"Employer Branding and Staff Retention in Nepalese Manufacturing Companies"

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Abstract
The study seeks to explore the correlation between employer branding and employee retention within a manufacturing company. Additionally, it aims to determine the primary influencing factors based on employees' age, gender, marital status, and educational qualifications. Data collected from a Simple Random Sampling Technique of 150 employees of a manufacturing company using a questionnaire rated on a 7-point Likert scale. A total of 120 complete responses were obtained, resulting in a response rate of 80%. The study employed descriptive and causal-comparative research design, utilizing analyses such as independent sample t-tests, one-way ANOVA, correlation, and regression. Beta coefficients suggest that ethics and corporate social responsibility (CSR), compensation and benefits have a greater influence on staff retention. The implications of these findings suggest that companies should put in place rules that encourage flexible work hours and create a supportive atmosphere at work to make employees more committed. Managers should offer help to make sure employees are happier and more committed.

Keywords: *Work-life Balance, Ethics and CSR, Healthy Work Atmosphere, Compensation and Benefit, Training and Development, Employer Branding.*

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I. Introduction

In recent years, there has been a growing interest in the concept of "employer branding," with more companies aspiring to become the preferred choice for employees. Even in the aftermath of economic downturns, employer branding continues to hold significance, particularly in retaining top talent. Employer branding stems from applying marketing principles to human resources management (Basha et al., 2020; Singh and Rokade, 2014). As the economy rebounds, employees are regaining confidence and may begin exploring other opportunities (Riley, 2009). Companies that have consistently managed their employer brand have been able to enhance the value proposition for their employees, resulting in increased commitment, loyalty, and retention.

The notion of employer branding emerged in the 1990s in response to the "war for talent" (Mosley, 2007). Since the liberalization of the 1990s, Nepal's manufacturing sector has evolved from small workshops to large enterprises. Despite challenges like inadequate infrastructure and political instability, industries such as cement, steel, clothing, and medicine have flourished, shaping Nepal's industrial landscape. maintaining valuable staff members brings

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numerous advantages, as high turnover can lead to increased costs, disruptions in service, and potential loss of knowledge to competitors. Staff retention is crucial for the success and prosperity of manufacturing companies. Elevated turnover rates not only disrupt operations but also result in substantial expenses related to recruitment, hiring, and training of new employees. Furthermore, seasoned employees hold valuable institutional knowledge and skills that enhance the company's efficiency and innovation. A stable workforce fosters a positive work environment, elevates morale, and boosts productivity, ultimately resulting in enhanced customer satisfaction and greater profitability.

According to Dabirian et al. (2017), employer branding not only fosters employee loyalty and retention but also stimulates interest in working for the organization, highlighting the significance of employees' word-of-mouth feedback, whether positive or negative. Suikkanen (2010) suggests that employer branding serves as a retention strategy by positively influencing the overall employment experience and fostering a favorable work environment, thereby reducing voluntary turnover. Sokro (2012) emphasizes the role of employer branding in attracting and retaining employees who align with the organization's values, influencing their decisions to stay or leave. Ultimately, employee loyalty and retention hinge on the organization's perceived image, which is crucial for both retaining current employees and attracting new talent.

Numerous studies have emphasized the crucial impact of employer branding on staff retention, which entails ensuring that valuable employees remain with a company rather than seeking opportunities elsewhere. It's crucial for managers to grasp the significance of key factors in building a positive employer brand within organizations, as noted by Alniacik et al. (2014). Employer branding, a modern strategy, is evolving continuously and is vital for maintaining a company's reputation in attracting and retaining employees, as highlighted by Ahmad and Daud (2016).This is achieved by cultivating a positive workplace environment where employees feel valued, offering competitive pay and benefits, and supporting a healthy work-life balance. Employer branding encompasses both tangible and intangible rewards provided by an organization to attract and retain talent (Tanwar & Prasad, 2017). It refers to the company's reputation and perception as an employer, encompassing various aspects such as its values, culture, work environment, and career advancement opportunities. In the context of Nepalese manufacturing firms, employer branding encompasses factors like ambiance, training and development, work-life balance, ethics, corporate social responsibility, and compensation and benefits. The concept of employer branding is gaining increasing significance in today's

business landscape, as its reputation serves as a magnet for prospective employees and enhances employee retention (Ahmad and Daud, 2016).

Consistent research indicates that employees tend to remain with organizations boasting a robust employer brand, fostering feelings of pride, loyalty, and belonging. A strong employer brand may lead to reduced recruitment costs due to easier application processes, and retaining employees is typically more cost-effective than replacing them (Biswas & Suar, 2016). Despite the lack of theoretical evidence, more organizations are adopting employer branding as a strategy (Aldousari et al., 2017). While employer branding methods are widespread in firms, there is limited research available on the topic (Rzemieniak and Wawer, 2021) Better candidates may be drawn to organizations that offer enhanced career opportunities (Ambler & Barrow, 1996), potentially resulting in reduced employee turnover due to enhanced employee relations (Berthon, Ewing & Hah, 2005). The efficacy of an employer brand is gauged by the appeal of the benefits provided and the accuracy of its communication (Moroko & Uncles, 2008). Additionally, the study indicates that brand personality traits such as honesty, excitement, and sophistication are correlated with the emotional response and trust in the employer brand, ultimately influencing its attractiveness (Rampl & Kenning, 2014).

