedom and p-value being significant. The chi-square standardized by degree of freedom (χ^2 /df= .18) too showed an suitable ratio.
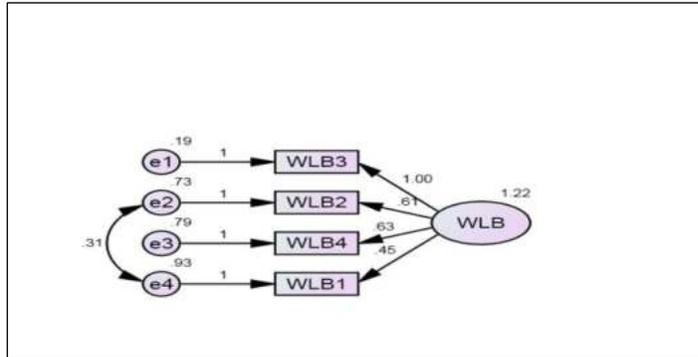
Figure 3.8: Final standardized CFA for one factor WLB with 4 items

The three fit indices GFI, TLI and CFI were higher than .90 for acceptance. Lastly, RMSEA value also stated being entirely under the cut-off value of .08 for great model fit. The estimates about fit were reinforced by an inspection of the importance of standardized regression weights (Table 3.9). Variable WLB remained significantly connected with 4 of 4 items. The values of the factor loadings were higher when compared with their respective standard errors.

Table 3.9: Standardized regression weight factor loading for WLB

Item	Direction	Variable	Estimate	S.E.	C.R.	p
WLB4	←	WLB	1.000			
WLB3	←	WLB	1.590	.172	9.257	***
WLB2	←	WLB	.972	.096	10.079	***
WLB1	←	WLB	.719	.091	7.855	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.6.5 Confirmatory Factor Analysis for Diversity

Diversity measurement scale involves 3 items. All the 3 items were handled as one determinant and were inserted in the CFA examination method (Fig 3.9). The outcomes of preliminary approximation of the proposed model were satisfactory for a well-fitting model. The preliminary measurement model (χ^2 =.000, χ^2 /df= .000/0, GFI=1.00, TLI= Nil, CFI= 1.00, RMSEA=.54) generated a satisfactory model fit for data.

Table 3.10: Goodness-of-fit results for Diversity

Model	χ^2	χ^2 /df	p	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	.000	0.000/0	Not computed	1.00	–	1.00	.54	–	–

The chi-square is .000 and degree of freedom is 0 and the explanation regarding the same is as follows. For CFA model the data are three variances and three covariances, so if three items are measuring a single variable, then the empirical data are three variances and three covariances. The parameters to be estimated are three error variances and three factor loadings (assuming that the variance of the factor was fixed to one). Thus in this case, the degree of freedom is 0: 6 elements in the covariance matrix – 6 parameters to be evaluated = 0. It means that our model is just-identified and will fit any data set (Blunch, 2012). The χ^2 test cannot be carried out because no degrees of freedom are left over for testing (Blunch, 2012).

Figure 3.9: Initial standardized CFA for one factor D with 3 items

Table 3.11: Standardized regression weight factor loading for D

Item	Direction	Variable	Estimate	S.E.	C.R.	p
D3	⟵	D	1.000			
D2	⟵	D	.905	.085	10.686	***
D1	⟵	D	.929	.080	11.550	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.6.6 Confirmatory Factor Analysis for Turnover Intention

Turnover Intention measurement scale involves 3 items. All the 3 items were handled as one determinant and were inserted in the CFA examination method (Fig. 3.10). The outcomes of preliminary approximation of the proposed model were satisfactory for a well-fitting model. The preliminary measurement model (χ^2 =.000, χ^2 /df= .000/0, GFI=1.00, TLI=, CFI= 1.00, RMSEA=.68) generated a satisfactory model fit for data.

Table 3.12: Goodness-of-fit results for TI

Model	χ^2	χ^2 /df	p	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
			Goodness-of-fit results						
CFA1	.000	0.000/0	Not computed	1.00	–	1.00	.68	–	–

The chi-square is .000 and degree of freedom is 0 and the explanation regarding the same is as follows. For CFA model the data are three variances and three covariances, so if three items are measuring a single variable, then the empirical data are three variances and three covariances. The parameters to be estimated are three error variances and three factor loadings (assuming that the variance of the factor was fixed to one). Thus in this case, the degree of freedom is 0: 6 elements in the covariance matrix – 6 parameters to be evaluated = 0. It further means that our model is just-identified and will fit any data set (Blunch, 2012). The χ^2 test cannot be carried out because no degrees of freedom are left over for testing (Blunch, 2012).

Figure 3.10: Initial standardized CFA for one factor TI with 3 items

Table 3.13: Standardized regression weight factor loading for TI

Item	Direction	Variable	Estimate	S.E.	C.R.	p
TI3	←	TI	1.000			
TI2	←	TI	1.498	.129	11.605	***
TI1	←	TI	1.458	.126	11.537	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.6.7 Confirmatory Factor Analysis for Employer Brand Equity

Employer Brand Equity measurement scale involves 5 items. All the 5 items were handled as one determinant and were inserted in the CFA examination method (Fig. 3.11). The initial measurement model (χ^2 =46.45, χ^2 /df= 9.29, GFI=.95, TLI=.93, CFI=.96, RMSEA=.14) did not produce an satisfactory model fit for the empirical data. Model chi-square was 46.45 with 5 degrees of freedom and the *p-value* linked with the chi-square was .000.
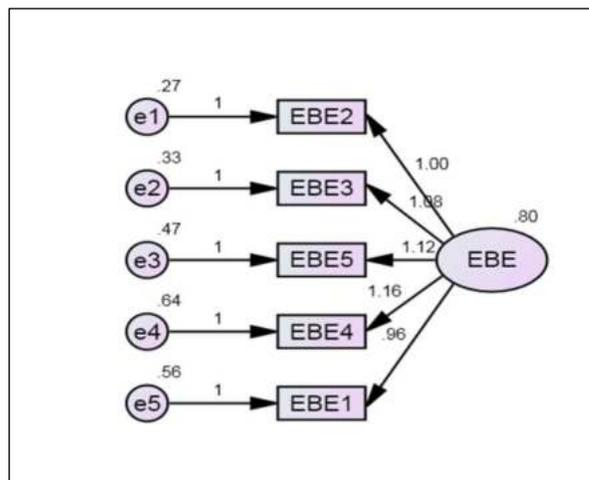
Figure 3.11: Initial standardized CFA for one factor EBE with 5 items

Normed chi-square (χ^2 /df) showed unacceptable value of 9.29 for CFA1. TLI stood .93, and CFI was .96 and GFI was .95 and all of them surpass the suggested level of .90. RMSEA value of .14 was not below .06.

Table 3.14: Goodness-of-fit results for EBE

Model	χ^2	χ^2 /df	*p*	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	46.45	9.29	<.001	.95	.93	.96	.14	_	_
CFA2	12.09	3.0	<.001	.98	.98	.99	.07	_	_

Note: HSR= High Standardized Residual, LMI= Large Modification Index

First, standardized loading estimates were examined and found to be higher than the minimum desired of .5 and thus we moved on to assess the standardized residuals. The standardized residuals for data set were tested and found below the threshold value of |4|. The next diagnostic was the modification indices (MI) and it was found that there is scope for modifications by covariating e5 ande1 (i.e. MI=27.21). After these modification were made, the fit indices for final CFA 2 model got enhanced (χ^2 =12.09, χ^2 /df= 3, GFI=.98, TLI=.98, CFI=.99, RMSEA=.07). This revised measurement model fit the data properly. The chi-square value stood 12.09 with 4 degree of freedom and *p*-value being significant. The chi-square standardized by degree of freedom (χ^2 /df= 3) being on higher side of cut-off value showed the acceptable ratio.

The three fit indices GFI, TLI and CFI were higher than .90 for acceptance. Lastly, RMSEA value also stated being entirely under the cut-off value of .08 for great model fit. The estimates about fit were reinforced by an inspection of the importance of standardized regression weights

(Table 3.15). Variable EBE remained significantly connected with 5 of 5 items. The values of the factor loadings were higher when compared with their respective standard errors.
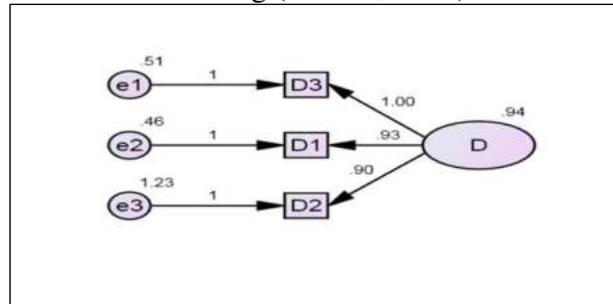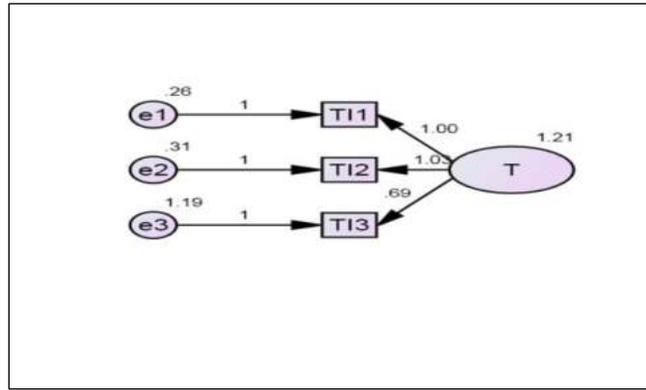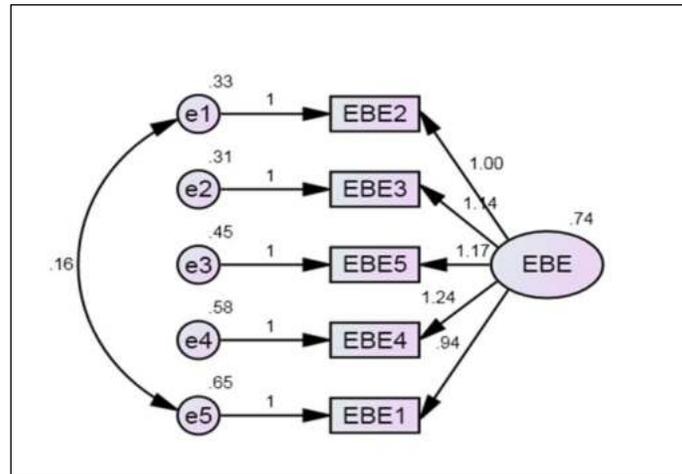

Figure 3.12: Final standardized CFA for one factor EBE with 5 items

Table 3.15: Standardized regression weight factor loading for EBE

Item	Direction	Variable	Estimate	S.E.	C.R.	p
EBE5	←	EBE	1.000			
EBE4	←	EBE	1.053	.057	18.320	***
EBE3	←	EBE	.971	.048	20.095	***
EBE2	←	EBE	.851	.045	18.864	***
EBE1	←	EBE	.798	.053	14.953	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.6.8 Confirmatory Factor Analysis for Employee Engagement

Employee Engagement measurement scale involves 11 items. All the 11 items were handled as two factors and were inserted in the CFA examination method. The initial measurement model (χ^2 =263.13, χ^2 /df= 6.11, GFI=.89, TLI=.83, CFI=.87, RMSEA=.11) did not produce an satisfactory model fit for the empirical data. The normed chi-square ($\chi 2$ /df) value for CFA1 recorded 6.11, which does not settle inside the satisfactory ratio of less than 3.0 (Hair et al., 2006). The TLI was .83, while the CFI was .87. Both TLI and CFI are incremental fit indices and these values have not surpassed the approved level of .90. The RMSEA value was .11; not quite under .08. The GFI value was .89 which did not traverse the threshold value of .90. In summary,

all the fit indices concerning the model showed a bad fit to the data. This remained incompetent to recognize for additional examination. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data. The measurement model may be adjusted by analyzing the standardized residuals, modification indices, and standardized loading estimates – the path estimates connecting construct to indicators (Hair et al., 2006). Firstly, the standardized loading estimates for the items were checked and got to be advancing of the least desired value of .5 (Hair et al., 2006). Subsequent, standardized residuals for the data set were checked to recognize the potential model adjustment. The standardized residual betwixt OE 8 and JE 4 were observed to be 7.56, which stood on a higher side of the cut-off value.