Numerous studies have highlighted the crucial role of employer branding in influencing staff retention. Research by Barrow and Mosley (2005) and Cable and Turban (2003) has demonstrated that a robust employer brand positively impacts employees' commitment and loyalty to the organization. The increasing recognition of the workforce's skills, knowledge, and experiences has become invaluable for both companies and their stakeholders, leading to heightened concerns over recruitment and retention (Arachchige and Robertson, 2013). When a company fosters a positive employer brand by emphasizing its values, culture, career development opportunities, and work-life balance, employees are more likely to feel engaged and motivated to remain with the organization. Additionally, a reputable employer brand attracts top talent, reducing turnover rates and bolstering the company's ability to attract and retain skilled employees. Dabirian et al. (2017) underscored the significance of organizational image in influencing staff retention, loyalty, and the attraction of new personnel.

Despite its significance, employer branding presents various hurdles for manufacturing firms. One prominent challenge involves aligning the employer brand with the company's genuine culture and values. Discrepancies between the perceived employer brand and the actual employee experience can result in disillusionment and mistrust among staff, ultimately. undermining retention endeavors. Limited research exists on the relationship between employee retention and employer branding (Nappa, 2013). Additionally, literature highlights

various concerns regarding workplace autonomy, relationships with supervisors and colleagues, recognition and advancement of high-performing employees, consistent provision of training, challenges in maintaining work schedules, fair treatment of employees, and assessing economic value based on performance (Tanwar and Prasad, 2016; Sommer et al., 2016; Clair, 2016). These issues contribute to employee dissatisfaction and turnover, necessitating further investigation in this area. Another challenge lies in preserving a positive employer brand amid negative publicity or internal issues such as layoffs, organizational restructuring, or workplace conflicts. Negative perceptions can tarnish the employer brand, hindering talent attraction and retention. Furthermore, measuring the effectiveness of employer branding initiatives and their impact on staff retention can be complex. While there may be anecdotal evidence of improved employee satisfaction and retention, quantifying these outcomes requires robust metrics and data analysis.

Moreover, in industries like manufacturing where operational efficiency often takes precedence over employee engagement, investment in employer branding initiatives may be overlooked, leading to missed opportunities for talent retention.An organization becomes an ideal workplace and retains employees due to its strong employer brand, creating an environment where employees are eager to continue working due to the lack of comparable opportunities elsewhere (Taylor, 2010). Additionally, employee performance naturally improves in a desirable workplace where employees enjoy their work.While employer branding is essential for enhancing staff retention, manufacturing companies must address associated challenges to fully leverage its benefits. By aligning their employer brand with organizational values, addressing internal issues, and investing in measurement and evaluation, companies can create a compelling employer brand that attracts and retains top talent, driving long-term success.

Further research on employer branding is greatly needed to address the existing gaps and provide valid answers to the aforementioned inquiries. Therefore, taking into account the issues and scope of the study, the research endeavor aims to conduct a comprehensive investigation.

The objectives of the study

- To determine the relationship between healthy work atmosphere, Training and development, work-life balance, ethics and corporate social responsibility, compensation and benefits and staff retention in manufacturing companies

- To examine the effect of healthy work atmosphere, Training and development, work-life balance, ethics and corporate social responsibility, compensation and benefits on Staff retention.
- To assess the differences among genders, age group of respondents with regard to healthy work atmosphere, Training and development, work-life balance, ethics and corporate social responsibility, compensation and benefits and staff retention in manufacturing companies.

II. Review of Literature

This section deals with the theoretical and empirical review of the study which are mentioned below:

Theoretical Review

Social Exchange Theory, as elucidated by Peter M. Blau in his seminal paper "Social Exchange Theory" (1964), posits that individuals engage in relationships with the expectation of mutual benefits. In the context of employer branding, employees perceive organizational efforts to create a positive work environment and provide growth opportunities as investments in their well-being. This perception fosters increased commitment and loyalty, ultimately leading to higher retention rates. Blau's work emphasizes the importance of reciprocity and resource exchange in maintaining social bonds.

Brand Equity Theory, which suggests that strong organizational brands create positive associations that influence employee attitudes and behaviors (Aaker, 1991). In the context of human resource management, employer brand equity increases employees' emotional attachment, trust, and loyalty, thereby supporting long-term retention.

Psychological Contract Theory, explored by Michael Armstrong in "The Psychological Contract: Managing and Developing Professional Groups" (2006), revolves around the implicit expectations and obligations between employers and employees. Armstrong's book delves into how employer branding initiatives shape employees' perceptions of this contract, leading to greater retention when promises related to employee welfare are fulfilled. It highlights the significance of managing the psychological contract to enhance employee satisfaction, commitment, and performance.

Expectancy Theory, as introduced by Victor H. Vroom in "Work and Motivation" (1964), proposes that individuals are motivated when they believe their efforts will lead to desired outcomes. In the context of employer branding, initiatives such as competitive compensation

and benefits packages influence employees' expectations regarding rewards. Vroom's work underscores the importance of aligning efforts with perceived rewards to foster commitment and retention within organizations.

Organizational Support Theory draws on the work of Katz and Kahn in *The Social Psychology of Organizations* (1966), which highlights that employees remain loyal when they perceive genuine support from their organization. Employer-branding practices such as providing a healthy work environment, ethical treatment, CSR involvement, and training opportunities signal that the organization values and cares for its employees. This perceived support strengthens employee commitment and reduces turnover intentions, thereby improving retention (Katz & Kahn, 1966).

These theories explain how employer branding shapes employees' perceptions, experiences, and decisions to remain with an organization, forming the conceptual basis for examining staff retention in Nepalese manufacturing companies.

Empirical Review

Mouton and Bussin (2019) explores the impact of employee branding on staff retention and compensation expectations in South African insurers. This shows the positive correlation between perceived employer branding and staff retention, along with reduced compensation expectations. Demographics show trends but no significance. Analysis of variance and correlation tests were used to analyze and interpret the data. The research offers a model for effective employer branding strategy execution.

Upadhyaye and Ayari (2019) study in the pharmaceutical industry of India investigates factors influencing employer branding and Staff retention. Through a survey and multiple regression analysis on 150 employees, it establishes significant relationships among these factors, emphasizing the importance of skilled employees to organizational success.

K. Tanwar and A. Prasad (2016) investigate employer branding's impact on retention, focusing on current employees' perspectives. It develops a conceptual framework, using qualitative data from an IT company. This shows the positive relationships between employer branding, staff retention, and organizational commitment. It highlights employer branding's role in fostering brand advocates and suggests its potential to address employee attrition, emphasizing both academic and managerial implications.

Evans Sokro (2012) The study investigates employer branding's impact on attraction and retention in Ghana's banking sector, employing a descriptive survey design with 87

conveniently sampled employees. Results indicate the significance of branding in attracting and retaining employees, suggesting the need for conducive work environments.

Gilani & et al. (2017) aims to explore the impact of employer branding on employee retention through a literature review. Seven key themes within employer branding literature are identified. This suggests employer branding influences retention. Future research could involve quantitative testing and comparison across service organizations.

Hypothesis is the statement of assumption or guess of final outcome. It has to be tested once the analysis of data is completed. The hypotheses of the study are as follows:

H_1: There is a significant relationship between Healthy work atmosphere and Staff retention.

H_2: There is a significant relationship between Training and Development and Staff retention.

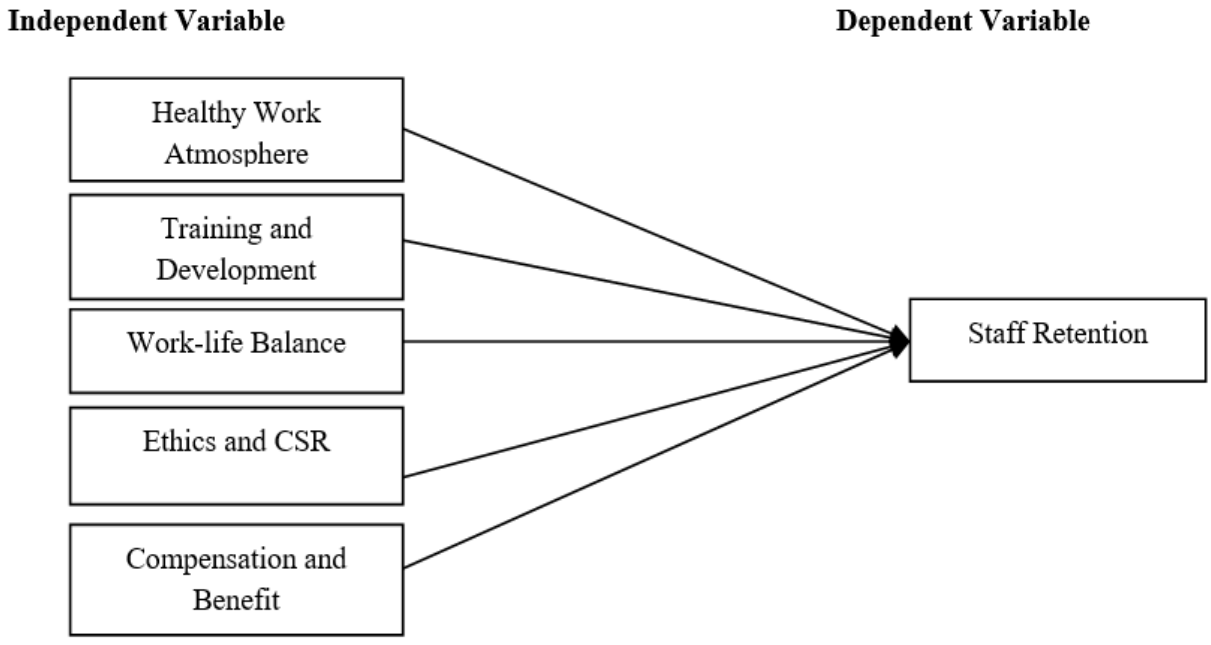
H_3: There is a significant relationship between Work-life Balance and Staff retention.

H_4: There is a significant relationship between Ethics and CSR and Staff retention.

H_5: There is a significant relationship between Compensation and Benefits and Staff retention.

The theoretical framework of the study serves as the fundamental structure composed of concepts, assumptions, and principles guiding the research. It forms the basis for comprehending the research problem, pinpointing pertinent variables, and establishing connections among them. Theoretical frameworks may stem from established theories, models, or conceptual frameworks or they may be custom-built for a specific research inquiry.

Figure 1 - *Research Framework*



Note. Adapted from Bussin and Mouton, 2018

III. Research Methodology

This section incorporates research design, population, sample size, sampling method, nature and sources of data and data collection instruments and tools used for data collection.

Research design

This study has employed a descriptive research design, which aims to depict or characterize a subject by gathering data and tallying the frequencies of research variables or their interactions. This approach is suitable as it enables the portrayal of existing conditions without manipulating variables, aligning with the study's objectives. Additionally, a causal-comparative design was utilized to explore relationships between independent and dependent variables following a completed action or event.

Population, sample size and sampling method

The population of a study typically refers to a large group of individuals or objects that share a common characteristic and are the primary focus of a scientific investigation. In the Butwal Industrial Area, there are four companies involved in manufacturing iron and steel parts, totaling 240 employees as determined by a field survey conducted in 2024. Hence, the population size for this study is 240.