Table 3.16: Goodness-of-fit results for EE

Model	χ^2	χ^2 /df	p	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
				Goodness-of-fit results					
CFA1	263.13	6.11	<.001	.89	.83	.87	.11	OE8	HSR,LMI
CFA2	185.20	5.44	<.001	.91	.87	.90	.10	JE5	HSR,LMI
CFA3	71.33	2.74	<.001	.96	.95	.96	.06		

Note: HSR= High Standardized Residual, LMI= Large Modification Index

This implies that the covariance estimate for OE 8 and JE 4 could be more perfect. The items "I am really not into the "goings-on" in this organization." and "My mind often wanders and I think of other things when doing my job." seemed to be more closely related. Hence, it was decided to give attention to the items OE 8, JE 4 and checked for other associated problems. The subsequent diagnostic was the MI connected with every restrained route. A revision of MIs for the regression weights (i.e., factor loadings) reported cross-loading of item OE 8 with MI= 62.30. Therefore, item OE 8 was removed from further analysis. After these modification were done,

the fit indices for the CFA 2 model developed (χ^2 =185.20, χ^2 /df= 5.44, GFI=.91, TLI=.87, CFI=.90, RMSEA=.10).
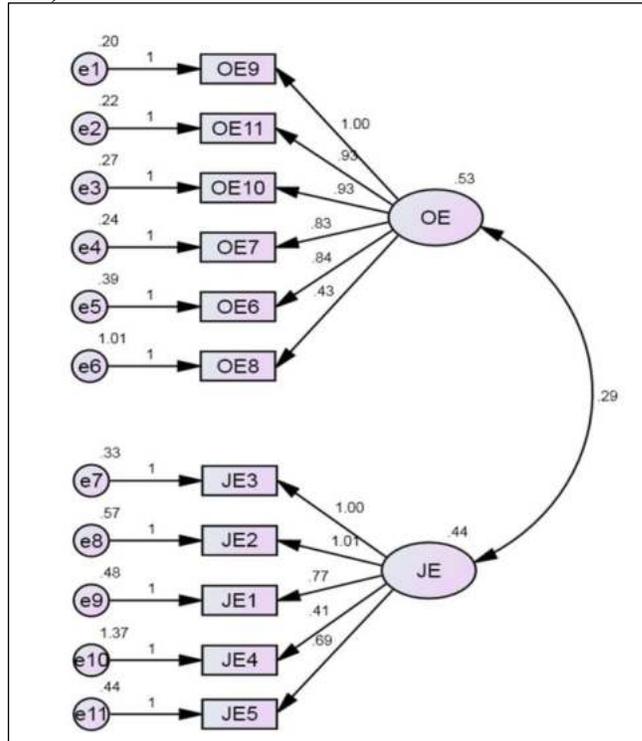
Figure 3.13: Initial standardized CFA for two factors EE with 11 items
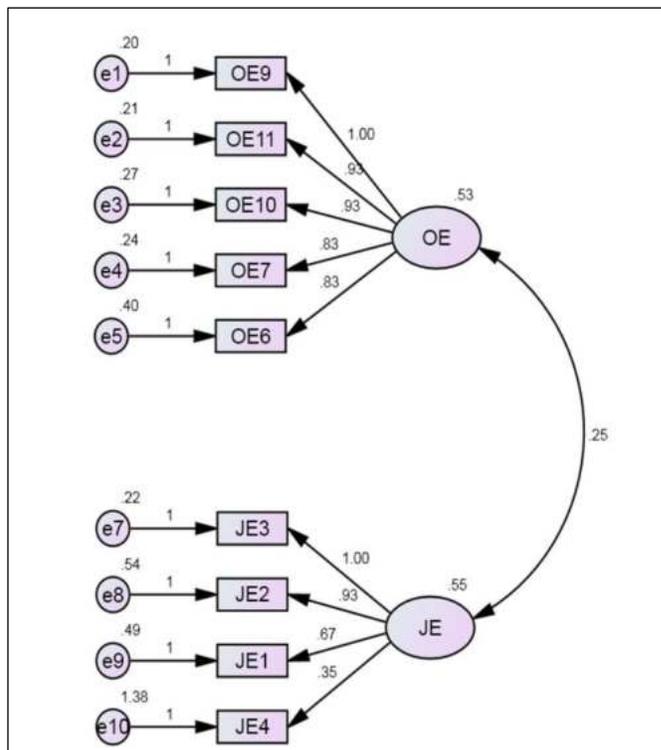
Figure 3.14: Final standardized CFA for two factors EE with 9 items

But still there was further scope to make the model fit the data set. Further examination did not figure out any problem with standardized loading estimate but standardized residuals of item JE 5 was ahead of the threshold value |4|. An evaluation of MIs aimed at regression weights (i.e., factor loadings) disclosed cross-loading of item JE 5 with MI= 44.37. Thus, item JE 5 was removed from further analysis. After these modification were performed, the fit indices for CFA 3 model developed (χ^2 = 71.33, χ^2 /df= 2.74, GFI=.96, TLI=.95, CFI=.96, RMSEA=.06). This revised measurement model fit the data properly. However, the chi-square value was supposed to be important due to the huge sample dimension. The value χ^2 /df =2.7 was on the higher side of the minimum threshold and the three fit indices were higher than .90. The RMSEA value was reported as .06. Hence CFA 3 was considered to have adequate fitting qualities. The estimates about fit were reinforced by an inspection of the importance of standardized regression weights. As revealed (Table 3.17), Variable EE was significantly associated with 9 of the 11 items. The values of the factor loadings were higher when compared with their respective standard errors.

Table 3.17: Standardized regression weight factor loading for EE

Item	Direction	Variable	Estimate	S.E.	C.R.	p
JE3	←	JE	1.491	.156	9.567	***
JE2	←	JE	1.392	.147	9.494	***
JE1	←	JE	1.000			
OE11	←	OE	1.000			
OE10	←	OE	1.051	.055	19.073	***
OE9	←	OE	1.134	.052	21.626	***
OE7	←	OE	1.000			
OE6	←	OE	.948	.061	15.629	***
JE4	←	JE	.519	.142	3.657	***

Note: ***p<.001; C.R.: Critical ratio, S.E.: Standard Error

3.7 Evaluation of Fit Including Unidimensionality of the Measurement Model

The preliminary measurement model included seven construct which showcase nine variables pertaining to scales: physical work environment, work-life balance, reward & recognition, reputation, diversity as independent construct, employer branding as latent construct which has proxy measures such as employee engagement and employer brand equity and turnover intention as dependent construct (Figure 3.15) for preliminary measurement model.

The fit criteria for the estimation models are displayed in Table 3.18. The estimation model should show the great model fit and satisfy the demands of specific fit indices as explained earlier. The estimation model CFA1 ($\chi2$ =1653.17, $\chi2$ /df= 2.12, GFI=.81, TLI=.89, CFI=.90, RMSEA=.05) did not produce an satisfactory model fit for experimental data. The overall model chi-square was 1653.17 with 777 degrees of freedom. The *p-value* linked with chi-square is .000. However, the chi-square analytical test is sensitive to the sample dimension (Bryne, 2001).

Table 3.18: Goodness-of-fit decisions for the overall estimation model

Model	χ^2	χ^2 /df	*p*	GFI	TLI	CFI	RMSEA	Items deleted	Reason for deletion
	Goodness-of-fit results								
CFA1	1653.17	2.12	<.001	.81	.89	.90	.05	JE4	HSR,LFL,MI
CFA2	1482.40	2.01	<.001	.83	.90	.91	.05	WLB1	LFL
CFA3	1412.62	2.02	<.001	.83	.91	.92	.05	RR2	HSR,LMI
CFA4	1285.86	1.94	<.001	.85	.92	.92	.05	PWE4	MI
CFA5	1222.80	1.95	<.001	.90	.92	.93	.05	_	_

Note: HSR= High Standardized Residual, LMI= Large Modification Index, LFL= Low Factor Loading
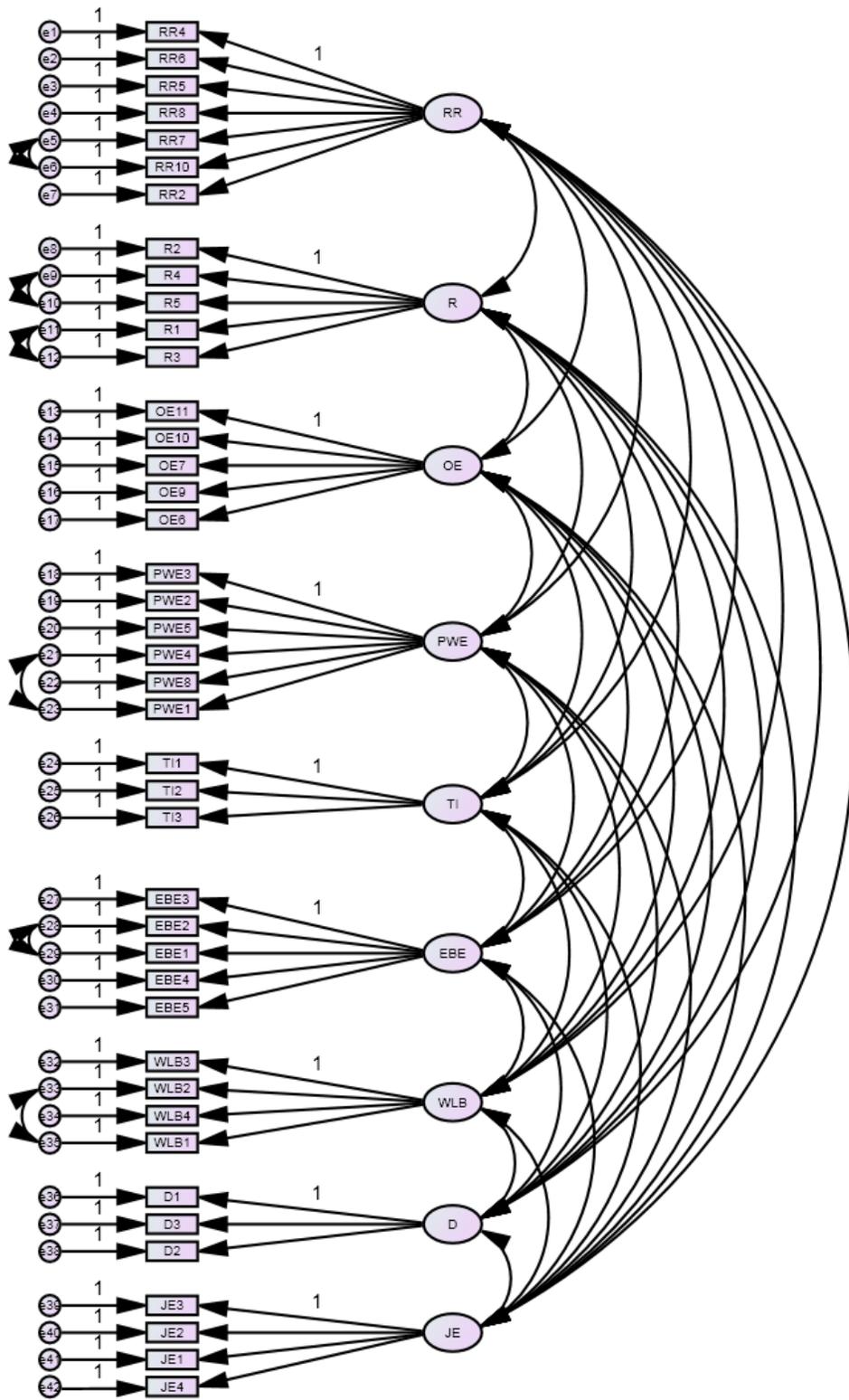
Figure 3.15: Overall Measurement Model with 42 items

The normed chi-square (χ2 /df) value for CFA1 recorded 2.12, which settle inside the satisfactory ratio of less than 3.0. On the other hand, CFI value was .90 which surpassed the prescribed level of .90. Whereas, GFI and TLI value were .81 and .89 respectively, which did not surpassed the prescribed level of .90. However, RMSEA was .05; well below .06 required level. This remained incompetent to recognize for additional examination. It was obvious that some model adjustments were required to ascertain a model that would adequately fit the data.

Firstly, standardized loading estimates for the items were examined and JE 4 was found to be .23 way below the minimum desired value of .5 (Hair et al., 2006). Subsequent, standardized residuals for the data set were checked to recognize the potential model adjustment. The standardized residual betwixt JE 4 and TI 1 were observed to be 7.05, which stood on a higher side of the cut-off value |4|. This implies that the covariance estimate for JE 4 and TI 1 could be more perfect. The items "My mind often wanders and I think of other things when doing my job" and "I frequently think of quitting my job" seemed to be more closely related. Hence, it was decided to give attention to the items JE 4, TI 1 and checked for other associated problems. The subsequent diagnostic was the MI connected with every restrained route. A revision of MIs for the regression weights (i.e., factor loadings) reported cross-loading of item JE 4 with MI= 48.07.Therefore, item JE 4 was removed from further analysis. After these modification were done, the fit indices for the CFA 2 model developed (χ^2 =1482.40, χ^2 /df= 2.01, GFI=.83, TLI=.90, CFI=.91, RMSEA=.05). But still there was further scope to make the model fit the data set.

Further examination figured out problem again with low factor loading (LFL). The standardized loading estimates for the items were examined and WLB 1= .47 was found to be below the minimum desired value of .5 (Hair et al., 2006). Attention was also given to the item WLB 1

associated with standardized residuals between |2.5| and |4.0|. Thus, item WLB 1 was removed from further analysis. After these modification were made, the fit indices for CFA 3 model developed (χ^2 = 1412.62, χ^2/df= 2.02, GFI=.83, TLI=.91, CFI=.92, RMSEA=.05). And still there was further scope to make the model fit the data set.

Though the standardized loading estimates for the items were below cut-off value but there was problem associated with standardized residuals. The standardized residual between RR 2 and TI 2 were found to be 4.84, which is ahead of the threshold value of |4|. This implies that the covariance estimate for RR 2 and TI 2 could be more perfect. The items "Job security" and "I am planning to search for a new job during the next 12 months" seemed to be more closely related. Hence, it was decided to give attention to the items RR 2, TI 2 and checked for other associated problems. The subsequent diagnostic was the MI connected with every restrained route. A revision of MIs for the regression weights (i.e., factor loadings) reported cross-loading of item RR 2 with MI= 34.88. Therefore, item RR 2 was removed from further analysis. After these modification were done, the fit indices for the CFA 4 model developed (χ^2 = 1285.86, χ^2/df= 1.94, GFI=.85, TLI=.92, CFI=.92, RMSEA=.05). But still there was further scope to make the model fit the data set.

Based on the same procedures, further examination revealed that the standardized loading estimates for items were scrutinized and was found to be below the minimum desired value of .5 (Hair et al., 2006). Attention was also given to the item PWE 4 linked through standardized residuals betwixt |2.5| and |4.0| by inspecting modification indices to identify any other obstacles connected with a set of items. A review of MIs for regression weights (i.e., factor loadings) evidence of misspecification associated with item PWE 4 with MI= 23.61. Thus, item PWE 4 was removed from further analysis. After these modification were created, the fit indices for

CFA 5 model got developed (χ^2 = 1222.80, χ^2/df= 1.95, GFI=.90, TLI=.92, CFI=.93, RMSEA=.05). This revised measurement model fit the data properly. However, the chi-square value was supposed to be important due to the huge sample dimension. Normed chi-square (χ^2/df) value was acceptable (1.95) and the three fit indices were higher than .90. RMSEA value was stated under the cut-off (i.e, .05). The final overall measurement model is represented in Figure 3.16.

Further freeing cross-loading was not permitted since the presence of notable cross-loading showed absence of construct validity (Hair et al., 2006). In such a condition, the unidimensionality of the estimation model was obtained as every CFA model was confined to a factorial structure with all item connected to only a singular latent construct (Bryne, 2001).
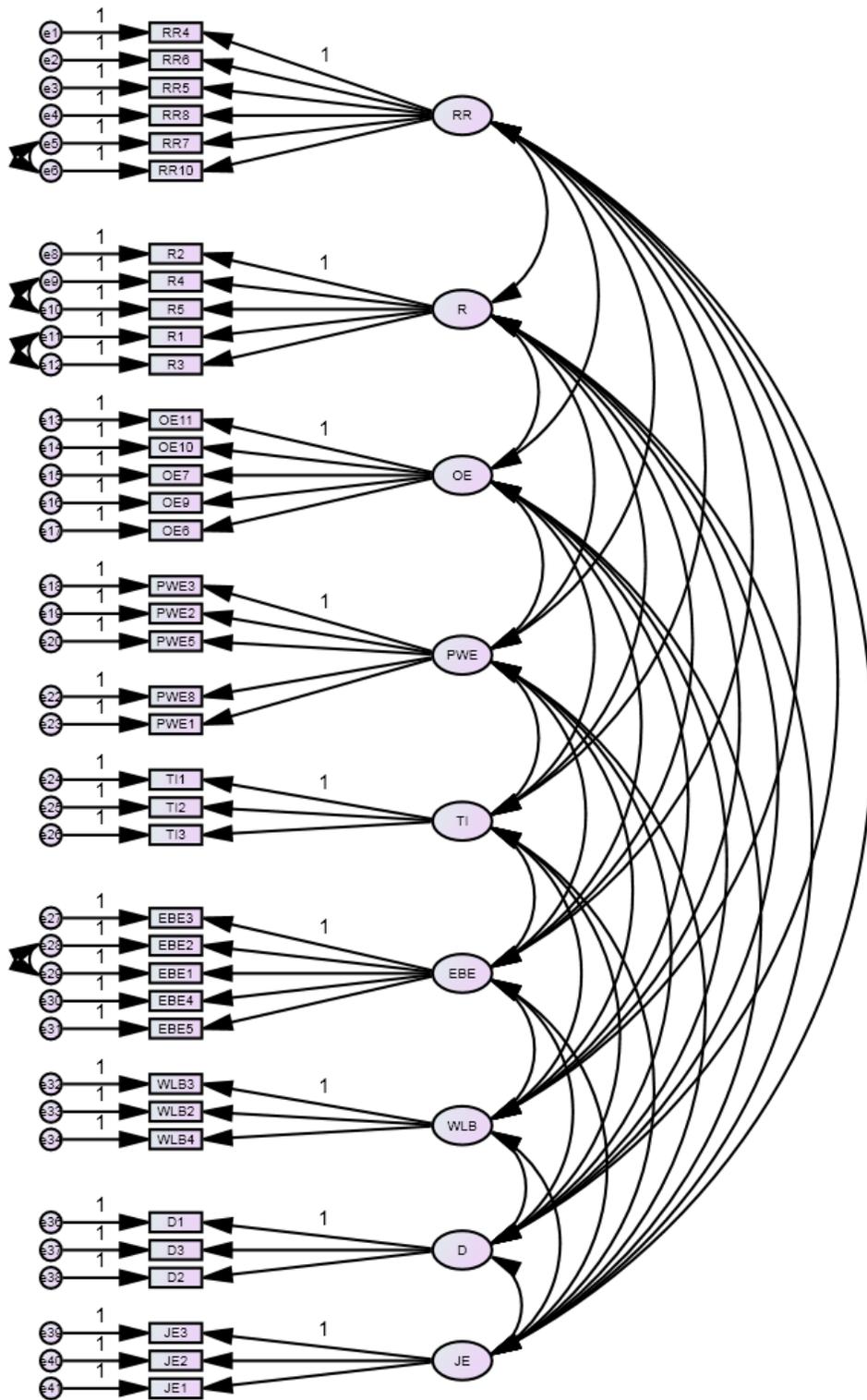
Figure 3.16: Final overall measurement model

3.8 Construct Validity

Present study adopted Straub's (1989) estimation validation methods to examine construct validity in terms of convergent and discriminant validity. Earlier, to structural model testing, the construct validity and reliablity were examined by reviewing convergent validity, discriminant validity, and composite reliability of data. The entire method of scale validation is described in the subsequent sub-sections.

3.8.1 Convergent Validity

The estimation model designates how the observed indicators link to unobserved constructs (Kline, 2005). Having satisfied the Goodness-of-Fit indices evaluation, the subsequent action was to examine the convergent validity of data. The convergent validity was evaluated by monitoring the loading of all observed indicators on their underlying latent construct (Anderson & Gerbing, 1988). Table 3.19, presents the CFA results which involve unstandardized factor loading, standardized factor loading, standard error, critical ratio, and item reliability for all indicator.

At first, the factor loadings (i.e., the pathway estimation connecting construct to the indicator) were analyzed to recognize a possible obstacle with the CFA model. The standardized factor loading should be significantly associated with the latent construct and possess at least loading estimate of .5 (Hair et al., 2006). Therefore, trivial loading with low loading estimation shows possible measurement predicament. The CFA results showed that all factor loadings of the contemplative indicators were statistically important at .001 levels. In extension, all the factor loadings were higher than or nearer to the prescribed level of .50.

Subsequent, the squared multiple correlations (also called item reliability) in the CFA model were tested. Item reliability relates to the value that depicts the degree to which a witnessed indicators variance is described by the underlying construct (Hair et al., 2006). The bulk of the squared multiple correlations of indicators in the estimation model adhered the recommended criteria of .40 (Taylor & Todd, 1995). Aforementioned showed that most of the hidden constructs in the existing research considered for adequate explained variance in all indicator. Though, items PWE1, JE1 and TI3 did not adhere the .40 cut-off. These items were preserved admitting that they were significant indicators and the content validity linked with these items was great (Hair et al., 2006). This was made because different estimates such as factor loading, and composite reliability were not that doubtful.

It is normal to discover that numerous measures of an evaluated model produce squared multiple correlations below .40 thresholds. Especially, if fresh items or afresh matured scales are used, a more fitting value may be .16 or .25 (Hulland, 1999). Therefore, the items with decent item reliability were retained in the model to manage the domain breadth of the construct. Moreover, erasing these items would leave some items on the same construct that might head to the consequent association problem (Byrne, 2001). In summary, the model has notable factor loadings for each indicator (Table 3.19), no cross-loadings, and no justified correlated error terms; the measures in the model have agreeable unidimensionality (Anderson & Gerbing, 1988). Consequently, the re-specified model satisfies the provision of convergent validity.

Table 3.19: Indicator loadings for the updated overall estimation model

Construct	Items	Standardized factor loadings	Unstandardized factor loadings	Standard error [a]	Critical ratio [b]	Item reliability
Reward & Recognition	RR5	.75	.79	.049	16.19	.57
	RR6	.83	.93	.050	18.50	.70
	RR7	.69	.80	.056	14.54	.48
	RR8	.71	.84	.056	14.97	.50
	RR4	.81	1.00	_[c]	_	.67
	RR10	.66	.91	.067	13.75	.44
Reputation	R1	.79	.96	.054	17.99	.63
	R2	.84	1.00	_[c]	_	.72
	R3	.74	1.03	.063	16.39	.55
	R4	.82	1.18	.063	18.91	.68
	R5	.83	1.13	.059	19.24	.69
Physical work environment	PWE1	.56	.60	.054	11.23	.31
	PWE2	.77	.90	.053	16.99	.60
	PWE3	.87	1.00	_[c]	_	.75
	PWE5	.73	.89	.057	15.71	.53
	PWE8	.72	.84	.055	15.39	.51
Diversity	D1	.82	1.00	_[c]	_	.67
	D2	.63	.97	.082	11.92	.40
	D3	.77	1.00	.071	14.27	.59
Work-life balance	WLB2	.63	.64	.062	10.42	.40
	WLB3	.90	1.00	_[c]	_	.82
	WLB4	.62	.65	.064	10.28	.39
Employer brand equity	EBE1	.70	.84	.054	15.60	.50
	EBE2	.83	.89	.045	20.05	.69
	EBE3	.85	1.00	_[c]	_	.72
	EBE4	.81	1.10	.057	19.30	.66
	EBE5	.84	1.07	.052	20.72	.72
Job engagement	JE1	.57	.66	.068	9.84	.33
	JE2	.68	.92	.083	11.17	.47
	JE3	.84	1.00	_[c]	_	.71
Organizational engagement	OE6	.69	.90	.062	14.56	.47
	OE7	.76	.88	.053	16.64	.58
	OE9	.86	1.09	.056	19.59	.74
	OE10	.78	.99	.058	17.23	.61
	OE11	.82	1.00	_[c]	_	.67
Turnover intention	TI1	.89	1.00	_[c]	_	.79
	TI2	.91	1.06	.055	19.17	.83
	TI3	.56	.69	.059	11.73	.32

Fit indices: χ^2 = 1222.80, χ^2/df= 1.95, GFI=.90, TLI=.92, CFI=.93, RMSEA=.05
Note: ^{a}S.E. is an assessment of the standard error of the covariance; ^{b}C.R. is the critical ratio achieved by dividing the estimate of the covariance by its standard error. A value exceeding 1.96 designates significance level of .05; ^{c}some critical ratios were not measured because loading was set to 1 to fix construct variance; All item loadings in CFA model were significant at .001 level.