A sample, on the other hand, represents a portion or subset of the population, denoted by 'n'. The total sample size for this study was determined using Yamane's formula, established in 1967. When the population size is known, this formula is applied to calculate the sample size necessary for the study. $n = \frac{N}{1+ Ne^2}$ Where, n= sample size , N= population size (240), e= margin of error (MOE), e= 0.05 based on research condition. Thus, the sample size of the study is n = 150

The sample was selected by using simple random sampling, since the scope of the study was limited to iron and steel parts manufacturing companies in Butwal industrial area and there are limited numbers of iron and steel manufacturing parts companies, specifically in Butwal industrial area.

Nature and sources of data and instrument for data collection

Quantitative data for this study were gathered directly from primary sources. The questionnaire, divided into three sections covering demographics, employer branding and staff retention, contained 28 items. A seven-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, and 7=Strongly Agree) gauged responses. Out of 150 questionnaires distributed, 120 were returned, resulting in an 80% response rate. The scale for measuring employer brand dimensions was adapted from Tanwar

and Prasad (2017), with adjustments made to align with Nepalese cultural context. Additionally, questions concerning staff retention were borrowed from Goyal and Kaur (2023), comprising five items. This research employed a qualitative research design to explore the hypothesized relationships among variables, focusing on employees and administrative staff of iron and steel manufacturing parts companies in the Butwal industrial area.

Statistical tools: The research study has used Smart PLS and SPSS version 20 registered software of Lumbini Banijya Campus to analyze the collected data. In this regard, the study employed various statistical tools based on the appropriateness of the data. Descriptive statistics, including mean and standard deviation were computed to analyze and identify employee's responses. Additionally, a reliability test was conducted to assess the reliability of the research instrument. A Normality test, specifically the K-S test, was employed to check the normal distribution of the data.

Following the assessment of data normality, parametric and non-parametric tests were utilized in inferential statistics. Furthermore, a correlation tool was employed to measure the relationship between variables, and a regression tool was used to examine the effect of independent variables on the dependent variable.

IV. Results and Analysis

Table No. 1 - Measurement Items Assessment/ Assessment of Survey Items

Variables	**Items**	**Loadings**	**VIF**	**Mean**	**SD**	**Mean of Construct**	**SD of Construct**
Compensation and Benefit	CB1	0.867	2.647	3.775	1.947	3.5167	1.82384
	CB2	0.870	4.561	3.242	2.160		
	CB3	0.883	4.594	3.333	2.107		
	CB4	0.876	2.333	3.717	2.074		
Ethics and CSR	ECSR1	0.899	3.078	5.492	1.438	5.4521	1.36250
	ECSR2	0.939	4.672	5.525	1.420		
	ECSR3	0.911	3.728	5.592	1.546		
	ECSR4	0.903	3.257	5.2	1.542		
Healthy Work Atmosphere	HWA1	0.827	2.817	3.5	2.074		
	HWA2	0.804	2.799	3.15	1.986		
	HWA3	0.904	4.282	3.817	1.928		
	HWA4	0.874	3.446	3.900	2.067		

	HWA5	0.823	3.450	4.767	1.995	3.9944	1.70419
	HWA6	0.780	3.100	4.833	2.142		
Staff Retention	SR1	0.851	2.298	5.667	1.513	5.3900	1.32230
	SR2	0.796	2.263	5.750	1.545		
	SR3	0.873	2.923	5.683	1.478		
	SR4	0.885	3.773	5.142	1.619		
	SR5	0.786	2.635	4.708	1.700		
Training and Development	TD1	0.904	3.920	4.767	1.995	4.2139	1.74724
	TD2	0.902	4.544	4.342	2.002		
	TD3	0.849	2.774	4.400	2.083		
	TD4	0.821	2.532	3.992	2.031		
	TD5	0.903	4.246	4.283	2.074		
	TD6	0.729	1.738	3.500	2.074		
Work-life Balance	WLB1	0.937	2.992	4.733	1.721	4.7972	1.57851
	WLB2	0.871	2.230	5.258	1.671		
	WLB3	0.790	1.759	4.400	2.055		

Table 1 indicates the measures and validity related to the outer model. It shows the standardized outer loading, Variance Inflation Factor (VIF), mean, and Standard Deviation (SD) of the outer model. Twenty-eighth scale items are used to assess six latent variables. The outer loading values of all the items are above the threshold value of 0.70 similarly, the VIF values of all the items are below 5, indicating no multicollinearity among the scale items (Hair et al., 2019). Consequently, there is no multicollinearity among the items. The mean and standard deviation (SD) results of all the measurement items are in a good range on 7-point Likert scale data. Hence, the measurement items qualify for reliability and validity for further assessment.

Table 2 - One-Sample Kolmogorov-Smirnov Test

	Work-life Balance	Training and Development	Healthy Work Atmosphere	Compensation and Benefit	Ethics and Corporate Social Responsibility	Staff Retention
Kolmogorov-Smirnov Z	1.469	1.429	1.428	1.419	2.162	1.950

Asymp. Sig. (2-tailed)	.027	.034	.034	.036	.000	.001

As shown in Table 2, since the Z value for ethics and corporate social responsibility does not lie between -1.96 to +1.96, so that ethics and corporate social responsibility does not follow a normal distribution. However, the p-value of work-life balance, training and development, healthy work atmosphere, compensation and benefit, and staff retention follow a normal distribution as their Z values lie between -1.96 to +1.96. For a normal distribution (work-life balance, training and development, healthy work atmosphere, compensation and benefit, and staff retention), we use parametric tests, and for a non-normal distribution (ethics and corporate social responsibility), we use non-parametric tests.