Average variance extracted (AVE) and critical ratio (C.R) is used to determine the convergent validity. The yardsticks to safeguard convergent validity are: AVE values more than 0.50 and CR value more than 0.70 (Hair et al., 2006). AVE is computed by totaling square of standardized factor loadings of items and dividing it by number of items (Fornell & Larcker, 1981). CFA for convergent validity is mentioned in Table 3.20. Every construct achieved convergent validity expect job engagement which has minor issue associated with AVE.

Table 3.20: Confirmatory factor analysis for convergent validity

Construct	Average variance extracted (AVE)	Critical ratio (C.R)
Reward & Recognition	0.52	0.88
Reputation	0.66	0.91
Physical work environment	0.54	0.88
Diversity	0.56	0.79
Work-life balance	0.50	0.76
Employer brand equity	0.66	0.91
Job engagement	0.40	0.70
Organizational engagement	0.62	0.89
Turnover intention	0.65	0.84

3.8.2 Reliability

All of the construct scales were statistically reliable. Other than achieving the factor loadings and item reliability standards, the convergent validity evaluation also constitutes the measures of construct reliability. Construct reliability should be higher than .7 (Nunnally, 1978). Table 3.21 summarizes the result of construct reliability.

Table 3.21: Confirmatory factor analysis for reliability

Construct	No. of items	Item loadings	Cronbach's α
Reward & Recognition	7	.52-.84	.87
Reputation	5	.74-.87	.91
Physical work environment	6	.56-.86	.87
Diversity	3	.62-.80	.77
Work-life balance	4	.46-.93	.77
Employer brand equity	5	.70-.86	.90
Job engagement	4	.35-.84	.60
Organizational engagement	5	.69-.82	.88
Turnover intention	3	.57-.90	.82

Result displayed adequate reliability, with exception for constructs 'job engagement' which had reliability values .60. Nevertheless, the reliability of .60 is accepted for social science study (Peter, 1979). Overall, the existing conclusions showed that each construct have accomplished an

array of reasonably decent reliabilities amongst indicators to compute the latent constructs. Considered together, the proof confirmed the convergent validity of the estimation model.

3.8.3 Discriminant Validity

Evaluating discriminant validity is vital in attempts to assure uniqueness within various constructs. The determination of discriminant validity within the constructs aids in assuring that the scale indicators employed in measuring one specific construct are distinct than indicators used in evaluating another construct. The method here was backed by factor correlation showing the degree of interrelationship betwixt variables. Descriptive statistics are represented in Table 3.22.

Table 3.22: Descriptive Statistics

Descriptive Statistics			
Variables	Mean	Std. Deviation	Sample Size
Diversity	17.28	3.13	381
Employer brand equity	29.30	4.99	381
Job engagement	11.54	2.22	381
Organization engagement	19.49	3.48	381
Reputation	20.62	3.83	381
Reward & Recognition	20.90	5.20	381
Turnover intention	8.03	3.27	381
Physical work environment	19.36	7.94	381
Work life balance	10.35	2.79	381

Table 3.23: Factor correlation showing degree of interrelationship between the variables

Variables		D	EBE	JE	OE	R	RR	TI	PWE	WLB
		Correlations								
D		(.77)								
EBE		.525**	(.90)							
JE		.359**	.238**	(.60)						
OE		.397**	.565**	.419**	(.88)					
R		.514**	.623**	.275**	.436**	(.91)				
RR		.429**	.560**	.229**	.444**	.556**	(.87)			
TI		-.017	-.329**	.102*	-.075	-.171**	.016	(.82)		
PWE		.060	.107*	-.002	.130*	.061	.139**	-.028	(.87)	
WLB		.107*	.262**	-.105*	.077	.208**	.158**	-.103*	.172**	(.77)

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

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

c. Listwise N=381

Diversity(D), Employer brand equity(EBE), Job engagement(JE), Organization engagement(OE), Reputation(R), Reward & Recognition(RR), Turnover intention(TI), Physical work environment(PWE) and Work life balance(WLB).

Note: All diagonal values in round bracket are Cronbach's Alpha (α)

The result in Table 3.23, suggests the presence of satisfactory distinctiveness within constructs. For instance, the magnitude of the interrelationship amongst 'reward & recognition (RR)' and 'employer brand equity (EBE)' is.56 which implies that scale indicators utilized to evaluate reward & recognition (RR) are distinct of these indicators utilized to measure 'employer brand equity (EBE)'.

Overall, the needed reliability and validity estimation illustrated backing for satisfying convergent validity and discriminant validity. Therefore, the following method of recognizing the structural model that completely fits the data was carried to test the hypotheses.

3.9 Structural Model

Having completed the measurement model fit problems, required reliability and validity tests, the subsequent section of the chapter will concentrate on the hypothesized associations amongst the seven construct. The hypothesized structural model was evaluated by three main levels. First, the theoretical model should satisfy the Goodness-of-Fit to empirical data agreeably based on an identical set of fit indices employed in judging estimation model (Hu & Bentler, 1999). Second, the updated model was carried to examine and approve the better model. Ultimately, the direction, significance, and magnitude of the path analogous to each hypothesis of the theoretical model were tested once the better fit model was approved.

3.10 Evaluation of Hypothesized Model

The SEM procedure was employed as the principal statistical means to examine the foremost hypotheses in this research. As advised by Hair et al. (2006), the suggested theoretical model was developed recursively to evade difficulties linked with statistical recognition.

The hypothesized relationships using SEM are shown in figure 3.17. It has been observed that reward & recognition (RR) predicted employer branding (EB). However, physical work environment did not significantly influence employer branding (EB) ($p=.27$). The standardized path coefficient for the hypothesized direction from PWE to EB was .01 and critical ratio was 1.08. Reputation (R) also predicted employer branding (EB). In the same line it has been found that diversity (D) also predicted employer branding (EB). But, work-life balance (WLB) did not significantly influence employer branding (EB) ($p=.08$). The standardized path coefficient for the hypothesized direction from WLB to EB was .05 and critical ratio was 1.73.

Employer brand equity (EBE), job engagement (JE) and organizational engagement (OE) three variables of employer branding (EB) significantly loaded on EB. For each variable, the standardized loading estimate was EBE=.95, JE=.30 and OE=.67. Further, it has been noticed that employer branding (EB) predicted turnover intention (TI). A revised model was developed eliminating the non-significant paths (Figure.)

Table 3.24: Fit measures of the two models

Model	χ^2	χ^2 /df	GFI	TLI	CFI	RMSEA
Hypothesized	1137.09	1.99	.90	.92	.92	.05
Revised	1142.21	2.00	.90	.92	.92	.05

The fit measures of the hypothesized model and the revised model are given in Table 3.24. The captured chi-square values of the models were notable ($p<.001$), so the other fit measures of the models were admitted. The fit measures of both models held satisfactorily and not extensively separate. The parsimonious fit indices somewhat advanced in the updated model over the hypothesized model. Therefore it can be inferred that the revised model provided a slightly better fit over the hypothesized model. The analysis of estimates of fit was reinforced through an evaluation of the significance of a thoroughly standardized path coefficient (Table. 3.25), which resulted in a range.

Table 3.25: Standardized path coefficients for the revised model

	Direction		Beta (β) estimate	S.E.	C. R.
EB	←	RR	.32(.28)*	.049	5.76
EB	←	R	.33(.38)*	.072	5.19
EB	←	D	.32(.26)*	.051	5.20
TI	←	EB	-.88(-1.2)*	.216	-5.78
EBE	←	EB	.95(1.0)*	_	_
JE	←	EB	.30(.20)*	.044	4.52
OE	←	EB	.67(.59)*	.058	10.07
TI	←	RR	.41(.52)*	.118	4.39
TI	←	D	.33(.39)*	.118	3.29

Note: * $p<.001$; Unstandardized estimates mentioned in parentheses.

The independent construct such as reward & recognition, diversity and reputation was significantly associated with employer branding (EB). Employer branding (EB) was further significantly related with turnover intention. The employer branding (EB) variables such as employer brand equity (EBE), job engagement (JE) and organization engagement (OE) significantly loaded on EB.
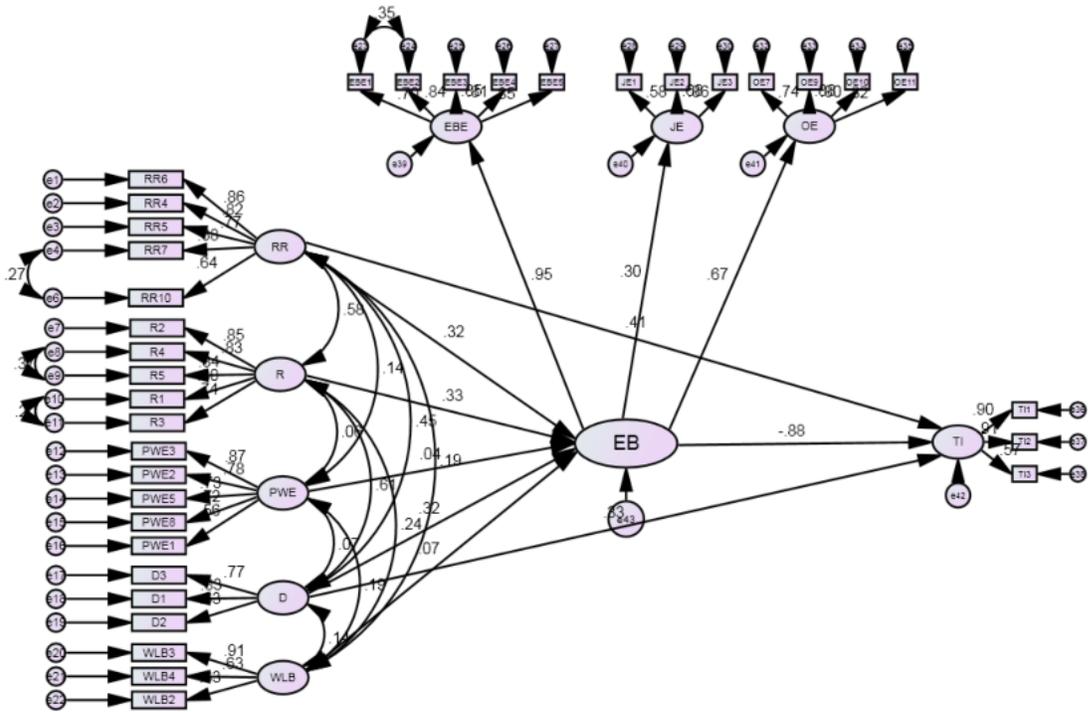
Note: *p<.001; e= error terms; standardized path coefficients are shown: Hypothesized model
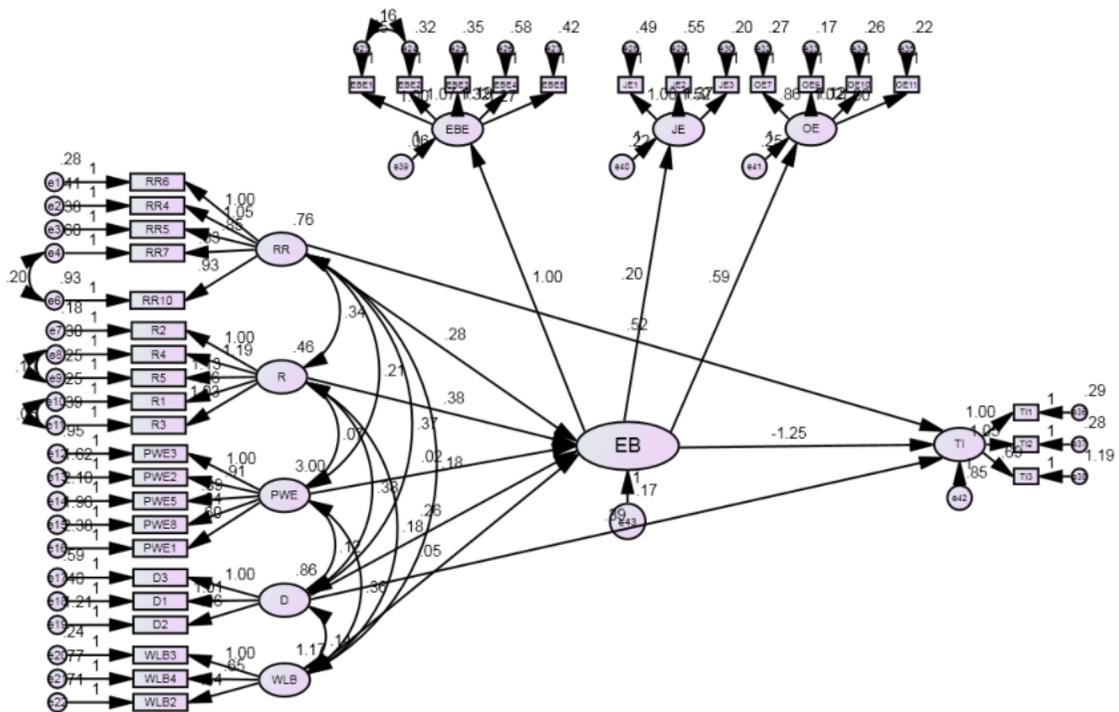
Note: *p<.001; e= error terms; unstandardized path coefficients are shown: Hypothesized model