Table 3: t-Test for Difference of two means or independent sample t test

	Gender	N	Mean	T value	P value
Work-life Balance	Male	82	4.7642	-.335	.738
	Female	38	4.8684		
Training and Development	Male	82	4.1626	-.471	.639
	Female	38	4.3246		
Healthy Work Atmosphere	Male	82	3.9411	-.503	.616
	Female	38	4.1096		
Compensation and Benefit	Male	82	3.6189	.901	.369
	Female	38	3.2961		
Staff Retention	Male	82	5.3732	-.204	.839
	Female	38	5.4263		

From above table 3, it is shown that the p value of work-life balance, training and development, healthy work atmosphere, compensation and benefit and staff retention are 0.738, 0.639, 0.616, 0.369, 0.839 respectively which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female are similar towards the work-life balance, training and development, healthy work atmosphere, compensation and benefit and staff retention. From the mean value of male and female students, it can be noticed that their opinion towards work-life balance, training and

development, healthy work atmosphere, compensation and benefit and staff retention are similar.

Table 4 - One way ANOVA

		N	Mean	F value	P value
Work-life Balance	Below 30	25	4.4933	.623	.601
	30 to 40	62	4.9731		
	41 to 50	27	4.7284		
	50 above	6	4.5556		
	Total	120	4.7972		
Training and Development	Below 30	25	4.5133	2.046	.111
	30 to 40	62	4.2339		
	41 to 50	27	4.2531		
	50 above	6	2.5833		
	Total	120	4.2139		
Healthy Work Atmosphere	Below 30	25	4.4067	1.496	.219
	30 to 40	62	3.9704		
	41 to 50	27	3.9321		
	50 above	6	2.8056		
	Total	120	3.9944		
Compensation and Benefit	Below 30	25	3.3800	.915	.436
	30 to 40	62	3.4677		
	41 to 50	27	3.4907		
	50 above	6	4.7083		
	Total	120	3.5167		
Staff Retention	Below 30	25	5.5360	.413	.744
	30 to 40	62	5.3935		
	41 to 50	27	5.3630		
	50 above	6	4.8667		
	Total	120	5.3900		

From the table 4, it is shown that the P value of with work-life balance is 0.601, exceeding the 5 percent significance level. Therefore, we fail to reject the null hypothesis at the 5 percent significance level. This implies that there are no significant differences in the opinions of different age groups of employees regarding work-life balance. Furthermore, examining the

mean values of different age groups of employees reveals that their perspectives on work-life balance are similar. This may be due to the organization might have implemented policies or initiatives that promote work-life balance uniformly across all age groups.

Similarly, the P value of training and development is 0.111 exceeding the 5 percent significance level. Therefore, we fail to reject the null hypothesis at the 5 percent significance level. This suggests that there is no significant difference in the opinions of different age groups of employees regarding training and development. Furthermore, examining the mean values of different age groups of employees reveals that their perspectives toward training and development are similar. This may be because the organization might have implemented training and development programs that cater to the diverse needs and preferences of employees across age groups. Additionally, the importance of continuous learning and development may be universally recognized among employees, regardless of age.

Similarly, the p-value for a healthy work environment is 0.219, which is above the 5%significance level. Therefore, we fail to reject the null hypothesis (H0) at the 5% level of significance. This suggests that there is no significant difference in employees' attitudes about a healthy work environment across age groups. Also, the mean values of different age groups of employees show that their attitudes toward a healthy work environment are similar. This may be due to the organization might have implemented policies and practices that promote a positive work environment universally across all age groups. Additionally, the importance of a healthy work atmosphere may be universally acknowledged among employees, irrespective of age.

Similarly, the p-value for compensation and benefits is 0.436, which is above the 5% significance level. Therefore, we fail to reject the null hypothesis (H0) at the 5% level of significance. This shows that there is no major difference in employee perceptions about compensation and benefits across age groups. From the mean values of different employee age groups compared, their perspectives on compensation and benefits are comparable. This consistency in beliefs across age groups might be due to an organization having constructed compensation and benefit packages that are considered fair and equitable by employees of all ages. Furthermore, employees of all ages may appreciate the value of fair wages and complete benefits.

Similarly, the p-value for staff retention is 0.744, which is above the 5% significance level. Therefore, we fail to reject the null hypothesis (H0) at the 5% level of significance. This implies that there is no significant difference in employees' attitudes toward staff retention across age

groups. The mean values of different age groups of employees show that their attitudes toward staff retention are comparable. The firm might have adopted effective staff retention techniques that resonate with employees of diverse ages. Furthermore, employees of all ages may see the necessity of keeping talent and maintaining a stable staff.

Table 5 - Mann-Whitney U test

	Gender	Mean Rank	Z value	P value
Ethics and Corporate Social Responsibility	Male	59.53		
	Female	62.59	0.452	0.651
	Total			

From the above table, it is shown that the p value of Ethics and Corporate Social Responsibility is 0.651 which is more than 0.05. Thus, it can be said that alternative hypothesis H4 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards Ethics and Corporate Social Responsibility. From the mean value of male and female employees it can be noticed that their options towards Ethics and Corporate Social Responsibility are similar.