Figure 3.17

Note: *p<.001; e= error terms; standardized path coefficients are shown: Revised model

Note: *p<.001; e= error terms; unstandardized path coefficients are shown: Revised model

Figure 3.18

3.11 Hypothesis Testing

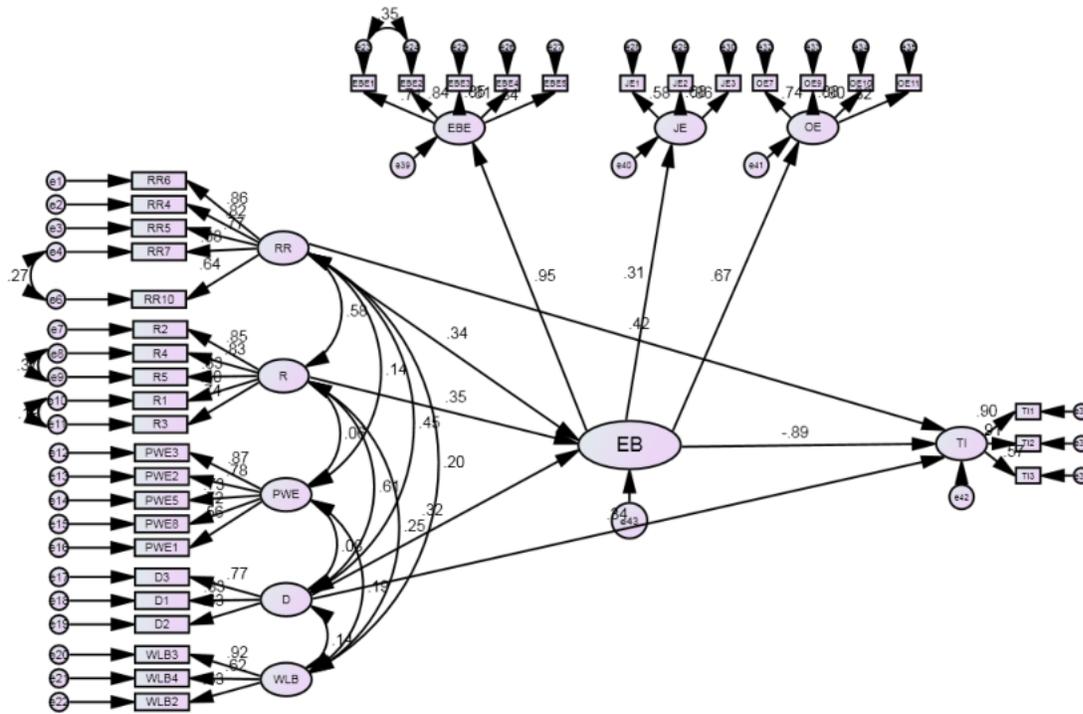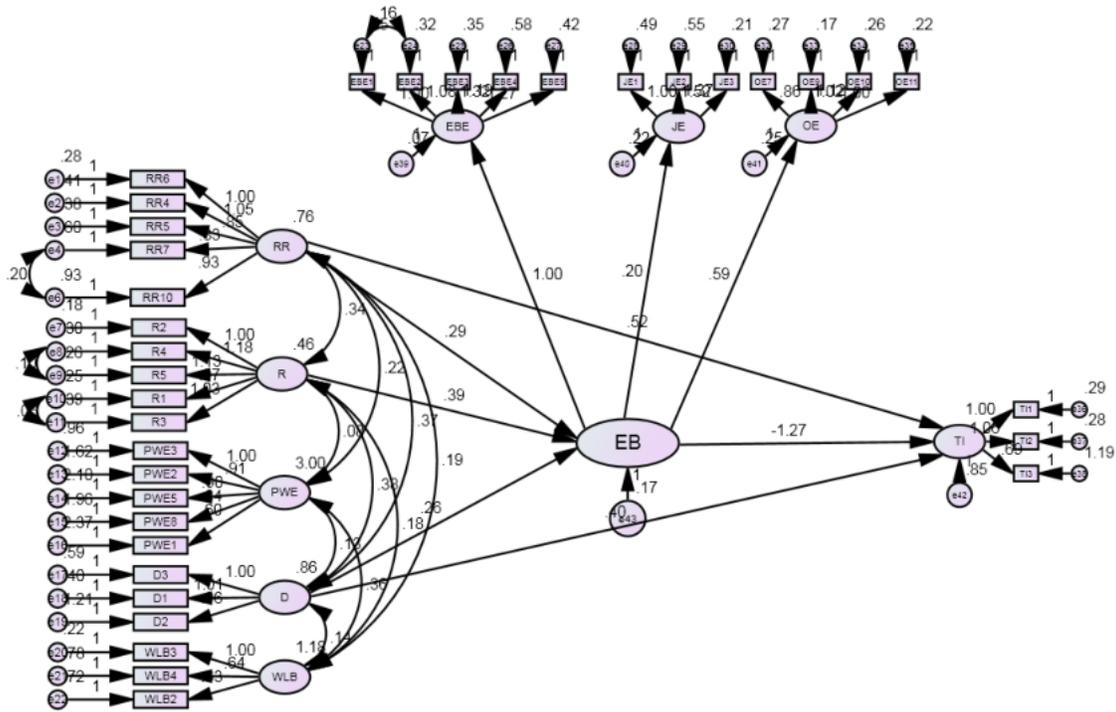The hypothesis testing was carried based on the updated model ($\chi 2$ = 1142.21, $\chi 2$ /df= 2.00, GFI=.90, TLI=.92, CFI=.92, RMSEA=.05) that has the best overall fit. The importance of individual hypothesized path in the research model was primarily ascertained. This was pursued via analysing the nature and magnitudes of the relation betwixt constructs according to the academic expectations. AMOS yield reports both unstandardized and standardized parameter estimations for every stipulated path, with standard error and test statistics for the individual path. Figure 3.17; depict every hypothesized structural link between the constructs.

The stated hypotheses were tested by viewing the significance, signs, and the magnitude of the computed coefficients. Hypothesized paths with non-significant statistics and/or a significant reverse of proposed direction would not be maintained as such conclusions have no substantive significant explanation connected to it (Malhotra, 2004). The dimension of the influence of a distinct independent variable on its consequence variable could be ascertained by reviewing the respective absolute magnitude of the standardized path coefficients (Hair et al., 2006). The discussion concerning the dimension of the influence of the standardized path coefficients for the present research was based on Kline's (2005) suggestions. Thus, standardized path coefficients with absolute value less than .10 may designate a small effect; value around .30 designate a medium effect; and those values greater than .50 designate a large effect (Kline, 2005). The associations among constructs were analyzed based on t-value or critical ratio (c.r.) values linked with path coefficients among variables. Every hypothesis noted below was examined based on the findings accompanied by a report to end this chapter. Hence the updated model with standardized and unstandardized path coefficients is also depicted in Figure 3.18.

3.11.1 Effect of Reward & Recognition (RR) on Employer Branding (EB)

This segment will initially review the findings concerning the effects of reward and recognition on employer branding construct: Hypothesis 1 was tested to examine the influence of RR on EB (Table 3.26)

Table 3.26: Hypotheses testing: The effect of RR on EB

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
H$_1$: EB ← RR	+	.32*	5.76	Supported

Note: β= standardized regression weight; * $p<.001$

Reward & recognition has prognosticated employer branding (β= .32*, $p<.001$). Therefore, hypothesis 1 was supported. Earlier research showcased that showcased that reward acts as a dimension for pride values during external employer branding (Sengupta, Bamel & Singh, 2015). Our result is in line with earlier studies. Thus it is can be concluded from the above hypothesis that reward and recognition significantly influence employer branding and is a prominent and improvement driver.

3.11.2 Effect of Reputation (R) on Employer Branding

This hypothesis discuss the effects of reputation on employer branding construct: Hypothesis 2 examined the impact of R on EB (Table 3.27)

Table 3.27: Hypotheses testing: The effect of R on EB

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
H$_2$: EB ← R	+	.33*	5.19	Supported

Note: β= standardized regression weight; * $p<.001$

Reputation has prognosticated employer branding (β= .33*, p<.001). Therefore, hypothesis 2 was bolstered. Earlier research showcased that reputation acts as a dimension for image & fundamental values during external employer branding (Sengupta, Bamel & Singh, 2015). Reputation was also explored as one of the employer branding dimension (Hillebrandt & Ivens, 2013; Tanwar & Prasad, 2016; Moroko & Uncles, 2005). Our result is in line with earlier studies. Thus, it is can be concluded from above hypothesis that reputation significantly influence employer branding and it drives employer branding.

3.11.3 Effect of Physical Work Environment (PWE) on Employer Branding

This hypothesis discuss the influence of physical work environment on employer branding construct: Hypothesis 3 examined the influence of PWE on EB (Table 3.28)

Table 3.28: Hypotheses testing: The effect of PWE on EB

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
H₃: EB ←PWE	+	.04	1.08	Refuted

Note: β= standardized regression weight

Hypothesis suggests that physical work environment has positive effect on employer branding (β= .04) which is not significant. Thus, hypothesis 3 was refuted. Further, physical work environment exhibit correlations with employer branding. A qualitative pilot study in Indian informational technology industry discovered that work environment act as an antecedent variable of employer branding (Tanwar & Prasad, 2016b).

3.11.4 Effect of Diversity (D) on Employer Branding

This hypothesis discuss the effects of diversity on employer branding construct: Hypothesis 4 examined the influence of D on EB (Table 3.29)

Table 3.29: Hypotheses testing: The effect of D on EB

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
H$_4$: EB ← D	+	.32*	5.20	Supported

Note: β= standardized regression weight; * $p<.001$

Diversity has prognosticated employer branding (β= .32*, $p<.001$). Therefore, hypothesis 4 was bolstered. Earlier research showcased that, diversity was identified as one of the dimensions while developing scale for employer brand (Hillebrandt & Ivens, 2013). Thus, it is can be concluded from above hypothesis that diversity significantly influence employer branding and it drives employer branding.