Table 6 - Krushkal-Wallis Test

	Age group of respondents	Mean Rank	Chi Square	P value
Ethics and Corporate Social Responsibility	Below 30	68.70		
	30 to 40	61.31		
	41 to 50	52.56	3.114	.374
	50 above	53.67		
	Total			

From the above table, it is shown that the p value of Ethics and Corporate Social Responsibility is 0.374 which is more than 0.05. Thus, it can be said that alternative hypothesis H4 is rejected at the 5% level of significance. This means the opinion of different age group of employees are similar towards Ethics and Corporate Social Responsibility. From the mean value of different age group of employees, it can be noticed that their options towards Ethics and Corporate Social Responsibility are similar.

Table 7 - Correlations

	Work-life Balance	Training and Development	Healthy Work Atmosphere	Compensation and Benefit	Ethics and Corporate Social Responsibility	Staff Retention
Work-life Balance	1	.505**	.519**	.452**	.653**	.615**

Training and Development	1	.915**	.891**	.429**	.353**
Healthy Work Atmosphere		1	.838**	.395**	.344**
Compensation and Benefit			1	.411**	.256**
Ethics and Corporate Social Responsibility				1	.816**
Staff Retention					1

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

From the table it is found that the value of r with respect to Work-life Balance, Training and Development, Healthy Work Atmosphere, Compensation and Benefit, Ethics and Corporate Social Responsibility are 0.615, 0.353, 0.344, 0.256 and 0.816 respectively which means there is strong positive relationship between Work-life Balance, Training and Development, Healthy Work Atmosphere, Compensation and Benefit, Ethics and Corporate Social Responsibility and staff retention.

Table 8 - Model Fit Assessment**:** F square

	f-square
Compensation and Benefit -> Staff Retention	0.109
Ethics and CSR -> Staff Retention	1.088
Healthy Work Atmosphere -> Staff Retention	0.005
Training and Development -> Staff Retention	0.026
Work-life Balance -> Staff Retention	0.035

Table 9 - Model Fit Assessment: R square and Adjusted R square

	R-square	R-square adjusted
Staff Retention	0.727	0.715

The f-Square variable staff retention, the f-square value of Compensation and Benefit is 0.109, Ethics and CSR is 1.088, Healthy Work Atmosphere is 0.077, Training and Development is 0.026 and Work-life Balance is 0.035. It shows that Compensation and Benefit, Healthy Work Atmosphere, Training and Development and Work-life Balance have a small effect size on the Staff Retention. Further, the f-square value of Ethics and CSR is 1.088 on the Staff Retention, indicating a large effect size (cohen, 1988) Lastly, the R-square value of staff retention is 0.715, which indicates moderate predictive power (Hair et al., 2013).

Figure 2 - Path Diagram / Structural Model Assessment

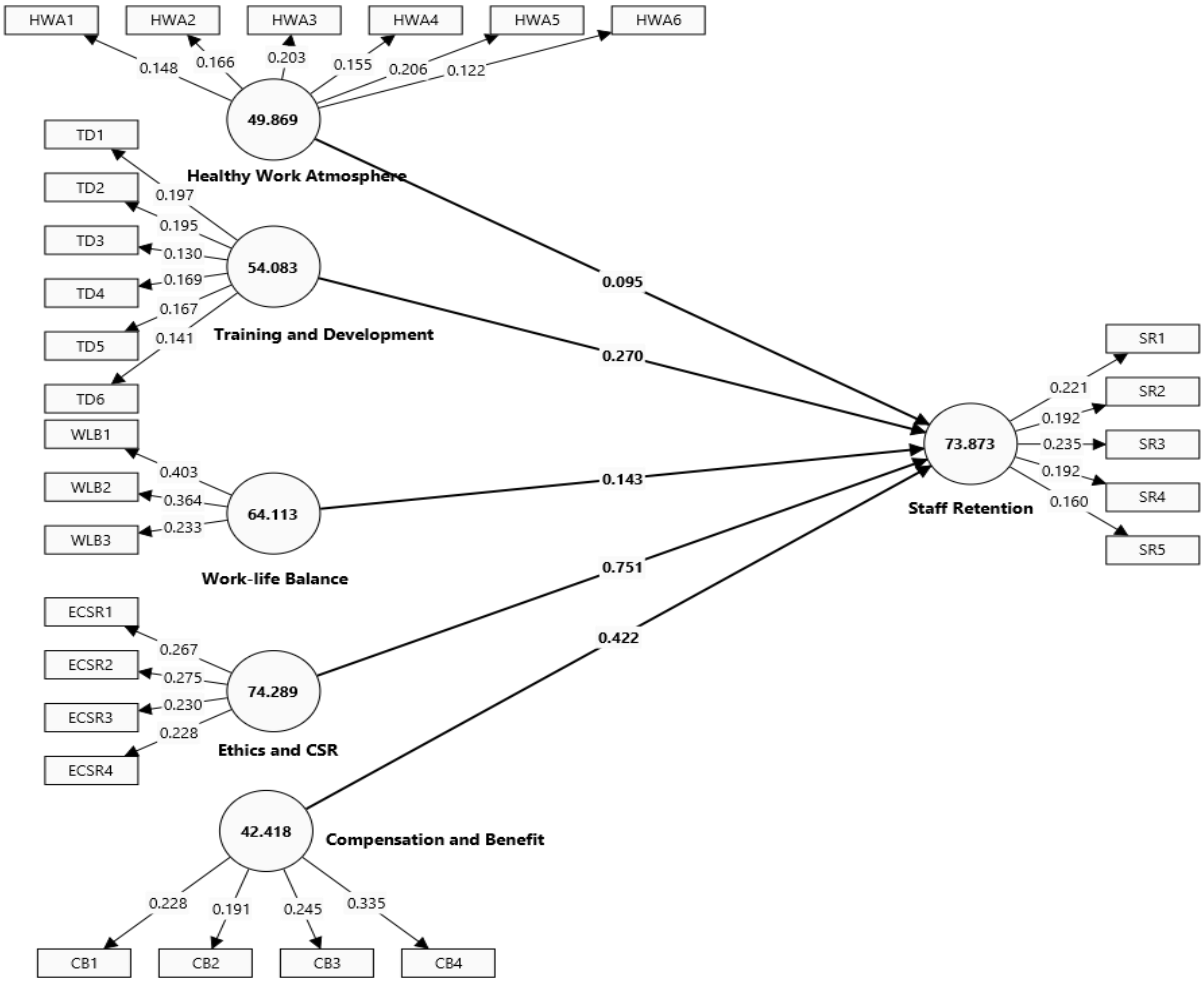


Table 10 - Hypotheses Testing (Direct Effect)

Hypotheses	B	Mean	Standard deviation (STDEV)	T stat.	P values	Decision
H1: Compensation and Benefit -> Staff Retention	0.422	0.405	0.140	3.008	0.003	Accepted
H2: Ethics and CSR -> Staff Retention	0.751	0.751	0.077	9.708	0.000	Accepted
H3: Healthy Work Atmosphere -> Staff Retention	0.095	0.087	0.136	0.698	0.485	Rejected
H4: Training and Development -> Staff Retention	0.270	0.263	0.188	1.437	0.151	Rejected
H5: Work-life Balance -> Staff Retention	0.143	0.143	0.090	1.577	0.115	Rejected

Given figure and table show the boot-strapping results under 5000 subsamples and decisions on hypotheses. All hypotheses H1, H2, H3, H4 and H5 are accepted at significance level 0.05. Hence, there is a positive and significant impact of compensation and benefit (β=0.422; $p<0.05$) on staff retention. Similarly, there is a positive and significant impact of ethics and CSR (β=0.751; $p<0.05$) on staff retention. There is a positive and insignificant impact of healthy

work atmosphere (β=0.095; p>0.05) on staff retention, similarly, there is a positive and insignificant impacts of training and development (β=0.270; p>0.05) on staff retention. Furthermore, there is a positive and insignificant impact of work-life balance (β=0.143; p>0.05) on staff retention.

Importance-Performance Map Analysis (IPMA)

Figure 3 : IPMA Map

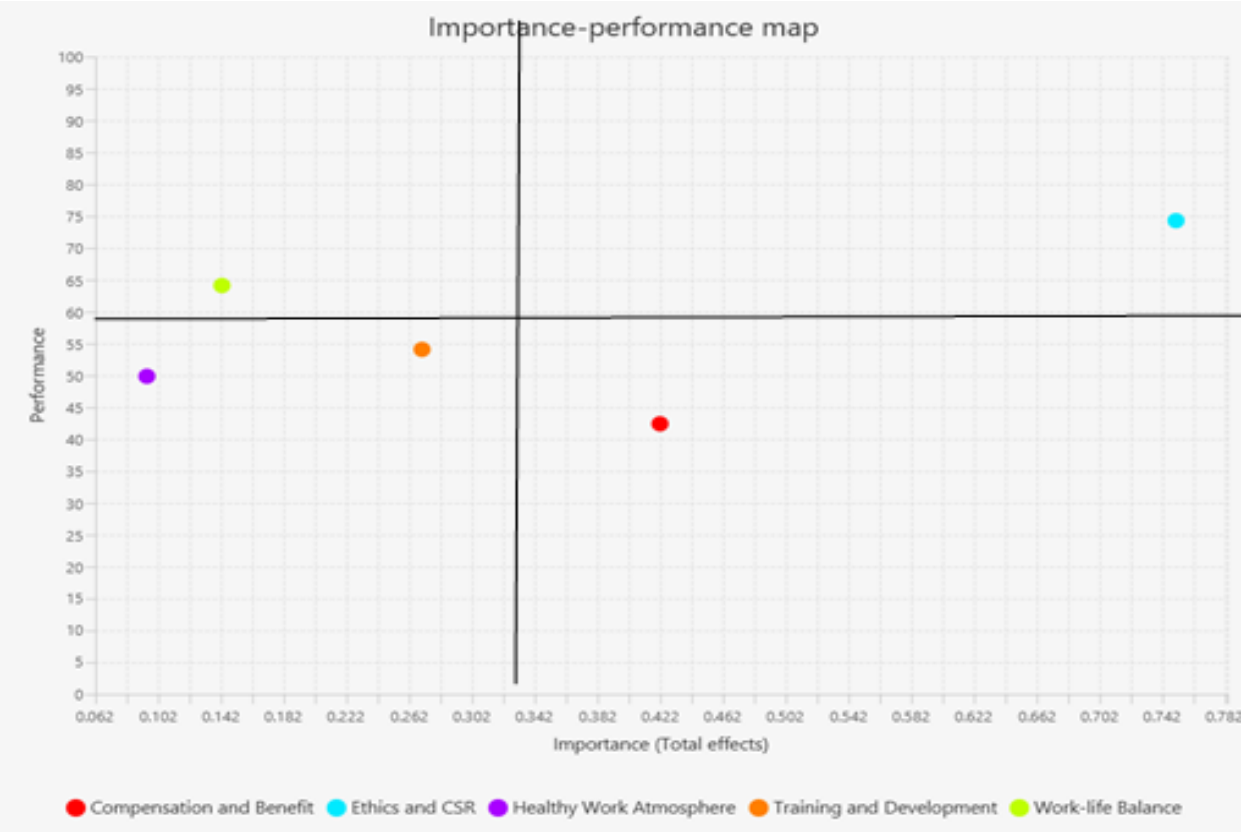


Table 11 - IPMA Map

	Importance	LV performance
Compensation and Benefit	0.422	42.418
Ethics and CSR	0.751	74.289
Healthy Work Atmosphere	0.095	49.869
Training and Development	0.27	54.083
Work-life Balance	0.143	64.113
Mean	0.3362	56.9544
Staff retention		73.873