3.11.5 Effect of Work–life Balance (WLB) on Employer Branding

This hypothesis discuss the effects of work-life balance on employer branding construct: Hypothesis 5 examined the influence of WLB on EB (Table 3.30)

Table 3.30: Hypotheses testing: The effect of WLB on EB

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
H$_5$: EB ← WLB	+	.07	1.73	Refuted

Note: β= standardized regression weight

Hypothesis suggests that work-life balance has positive effect on employer branding (β= .07) which is not significant. Therefore, hypothesis 5 was refuted. Further, work-life balance exhibit correlations with employer branding. A recent quantitative study in information technology

sector in India showcased that work-life balance is one of the employer brand dimensions and it exhibit significant relation with job satisfaction whereas the kind of work in this sector create hindrances in work-life balance (Tanwar & Prasad, 2016a).

3.11.6 Effect of Employer Branding on Turnover Intention (TI)

This hypothesis discuss the effects of employer branding construct on turnover intention: Hypothesis 6 examined the influence of EB on TI (Table 3.31)

Table 3.31: Hypotheses testing: The effect of EB on TI

Hypothesized paths	Direction	Beta (β) estimate	C.R.	Decision
$H_{6:}$ TI $\leftarrow$ EB	-	-.88*	-5.78	Supported

Note: β= standardized regression weight; * $p<.001$

Employer branding has prognosticated turnover intention (β= -.88*, $p<.001$). Therefore, hypothesis 6 was bolstered. A, high Beta estimate (β= -.88*) value, indicates that employer branding is a strong predictor of turnover intention. A previous research found out that employer branding dimensions negatively correlate with turnover intentions (Kashyap & Rangnekar, 2014; Kashyap & Verma, 2018). Thus, the existing research is in order with earlier research and it can be summed up that employer branding significantly influences turnover intention.

The review of the hypothesis examination is presented in Table 3.32.

Table 3.32: Summary of the hypothesized relationships

Hypothesized paths	Beta (β) estimate	C.R.	Decision
H_1: EB ← RR	.32*	5.76	Supported
H_2: EB ← R	.33*	5.19	Supported
H_3: EB ← PWE	.04	1.08	Refuted
H_4: EB ← D	.32*	5.20	Supported
H_5: EB ← WLB	.07	1.73	Refuted
H_6: TI ← EB	-.88*	-5.78	Supported

Note: β= standardized regression weight; * $p<.001$.

3.12 Mediating Effect

In the picture used for hypothesis testing (Figure 1.1), employer branding were hypothesized as untapped mediators between reward & recognition and turnover intention; reputation and turnover intention and diversity and turnover intention. The mediating part of employer branding construct was verified grounded on the recommendations of Baron and Kenny (1986).

Researcher used Sobel's (1982) an interactive calculation tool to test the mediating relationship. It assess whether a mediator conveys the effect of an independent variable to a dependent

variable and justifies the mediating relationship. According to Baron and Kenny (1986) in psychological research, it would be uncommon for the influence of the indirect path to be diminished from statistical significance to zero. Therefore, the extent to which the influence was diminished (i.e., the variation in regression coefficient) would assist as a sign of the strength of mediator, and the statistical importance of this decrement in predictive power can be examined. Methods for handling significance analysis have been performed by Holmbeck (2002), Baron and Kenny (1986), and Sobel (1982). These methods generate a z score, which can then be correlated with a priori critical values (z = 1.645 when $p<.05$ and z = 2.326 when $p<.01$). The effects for mediating relationship are represented in table 3.33.

Table 3.33: Direct, indirect, and total effects for mediating relationship

Variable	Variable								
	RR			D			TI		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
EB	.28*	.00	.28*	.26*	.00	.26*	.00	.00	.00

The present study hypothesized that employer branding will mediate the association between reward & recognition and turnover intention. Similarly employer branding will mediate the association between diversity and turnover intention. First, the mediating role of employer branding between reward & recognition and turnover intention was tested. The findings showed significant path from reward & recognition to employer branding (mediator), and also a significant path from employer branding to turnover intention. So the significance of indirect path was calculated (Preacher & Leonardelli, 2001) and attained the value of Sobel z which was 4.51, standard error =.07 and $p<.01$. The result indicates that z score is more than, 2.326, and $p<.01$ and the effect is considered significant. Thus, for the current researches the conclusions

are steady with the likelihood that employer branding is a mediator between reward & recognition and turnover intention. Therefore, hypothesis H_7 was supported. Second, the mediation effect of employer branding betwixt diversity and turnover intention was examined. Obtained Sobel z value which was 3.90, standard error =.08 and $p<.01$. The result indicates that z score is more than, 2.326, and $p<.01$ and the effect is considered significant. Thus, for the current researches the results are steady with the likelihood that employer branding is a mediator between diversity and turnover intention. Therefore, hypothesis H_8 was supported. Findings from these tests are stated below in table 3.34.

Table 3.34: Summary of hypothesized mediation relationship

Hypotheses statements	Decision
H_7: Employer branding will mediate the relation between reward & recognition and turnover intention	Supported
H_8: Employer branding will mediate the relation between diversity and turnover intention	Supported

3.13 Alternative Model Testing

To safeguard the authenticity of our results researcher executed different alternative model tests. First a model with no control variables yielded the results showing significant relationship for four proposed hypotheses out of six at $p<.001$. Results revealed that reward, reputation and diversity has significant relationship with employer branding and employer branding is a tough forecaster of turnover intention. Physical work environment and work-life balance was not significantly associated with employer branding. Further, employer branding mediate the relation between reward and turnover intention; diversity and turnover intention respectively.

A talent management report (CIPD, 2007) reveals that research in service industries require more participation in employer branding. It is necessary to take care of the confounding variables and control its effect that might cause a spurious association of our hypothesized relationship. Our research followed a study (Becker, 2005) recommendations for control variables starting from its identification, running and reporting model. It is anticipated that ownership (private-owned and public-owned), age and management level might have a confounding effect and inclusion of the controls follows Becker, 2005 recommendations guidelines. Therefore the effects of the same is removed statistically and controlled. The control variables were treated as dummy variables in AMOS.

Second, a model with control variables is examined. Then the model yielded nearly similar results. Model with no control variables yielded the results showing significant relationship for four proposed hypotheses out of six at $p<.001$. Results revealed that reward, reputation and diversity has significant relationship with employer branding and employer branding is a tough forecaster of turnover intention. Physical work environment and work-life balance was now significant with employer branding but the beta estimates (β) were very low than the cut-off value of 0.10, resulting in refuting both of the hypotheses; H_3 and H_5. Further, employer branding mediate the relation between reward and turnover intention; diversity and turnover intention respectively. This represents that our results did not rely on inclusion or exclusion of specific control variables. Comparative summary of hypothesized relationship with and without control variables is represented in table 3.35.

Table 3.35: Summary of the hypothesized relationships with and without control variables

Model	Hypothesized paths	Beta (β) estimate	C.R.	Decision
1	H$_1$: EB←RR	.32*	5.76	Supported
	H$_2$: EB← R	.33*	5.19	Supported
	H$_3$: EB← PWE	.04	1.08	Refuted
	H$_4$: EB ←D	.32*	5.20	Supported
	H$_5$: EB ←WLB	.07	1.73	Refuted
	H$_6$: TI ← EB	-.88*	-5.78	Supported
2	H$_1$: EB←RR	.30*	6.18	Supported
	H$_2$: EB←R	.30*	4.28	Supported
	H$_3$: EB← PWE	.03***	2.20	Refuted
	H$_4$: EB ←D	.29*	5.71	Supported
	H$_5$: EB← WLB	.05 ***	1.97	Refuted
	H$_6$: TI← EB	-.86*	-4.64	Supported
	Ownership← EB	-.34*	-5.21	
	Ownership← TI	.40**	2.86	
	Management level← TI	.26*	3.17	
	Age ← TI	-.28*	-4.9	

Note: β= standardized regression weight; * $p<.001$, ** $p<.01$, *** $p<.05$

The reason behind conducting an alternative model testing is to test the robustness of our model and increase confidence in our result.

CHAPTER 4

DISCUSSION

4.1

This chapter offers discussion, implications, unique contributions, conclusions, limitations and direction of future research. The current research delivers a comprehension of the drivers and outcome of employer branding by inspecting 381 companies in the Indian insurance industry belonging to the service sector.

4.1.1 Drivers of Employer Branding

With and without controlling the effects of ownership, management levels and age; reward & recognition, reputation and diversity enhanced employer branding. Among the studied drivers, reward & recognition was located to be an important prognosticator of EB. As employer branding increases, turnover intention decreases.

First this study, establishes *Reward & Recognition* significantly influence employer branding. Reward and recognition is found out as one of the prominent and improvement driver of employer branding among the drivers listed in the present work. Rewards which may be monetary or non-monetary perform as a reservoir of motivation for workers in the organization and it supports employer branding. In today's time when majority of the organizations provide appropriate monetary rewards in terms of salary, workforce focuses more on non-monetary rewards and such kind of non-monetary benefits strengthens employer branding. Maintenance of parity in reward administration also plays a crucial role in boosting employer branding.

Earlier research showcased that reward acts as a dimension for pride values during external employer branding (Sengupta, Bamel & Singh, 2015). Organization should maintain justice in

reward system (Greenberg, 1990). Reasonable and impartial rewards would entice and preserve employees in the organization, thus helps in strengthening employer branding process (Biswas & Suar, 2014). Reward and recognition forms the component of employer brand proposition (Barrow & Moseley, 2005). Our outcomes are in line with previous researches and justify that reward and recognition drives employer branding.

Reputation significantly predicts employer branding. Current employees generally prefer to work and stay in the recognized organizations for maintaining their image. Probably, workforce senses honoured in associating with a company that owns a promising societal status (Tanwar & Prasad, 2016b). Established organizations may not have to put much effort in bracing employer branding as reputation of their organization help in fine-tuning their employer branding strategies and reduce turnover intention. Earlier research showcased that reputation acts as a dimension for image & fundamental values during external EB (Sengupta, Bamel & Singh, 2015). An employee always wants to work for the organizations that are established and well-spoken externally (Barrow & Moseley, 2011). It provides a status of recognition and a good image that they would like to advocate and live up to during their interaction with external parties (Barrow & Moseley, 2011). Reputation was also explored as one of the EB dimension (Hillebrandt & Ivens, 2013; Tanwar & Prasad, 2016; Moroko & Uncles, 2005). A service branding research revealed that reputation value optimistically stimulates existing workforce identity (Schlager, Bodderas, Maas & Cachelin, 2011). Our outcomes are in line with previous researches and thus reputation is considered as a driver of employer branding.

Diversity significantly influence employer branding. Diversity inside the organization showcases people from different ethnicity, religion etc., and heading towards a common goal of developing a unique identity for the organization. Such efforts lead to reduction of turnover intentions. When

employees are diverse, company's efficiency rises (Tanwar & Prasad, 2016a). Earlier research showcased that, diversity was identified as one of the dimensions while developing scale for employer brand (Hillebrandt & Ivens, 2013). Diversity value is mentioned as one of the employer branding parameter (Schlager, Bodderas, Maas & Cachelin, 2011). A recent study, addressing the impact of employer brand on job satisfaction includes diversity as one of the employer brand dimension (Tanwar & Prasad, 2016a). Hence, diverse workforce drives employer branding.

Physical Work Environment has positive effect on employer branding which is not significant. In a recent, qualitative pilot study in information technology industry revealed, work environment as antecedent variable of employer branding (Tanwar & Prasad, 2016b). Information technology sector require their workers to stay in the organization for lengthy periods working on the computer systems but on the other hand the nature of job of insurance industry is different. Employees of insurance organization spend half of their time travelling outside the organizations in handling insurance claims and other issues associated with it. Employees in such work structure may not have paid much attention to the features of physical work environment. It may also be due to the fact that organizations as a whole may not have paid much attention to the elements of physical work environment. Thus physical work environment may not drive employer branding strategies in Indian insurance organization.

Similarly, *Work-life Balance* has positive effect on employer branding which is not significant. A study in Indian information technology (IT) industry disclosed that nature of work in IT industry requires workers to work in different moves including night (Tanwar & Prasad, 2016a). Thus, flexible work timings and substitute job provisions is the necessity (Tanwar & Prasad, 2016a). A study in Insurance industry revealed that there exist work-life balance issues which act as

occupational stressor and predicted psychological ill-health of employees (Coetzer & Rothmann, 2006). High targets, lead generation, insurance claims, travelling etc., surmounts heavy pressure and most of the employees may exhibit some work-life balance issues. A study (Chaudhuri, Arora & Roy, 2020) disclosed about work-life balance issues in Indian insurance and other sector as well and mentioned that organizations should revamp their work-life policies to retain employees. Organizations including managers should continuously evaluate and innovate their work-life policies. Thus work-life balance may not drive employer branding strategies in Indian insurance organization.

4.1.2 Employer Branding Theorization

EB is replicated in elevated results on employer brand equity, job engagement and organizational engagement. Records display that even though they are distinct variables, but are connected. The Employer brand equity inspire current workforce to continue with, assist and provide competitive advantage to the organizations (Backhaus & Tikoo, 2004). In a brand-equity based study by Theurer, Tumasjan, Welpe & Lievens (2018) employer branding has been optimistically linked to employer brand equity and future exploration scope exists towards a brand equity based approach in the area of EB. Another extensive study in recent past revealed that employer brand equity as element of employer branding (Biswas & Suar, 2016). The above argument matches our results and thus employer brand equity is considered as employer branding construct.

A study found that, employee engagement act as a dimension for employee engagement values during internal employer branding (Sengupta, Bamel & Singh, 2015). In a Voice and Value Conference, 2014 at London School of Economics, there was a debatable argument regarding the

linkage of employer branding and employee engagement (CIPD, 2008). Employee engagement forms as one of the construct of employer branding (Biswas & Suar, 2016). Employee engagement is vital for employer branding as it empowers employees, gives them ownership and involve them in the brand message (Cook, 2008). The above argument matches our results and thus employee engagement is considered as employer branding construct. Gradually, organizations are utilizing employer branding to ensure that existing workforce is engaged in the plans, strategies and ethos of the company's (Backhaus & Tikoo, 2004). Extremely engaged workforce stay within the organization for a longer span and reduce the turnover percentage (Biswas & Suar, 2016).

4.1.3 Outcome of Employer Branding

Employer branding is a strong predictor of turnover intention. Turnover intention is one of the proxy measures of non-financial performance of the organization (Biswas & Suar 2016). As employer branding increases, turnover intention decreases. In a study by Lievens & Slaughter (2016) it was figured out that employer branding is associated with post-hire outcomes such as strong job pursuit intentions. Earlier research showcased that, an optimistic association exist between employer branding and non-financial performance of the organization (Biswas & Suar 2016). It has also been found out that employer branding dimensions negatively correlate with turnover intentions (Kashyap & Rangnekar, 2016; Kashyap & Verma, 2018). In simple terms, if the employer branding process is strong enough then it helps in retention of workforce leading to decrease in turnover intention of the organization. Therefore, turnover intention is considered to be one of the important employer branding outcome and a measure through which we can assess the non-financial performance of the organizations.

4.1.4 Mediating Effect of Employer Branding

Employer branding mediates the association between reward & recognition and turnover intention. Rewards both monetary and non-monetary forms, enhance employer branding which in turn assists in retention of the current workers thereby reducing the turnover intention of the organizations (Jewel & Jewel, 1987; Kaplan, 2005; Gostick & Elton 2007). Similarly, it was figured out that employer branding mediates the association between diversity and turnover intention. Diversity was identified as one of the dimensions while developing scale for employer brand (Hillebrandt & Ivens, 2013). Nurturing diversity inside the organization attracts talent and reduces turnover (Silverstein, 1995). Thus, if the workforce is diverse enough then it will increase the strength of employer branding ultimately leading to decrease in turnover intention of the organizations. Studies related to mediating effect of employer branding is scarce.

4.2 Implications

By virtuousness of our study, we added to the employer branding research subsequently: First, this research detected reward & recognition, reputation and diversity as the improvement drivers and turnover intention as the outcome of employer branding in Indian insurance organizations from retention perspective. Indeed prior investigations have unveiled various precursors and consequences of employer branding, still there is fewer search regarding employer branding drivers and outcomes from retention perspective. This would enhance employer's knowledge. Second, reward is figured out as one of the crucial driver of employer branding and organizations should put efforts to innovate and maintain equity in it. Third, findings expressed in this research can be accosted by academicians' and practitioners' in the area of human resource management, organizational behaviour, marketing and communication. Fourth, practitioners' can evaluate the

influence of employer branding exercises on organizational performance at regular intervals to find out the value that employer branding generates. Such knowledge would help organizations to develop a value proposition model which will strengthen employer branding. Fifth, this research provides a different look to the EB theorization. Sixth, employer branding acted as a mediator, which is under-explored in previous studies. Seventh, employer branding would serve as one of the talent management tool for insurance organization. Eighth, identification of appropriate drivers and outcome of employer branding depict a broader picture of effective employer brand management. Employer branding strategy discussed in this study would help the organization to retain employees. Management and managers in insurance sector might consider the drivers and outcome explored in this study to design an effective value proposition framework for the organization.

4.3 Unique Contributions

Amalgamation of drivers and outcome of employer branding and again it being a mediator, in a single study is rare. Attempt has been made to explore external context (i.e., retention of current employees) of employer branding, conceptually and empirically to offer a valuable enrichment to the study. Exploration of certain drivers like diversity, rewards, and reputation in Indian insurance organizations and assessing employer branding outcome in terms of turnover intention are distinct contribution made to this study. This study addresses the mediating effect of employer branding, which is scarce in earlier literature. The research adds value to employer branding literature through new theorization.

4.4 Limitations and Directions of Future Research

First, the study was dependent on cross-sectional data, thus robust causal inferences cannot be implied. To further reduce the chance of reverse causal order, we controlled the confounding variables which are of vital threat to causality (Antonakis, Bendahan, Jacquart & Lalive, 2010). Therefore, we inspire prospective investigations to further prove causality by using panel data or by carrying out an experimental manipulation. Second, the data was collected from specific department responsible for branding the employees' business experiences therefore common method bias was noticed. Third, our sample included mostly of Insurance companies in India, which might restrict the generalizability of our study. We encourage future studies in other organizational context like SME's to investigate whether our relationship can be replicated in other settings. Further employees' business experience is stirred at numerous levels such as; individual, group and organizational and due to that there might stay more elements persuading employer branding. Therefore, the identified drivers and outcome in this study are not exhaustive rather indicative. The study endorsed perceptions of professionals/specialist while staying grounded on academic theories. With this model organization can boost up their employer branding strategies.

4.5 Conclusions

Our research offers a multi-level model analysis connecting both the individual and organizational level in employer branding context. In addition to demonstrating reward, reputation and diversity as improvement drivers and turnover intention as outcome of employer branding, our finding also showcase mediating effect of employer branding. Further, our work unveils new way of looking at employer branding theorization. It sums up by stating that

companies with good employer branding practices will boost the talent management strategy of the organization by attracting good people and ultimately resulting in retaining them. Further such process will lead to better the organizational performance. We believe our investigation will arouse additional theory and empirical research on EB and its influence on organizational performance.

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Appendix I

QUESTIONNAIRE

Dear Respondent,

I am doing research in the area of Human Resources Management. I am in data collection stage at present. I have selected few persons for this purpose whose views, I consider valuable. You are one amongst them. Therefore, kindly go through the questions attached herewith and please mark your appropriate response. There are 11 sections and it will hardly take 20 minutes to mark for all the items. Please do not leave any item unmarked. Since there is no right or wrong answer, you are requested to express your views freely. I assure you that your responses will be kept strictly confidential and will be solely used for academic purposes.

Thanking you for your kind cooperation.

Yours Sincerely,

Sovanjeet Mishra,

Research Scholar,

School of Management,

NITK, Surathkal,

E-mail: sovanmishra83@gmail.com

Mobile: 9880603023

General Information

Please put a tick mark [√] ☐ in the appropriate box

1. Gender   ☐ Male   ☐ Female

2. Age   ☐ 21-30 years   ☐ 31-40 years

                    ☐ 41-50 years   ☐ 51-60 years

3. Marital Status ☐ Single   ☐ Married

4. Highest Qualification ☐ Diploma ☐ Graduate ☐ Professional Graduate

                    ☐ Post-Graduate ☐ Ph.D. ☐ Others

5. Level of Management ☐ Entry level ☐ Middle level ☐ Senior level

6.   Ownership   ☐ Public   ☐ Private

7. Region/ where your organization is located ☐ North ☐ South ☐ East ☐ West

8. Current department _____

9. How long have you been with your present employer? _____ years

10. How long have you been in your profession/service? _____ years

11. Salary range per annum ☐ 5,00,000-10,00,000

                    ☐ 10,00,000-15,00,000

                    ☐ 15,00,000 and above

SECTION A

Instruction

Sl. No.	Statement	Responses						
		Very little(1)	Moderately little	Slightly little	neutral	Slightly much	Moderately Much	Very much(7)
PWE 1	Furniture (e.g. chairs, tables, cupboards) that are placed in the workplace.							
PWE 2	Natural plants or flowers that are placed in the workplace.							
PWE 3	Colours that provide a relaxing and stimulating experience.							
PWE 4	Privacy.							
PWE 5	Having visual access from the work environment to the outer natural environment (e.g. trees, plants).							
PWE 6	The amount of light in the work environment.							
PWE 7	The temperature, velocity, humidity and composition of the air in the work environment.							
PWE 8	Positive sounds (e.g. music, silence, absence of noise).							
PWE 9	Positive odors (e.g. fresh air, absence of bad smell).							

SECTION B

Instruction

Please read the following statements carefully. Five options ranging from '*never to always*' are given against each statement. The items below ask for perception of employees' regarding ***Work-Life Balance*** of their organization. Show your level of participation by putting a tick mark **[√]** in the appropriate box. Please do not leave any item unmarked.

Sl. No.	Statement	Responses				
	how often do you...	Never (1)	Hardly ever	Sometimes	Often	Always (5) (no partner/family)
WLB 1	...keep worrying about work problems when you are not working?					
WLB 2	... feel too tired after work to enjoy the things you would like to do at home?					
WLB 3	...find that your partner or family gets fed up with the pressure of your job?					
WLB 4	....find it difficult to concentrate on work because of your family responsibilities?					

SECTION C

Instruction

Please read the following statements carefully. Five options ranging from *'to a large extent to'* to *'to a small extent'* are given against each statement. The items below ask for perception of employees' regarding ***Reward and Recognition Activities*** of their organization. Show your level of participation by putting a tick mark **[√]** in the appropriate box. Please do not leave any item unmarked.

Sl. No.	Statement	Responses				
		To a large extent (5)	Large extent	Moderate extent	Small extent	To a small extent (1)
RR 1	A pay raise.					
RR 2	Job security.					
RR 3	A promotion.					
RR 4	More freedom and opportunities.					
RR 5	Respect from the people you work with.					
RR 6	Praise from your supervisor.					
RR 7	Training and development opportunities.					
RR 8	More challenging work assignments.					
RR 9	Some form of public recognition (e.g. employee of the month).					
RR 10	A reward or token of appreciation (e.g. lunch).					

SECTION D

Instruction

Sl. No.	Statement	Responses				
		Maximum agreement (5)	Agreement	Moderate agreement	Slight agreement	No agreement(1)
R1	Good quality of products.					
R2	Well-known products.					
R3	Innovative products.					
R4	Good reputation of the company amongst friends.					
R5	Good brand to have on the resume.					

SECTION E

Instruction

Sl. No.	Statement	Responses						
		Strongly agree (7)	Agree	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree	Strongly disagree (1)
D1	The organization promotes equal rights for women and men.							
D2	The organization promotes diversity within teams.							
D3	The organization prevents the discrimination against.							

SECTION F

Instruction

Sl. No.	Statement	Responses						
		Strongly agree (7)	Agree	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree	Strongly disagree (1)
EBE 1	I have positive personal feelings for this organization.							
EBE 2	I feel proud to be associated with this organization.							
EBE 3	This organization lives up to its promises.							
EBE 4	Compare to others, this organization offer unique Employment practice.							
EBE 5	It is important for me to maintain the relationship with this organization in the future							

SECTION G

Instruction

Sl. No.	Statement	Responses				
		Strongly agree (5)	Agree	Neither agree nor disagree	Disagree	Strongly disagree(1)
JE1	I really "throw" myself into my job.					
JE2	Sometimes I am so into my job that I lose track of time.					
JE3	This job is all consuming; I am totally into it.					