The table indicates the Importance- performance analysis of the factor of staff retention. The results indicate that if we increase 1 unit of Compensation and Benefit from 42.418 to 43.418, the Staff retention will increase from 73.873 to 74.295. Similarly, if we increase 1 unit of Ethics and CSR 74.289 to 75.289, the Staff retention will increase from 73.873 to 74.624

Moreover, if we increase 1 unit of Healthy Work Atmosphere 49.869 to 50.869, the Staff retention will increase from 73.873 to 73.968 Additionally , , if we increase 1 unit of Training and Development 54.083 to 55.083, the Staff retention will increase from 73.873 to 74.143.if we increase 1 unit of Work-life Balance 64.113 to 65.113, the Staff retention will increase from 73.873 to 74.016. Hence the most major factors on staff retention is Ethics and CSR.

V. Discussion

In various studies, it has been observed that offering competitive pay and appealing benefits significantly contribute to the attraction of top-notch talent and the retention of skilled employees within a company. Moreover, a study by Glassdoor Economic Research (2019) found that salary and compensation are the leading factors influencing job satisfaction among employees. Hence, companies that provide equitable and competitive pay along with extensive benefits like health coverage, retirement options, and adaptable work schedules are better positioned to retain their employees in the long run.

Apart from tangible rewards, the ethical behavior and Corporate Social Responsibility (CSR) efforts of a company have a significant influence on retaining employees. According to research conducted by Cone Communications and Echo Research in 2018, 64% of millennials take into account a company's social and environmental pledges when selecting their place of employment. Workers are increasingly drawn to organizations that mirror their own values and show dedication to contributing positively to society. By actively participating in ethical business practices and backing CSR initiatives, companies not only improve their reputation as employers but also cultivate a feeling of pride and loyalty among their employees (Korschun et al., 2014). Moreover, ethical behavior and CSR efforts contribute to a positive organizational culture, which is instrumental in retaining talent. Research by Diamantopoulos et al. (2012) suggests that employees who perceive their organization as ethical are more likely to exhibit higher levels of organizational commitment and job satisfaction, leading to greater retention rates.

Thus, it can be said that the previous findings are consistent with the present findings which also state that compensation and benefit and ethics and CSR has positive relationship with staff retention. The importance of how a company is seen as an employer in keeping staff happy and staying with the company is really big. Things like pay, perks, being ethical, and doing good for the community are all super important. Companies that focus on these things don't just get great employees, they also make sure those employees stick around and feel proud to be part of the team. This helps them stay ahead of the competition.

Employer branding plays a strategic role in enhancing employee retention by shaping a positive perception of the organization as an ideal workplace. This study identifies significant relationships between employee retention and certain dimensions of employer branding, particularly compensation and benefits, as well as ethics and corporate social responsibility. However, other aspects like a healthy work environment, training and development, and work-life balance show no direct correlation with staff retention. Recognizing the expanding scope of employer branding, it's crucial for organizations to prioritize factors that contribute to employee satisfaction and retention, such as fostering a positive work atmosphere and investing in employee development. By focusing on these areas, particularly in manufacturing companies, organizations can effectively enhance staff retention rates

Conclusion

In today's highly competitive global market, attracting and retaining talented staff has become a worldwide priority. Various aspects such as HR practices, employer branding, rewards and recognition compensation and benefit, ethics and CSR, have gained prominence in attracting and retaining skilled staff. Based on the major findings, it can be concluded that among all independent variables, compensation and benefit and ethics and CSR exhibit high beta coefficients. Therefore, it is inferred that if an organization focuses on these factors, there is a high probability that staff retention can be enhanced. The pressure to stand out as an employer has intensified due to the scarcity of quality talent and numerous job opportunities, particularly in emerging markets. Employer branding is now a critical tool for conveying value to both potential and current employees. Recognizing that a significant portion of operating costs stem from human resources, companies are increasingly focusing on strategies for attracting and retaining talent, thus enhancing profitability. The study underscores the importance of creating psychologically secure work environments that foster growth opportunities, facilitating talent retention. Employees seek organizations that value and treat them fairly, emphasizing the significance of positive employer-employee relationships. Ensuring that the employer brand attracts and retains the right employees who contribute to the business's success is crucial for long-term viability. Therefore, organizations must strategically position their employer brand to attract skilled individuals efficiently.

Implications

Organization: Implement flexible work arrangements for work-life balance, invest in training for skill enhancement, foster a positive work environment through open communication, ensure competitive compensation, and embed ethical practices for organizational culture.

Policy makers: Policy makers should advocate for work-life balance policies like flexible hours and telecommuting, allocate resources for vocational training, prioritize employee well-being, and enforce fair labor standards for adequate compensation and benefits.

Academic institutions: Academic institutions collaborate on industry training, research workplace wellness, offer ethics education, and provide practical experience through internships.

Further Research: Research should investigate employer branding's impact on retention, explore innovative work-life balance approaches like job sharing, examine the relationship between engagement, culture, and retention, and assess long-term effects of CSR initiatives on satisfaction and retention.

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