Sl. No.	Statement	Strongly agree (5)	Agree	Neither agree nor	Disagree	Strongly disagree(1)
JE4	My mind often wanders and I think of other things when doing my job.					
JE5	I am highly engaged in this job.					
OE6	Being a member of this organization is very captivating.					
OE7	One of the most exciting things for me is getting involved with things happening in this organization.					
OE8	I am really not into the "goings-on" in this organization.					
OE9	Being a member of this organization make me come "alive."					
OE10	Being a member of this organization is exhilarating for me.					
OE11	I am highly engaged in this organization.					

SECTION H

Instruction

Please read the following statements carefully. Seven options ranging from '*strongly agree* to *strongly disagree*' are given against each statement. The items below ask for perception of employees' regarding the extent to which you are likely to continue your work with the current organization. Show your level of participation by putting a tick mark **[√]** in the appropriate box. Please do not leave any item unmarked.

Sl. No.	Statement	Responses				
		Strongly agree (5)	Agree	Neither agree nor disagree	Disagree	Strongly disagree (1)
TI 1	I frequently think of quitting my job.					
TI 2	I am planning to search for a new job during the next 12 months.					
TI 3	If I have my own way, I will not be working for this organization one year					

Appendix II   **RESEARCH SCHEDULE**

July'15- July'16	Aug'16- Apr'17	May'17- Sep'18	Oct'18 Nov'19	Dec'19 Mar'20	June'20

COURSEWORK	COURSEWORK					
LITERATURE REVIEW	LITERATURE REVIEW					
PROPOSAL		PROPOSAL				
PROGRESS-I			PROGRESS-I			
PROGRESS-II				PROGRESS-II		
PRE SYNOPSIS					PRE SYNOPSIS	
THESIS						THESIS

Sovanjeet Mishra

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Web: http://som.nitk.ac.in/researchscholars/sovanjeet-mishra;
https://www.linkedin.com/in/sovanjeet-mishra-52532629/

EDUCATION

School of Management, National Institute of Technology Karnataka (NITK), Surathkal
Ph.D. Submitted; Doctor of Philosophy - July, 2015 to till date - 8.08/10.0 CGPA (Coursework)
Title of the thesis: An empirical investigation of drivers and outcome of employer branding.
Research Supervisor: Dr. S. Pavan Kumar

New Delhi Institute of Management (Accredited by AIU/AICTE, MHRD, Govt. of India), New Delhi
PGDM declared equivalent to MBA by AICTE/AIU, MHRD;
(Human Resource) - (2009-2011) - 5.46/8.00 CGPA/66.46 CPI%

Biju Patnaik University of Technology, Rourkela
B.Pharm; Bachelor of Pharmacy- (2004-2008) – 7.80/10.0 CGPA

CHSE,Orissa: Nabarangpur College, Nabarangpur
(10+2) Science- 2003- 61%

CBSE, New Delhi: DPS Vidyapeeth, Bhadrak
10th – 71%

RESEARCH INTEREST

Employer branding, strategic human resource, organisational development, talent management, organisational performance, statistical learning: HR Analytics, Multivariate analysis, Factor Analysis, SPSS/R/AMOS

REFERRED PUBLICATIONS

1. Mishra, S., & Kumar, S. (2019a). E-recruitment and training comprehensiveness: untapped antecedents of employer branding. *Industrial and Commercial Training, 51*(2), 125-136. **('Scopus' & 'Web of Science-ESCI' indexed), Emerald Publishing, UK**. CiteScore: 1.63, RG Journal Impact: 1.05.

2. Mishra, S., & Kumar, S. (2019b). Prospecting the enablers for adoption of e-recruitment practices in organisations: a proposed framework. *International Journal of Environment, Workplace and Employment*, *5*(3), 235-246. **('Scopus' & ABDC-'C' indexed), Inderscience Publishing, UK**.

3. Mishra, S., & Kumar, S. (2017). Exploring the nexus between psychological contract and turnover intention: Conceptual framework. *Romanian Economic & Business Review, 12*(1), 68-81. **(ABDC-'C' indexed), Romanian-American University, Romania.**

4. Mishra, S., & Kumar, S. (2017). Strengthening internal employer branding by linking it to employee engagement: Retention aspect. In P. Bhatt, P. Jaiswal, B. Majumdar & S. Verma (Eds.), *Riding the New Tides: Navigating the Future Through Effective People Management*, 178-185. New Delhi: **Emerald Group Publishing**.

5. Mishra, S. (2017). Integration of talent management and international mobility function: Strategy for HR to manage business. *Strategic HR Review*, *16*(6), 274-278. **Emerald Publishing, UK**.

6. Mishra, S. (2014). Book Review on 'Human Resource Information Systems-Basics, Applications, and Future Direction. *South Asian Journal of Management, 21*(4), 205-208. **(ABDC-'C' indexed), AMDISA Publishing**.

7. Mishra, S. (2014). HR issues and challenges in pharmaceutical sector with special reference to India. *Review of International Comparative Management, 15*(4), 423-430. **Academy of Economic Studies, Bucharest, Romania.**

CONFERENCE PRESENTATIONS AND PROCEEDING PUBLICATIONS

2019**:**
Mishra, S., & Kumar, S. **Doctoral Conclave supported by Emerald Publishing, DMS, MNIT Jaipur:** Inspecting the connection between employer branding, environmental factors and internet recruitment adoption: A conceptual modeling approach.
Mishra, S., & Kumar, S. **6**[th] **Asia Pacific International Conference on Changing Business Practices in Current Environment, SIMSREE, Mumbai:** Exploring the linkage between internet recruitment dimensions and employer branding.

2017**:**
Mishra, S., & Kumar, S. **27**[th] **Annual Conference of National Academy of Psychology (NAOP), IIT Kharagpur:** Prospecting the enablers of employer branding: Retention aspect.
Mishra, S., & Kumar, S. **11**[th] **Indian Subcontinent Decision Sciences Institute International Conference, IIM Tiruchirappali:** Prospecting the enablers and outcomes of employer branding.
Mishra, S., & Kumar, S. **Young Scholar's Research Colloquium- ICMC, MICA, Ahmedabad:** Establishing a nexus between employee engagement and employer branding to develop employees brand behavior.

2016**:**
Mishra, S., & Kumar, S. **FORE International OB & HR Conference, Fore School of Management, New Delhi:** Strengthening internal employer branding by linking it to employee engagement: Retention aspect.
Mishra, S., & Kumar, S. **Conference on Excellence in Research & Education (CERE), IIM Indore:** Impact of Psychological Contract, Work Culture and Workforce Diversity on Turnover Intention in Indian Insurance Industry

2015**:**
Mishra, S. **ICIER-IIMB International Entrepreneurship Conference, IIM Bangalore:** Social Entrepreneurship in Education: An Indian Perspective.

2014**:**
Mishra, S. **Conference on Excellence in Research & Education (CERE), IIM Indore:** Talent Mobility: Strategy for HR to manage business.

2013**:**
Mishra, S. **IEBFHT (AICTE Sponsored), Sri Sai Ram Institute of Management Studies, Chennai:** HR Issues & Challenges in Pharmaceutical Sector in India.

AWARDS & ACHIEVEMENTS

2017**: MICA Deans Award for the best YSRC submission (Judged by Prof. Rajan Varadarajan, Regent Prof. & Ford Chair in Marketing, Mays Business School, Texas A&M University) -** ICMC organised by Mudra Institute of Communications (MICA), Ahmedabad.
2016**: Got selected among 30 participants throughout India to attend AIB Coursework** (Selection panel & offer from **Prof. Elizabeth Rose, University of Otago**) **-** IIM Indore.
2015**: Doctoral student scholarship (MHRD, Govt. of India) -** School of Management, NIT Karnataka, Surathkal.
2013**: Best Paper Award in IEBFHT (AICTE Sponsored) -** Sri Sai Ram Institute of Management Studies, Chennai.
2008**: Registered Pharmacist** under Pharmacy Council of India (PCI).
2000**:**
Certificate of merit for best regular student - DPS Vidyapeeth, Bhadrak, Odisha
Certificate of excellence - Akhil Bharatiya Vidyarthi Parishad (ABVP).
1996**:**
Certificate of appreciation- 38th Annual all India United Nations Information Test, USO.
VOLUNTEERING EXPERIENCE

1. Nominated Reviewer - AOM Specialized Conference: From Start-up to Scale-up, 2018, Tel Aviv, Israel organized by **Academy of Management, New York, USA.**
2. Nominated Reviewer - SMS India Special Conference, 2018, ISB, Hyderabad organized by **Strategic Management Society, Chicago, IL, USA.**
3. Reviewer - **PSU Research Review: An International Journal**, **Emerald Publishing, UK**.
4. Reviewer - **Employee Relations**, **Emerald Publishing, UK**.
5. Reviewer - **Rajagiri Management Journal**, **Emerald Publishing, UK**.
6. Reviewer - **Asian Business and Management, Springer Nature.**

TEACHING AND PROFESSIONAL EXPERIENCE

2015-19**:**
Research Scholar - Handled courses: B.Tech - Principles of Management (Credits: 3); (MBA) – Industrial Relations (Credits: 3); (MBA & B.Tech) – Business Ethics & Corporate Governance (Credits: 3), **School of Management, National Institute of Technology Karnataka, Surathkal, India**

2013-15**:**
Teaching Assistant (Assisted Dr. Antony Paulraj, Li Dak Sum Chair Professor in Information Systems and Operations Management, Nottingham University Business School China and In-house faculties in academic operations), **Great Lakes Institute of Management, Chennai, India.**

2011-13**:**
Lecturer & Course Coordinator: Course Instructor (BBA & MFC, Utkal University): HRM, OB, Principles of Management, Business Environment, **Arya School of Management & Technology, Bhubaneswar, India.**

2011(Jan-June)**:**
Management Trainee **-Mancer Consulting Services Pvt. Ltd., New Delhi**:
1. Understanding Job Description & Job Specification of assigned Positions.
2. Managing the entire gamut of the Recruitment cycle and to close the position within the deadline.
3. Sourcing resumes through Job Portals, Database, References, Networking, Head Hunting.
4. Posting Jobs and Fetching Resumes from Job Portals.
5. Screening and selecting the best matched Profiles and taking Telephonic Interview.
6. Briefing Candidates regarding the Job Description, Company Profile and Career Perspective.
7. Taking References and building a long-term relationship with Candidates.
8. Sending Letter of Job Opportunity, Interview Call Letter.
9. Formatting Resumes and crosschecking the Quality before forwarding to Clients side.
10. Coordination with Candidates & Clients, Scheduling Interview, Taking Feedback.
11. Salary Negotiation and Reference Check and providing final offer.
12. Resume Mining and Database Management.
13. Maintaining MIS to trace the bottleneck situation.

2010**:**
HR Intern: Project on Training & Development**, National Aluminium Company Limited, Bhubaneswar.**

WORKSHOP/COURSEWORK/FACULTY DEVELOPMENT PROGRAM/CERTIFICATIONS

2018**:**
TEQIP-III Sponsored one day workshop on Intellectual Property Rights - **Start-up Cell, NITK Surathkal.**
Pre-conference Workshop of **27th National Academy of Psychology (NAOP)** on Structural Equation Modeling - **IIT Kharagpur.**

2017**:**
Three day National Level Workshop on "Research Methodology, Statistical Data Analysis and Interpretation" by using SPSS & AMOS - **Institute for Statistics and Analytical Research (ISAR), Chennai.**

2016**:**
Managing Talent **- Coursera Course Certificate (University of Michigan).**
Workshop on SEM using Rstudio – **TAPMI (AACSB Accredited), Manipal, Karnataka.**
Academy of International Business (AIB) Coursework (Module-I**) - IIM Indore.**
Basic Statistics for Reseachers **- Christ University, Bangalore.**
Econometrics for Business Research**- Kristu Jayanti College (Autonomous), Bangalore.**
National workshop on Big Data Analysis, **School of Management, NITK, Surathkal.**

2015**:**
One day workshop on Challenges in Banking and Capital Markets, **School of Management, NITK, Surathkal.**
One day workshop on "Services Marketing and Persuasive Communication to B2B Customers, **School of Management, NITK, Surathkal.**

2014**:**
Improving Quality of Research- **DOMS, IIT Madras.**
OTHER SKILLS

Statistical Technique: Structural Equation Modeling (SEM)
Software: SPSS, R, AMOS